

## **FINAL REPORT**

### **Third-Party Evaluation of Human Resource Management for the Department of Posts for the Period 2020-21 to 2024-25**



**Submitted by**

**Indian Institute of Public Administration, New Delhi**

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**EVALUATION OF CENTRAL SECTOR SCHEME**

Centrally Sponsored Scheme of  
Name of Department/Name of Ministry

HRM Division

Department of Posts

Ministry of Communications

Government of India

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## **B. LIST OF ABBREVIATIONS**

<b>S.N.</b>	<b>Abbreviation</b>	<b>Full Form</b>
1.	AAO	Assistant Accounts Officer
2.	ADP	Advanced Development Programme
3.	AO	Accounts Officer
4.	APPC	Asian Pacific Postal College, Bangkok
5.	BO	Branch Post Office
6.	BPM	Branch Post Master
7.	CBS	Core Banking System
8.	CSI	Core System Integrator
9.	DoP	Department of Posts
10.	EDDA	Extra Departmental Delivery Agent
11.	EDP	Executive Development Programme
12.	EOD	End of Day
13.	FSI	Financial Services System Integrator
14.	GDS	Gramin Dak Sewaks
15.	GPO	General Post Office
16.	HO	Head Post Office
17.	HPM	Head Post Master
18.	IPoS	Indian Postal Services
19.	IPPB	India Post Payment Bank
20.	MDP	Management Development Programme
21.	MTS	Multi Tasking Staff
22.	PA	Postal Assistant
23.	PA/SA	Postal Assistant / Sorting Assistant

<b>S.N.</b>	<b>Abbreviation</b>	<b>Full Form</b>
24.	PACO/RO	Postal Assistant in Circle /Regional Offices
25.	PBM	Post Branch Manager
26.	PR	Public Relations
27.	PTC	Postal Training Centre
28.	R&D	Research and Development
29.	RAKNPA	Rafi Ahmed Kidwai National Postal Academy, Ghaziabad
30.	RICT	Rural Information and Communication Technology
31.	RSI	Rural System Integrator
32.	RTC	Regional Training Centre
33.	SO	Sub Post Office
34.	SOL	Service Outlets
35.	Sr.PM	Senior Post Master
36.	STP	Standard Training Packages
37.	WTC	Work Place Training Centre

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# 1 EXECUTIVE SUMMARY

The Department of Posts has framed the Postal Training Policy of 2012 with the instrumental objective of 'Training for All' aligned with the National Training Policy (NTP) of 2012. The Postal Training Policy of 2012 aims at enabling employee's professional and soft skills to bring about effective and desirable changes in the overall working of the Post Offices. In this context, the 'India Post 2012 Project' is an end-to-end IT modernization project undertaken by the Department of Posts to increase its operational efficiency and to provide excellent services to Indian citizens.

The key objective of the 'India Post 2012 Project' is to modernize and computerise all post offices across the country, including Branch Post Offices (BPOs) in rural areas and, to create a seamless network. It involves the integration of Mail, Banking, Insurance and Finance etc. In the Scheme, it is proposed that under IT Modernization Project 2012, multi-functional hand-held devices would be provided to *Gramin Dak Sevaks* (GDS) to automate the rural network. Rural network connectivity will not only attract improved revenue but also establish the brand value of Post offices. GDS make substantial use of DARPAN (erstwhile Information and Communication Technology) devices, transforming the rural postal business into a wholesome enterprise.

To better equip the postal workforce with modern know-how, they are put to customised training programmes enhancing their work efficiency. There are three mid-career training programmes at specific intervals for all cadres of staff. To maintain uniformity of training to a large number of employees across the country, Standard Training Packages (STPs) have been developed. It is estimated that to provide training to Postal Staff and GDS, the training infrastructure, construction of building projects both spill-over and new are furnished through the items mentioned in Annexure-1 of the Terms of Reference (ToR) of the study. Spill-over building projects include International Standard Hostel, RAKNPA, Ghaziabad, Ladies Hostel at PTC Mysore, Staff Quarters at PTC Mysore, Ladies Hostel at PTC Madurai, Sports Complex and Auditorium at RAKNPA. New building projects proposed during SFC period 2020-21 to 2024-25 are: Additional Hostel block & Auditorium at PTC Guwahati, Setting up PTC in J&K Circle, and Setting up PTC at Kolkata. Apart from

this, the DoP wishes to upgrade 200 out of 452 existing WTCs. There are seven components of the HRM Scheme of the Department of Posts. These Schemes are (i) Revision of Standard Training Packages (STPs)/e-Learning/Training in other Institutes/ Training in other Institutes for IPoS Officers of various level (Rs. 20.20 Cr.), (ii) Training Network Upgrade and Expansion including building projects (Rs. 86.98 Cr.), (iii) Training Delivery in DoP's Training Institutes (20.00 Cr.), (iv) Outsourcing of Trainers/Faculty/ Housekeeping (Rs. 18.60 Cr.), (v) Travel expenses (Rs. 45.30 Cr.), (vi) Minor Works & Maintenance (Rs.11.42 Cr.), and (vii) Monitoring and Review Mechanism. The total projected cost of the components is 202.50Cr for the year 2020-21 to 2024-25. This report has evaluated the performance of the above-mentioned components of the HRM Scheme. In a way, the Scheme is operational in all regions, as classified by NSSO. The positive impacts of the Scheme are visible in the working of the RAKNAPA, 452 WTCs, 4 RTCs across the country. However, some of the RTCs are not operational, for instance, RTC, Delhi.

As per the ToR, the central objective of the study was to examine infrastructure and institutional buildings, scheme convergence, methodology and teaching content, funding, and economy of the scheme. The specific objectives as per the ToR were : to examine whether the available infrastructure is sufficient to impart trainings to the staff of DoP ; to examine the need of training centres, as expressed at Para 2.1 (a) (Training Infrastructure) of the ToR, in the Department as per justification in terms of merger/closure/rationalize the training institutes ; to explore New Institutional Arrangements: Providing innovative restructured bodies at the Circle/Divisional, which are flexible to achieve the targets for conducting training to all employees of DoP; to explore the convergence of programmes and operations undertaken by the Department and its products ; to encourage new methodology to impart training in the Postal Training Centres of DoP; to addressing gender concerns (training to women employees, capacity building etc.); whether the training programmes conducted during 2017-18 to 2019-20 Plan was relevant and effective ; whether item-wise fund flow for the activities as given under para 'D' of the ToR are realistic ; to advise on best practices being followed by the other public and private organizations with a large pool of Human Resources at various levels ; to assess the training needs for the different cadre of staff ; whether trainings are addressing identified cross-cutting themes (say, gender equality, etc.) while conducting a meta-analysis ; to

assess the impact of training-information and knowledge, skills and competencies; behavioural; cost-effective ; to examine in-sourcing versus outsourcing, use of technology, etc., and to explore Public-Private Partnership possibilities.

A mixed methodological approach was designed to get effective findings on the objectives of the study. Six key-stakeholders (Trainees, trainers, heads of Institutions, Supervisors, Frontline Staff and users) were covered in the study to get their feedback on the outcome and output indicators inferred from the objectives of the study. Besides, considering their views, the infrastructure, training ecosystem, nodes, hostel facilities, toilets, fire safety plans, etc. were studied. A balanced mix of quantitative and qualitative information was garnered applying suitable research tools. For quantitative information, questionnaires were designed for the six layers of stakeholders, (i)Trainees, (ii)Trainers, (iii)Heads of Institutions, (iv)Supervisors, (v)Frontline Staff, and (vi)Users. For qualitative information, in-depth interview, focus group discussion, and observation were applied. Besides this, detailed discussion at the DoP provided us sufficient information to design an effective framework within which the study was conducted. With a positivist approach, the study has covered six-layer stakeholders from the six zones of NSSO. As such, a total of 19 Institution heads, 208 trainees (including 11 APPC and 5 non-APPC), 47 trainers, 18 supervisory level officers, 63 members of frontline staff, 110 customers were covered in the study. Six teams were constituted at IIPA and all the members were provided with a half-day briefing on the content of questionnaires so that quality observation and fruitful focus group discussion could be conducted in the stipulated timeframe.

The flow of study conducted was outcome-based, process-based and impact based. The domain of the study has been enlarged in such a way that it could cover both impact and corrective measures. Percentage method and measure of central tendencies have been used as statistical tools to garner responses on the set objectives. Precise in design, the study included both demand and supply-side stakeholders to arrive at concise conclusions. It is worth mentioning that the study was conducted at the time of ongoing trainings and office working hours. However, the sites for infrastructural development were visited even in the late hours of the day. Selected sites were not only within the cities but also far-off the main city, and with ardent efforts the sites were visited in the stipulated timeframe of the study.

## FINDINGS

After covering the stakeholders and selected sites, the salient findings pertaining to the objectives of the study are as under :

1. The availability of infrastructure was assessed in the light of physical target set and achieved during the year 2015-19 on 'in-service/mid-career training programmes', 'IT modernization/refresher training & IPPB', CSI training, FSI training, RSI training, Capacity building and Induction programme for the different postal cadres. The total institutional target and its total achievement of training postal staff for the four years 2015-19, show a deficit of 31% (Table 3.32). Total target of mid-career training and IT Modernization/Refresher training & IPPB for the junior and middle cadre of postal staff organised by WTCs at Circle level during the four years 2015-19 was 68,400 against which the achievement was 5,16,973 with surplus of 656% i.e. 4,48,573 additional staff was trained. As such the availability of infrastructure to impart training for 4.5 lakh employees to realise 'Training for All' looks achievable. Additional resources are required to be put-in so that such gaps are plugged-in.
2. As indicated in the above third para of the Executive Summary, the need of training centres (para 2.1 of ToR) is a must. To cater to 4.5 lakh employees the findings of the study do not suggest either for merger or closure or rationalising the training institutes. Based on 12WTCs covered across six zones, inform that more training are to be imparted to cover the uncovered postal staff, particularly on *Megashikshak*, ICT and End to End IT Modernisation projects. The core banking solutions and integrated software for postal operation are required to be effectively executed so that the Department can deliver the services effectively. Of the 192 trainees, 71% responded to the accommodation facility as excellent & good, 16% responded as satisfactory, 11% as either not available or not required. Very few (2%) said that the hostel facilities were not satisfactory. Substantial (65%) trainees responded food facility to be excellent and good, 18% found it to be satisfactory, and 14% responded as the food facility to be neither applicable nor available. Barely 3% trainees found the food quality to be deplorable. 65% men trainees responded to the hostel facility as excellent and good, particularly the quality of food. 18% women trainees found accommodation as satisfactory while 15% found food facility as satisfactory.

