

## **A Study on Training Needs Assessment of Policy Level Officials**

Dr. Saber Ahmed Chowdhury

Associate Professor, Department of Peace and Conflict Studies, University of Dhaka

### **Objective of the Study**

1. To identify the areas of training need for policy level officials with the degree of need.
2. To explore the preferable methods and forms of required training.

### **Methodology**

This study has used mixed method for *Elaboration* purpose while quantitative results are demonstrating qualitative results. All of the respondents of the study are the upper ranked government officers (Secretary, Additional Secretary, and Joint Secretary) of the *People's Republic of Bangladesh*. This study covers 20 ministries and divisions under convenience sampling method which is 44.44% of the total number of ministries and divisions. The survey is conducted over 53 additional secretaries and joint secretaries working at ministries and divisions selected by random sampling method to avoid any bias estimation. A semi-structured questionnaire was developed for them to ask questions regarding the objective of the study. Key informant interviews (KIIs) and a focus group discussion (FGD) were the techniques to conduct qualitative data of the survey. The research team interviewed 16 officers as key informants to collect detailed qualitative data. They were asked 8-9 questions about the duration, instructions, content methods and foreign visit along with their perception of several ongoing training programs. The duration of each of KIIs was around 30-45 minutes and the range of age of the respondents was in between 30-55 years old. A very fruitful FGD was held at BPATC (Bangladesh Public Administration Training Centre), Dhaka on 10 April 2018 in presence of 22 government officers (Additional Secretaries participating in PPMC training) and its duration was around one and half hour.

### **Findings**

- The study has found higher variety in the priorities of additional secretaries which has kept fewer issues to be covered in the training programs designed especially for them. They prefer communication and management related issues to be covered in their training programs.
- They also prefer innovation but gives less priority to leadership. Many issues of specialized knowledge are also less prioritized by additional secretaries claiming adequate understanding of the officials of this level regarding these issues such as human rights, e-governance
- On the other hand, joint secretaries scored almost all areas with higher training needs without making much of a difference.
- The areas of training needs are not all that count for effective training outcome of policy level officials. The study has also recommended shorter duration, best-fitted instructors, appropriate instruction methods, adequate classroom facilities, use of English as training time language, improved evaluation of training, regular training needs assessment, coordinated training strategy, promotion and patronization of training institutes, relevant exposure visits and foreign training etc.
- BCSAA can consider all these findings to introduce an effective training design for the policy level officials of the country. This study sets a standard for the training of higher-level officials in the context of Bangladesh. All the related departments, as well as other training institutes, can consider this study as a guiding document for any capacity building measure the initiated for the officials.

## **“Field Administration and its Challenges (Focus on Service Delivery)”**

### **Dobey International**

#### **Objectives of the Study**

The main objective of this study is to examine the problems faced by the field level admin cadres of Bangladesh in service delivery. In this regard the study concentrated on-

- Natures and types of the problems the admin cadre officials are facing focusing on service delivery.
- Causes of such problems.
- Proposed recommendations from the Admin Cadre Officers to overcome the challenges.

#### **Methodology**

DOBEY International Ltd. prepared the questionnaire consulting with its expert consultants and shared the product with BCSAA to provide their inputs and suggestion. Incorporating those inputs in the questionnaire, it was pre-tested to the selected area (Savar, as it is close to Dhaka) to identify the gaps while using it practically. Then, the gaps were addressed and questionnaire was finalized. The sample was selected randomly as all of the members of the target group were similarly capable to answer the questions. However, it was taken into account that it has both male and female members and has a mix group consisting different positions and service durations. Hundred and Sixty One respondents were interviewed from six divisions through questionnaire. Moreover, Content Analysis is used to review the published or printed facts, figures, opinions, observations, generalizations in the light of its content value. This helps to get better insight about the topic from the secondary sources. The finding from primary data and secondary sources were shared together since they supplement each other. After collecting data, they were coded and verified. In each level, data reviewer reviewed to ensure quality. Data analysis was done both in qualitative and quantitative method. The collected inputs were then possessed using SPSS and the descriptive answers were analysed separately to understand the social, personal and professional context.

#### **Findings**

- This study found that although the Administration Cadre officers work closely with the local people and provide service, they face many problems for years. For example; political pressure, power practice of senior level officers, threat from local citizens, inadequate facilities, living away from family, lack of power, unavailability of required logistics and finance, feeling of insecurity, skill gap and coordination gap among govt. offices. HR management theories suggest that the consequence of these challenges is a demotivated workforce who would not utilize their full talent. Ultimately, citizens will be deprived from their civil right of getting Govt. services.
- However, the respondents also suggested some steps to overcome the challenges like trial of some criminal cases up to certain level should be bring back for general crime management, take steps to reduce the gap between administration cadres and other cadres, initiate capacity building sessions, provide recognition for good performance, increase the legal power of the Administration Cadre, increase logistic support for mobile court management and increase coordination and provide support to the Upazila Nirbahi Officers (UNO) to work independently.
- Thoughtful and effective problem solving strategy can mitigate some of the core problems within reasonable time. In this regard, government can initiate capacity building workshops and awareness sessions for people representatives to make them knowledgeable on public function and procedures. Simultaneously, the members of Administration Cadre should be oriented properly about their responsibilities and power, so that they become confident to practice right knowledge and legal authority with integrity defying unwanted influences.