Overall, the existing training infrastructure has been found commendable barring few respondents with negative remarks. As such, the training infrastructure requires to be expanded and updated attracting more number of trainees.

3. The new institutional arrangements for providing innovative restructured bodies at Circles/Divisional level, which are flexible to achieve the targets for conducting training to all employees of DoP was found to be a doable idea in the short run. In the longer run, DoP conducted training would be more beneficial for the DoP staff, as the course contents and training ecosystem are more attuned with Postal culture.
4. The training programmes conducted by DoP appears to be usually single theme-based. On the contrary, the programme should be customised taking into account the operations and departmental products. The trainings conducted at WTCs were mostly skill-based and not necessarily associated with products. It was observed during the visits to 12 WTCs, 5 PTCs, 1 RTC and RAKNPA. Though such designs of training provide rigours information to the trainees, the exclusion of postal products make the output of training marginally valued. The convergence of programmes and operations undertaken by Department and its products would be sustainable to the extent that trainings are imparted by Department Personnel at Departmental Training Centres.
5. The number of training centres at regional level and above is limited. For example there exists one national training centre, six PTC, 3 RTC and 452 WTCs to cater to 4.5 lakh DoP staff, the existing higher level establishments were found insufficient and WTCs were found in need of up-gradation. To establish integration between CSI and CBS, training environment with new methodology is required to be encouraged. The new methodology would be extended to dealing with all required subjects in the working of the post offices. This also requires the SOLs to be shared among WTCs, PTCs, RTCs under the EOD activity. In the new methodology separate SOL ids are needed for each lab. Training simulations are not the once as it's therein field, hence less value addition for training function has been reported. Finacle and McCamish are required to be opened at once to promote ease of doing business across the

post offices. Absence of its integrated login has been recognised with the existing training methodology. Furthermore, portals like agent portal, customer portal and mobile banking were not the part of training contents. This needs to be incorporated through new methodology.

6. Gender related issues for the training to women employees and capacity building is one of the significant components that the study has covered. From the sample size of 192 trainees, less than one third was female and remaining more than two-third, male. This appears to be under representation of female trainees in the ongoing training programmes of the Department of Posts. Though the Department itself had only 32,514 (18%) female employees as of 31<sup>st</sup> March 2018. Out of the total women trainees' respondents, 57% rated the training as excellent, followed by 38% as good and 5%, satisfactory. Overall majority of the beneficiary women found the training program effective. Side by side the infrastructure facility was also rated well by the women respondents. However, the problem of lactating mother rooms and ladies' toilets were found to be made more hygienic and women-friendly.
7. The training programmes conducted during 2017-18 to 2019-20 were found relevant and effective from the Likert scale developed from the questionnaire administered to trainees, trainers and users analysed in 3.13 of the report. Enhancement of confidence, soft skills and efficiency of staff as a collective outcome of training programme was assessed on the rating scale of 1-5. (1=No improvement, 2=Insignificant improvement, 3=Visible improvement, 4=Normal improvement, and 5=Substantial improvement). Reduction of stress level as a functional attribute of the training programme was assessed on the rating scale of 1-5. (1=No reduction in stress, 2=Insignificant reduction in stress, 3=Visible reduction in stress, 4=Normal reduction in stress, and 5=Substantial reduction in stress). The mean value 3.7, of the functional attributes of trainees, is little above the average of rating scale i.e. 2.5, which unfolds opportunities to enhance the training programme so that it reaches out effectively on the satisfaction index of trainees. It is worth mentioning that the 'confidence' and 'efficiency' components of trainees have scored relatively higher as compared to 'soft skills' and 'stress level'. As such, the training programmes conducted during 2017-18 to 2019-20 plan made the trainees capable of improving upon

their previous performances by acquiring effective knowledge-base and skill-set. The HRM scheme intends to develop confidence level, smart planning, effective execution and initiative through human resource development to improve the overall working of post offices. This is evident from the Composite Index for attitudinal measurement of Stakeholders (trainers, trainees and users) developed in 3.13 (Table 3.45) of the report. 'Number of specific initiatives taken' scored across the stakeholders at 4.7 which is astoundingly high. The 'execution' scored the mean value of 4.4, 'confidence' scored 4.2, and finally 'planning', scored 3.9 which is the lowest amongst the four components.

8. It was observed that construction component of the international standard hostel at RAKNPA, ladies hostel at PTC Mysore, additional Hostel block/auditorium at PTC Guwahati Staff Quarters at PTC Mysore, Ladies Hostel at PTC Madurai, Sports complex and Auditorium at RAKNPA, Setting-up of PTC at Kolkota and J&K Circle require at total estimated cost of Rs. 44.48 crore. These items are given under para 'D' of the ToR. Considering the observations made during the site visits and DoP's key objective of 'Postal Training for All' require constructions to be completed. The completion of construction to set-up infrastructure for training and capacity building is identified as a realistic plan.
9. The five principles – *'Purpose and meaning of training ; Ethics and fairness ; Growth and Passion ; Collaboration and personal relationships ; and Transparency and openness'*<sup>1</sup> frame the human focus for the social enterprise and serve as benchmarks against which we can measure any action or business decision that could potentially affect people. Keeping this in view the case of the Ministry of Environment Forest and Climate Change (MoEF&CC) has been considered from the public organisation and Tata Consultancy Services (TCS) from the private organisation. The training programme conducted for the human resource of MoEF&CC begins with identification of contents of the training programme. Apart from giving special focus on organisation related knowledge and skills, the ministry focuses on those

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<sup>1</sup><https://www2.deloitte.com/content/dam/Deloitte/cz/Documents/human-capital/cz-hc-trends-reinvent-with-human-focus.pdf>  
accessed on 24/02/2020 at 4.53pm

subjects which make the trainees capable of handling jobs other than the ministry in order to dismiss inter-ministerial shortcomings. The customised trainings for the ministry consider both quantitative and qualitative feedback. The TCS conducts ILP (Initial Learning Phase) for its incumbents of three months with bi-weekly tests on programming and final exam. On joining the staff is allocated a PLATFORM/group. Apart from learning skill-sets, the focus is also given on life skills in order to ensure proper corporate grooming of the staff. The DoP can replicate both feedback and additional inclusion of life-skills to make the training programmes interesting, productive, effective and useful.

10. The assessment of training needs is largely in sync with the programme designed by DoP. However, the prescribed methodology requires to be used in letter and spirit with no compromise. The available training infrastructure has been found not completely sufficient and updated. There are a number of GDSs and frontline staff to be trained wherein components like marketing, business skills, laws, communication skills, IPPB, DARPAN, extra-curricular and personality development could suitably be included. For the middle-level staff, best practices in organizational management for the three-day duration are suggested. For senior-level DoP executives, themes like leadership, accrual accounting, supply chain management and organizational management should be considered
11. The meta-analysis suggests that the trainings were addressing cross-cutting themes like gender equality, etc. However, the limited number of women staff was found, undergoing the trainings. The limited number of randomised control trial (RCT) conducted informs that the women who received training did fairly well as compared to those women who did not undergo training.
12. Most of the skill-based trainings at WTCs were being conducted at the same cities where the postal staffs were deputed. The information and knowledge, skills and competencies led behaviour-change informed value for the money. Therefore, the trainings were cost effective as it was marginally circumscribed with TA/DA expenses.
13. The idea of in-sourcing is unique that strengthens DoP in the longer run. However, out-sourcing is also a viable option. In-sourcing requires planned arrangement of resources incurring longer duration whereas; out-sourcing

caters to the needs in shorter duration. Outsourcing is considered to be time and cost-saving tactic, where the DoP can concentrate on vital functions of its products and operations by engaging external vendors. Considering the uniqueness of DoP working, in-sourcing is a better choice. In fact, the products and operations of the DoP is large and delivering its services with accuracy and effectiveness require deployment of in-house staff. For the maintenance of infrastructure. i.e housekeeping, outsourcing may be allowed.

14. It was observed during the study that Public-Private-Partnership (PPP) in HRM would not be a viable option because there could be conflict of interest in service delivery by DoP and private partner.
15. From the trainee's responses, it is observed that 62% trainees were attending Induction training programme followed by 22% in-service training programme. Overall, 94% trainees were satisfied with the knowledge and skills being imparted to them whereas 6% beneficiaries wanted the programmes to be improved. A total of 92% trainees were satisfied with the contents and structures of the training programmes. Regarding the boarding and food facilities, most trainees were satisfied with the facilities (only 2-3% dissatisfied). All 11 officers trained in APCC Bangkok responded that the contents, designs, structures, relevance of the programmes were enriching and stimulating. Food and accommodation facilities of the APCC, Bangkok rewarded a pleasant experience. Regarding feedback on the course contents, it was deemed commendable.
16. The Scheme of HRM is meant for improving the capacity of postal staff thorough imparting training and skills which were well-acknowledged at different training outlets, namely RAKNPA, PTCs, RTC and WTCs.
17. It was observed during the study that the post offices across the six regions were attempting to switch over with the scope of the CSI which includes developing and supporting mail, finance, & accounts, HR, customer interaction management solutions for all channels including the rural ICT platform, data migration, infrastructure, and Service Level Agreement (SLA).
18. The overall feedback received from trainees, trainers and ecosystem of training centres was found appreciative which shows the worth of the HRM Scheme. The trainers imparting training followed the stipulated guidelines of the DoP.

The trainees found the contents of the training programme enabling their work delivery efficiently. The training centres were equipped with the required infrastructure with a limited number of nodes at WTCs.

19. The supervisory level officers, frontline staff and users were satisfied with the HRM scheme. The supervisor level officers were satisfied with the improved efficiency of frontline staff and the service delivery by post offices were remarkably acknowledged by users. The post office after the training personnel had attracted increased foot-falls.
20. The infrastructure facilities available with the training centres were average leaving room for improvement. The contents of the training and tool-kit were found inextricably intermingled with each other that shows a moving sign of training conduction.
21. The buildings of HOs and SOs were found satisfactory except for basic sanitation and hygiene whereas BOs conditions required substantial improvement in its quality, size, and accessibility.
22. The internet connectivity which is a prerequisite to ICT integration was not seamless. There existed periodic interruptions in the connectivity and speed.
23. The idea to dissociate trainers after the age of 52 was found inefficacious. The trainers of above 52 years of age were observed having a more robust idea of training, as compared to younger trainers.

## **RECOMMENDATIONS**

In order to improve the efficacy of the HRM scheme, the recommendations are as under:

1. The HRM scheme caters to seven distinct components to ensure 'training for all', as such, the scheme is recommended to be continued.
2. The continuation of the scheme may consider the followings:
  - (a) The postal academies imparting training to the postal personnel or GDS were not upto the mark in context of facilities for differently-abled persons (like ramps) or any women centric facilities. It is required that such facilities are immediately placed and Action Taken Report (ATR) in this

regard to be submitted to the DoP. The installation of such facilities would strengthen the confidence of women and differently-abled persons.

- (b) The *Megashikshak* Platform is currently in sporadic use. The post office staff to access and use the platform should be given training with hand holding support so that nothing to be learnt is left out.
  - (c) To ensure the quality of the training programmes, the quantitative scale of feedback needs to consider for which the feedback proforma of MOEF &CC is enclosed as Annexure 6.2. If the overall percentage of feedback is below 75%, the training conducted needs to be redesigned and contents, revisited.
  - (d) Training sessions need to be made more interesting. It must take cognizance of the entry behaviour of trainees. Audio-visual media should be used as a tool to impart interesting training.
  - (e) The requirement of training on soft skills has also been expressed. It is proposed that such trainings can be outsourced to leading/reputed institutions. It is important that the institutions outsourced for training deliver the module aligned with India Post 2012 Project.
  - (f) As per the guideline/Rulings issued from Directorate, the maximum age for selection of a WTC/DTC Instructor/Trainer is 52 years. This maximum age limit should be increased, because the more experienced the trainer, the more meaningful and valuable his training.
  - (g) All the training centres should have a common portal to share the training syllabus.
3. RAKNPA takes the foreign training assignments, in addition to its mandate of conducting in-service training, EDP, MDP & ADP for Indian Postal Services officers. The number of rooms required in the existing hostel to cater to trainees is insufficient. Hence, the International Standard Hostel, Sports Complex, and Auditorium are required to be built up in order to provide quality infrastructure to the trainees.
4. Provision for maintenance of buildings should be included under HRM Scheme.

5. To facilitate trainees and utilize the available infrastructure optimally, the additional hostel block and Auditorium at PTC, Guwahati is recommended to be constructed.
6. Ladies Hostel and Staff Quarters at PTC Mysore may be set-up to cater to the increasing demand of women trainees and staff.
7. To facilitate the postal staff of eastern and north eastern regions, the land available at the strategic location at Kolkata may be used in setting-up of PTC. At the same time for newly constituted J&K UT, PTC is recommended to be set up.
8. In COVID19 pandemic outbreak, it is pertinent that training should evolve more on online platform and tools for the same needs to be developed on priority.
9. The vast difference in the training environment and the real environment have been observed and elaborated as 24<sup>th</sup> observation at Chapter 5 on page number 120. The differences need to be addressed are in the areas of Agent portal, Customer portal, Mobile banking, Patches of limit and eligibility of transactions, Infosys populated training data based on Sanchay Post not fully serving the purpose of dummy data, Business rules in training environment need a periodic update, Training on post EOD functionalities not happening, Report Module not functional, No training environment for RICT, PMA, IPPB, Desktop Operations, No dedicated helpdesk for training environment, Number of BOs attached to SOs for training should at least be 30.
10. The Foreign training is especially recommended for officers who are in middle management category i.e. having an experience of minimum 10 years, as such training broadens the thinking process and adds to the knowledge of trainees, which leads to more novel initiatives taken by the Officer when posted on field with an independent charge.

To combat the emerging challenges, India Post should come up three kinds of visions, namely (1) Short Term (1-2 years) (2) Medium Term (2-5 Years); and (3) Long Term (5-10 Years). Keeping in view the duration, an action plan with three specific durations may be prepared which can take into account the dual role of India Post as a Universal Service Provider and also a commercial organisation.

## **2 OVERVIEW OF THE SCHEME**

The Department of Posts has framed the Postal Training Policy of 2012 with the instrumental objective of 'Training for All' aligned with the National Training Policy (NTP) of 2012. The Postal Training Policy of 2012 aims at enabling employee's professional and soft skills to bring about effective and desirable changes in the overall working of the Post Offices. In this context, the 'India Post 2012 Project' is an end-to-end IT Modernization project undertaken by the Department of Posts to increase its operational efficiency and to provide excellent services to Indian citizens. The Human Resource Management of the Department of Posts centrally addresses training and its requirements to equip postal personnel with new training facilities to cater to its 4.5 lakh employees. The Department consists of 2 lakh departmental employees and 2.5 lakh Grameen Dak Sevaks (GDSs). According to the Postal Training Policy 2012, effective human resource management can improve employee's professional and soft skills. This requires to focus on an array of subjects like appropriate training facilities, expansion of existing training facilities and smart training delivery mechanisms. The development of appropriate infrastructure and training administration system would enable the optimum development of employee competencies.

To ensure the operational efficiency of the Department of Posts, the India Post 2012 project aims at implementing end-to-end IT modernization for providing world-class service delivery to its customers. Services delivered by the postal department need to anticipate the concerns of its customers within the competitive ecosystem of similar service providers. In other words, if the postal department has to operate at the cutting edge with considerable market share, it should harbour the requisite ways and means to attract a large number of customers.

There are seven components under the HRM scheme, namely (i) Revision of Standard Training Packages (STPs)/e-Learning/ Training in other Institutes /Training in other Institutes for IPoS Officers of various level, (ii) Training Network Upgrade and Expansion including building projects, (iii) Training Delivery in DoP's training Institutes, (iv) Outsourcing of Trainers/Faculty/Housekeeping at Postal Training Centres, (v) Travel expenses, (vi) Maintenance & Minor Works, and (vii) Monitoring

& Review Mechanism. Human Resource Management (HRM) is a key department aiming to improve the overall working of the Department of Posts through the aforementioned components. The third-party evaluation study on the subject has taken note of concerns raised by multiple stakeholders on the above components in order to understand if allotted financial resources have been effectively utilized. Despite the apt and efficacious overall structure of the scheme, this evaluation tries to make the scheme more enriching and inclusive.

## **2.1 Background of the Scheme**

### **1. Objectives, Implementation Mechanism, Scheme Architecture/Design**

The 'India Post 2012 Project' is an end-to-end IT modernization project undertaken by the Department of Posts to increase its operational efficiency and to provide world-class services to Indian citizens. The central objective of the 'India Post 2012 Project' is to modernize and computerise all post offices across the country, including Branch Post Offices (BOs) in rural areas and create a seamless network. It involves the integration of Mail, Banking, Insurance and Finance and so on. In order to make the scheme more effective, the DoP has proposed a complete change through the IT modernization project 2012. Accomplishing this task requires replacing the existing segmented software with integrated software for postal operations. Though the task appears huge, the DoP will benefit substantially; attracting improved footfall and re-establishing Postal Operations as an unmatched service provider. In the Scheme, it is proposed that under IT Modernization Project 2012, multi-functional hand-held devices would be provided to Gramin Dak Sevaks (GDS) to automate the rural network. Rural network connectivity will not only attract captivating revenue but also establish the brand value of Post offices. GDS make substantial use of DARPAN (erstwhile Information and Communication Technology) devices, transforming the rural postal business into a wholesome enterprise.

In order to better equip the postal workforce with modern know-how, they are put to customised training programmes to enhance their work efficiency. There are three mid-career training programmes at specific intervals for all cadres of staff. To maintain uniformity of training to a large number of employees across the country, Standard Training Packages (STPs) have been developed. The training content of

each programme is adapted to suit the changing functions of each cadre. Training development and standalone programmes on capacity building, development of soft skills, training for sales promotion etc. are delivered sequentially. Training in other Institutions is also conducted for the development of higher-order managerial skills, soft skills and specialised non-core activities. It is delivered using classroom talks, interactive workshops and hands-on training. The DoP estimates that in order to provide training to Postal Staff and GDS, the training infrastructure, construction of building projects both spill-over and new are furnished through the items mentioned in Annexure-I. Spill-over building projects include International Standard Hostel, RAKNPA, Ghaziabad, Ladies Hostel at PTC Mysuru, Staff Quarters at PTC Mysuru, Ladies Hostel at PTC Madurai, Sports Complex at RAKNPA and Auditorium at RAKNPA. New building projects proposed during SFC period 2020-21 to 2024-25 are: Additional Hostel block & Auditorium at PTC Guwahati, Setting up PTC in J & K Circle, and Setting up PTC at Kolkata. Apart from this, the DoP wishes to upgrade 200 out of 452 existing WTCs. It would reduce the distance travelled by employees for attending trainings and save costs and employee-days spent in travels.

In this context, Rafi Ahmad Kidwai National Postal Academy (RAKNPA), Ghaziabad, six Postal Centres (PTCs), three RTC, 452 WTCs are functioning to meet the challenges of capacity building. Besides, video conference systems/projection walls are also proposed at all training institutions to facilitate simultaneous telecast of events/ eminent speakers across training institutions. The HRM Scheme is operating and catering to the multiple needs of capacity development of the postal workforce with these basic tenants. The cost estimate worked out for the above components for the year 2020-21 to 2014-25 to realise the goal Postal Training Policy 2012 is Rs. 202.50 Crore.

## **2. Name of the Sub-Schemes/Components**

There are seven components of the HRM Scheme of the Department of Posts. These Schemes are (i) Revision of Standard Training Packages (STPs)/e-Learning/ Training in other Institutes /Training in other Institutes for IPoS Officers of various level (Rs. 20.20 Cr.), (ii) Training Network Upgrade and Expansion including building projects (Rs. 86.98 Cr.), (iii) Training Delivery in DoP's Training Institutes (20.00 Cr.), (iv) Outsourcing of Trainers/Faculty/Housekeeping at PTCs (Rs. 18.60 Cr.), (v)

Travel expenses (Rs. 45.30 Cr.), (vi) Maintenance & Minor works (Rs.11.42 Cr.), and (vii) Monitoring and Review Mechanism. The total projected cost of the components is 202.50 Crore for the year 2020-21 to 2024-25.