# **THE INNOVATION IMPETATIVE: A STUDY ON THE RECENT INNOVATION IN PEOPLE AND KNOWLEDGE**

Md. Nuruzzaman, Ph.D, Director (Training), NAPD

## **Objectives of the study**

The general objective of the study to analyze some case studies rigorously on innovation practices in Bangladesh Civil Service where Specific objectives are:

- a. To review the innovative practices in Bangladesh
- b. Prepare case studies in innovations of Bangladesh civil service on people and knowledge
- c. to disseminate the innovation cases for broader sensitization and consensus building for learning and actions

## **Methodology**

In this study, qualitative research approach has been used to satisfy the research objectives. As the study was exploratory in nature, case study method used to discover the factors which influence civil service innovations. Besides these, few focus group discussions and in-depth interviews has conducted among the relevant stakeholders including policy makers, concerned officials of various departments,, line departments and other policy makers as well. An interview guide developed which consists of most relevant research questions. In depth face to face interviews conducted with government, autonomous, sector corporations and local government and local development authorities, supervisors and concerned departmental officials at their workplace. For qualitative analysis of interviews, different techniques will be used. It transcribes video, audio, pictures, PDF files and documented interviews to explore different themes. Interviews will be documented and then transcribed in NVIVO software. Analysis of interviews will be presented through word tag cloud, word tree maps, and model and cluster analysis of node similarity and Pearson correlation coefficients of variables.

## **Findings**

- Need to define and redefine innovation in public sector. Consensus building is a must among the public sectors entity in defining innovation. In true sense broader activities like scientific technological, social, cost-effective solutions should be given emphasis in defining and support public sector innovations
- Increase the industry–education sector collaboration so the education sector can produce innovative products and industry can scale up
- Encouraging innovation in the SMEs which is efficient , cost effective and labor intensive
- Incentivize the entrepreneurial eco-system so that entrepreneurs and innovators feel at home with a congenial and supportive environment
- Improvement of climate of doing business is a must for cost effective and innovative solutions of public service
- Government should develop physical infrastructure to support innovations. Creations of innovations lab, business hub and innovation incubators are the basic infrastructure that supports innovations
- Enforce laws related with intellectual property rights
- Establishment of innovation Foundation as an autonomous body under the Ministry of Science and Technology. In many countries like India, this types of foundations are supporting innovations independently
- Grassroots levels are real world where innovative ideas are born and die. So a system should be developed in harnessing innovations and creativity of grassroots innovations particularly the students and people in general
- Correct imbalance in education skills, infrastructure and business
- Create a culture and attitude of innovations. Without cultural and behavioural change innovations will not be sustained.

# **Training Need Assessment of Field Level Officers erdaC noitartsinimdA fo**

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## **Objectives of the Study**

The main objective of the study is to conduct some empirical research on the area of local government, field administration, training Need Assessment (for the current and future courses offered by BCSAA), Training Methods and Career Planning for civil servants of Bangladesh in its three years period. The specific objectives of the study are to:

- Analyse the training render to the different level of officers of BCS Administration Cadre
- Identify gap between required and actual on the job training of BCS Administration Cadre
- Analyse the current status of receiving task related training and its influence to perform the job responsibilities
- Identify constraints in performing job responsibilities

## **Methodology**

In this study, the selected field level officers like Commissioner, Director - Local Government (DLG), Deputy Commissioner (DC), Additional Deputy Commissioners (ADC), Deputy Director - Local Government (DDLG), Upazila Nirbahi Officer and AC Land were considered as sample. The data for the proposed TNA was collected from the primary and secondary sources. The study used stratified purposive sampling to obtain information from the primary and secondary sources which comprise all relevant categories of respondents. At first, 9 Districts were selected from 5 Divisions and then then 24 Upazilas were selected from selected Districts. Finally, officers of BCS Administration Cadre at different levels were selected conveniently. The study covered a total of 76 respondents (04 Commissioners, 03 Additional Commissioners, 05 Directors, LGI, 05 Deputy Commissioners, 09 Additional Deputy Commissioners, 07 Deputy Directors of LGI, 24 Upazila Nirbahi Officers, 22 Assistant Commissioners (Land). Data was collected including in-depth interview through semi - structured questionnaire.

## **Findings**

- The participants agree that duration and training materials have an important influence on the effectiveness of training; however the correlation between the effectiveness of training and duration is found lower than the expected
- The civil service administration cadre needs to continue its move from a mindset of seeing training and development as a cost to one of seeing it as an investment
- Most of the senior officers (district level and above) put more attention for the course on Public Procurement Management Course, Orientation Courses for Fit-listed UNOs, Course on Budget Management and Audit Disposal and Course on Etiquette and Manner. These courses need to give priority to smooth operation of field services
- The specific trainings should be given more emphasize for all BCS officers such as Information, communication and technology (ICT), Sustainable Development Goals (SDGs), Financial management, Disaster Management and Relief and Developmental work training which are appropriate and of value to these managers
- Consistent support for the training needs to be enunciated by senior managers and their action to implement this support should be subject to independent scrutiny
- More exercise or hands on session can improve the effectiveness of the training