For the first component i.e. Revision of Standard Training Packages (STPs)/e-Learning/Training in other Institutes, India Post needs to regularly review the Standard Training Packages (STPs) and incorporate changing training requirements of all cadres. Though the capacity of the training centres is stretched, it is necessary to devise efficient and cost-effective methods for training management and delivery, so that 4.5 lakh employees, including 2 lakh departmental staff and 2.5 lakh GDSs can be effectively trained. To bridge the gap between training requirements and present training capacity, in addition to strengthening the conventional training delivery network, it is required to reduce classroom-training sessions to the minimum and develop blended learning modules with the delivery of training through online study material, submission, evaluation and certification. This component needs the creation of induction and in-service training; a training technology platform is to be created with emphasis on online trainings. Skill-behaviour change is to be customised and made available through web portals, mobile Apps and e-class rooms for training in-house and trained employees as well as external agencies with professional help. It is also proposed that in order to develop appropriate content as per the industry standard, skills of instructional designers, graphic designers, developers and subject matter experts will be associated with Training Administrative Module (TAM) through Megashikshak Platform. Need-based training in specialised institutes is also planned with the new training initiatives enabling effective skills and professional development of employee at all levels. The identified areas where training needs to be imparted are knowledge management, customer management, business strategy, business intelligence supply chain and network management, soft skills, behaviour change and logistics etc. In this context, RAKNPA, Ghaziabad being an apex training institute imparts induction as well as in-service training to the officers of Indian Postal service and other managerial cadres of India Post. The academy conducts 'Executive Development Programme (EDP)', 'Managerial Development Programme' and 'Advance Development Programme (ADP) for the officers of Indian Postal Service. The RAKNPA is also engaged in organizing programme for other than postal officers.

The Postal Training Centres (PTCs) are operative at Darbhanga, Guwahati, Madurai, Mysore, Saharanpur and Vadodara for inspectorial cadres and other staff. The PTCs are organizing programmes for other officers in the light of requirements entrusted by the Department. The PTCs are embedded with well-equipped computer labs, classrooms and hostel facilities to take care of the bulk training needs of the operative staff of the department. Apart from these, the new level of Regional Training Centres (RTCs) are functional at Delhi, Nashik (Maharashtra) and Hubballi (Karnataka) for providing facilities for classroom teaching and hostel facilities for all trainees for in-service training only up to the PA and SA cadres.

In addition to RAKNPA, PTCs and RTCs, there are 452 Workplace Training Centres (WTCs) of the Postal Accounts Wing that are also geared to meet the challenges of effective capacity building. The WTCs are delivering trainings at the local level with minimum dislocation of trainees from the workplaces in order to incur low cost on human resource dispensability and incentivise the effective functioning of post offices. WTCs impart IT Modernization training under India Post 2012 Project. Other trainings including mid-career and in-service training to Multitasking Staff (MTS), Gramin Dak Sevaks (GDS) and Postal Assistant and Sorting Assistants are also imparted through Regional Training Centres (RTCs). The component also includes video conference systems and walls at all training institutions which are proposed to have connections to each other to facilitate simultaneous telecast of events and eminent speakers across training institutions. In order to improve a range of business and postal competencies, the capacity of Group 'A, B & C' officers are built at the Asian Pacific Postal College (APPC) Bangkok. The Asian Pacific Postal Union (APPU) comprises of 32 member countries. Our country is also a member of APPU. APPU is supported by the Universal Postal Union. Some reputed Institutions are also outsourced to build the capacity of Postal officers.

In the second component i.e. Training Network Up-gradation and Extension (for the year 2020-21 to 2024-25), a total financial outlay of Rs. 86.98 cr. is provisioned. The component has four-fold key-areas. The component proposes to deliver training through both the conventional and innovative methods, including e-learning through blended learning and distance learning. The key areas are:

- i. Strengthening of the existing training centre network through upgrade and expansion of training facilities in Postal Training Centres (PTCs)/RTCs and RAKNPA. This includes expenditure on various activities such as the provision of equipment and up-gradation of various activities and better facilities in the hostel, mess, kitchen, laundry, classroom, computer labs, gardening, cleaning and replacement of vehicles, buses for trainees.
- ii. Up-gradation of 200 Workplace Training Centres (WTC) with 20 nodes instead of existing 10 nodes during the year 2020-21 and 2024-25. It has been proposed that per node installation would cost Rs. 65000/-. Thus two thousand additional nodes are required a total cost of Rs. 13 crore. Alternatives suggested under the component are either to supply additional nodes to the WTCs or to merge more than one WTC to a convenient location where employees can get easy access.
- iii. Establishing two new levels of the training centre at the regional level, with all necessary infrastructures for training with hostel facilities by 2025. The new level of Regional Training Centres (RTCs) are proposed to be set up at Regional HQ with 50-100 nodes with facilities for classroom teaching and hostel facilities for all trainees by the renovation of vacant staff quarters/hiring/leasing. Faculty for this purpose would be drawn from the panel of identified trainers for the Region, including faculty outsourced from Government and Private Institutions. The RTCs can address the training requirements for in-service training only up to the PA and SA cadres. Induction training of the postmen cadre, MTS and GDS could also be conducted at the RTCs. The average cost of setting up one RTC is estimated as Rs. 2.0 crore. Thus a total of Rs. 4.0 crore is required for setting up of two RTCs.
- iv. A fresh construction of International Standard Hostel at RAKNPA, Ghaziabad, Ladies Hostel at PTC, Mysore, Additional Hostel Block and Auditorium at PTC, Guwahati, Staff Quarters at PTC Mysore, Ladies Hostel at PTC Madurai, Sports Complex and Auditorium at RAKNPA, setting up a PTC at Kolkata, setting up a PTC in J & K Circle as per J & K Reorganization Act, 2019 are the expressed requirements. A total of Rs. 44.48 crore has been estimated by the DoP to complete the tasks.

The third component i.e. Training Delivery in DoP's Training Institutes proposes Rs. 20 crores. It is proposed that in addition to the infrastructure for training, materials for training delivery would be required for which a rate separate provision is necessary. This is an ongoing activity which was earlier shown as induction/mid-career/in-service training. The funds would be provided to Circles (WTCs), RAKNPA, RTCs and PTCs for the classroom component of training, including hands-on training.

The fourth component i.e. Outsourcing of Trainers/Faculty/Housekeeping for PTCs which requires a total of Rs. 18.60 crore, as proposed. Outsourcing of the trainers has been identified in the areas of marketing and sales, soft skills in all levels of cadres. This has been adopted during the 12th Plan as well. Adequate resources are to be provided for housekeeping, security and other functions related to the professional management of training facilities of RAKNPA, PTCs and RTCs so that training is delivered in a conducive environment. This would also support the Swachh Bharat Abhiyan in Training centres. The Housekeeping component for providing services through outsourcing also includes expenditure on gardening, sweeping, security, etc. in Training Centres. This is proposed to be merged into fourth component i.e. Outsourcing of faculty/trainers for the same head of account which has been incorporated in the outlay as Outsourcing of faculty/trainers/Housekeeping & Security at PTCs for Rs. 18.60 Crore.

The fifth component i.e. Travel Expenses requires a total of Rs. 45.30 crore. This would cover travel expenses (domestic and foreign) related to training programmes for all cadres of employees of the Department of Posts at Circles/PTCs/RTCs/RAKNPA and WTCs.

The sixth component i.e. Maintenance and Minor works entails adequate funding for maintenance of buildings of RAKNPA, PTCs and RTCs. The approach would be to take up discrete projects for renovation of buildings and up-gradation of classroom, hostel, laundry, mess and campus facilities. Routine annual maintenance such as whitewashing and minor repairs would be included under the scheme based-outlay for the activity. This approach would ensure a focused flow of funds for specific purposes through the scheme budget, leading to visible improvements in training institutes.

The seventh component i.e. Monitoring and Review Mechanism is meant for ensuring effective utilization of the funds based on monthly monitoring and review of the scheme at the concerned member level and quarterly review by the Secretary (Posts) and Circle Monitoring Committee at the Circle level. Expenditure and timeline in respect of each activity are to be reviewed regularly to ensure 100% achievement in targeted spending. Targets for Physical and Financial outputs need to be set on a yearly basis in such a way that the measurable outputs are met over a period of time. Significantly, the component vouches for taking ways and means to achieve 100% against flagged physical targets during 2020-21 to 2024-25.

### **3. Year Commencement of Scheme**

The Human Resource Management (HRM) Scheme is an ongoing Scheme of the Department of Posts.

### **4. Present Status with Coverage of Scheme (Operational / Non-Operational)**

Presently the Scheme consists of seven components. The last SFC was approved by MoSC (I/C) for the period 2017-18 to 2019-20. The scheme has spread-over six NSSO classified zones/regions, though select components of the Scheme are not evenly distributed. However, the Scheme aims at enhancing the quality of its manpower using different capacity building programmes. In a way, the Scheme is operational in all regions, as classified by NSSO. The positive impacts of the Scheme are visible in the working of the RAKNPA, 452 WTCs, 3 RTCs across the country. However, some of the RTCs are not operational, particularly RTC, Delhi which is under construction.

### **5. Sustainable Development Goals (SDG) Served**

The HRM of Department of Posts may be associated with SDG 4.7 and 17.9. In 4.7, since by 2030, all the learners acquire the knowledge and skills needed to promote sustainable development through education for sustainable development, sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity. This implies that an effective eco-system for learning would enable the human resource of the Department of Posts to reduce maintenance and other incurring costs thereby

letting judicious use of resources. It will empower the citizenry to make use of services provided by the Department of Posts. In the long run, it will bring inclusive growth of all the stakeholders of the post office as a 'public good'.

The SDG 17.9 vouches for enhancing international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals through North-South, South-South and Triangular Cooperation. The RAKNPA operating under DoP is imparting training to foreign personnel in the area of transactions. At the same time putting up Group 'A' Officers to APPC, Bangkok shows an initiative in international cooperation. Outsourcing training programme to other reputed institutions with foreign components relate the initiative to SDG 17.9.

## 6. National Development Plans (NDP) Served

Reflecting the spirit and the changing dynamics of the Department of Posts, the institutions catering to the capacity building have to fit in with people's expectations. The fuelling provided through digital India needs to be harvested by integrating all working apps on a single platform thereby fostering wealth of knowledge from history to present-day socio-economic existence. The aspirations of India and its citizens require institutional reform to get quick and satisfactory services. This is possible by seeding-in and nurturing the employees with knowledge of technological improvements. The Department of Posts is committed to speeding up its services through Rural Information and Communication Technology (RICT) (DARPAN).

## 2.2 Budgetary Allocation & Expenditure Pattern of the Scheme

There are eight components of the Scheme of Human Resource Management (HRM). We have received the budgetary allocation details for the last three years. The details of which are depicted as per table 2.1.

**Table 2.1 Budgetary Allocation 2017-2020 (amount in Rupees Crore)**

S. N.	Components	2017-18			2018-19			2019-20
		BE	RE	FG	BE	RE	FG	BE
1.	Work-Study (TNA/Revision of STPs) Training in Other Institutes	2.65	2.15	2.18	1.87	1.90	1.17	0.82
2.	Up-gradation & Expansion of Training Facilities in Training Centres/Setting up of New RTCs / Up-gradation of WTCs	6.60	6.46	6.20	11.00	11.01	9.83	14.50

S. N.	Components	2017-18			2018-19			2019-20
		BE	RE	FG	BE	RE	FG	BE
3.	Setting up new PTCs / Other Building projects	0.00	0.00	0.00	0.00	0.00	0.50	8.07
4.	Resource Development, Research and Dissemination Wing	0.00	0.00	0.00				
5.	Training Delivery	3.28	3.25	3.20	3.55	3.58	3.14	3.00
6.	Outsourcing for Training / Faculty / Housekeeping at PTCs	3.21	2.87	2.50	2.22	2.20	3.83	1.10
7.	Travel Expenses	3.76	2.93	2.88	3.35	3.17	4.84	2.70
8.	Minor Works and maintenance	1.72	1.73	0.99	2.42	2.39	0.36	3.27
9.	<b>Grand Total</b>	<b>21.22</b>	<b>19.39</b>	<b>17.95</b>	<b>24.41</b>	<b>24.25</b>	<b>23.67</b>	<b>33.46</b>

## 2.3 Summary of Past Evaluation since 2017-18

**Year of Evaluation:** Indian Institute of Public Administration, New Delhi conducted the last evaluation during June 2017.

**The agency hired for Evaluation:** Indian Institute of Public Administration, New Delhi was hired to conduct an evaluation of the Scheme.

**The recommendations made and accepted:** Indian Institute of Public Administration, New Delhi made the following recommendations which were accepted by the Department of Posts. The recommendations made and accepted are as under:

1. Due to the constraints of Physical and training Infrastructure, the effectiveness of the training programmes have been hampered particularly at the level of Workplace Training Centers (WTCs). The aforementioned components should be carried forward, viz. Development programmes, In-Service, Mid-Career Training Programmes, Capacity Building, Training Activities in Directorate, Expansion of Training Facilities and Building Projects.
2. There is an acute need to make the training session more interesting as per the content/ theme and as per the backgrounds of participants of the training.
3. However, it has been observed that during 2017-18 to 2019-20, the Department of Posts has proposed an ambitious scheme of setting up new PTCs and other building projects, setting up 3 new RTCs and up-gradation of 100 existing WTCs. The evaluation team welcomes the inclusion of these activities in the ongoing scheme beyond the 12th five-year plan under HRM.

4. Human resource management is to be developed and subjected to an Annual Assessment of its efficacy, preferably, with third party engagement.
5. Since the maintenance of training institutions are considered and developed on cost-effective models, there is evidence that the individual in an organization is a key resource and should not be simply looked upon as a cost.
6. There should be provision by circle offices to send the trainers for knowledge and skill update at regular intervals.
7. The course material should be prepared in such a way that it attracts trainees and is easy to handle. There is an urgent need to standardize the “course material” so that the same knowledge is imparted at all the training centres throughout the country.
8. The effectiveness of training should be assessed by provisioning for an effective ‘Feedback System’. It should be provisioned for a numeric rating of each content. It should be developed in light of feedback form being used by advanced institutes of learning like IIPA, LBSNAA, ASCI and some private Training Institutions.
9. The focus should be directed towards the development of proper ethics, commitment to work and empathy for the vulnerable sections such as differently-abled (Divyangs), senior citizens, SCs, STs etc.
10. At Circle level, a training cell with a training manager, HR and capacity building professional to assist the training manager, who will be the nodal person for implementation of the training function in the Circle needs to be created.
11. Development of Cadre training plans, based on the competencies required and training needs, for ensuring that all cadres under the GPO, Circle offices, Branch offices and GDS have been clearly articulated in the scheme for the development of employee competencies
12. It needs to be ensured that any non-training interventions that need to accompany training interventions are also taken up suitably.
13. Immediate supervisors responsible and accountable for the training of the staff working under him need to be employed.
14. Some training programmes on soft skills need to be outsourced and its efficacy can be assessed by mapping out the effectiveness of human resource underwent outsourced trainings.

15. DoP should have at least one training centre at each Circle, Region, and Division. The capacity of the existing training centres should be duly expanded based on the quantum of training planned (based on Training Need Assessment).
16. DoP should create extra posts for dedicated staff for the New Training Institutions. The Posts can be filled up either by Direct Recruitment or by Deputation.
17. It is also suggested that in order to make the Training Centre cost-effective, DoP should frame a policy of "Guest Faculty" for all its training centres.
18. Consultants feel that the sample formats for obtaining feedback cannot be standardized. The format of the questionnaire will depend upon the level of training, the subject of training, and the size of the training batches and should be designed taking cognizance of the same.
19. Consultants propose that training programmes on soft skills should be outsourced to certain leading institutions in the private sector who deal with soft skills training.
20. For effective Monitoring Mechanism of various schemes for the period 2017-2020, following suggestions are proposed by the Consultants:-There should be a "National Level Committee" headed by Secretary Posts and senior-most officials of IFD, Additional Secretary/Jt. Secretary Level Officer of the Department and concerned Director/Dy. Secretary dealing with the scheme as members. The committee should meet at least once in three months to review the progress of all the DoP Schemes.
21. There should a "Task Force" at the level of Member or DD, Posts with all CPMGs of 23 circles along with IFD officers as a member to monitor all the activities of the schemes at Circle Levels.
22. Every CPMG should head a "Circle Monitoring Committee" for reviewing the progress of schemes in its circle. The CPMG Should be made responsible for the progress of the activities of the schemes falling under his jurisdiction.
23. RPMGs should at their level hold "Review Meetings" every two months with Divisional officers and Engineering Divisions. RPMG would send the progress of the scheme regularly to CPMG.

24. At the Division level, the senior-most Group 'A' officer should hold review meetings every month with the field unit officers. The division would be responsible for the smooth implementation of all the activities of the scheme and would send progress report regularly to RPMG.
25. The Development Programme for Group 'B' Officers needs to be scaled up.
26. Development programmes for IPs/ASPs also require to be increased in number.
27. Similarly, the Mid-Career Trainings programmes for Mail Overseers / Postman / Multi-Tasking Staff and Project Based training, IT Modernization and Project Arrow also have to be scaled up.
28. There is a need to augment the infrastructure for Capacity Building by increasing the size of the programme of Training the trainers for Soft Skills/DTS programmes and Development of Recognized Trainers and Master Trainers.
29. DoP should also appoint a Task Force in the Department which will assess current and future needs of training in HR for officers and staff of all levels.

**Recommendations made but not accepted:** As per the information furnished, none of the recommendations has been rejected. The Department of Posts has accepted all the recommendations made by the Indian Institute of Public Administration, New Delhi.

## **3 OBJECTIVES, METHODOLOGY & ANALYSIS**

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

**Objectives as per the Terms of Reference:** As per the ToR of the study, the following are the objectives of the study:

1. To examine whether the available infrastructure is sufficient to impart trainings to the staff of DoP.
2. To examine the need of training centres, as expressed at Para 2.1 (a) (Training Infrastructure) of the ToR, in the Department as per justification in terms of merger/closure/rationalize the training institutes.
3. To explore New Institutional Arrangements: Providing innovative restructured bodies at the Circle/Divisional, which are flexible to achieve the targets for conducting training to all employees of DoP.
4. To explore the convergence of programmes and operations undertaken by the Department and its products.
5. To encourage new methodology to impart training in the Postal Training Centres of DoP.
6. To addressing gender concerns (training to women employees, capacity building etc.).
7. Whether the training programmes conducted during 2017-18 to 2019-20 Plan was relevant and effective.
8. Whether item-wise fund flow for the activities as given under para 'D' of the ToR are realistic.
9. To advise on best practices being followed by the other public and private organizations with a large pool of Human Resources at various levels.
10. To assess the training needs for the different cadre of staff.
11. Whether trainings are addressing identified cross-cutting themes (say, gender equality, etc.) while conducting a meta-analysis.
12. To assess the impact of training-information and knowledge, skills and competencies; behavioural; cost-effective.
13. To examine in-sourcing versus outsourcing, use of technology, etc.

14. To explore Public-Private Partnership possibilities.

In nutshell, the objective laid out in the ToR categorically aims to assess the effectiveness of available infrastructure, assess the need of training centres, explore New Institutional Arrangements, encourage new methodology for smart training delivery, know required facilities for women workforce, expenditure projections in Para 'D' of the ToR for 2020-21, 2024-25, and document best practices being followed by the other public and private organizations in training delivery are the key components to be analysed. Keeping the central key objectives into the account, suitable research tools were designed and administered.

## **3.2 Methodology Adopted**

**Division of Country into 6 Geographical Regions/Zones:** A mixed methodological approach was designed to get effective findings on the objectives of the Study laid down in the ToR. The methodology used in the study consisted of both primary and secondary sources. The relevant financial details and physical achievements of seven components were shared. The previous evaluation report was also made available. A detailed discussion of the components of the HRM scheme was also discussed. Considering the secondary information, the approach involved in the study was worked out to use both quantitative and qualitative information from primary and secondary sources. The secondary source information helped design the framework of the evaluation Study. However, the findings of the study have robust bearings of primary information. Both primary and secondary sources of information could reflect on the issues listed in the ToR. Based on the key issues following stakeholders could provide their valuable feedback:

1. Head of the RAKNPA, PTCs, RTC and WTCs,
2. Trainees undergoing training programmes at the four identified centres,
3. Trainers involved in the ongoing training,
4. Supervisor level officers of Post offices, namely Head Post office, Sub-Post Offices and Branch Post offices,
5. Frontline Staff of Post offices, namely Head Post office, Sub-Post Offices and Branch Post offices, and

6. Customers receiving services from Head Post office, Sub-Post Offices and Branch Post offices, the effectiveness of the training programmes have been hampered particularly at the level of Workplace Training Centers (WTCs). The aforementioned components should be carried forward, viz. Development programmes, In-Service, Mid-Career Training Programmes, Capacity Building, Training Activities in Directorate, Expansion of Training Facilities and Building Projects.

Under the questionnaire for the trainees, select 'A' group officers trained through APPC, Bangkok and other reputed institutions were contacted to document their views on the conduction of training that they attended, particularly international exposures. Hence, six key-stakeholders were covered during the study to get their views reflecting on the objectives of the study to assess the degree to which the capacity building of Human Resource is impacting on the overall working of post offices. Thus a balanced approach, wherein both demand and supply-side stakeholders could be adopted.

Besides, considering the feedback from aforementioned stakeholders, the infrastructure, training ecosystem, nodes, hostel facilities, toilets, disaster risk reduction plans, canteen facilities, the status of AC facilities, reading rooms, footfall in the libraries, water coolers, purifiers, Wi-Fi, printers, scanners, generator facilities, etc. were observed. They were physically also verified. Significantly, considering the spill-over building projects beyond the SFC period (2017-18 to 2019-20), requirement based information was collected from:

1. International Standard Hostel for RAKNPA, Ghaziabad,
2. Sports Complex & auditorium for RAKNPA, Ghaziabad, and
3. Ladies Hostel and Staff quarters at PTC, Mysuru, and
4. Ladies Hostel at PTC Madurai

Special emphasis was laid down during the study to know the efficacy of new building projects to be covered during the SFC period 2020-21 and 2014-25. The new building projects are:

- i. Additional Hostel Block and Auditorium at PTC Guwahati,
- ii. Setting up PTC in J & K Circle, and

iii. Setting of PTC, Kolkata

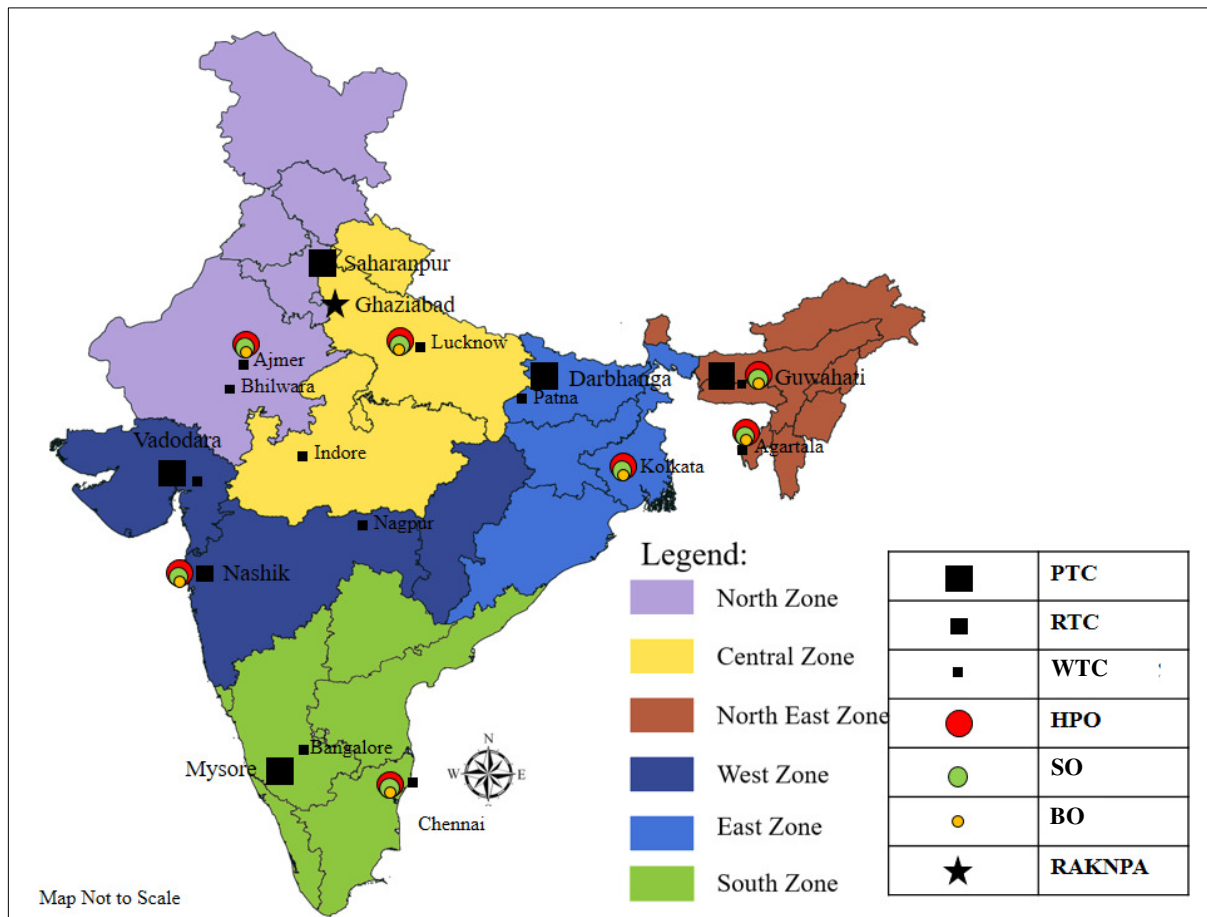
The methodology has covered the selection of the samples from each of six zones in such a way that it could be representative of pan India. However, the ToR provided has strictly been considered to limit the boundary of the study. The sites have been picked up considering the six NSSO classified zones. The respondents of the study have purposively been selected. Overall, the methodology adopted in the evaluation of the Scheme has taken note of beneficiary trainees, and related agencies on the one hand and building projects and infrastructure on the other to assess the Scheme, comprehensively.

### 3.3 Sample Size and Sample Selection Process, Tools used

The study has been conducted in 6 NSSO Zones, 11 postal circles (Table 3.1) and 19 Training Centres (Figure 3.1). Table 3.1 elicits the cities, postal circles/states and their respective zones classified by NSSO. Figure 3.1 elicits the Training Institutes and post offices covered across the postal circles/states.

**Table 3.1 Selected Institutes at cities in the circles covering Six NSSO Zones**

NSSO Zones	Circle / State	Place
Central	Uttar Pradesh	Ghaziabad
		Saharanpur
		Lucknow
	Madhya Pradesh	Indore
North	Rajasthan	Ajmer
		Bhilwara
West	Gujarat	Vadodara
	Maharashtra	Nashik
		Nagpur
South	Karnataka	Mysore
		Bangalore
	Tamil Nadu	Chennai
East	Bihar	Darbhanga
		Patna
	West Bengal	Kolkata
North East	Assam	Guwahati
	Tripura	Agartala



**Figure 3-1 On-going schemes surveyed in NSSO zones and Postal circles**

The primary information was garnered using semi-structured questionnaires. However, observation, interactive meetings and focus group discussions were given importance to get qualitative inputs from the stakeholders. Following instruments were used in the data collection:

### 1. Questionnaire for Institution heads

A total of 19 heads of the institutions were contacted to receive their inputs on the various parameters identified. A total of 28 questions were asked. The questions were related to their basic profile, number of human resources deployed in the institution for the base year 2019, the amount spent on their salary, number of lecture halls, nature of accommodation facility, number of rooms in the hostel, percentage of occupancy of their hostel rooms, the requirement of additional funds, initiatives regarding extension plans, review of Standard Training Packages (STPs), information on the implementation of online training material, online submission, certification of training, intensity to which integrated Training administration with

Megashikshak Platform, the status of Swachh Bharat Abhiyan, information relating to ToT, up-gradation of the classroom, hostel, laundry, quality of food, campus facility, conduction of whitewash and minor repair works, the fulfilment of financial and physical targets and minor repair works, the fulfilment of financial and physical targets, mode of feedback, provision for video conference system/ walls at all training Institutions connected to facilitate simultaneous telecast of events/ eminent speakers across training institutes, the possibility of a public private partnership, assets created through revenue of DoP and effective suggestions to enhance the efficacy of human resource.

## **2. Questionnaires for Trainees**

A total of 208 trainees were canvassed using 24 questions in the questionnaire. The questions were: name of the training institution, address of the institute, designation, number of years served to the department, type of training received, number of training attended before the present ongoing training, reason for selection in the training, feedback on the structure and contents of the training, overall rating on the training delivery, possibility of their interaction with the trainer and fellows trainees, training helping to handle their jobs, food quality, the library being used by the trainees, the treatment they received from staff, identification of any form of gender biases, their feedback with special reference to contents, food and accommodation, quality of resource persons, basic facilities such as sanitation and hygiene, the mechanism to improve training system, use of audio-visual instruments during the sessions, hostel facility being conducive to women and disables. Finally, to include the training need assessment. The suggestion of topics on which the training programmes to be organized was also asked.

## **3. Questionnaire for Trainers**

A total of 47 trainers were asked to provide their inputs on the different aspects involved in human resource management. A total of 25 questions were placed in the semi-structured questionnaire designed for the trainer. The questions were related to name, institutions associated with, qualifications, year of experience, present designation, number of lectures delivered in the present training, views on mapping out entry behaviour of trainees, use of the audio-visual method, relevance of experience sharing of/with participants, provision for providing tool kit, additional

focus on female and disable trainees, status of training infrastructure, additional lectures, frequency of trainees to come to the trainer, frequency to which the trainer received ToT, preparation of web contents, methodology to impart training, application of national training policy 2012, scholarly articles contributed by the trainer, % of nodes in use, effectiveness of support staff, interaction with trained trainees through social sites, and suggestions to improve the effectiveness of the training.

#### **4. Questionnaire for Supervisory Level Officer**

A total of 18 Supervisory Level Officers were contacted from different Head Post Offices (HOs), Sub-Post Offices (SOs), and Branch Post offices (BOs). They were posed questions to receive their opinions on the efficacy of trainings undergone. A total of 25 semi-structured questions were asked. The questions were related to introduction to the respondent, number of years served to the department, awareness of 'The India Post 2012 Project', implementation of IT modernization project, information about 'Core Banking Solutions', measure breakthroughs identified, the impact of DARPAN on revenue, qualitative feedback on employees after training, TA/DA paid to staff undergoing/underwent training, number of staff members sent to the training, amount spent on TA/DA, requirement of major infrastructure, extension plan, the present status of building development, number of footfalls per day in the post offices, ramp facility available in the post office, human resource sufficient to cover customers, kind of training required to meet the emergent needs of the post offices, way to efficiently use the human resource, the possibility of PPP model, and additional work delivered and revenue generated.

#### **5. Questionnaire for Frontline Staff**

A total of 63 frontline staff were contacted from different Head Post Offices (HOs), Sub-Post Offices (SOs), and Branch Post offices (BOs). The frontline staffs were contacted to assess the extent to which the training programmes undergone enabled them to handle the tasks swiftly. A total of 13 questions were asked to the frontline staff. The questions were related to number of training programmes attended, useful information received from training programme, the effectiveness of topic, training led improvements in the working, exposure to the newly launched software, requirement of the training, suggestions to improve the effectiveness of the training, improvement

in the communication skills, grievances of the customers, perceived perception of seniors after taking training, and the possibility to send their children to post office work.

## **6. Questionnaire for Customers (End User)**

A total of 110 customers were contacted from different Head Post Offices (HOs), Sub-Post Offices (SOs), and Branch Post offices (BOs). They were contacted to assess the extent to which the services have relatively been improved. A total of 10 questions were asked to the end-users. The questions were related to the frequency of visit to post office, the purpose of coming to post office, the services availed by customers, opinion on post office staff in service delivery, number of complaints registered, and the awareness about the post office schemes.

## **7. Observations**

Observations were made on the existing infrastructure facilities, deficit in meeting the expectations of the customers, conduction of the training, eco-system of the trainings, usage of nodes, hostel facilities, other required facilities, the requirement of spillover building projects (sites visited) and new building projects.

## **8. Focus Group Discussion (FGD)**

FGD were conducted with a group of 6 trainees, 1 trainer and an institutional head to list down strength, weakness, opportunities, threats and challenges conducting a concurrent evaluation with quality output.

The present report is the culmination of a balanced blend of quantitative and quantitative information garnered through questionnaires, observations, and focus group discussions. It is worth mentioning that the case of Ministry of Environment Forest and Climate Change (public organization) and Tata Consultancy Services (a private organization) have aptly been considered wherefrom the Department of Post can take lessons and device improved strategy for human resource management.

## **3.4 Stakeholders Covered**

### **a) Trainees surveyed across various Training Centres**

A total of 192 trainees were interviewed, undergoing trainings at the training institutes. Their views were received and documented. The coverage of the trainees under the evaluation study is summarised in Table 3-2.

**Table 3.2 Trainees covered under Institutions by NSSO Zone**

S.N.	Training Centre	Circle/State	City	NSSO Zone	Number Trainees		
					Male	Female	Total
I	RAKNPA	JP	Ghaziabad	Central	20	20	40
II	PTC				50	16	66
1		Bihar	Darbhanga	East	9	1	10
2		Assam	Guwahati	North East	19	1	20
3		Karnataka	Mysore	South	6	6	12
4		U.P.	Saharanpur	Central	5	5	10
5		Gujarat	Vadodara	West	11	3	14
III	RTC	Maharashtra	Nashik	West	14	0	14
IV	WTC				48	24	72
1		U.P.	Lucknow	Central	3	2	5
2		Maharashtra	Nagpur	West	3	2	5
3		North East	Agartala	North East	2	2	4
4		Rajasthan	Ajmer	North	4	1	5
5		Karnataka	Bangalore	South	3	2	5
6		Bihar	Bankipur,Patna	East	5	0	5
7		Bihar	Patna	East	6	1	7
8		Rajasthan	Bhilwara	North	8	1	9
9		Tamil Nadu	Chennai	South	1	4	5
10		Assam	Guwahati	North East	5	0	5
11		M.P.	Indore	Central	3	2	5
12		West Bengal	Kolkata	East	2	4	6
13	Gujarat	Vadodara	West	3	3	6	
<b>Grand Total</b>					<b>132</b>	<b>60</b>	<b>192</b>

From the sample size of 192 trainees, less than one third (33%) were female and remaining more than two-third, male. The precise percentage of female trainees has been 31% and male trainees, 69%. This shows the under-representation of female trainees in the ongoing training programmes of the Department of Posts. Gender-wise trainees covered across the various training institutes has been summarised in Table 3.3.

**Table 3.3 Participation of Trainees in Institutions by Gender**

S.N.	Training Centre	Male Trainees		Female Trainees		Total Trainees	
		Number	% total trainees	Number	% total trainees	Number	% to total trainees
I	RAKNPA	20	50%	20	50%	40	21%
II	PTC	50	76%	16	24%	66	34%
III	RTC	14	100%	0	0%	14	7%
IV	WTC	48	67%	24	33%	72	38%
	<b>Total</b>	<b>132</b>	<b>69%</b>	<b>60</b>	<b>31%</b>	<b>192</b>	<b>100%</b>

From Table 3.3, it is evident that the percentage of female trainees covered in PTC is comparatively very less than other institutes barring RTC, Nashik which currently is not having a women hostel. Women trainees covered at WTC were 33% and a maximum of 50% was covered at RAKNPA-an apex training institute of the Department of Posts. Further gender-wise trainees covered across the NSSO zones has been summarised in Table 3.4.

**Table 3.4 NSSO Zones wise Trainees' Numbers and Percentage**

S. N.	NSSO zones	Institute	Circle / State	City	Male Trainees		Female Trainees		Total Trainees	
					No.	%age	No.	%age	No.	%age
I	Central	RAKNPA	U.P.	Ghaziabad	20	50	20	50	40	67
		PTC		Saharanpur	5	50	5	50	10	17
		WTC		Lucknow	3	60	2	40	5	8
		WTC	M.P.	Indore	3	60	2	40	5	8
		<b>Sub total</b>				<b>31</b>	<b>52%</b>	<b>29</b>	<b>48%</b>	<b>60</b>
II	North	WTC	Rajasthan	Ajmer	4	80	1	20	5	36
		WTC		Bhilwara	8	89	1	11	9	64
		<b>Sub total</b>				<b>12</b>	<b>86%</b>	<b>2</b>	<b>14%</b>	<b>14</b>
III	West	PTC	Gujarat	Vadodara	11	79	3	21	14	36
		RTC	Maharashtra	Nashik	14	100	0	0	14	36
		WTC		Nagpur	3	60	2	40	5	13
		WTC	Gujarat	Vadodara	3	50	3	50	6	15
		<b>Sub total</b>				<b>31</b>	<b>79%</b>	<b>8</b>	<b>21%</b>	<b>39</b>
IV	South	PTC	Karnataka	Mysore	6	50	6	50	12	55
		WTC		Bangalore	3	60	2	40	5	23
		WTC	Tamil Nadu	Chennai	1	20	4	80	5	23
		<b>Sub total</b>				<b>10</b>	<b>45%</b>	<b>12</b>	<b>55%</b>	<b>22</b>
V	East	PTC	Bihar	Darbhangha	9	90	1	10	10	36
		WTC		Bankipur Patna	5	100	0	0	5	18
		WTC		Patna	6	86	1	14	7	25
		WTC	W.Bengal	Kolkata	2	33	4	67	6	21
		<b>Sub total</b>				<b>22</b>	<b>79%</b>	<b>6</b>	<b>21%</b>	<b>28</b>
VI	North East	PTC	Assam	Guwahati	19	95	1	5	20	69
		WTC			5	100	0	0	5	17
		WTC	North East	Agartala	2	50	2	50	4	14
		<b>Sub total</b>				<b>26</b>	<b>90%</b>	<b>3</b>	<b>10%</b>	<b>29</b>
<b>Grand Total</b>					<b>132</b>	<b>69%</b>	<b>60</b>	<b>31%</b>	<b>192</b>	<b>100%</b>

Table 3.4 shows that maximum trainees (31%) have been covered from Central Zone which has RAKNPA from where 40 trainees, with an equal number of male, and female were covered. From the North zone, only 14 trainees (7%) from 2 WTCs were covered. Only 2 female trainees could be covered from this zone followed by 3 women trainees from the North-East zone. Percentage of female trainees covered is minimum in North-East zone (10%) followed by North Zone (14%), East zone & West zone (21% each), Central zone (48%) and maximum of 55% from South zone. In the south zone, the female postal staff is actively attending the training programs

irrespective of the Training Institute. PTC Mysore, WTC Bangalore and WTC Chennai had a good number of female trainees, as compared to Bihar Circle, Assam Circle and Rajasthan Circle where only one female trainee could be covered irrespective of the institute, be it PTC or WTC. Female trainees expressed their concerns for residential trainings because of their situational reasons. However, mandatory trainings are imparted as and when required as per their eligibility. Nevertheless, the percentage of female trainees interviewed is comparatively more than the percentage of women employees in the Department of Posts. As per the Annual Report 2018-19 of the DoP, the departmental employees were 1,81,477 as of 31<sup>st</sup> march 2018 while a number of female employees were 32,514 (18%).

Apart from trainees undergoing training at Postal training Institutes, terms of reference of the DoP prescribes surveying of 2 Postal Officers per NSSO zone (i.e 12 in total) who had undergone training at Asian Pacific Postal College (APPC), Bangkok, Thailand. Also, 10 Postal Officers who had taken training at IIMs, IIPA or other reputed Institutes. The email IDs and mobile numbers of the Officers were shared by the DoP on which the study tool was forwarded to them. They were requested to send back the filled-in forms. Against the target of 12 trainees trained from APPC, Bangkok 11 officers' (including one female officer from PTC Mysore) could be contacted. Regarding trainees trained from other reputed institutes like IIMs, IIPA, NIFM, etc., eight responses were documented keeping in view the scope of the study.

**b) Head of Training Centre and Trainers across Training Centres**

All the Head of Training Centres were approached for collecting secondary data and also a first-hand experience to know their opinions regarding the challenges faced for achieving the targets within the available resources. During the study, it was also examined the extent to which the institutions are abreast of updated information. Table 3.5 summarises the Head of Institutes by the institute. Out of 19 Heads of Institutions covered, the representation of women as head of the institution was found in the case of PTC Vadodara. Trainers were also canvassed through a questionnaire to receive their feedback.

**Table 3.5 Coverage of Head of Institutions in Training Institutes (by Gender)**

S.N.	Training Centre	Circle / State	City	NSSO Zone	Head of Institute
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					Male	Female	Total
<b>I</b>	<b>RAKNPA</b>	JP	Ghaziabad	Central	<b>1</b>	-	<b>1</b>
<b>II</b>	<b>PTC</b>				<b>4</b>	<b>1</b>	<b>5</b>
1		Bihar	Darbhanga	East	1	-	1
2		Assam	Guwahati	North East	1	-	1
3		Karnataka	Mysore	South	1	-	1
4		UP	Saharanpur	Central	1	-	1
5		Gujarat	Vadodara	West		1	1
<b>III</b>	<b>RTC</b>	Maharashtra	Nashik	West	<b>1</b>	-	<b>1</b>
<b>IV</b>	<b>WTC</b>				<b>12</b>	-	<b>12</b>
1		UP	Lucknow	Central	1		1
2		Maharashtra	Nagpur	West	1		1
3		North East	Agartala	North East	1	-	1
4		Rajasthan	Ajmer	North	1	-	1
5		Karnataka	Bangalore	South	-	-	-
6		Bihar	Bankipur, Patna	East	1	-	1
7		Bihar	Patna	East	1	-	1
8		Rajasthan	Bhilwara	North	1	-	1
9		Tamil Nadu	Chennai	South	1	-	1
10		Assam	Guwahati	North East	1	-	1
11		M.P.	Indore	Central	1	-	1
12		West Bengal	Kolkata	East	1	-	1
13		Gujarat	Vadodara	West	1	-	1
<b>Grand Total</b>					<b>18</b>	<b>1</b>	<b>19</b>

**Table 3.6 Coverage of Trainers in various Training Institutes**

S.N.	Training Centre	Circle / State	City	NSSO Zone	Trainers		
					Male	Female	Total
<b>I</b>	<b>RAKNPA</b>	UP	Ghaziabad	Central	<b>1</b>	<b>1</b>	<b>2</b>
<b>II</b>	<b>PTC</b>				<b>13</b>	<b>2</b>	<b>15</b>
1		Bihar	Darbhanga	East	3	-	3
2		Assam	Guwahati	North East	3	-	3
3		Karnataka	Mysore	South	3	1	4
4		UP	Saharanpur	Central	2	-	2
5		Gujarat	Vadodara	West	2	1	3
<b>III</b>	<b>RTC</b>	Maharashtra	Nashik	West	<b>4</b>	-	<b>4</b>
<b>IV</b>	<b>WTC</b>				<b>24</b>	<b>2</b>	<b>26</b>
1			Lucknow	Central	2	-	2
2			Nagpur	West	3	-	3
3			Agartala	North East	3	-	3
4			Ajmer	North	-	1	1
5			Bangalore	South	1	1	2
6			Bankipur, Patna	East	3	-	3
7			Patna	East	5	-	5
8			Bhilwara	North	1	-	1
9			Chennai	South	1	-	1
10			Guwahati	North East	-	-	-
11			Indore	Central	1	-	1
12			Kolkata	East	3	-	3
13			Vadodara	West	1	-	1
<b>Grand Total</b>					<b>42</b>	<b>5</b>	<b>47</b>

The coverage of trainers across various institutes is summarised in Table 3.6. Amongst 47 trainers surveyed, 5 (11%) trainers were from women category. One

woman trainer from each institute was surveyed, namely from RAKNPA, PTC Vadodara, PTC Mysore, and WTCs in Ajmer and Bangalore.

### c) Other Stakeholders

To see the functional efficacy of the scheme, the supervisory level postal staff, frontline staff was included in the study unit to conclude that to what extent the trained personnel are different from others.

**Table 3.7 NSSO Zone wise Coverage of Supervisors**

S.N.	NSSO zones	Circle / State	City	HO / SO / BO	Male		Female		Total
					No.	%age	No.	%age	
I	Central	U.P.	Lucknow	HO	1				
				SO	1				
				BO	1				
				Sub-total	3	100%	0	0	3
II	North	Rajas- than	Ajmer	HO	1				
				SO			1		
				BO	1				
				Sub-total	2	67%	1	33%	3
III	West	Maha- rashtra	Nashik	HO	1				
				SO	1				
				BO			1		
				Sub-total	2	67%	1	33%	3
IV	South	Tamil Nadu	Chennai	HO	1				
				SO			1		
				BO	1				
				Sub-total	2	67%	1	33%	3
V	East	West Bengal	Kolkata	HO	1				
				SO	0				
				BO	2				
				Sub-total	3	100%	0	0	3
VI	North East	Tripura	Agartala	HO	1				
				SO			1		
				BO	1				
				Sub-total	2	67%	1	33%	3
<b>Grand Total</b>					<b>14</b>	<b>78%</b>	<b>4</b>	<b>22%</b>	<b>18</b>

The effectiveness of the training program in enhancing the capacities of the postal staff, in providing the services expected to be provided by the new initiatives of the Department of posts, can be judged by the satisfaction level of users of postal services i.e. the general public. Accordingly, users were also surveyed to know whether the behavioural skills of the staff have improved, whether the staff is providing services effectively, whether they are knowledgeable and efficient in

explaining new schemes or the process of various IT based services. Table 3.7, 3.8 and 3.9 give the coverage of different stakeholders, namely supervisors, frontline officers and users. Female staff strength was more in BO and SO, as compared to HO. Of the total 18 supervisors, 4 (22%) were female supervisors.

**Table 3.8 NSSO Zone wise Coverage of Frontline Staff**

S.N.	NSSO zones	Circle / State	City	HO / SO / BO	Male		Female		Total	
					No.	%age	No.	%age	No.	%age
I	Central	U.P.	Lucknow	HO	6	86	1	14	7	58
				SO	2	100	0	0	2	17
				BO	1	33	2	67	3	25
				Sub-total	9	75	3	25	12	19
II	North	Rajas- than	Ajmer	HO	10	83	2	17	12	100
				SO	0	0	0	0	0	0
				BO	0	0	0	0	0	0
				Sub-total	10	83	2	17	12	19
III	West	Maha- rashtra	Nashik	HO	3	38	5	63	8	67
				SO	4	100	0	0	4	33
				BO	0	0	0	0	0	0
				Sub-total	7	58	5	42	12	19
IV	South	Tamil Nadu	Chennai	HO	1	25	3	75	4	44
				SO	1	25	3	75	4	44
				BO	0	0	1	100	1	11
				Sub-total	2	22	7	78	9	14
V	East	West Bengal	Kolkata	HO	3	75	1	25	4	50
				SO	0	0	0	0	0	0
				BO	4	100	0	0	4	50
				Sub-total	7	88	1	13	8	13
VI	North East	Tripura	Agartala	HO	1	25	3	75	4	40
				SO	1	25	3	75	4	40
				BO	1	50	1	50	2	20
				Sub-total	3	30	7	70	10	16
<b>Grand Total</b>					<b>38</b>	<b>60%</b>	<b>25</b>	<b>40%</b>	<b>63</b>	<b>100</b>

A total number of 63 frontline staff were interviewed during the study and were asked different questions about their experiences during the trainings that they attended. Of the 63 frontline staff, 25 (40%) female staff and 38 (60%) male staff were covered. Out of 63 respondents, 50 (79%) were postal assistants in BO, SO and HO's covered from Agartala, Ajmer, Chennai, Kolkata, Lucknow and Nashik. Remaining 13 (21%) were working as BPM, GDS, Mail Career, Mail Overseer, Postman, etc. Of these 50 Postal Assistants, 21(42%) were female Postal Assistants and the remaining 58% were male Postal Assistants. While of the 13 frontline staff, other than Postal Assistants, only 4 were female of which 2 were MTS and one each

was GDS BPM and Mail Career in SO Agartala, BO Chennai and BO Agartala, respectively.

**Table 3.9 NSSO Zone wise Coverage of Users**

S.N.	NSSO zones	Circle / State	City	HO / SO / BO	Male		Female		Total	
					No.	%age	No.	%age	No.	%age
I	Central	U.P.	Lucknow	HO	7	70	3	30	10	59
				SO	4	80	1	20	5	29
				BO	2	100	0	0	2	12
				Sub-total	13	76	4	24	17	15
II	North	Rajas- than	Ajmer	HO	10	100	0	0	10	62
				SO	2	100	0	0	2	13
				BO	3	75	1	25	4	25
				Sub-total	15	94	1	6	16	15
III	West	Maha- rashtra	Nashik	HO	12	86	2	14	14	61
				SO	2	40	3	60	5	22
				BO	3	75	1	25	4	17
				Sub-total	17	74	6	26	23	21
IV	South	Tamil Nadu	Chennai	HO	6	60	4	40	10	67
				SO	3	100	0	0	3	20
				BO	1	50	1	50	2	13
				Sub-total	10	67	5	33	15	14
V	East	West Bengal	Kolkata	HO	7	70	3	30	10	59
				SO	3	60	2	40	5	29
				BO	1	50	1	50	2	12
				Sub-total	11	65	6	35	17	15
VI	North East	Tripura	Agartala	HO	8	80	2	20	10	45
				SO	2	29	5	71	7	32
				BO	2	40	3	60	5	23
				Sub-total	12	55	10	45	22	20
<b>Grand Total</b>					<b>78</b>	<b>71%</b>	<b>32</b>	<b>29%</b>	<b>110</b>	<b>100</b>

Though the views of the users and customers were not necessarily to be documented, to strengthen the study findings the views of 17 users per circle have been integrated with the study unit. End-users feedback was obtained from HO, SO and BO in the ratio of 10:5:2. These end-users were selected randomly who visited the post office during the time of the study. A total of 110 customers from all the six zones were studied by posing questions to them using an interview schedule. From amongst 110 users covered, 78 (71%) were males and 32 (29%) were female (Table 3.9). Maximum numbers of female users were interviewed at HO, SO & BO in Agartala while no female users could be interviewed at BO Lucknow, HO and SO in Ajmer, and SO Chennai. In general, male users covered were more as compared to female users.

### 3.5 Outcome of Trainee's Responses

#### a) Type of Training being attended by the trainees

On the day of visit to identified training centres in the various postal circles/states in the six NSSO zones, the training programmes being attended by the trainees are summarised in Table 3.10. It is observed that 62% trainees were attending Induction training programme followed by 22% in-service training programme. One to two per cent trainees were attending CSI, Parcel Business, PFMS, PLI End User, System Manager and Finacle end user and others, respectively. The percentage of women trainees was maximum in PFMS (100%), 50% each in PLI End-user & CSI each, 38% in the mid-career training programme, in-service 35% and induction 29%. Though the maximum number of female (34) were in Induction training programme and 1 each in Finacle end-user, PLI end-user, CSI and others.

**Table 3.10 Type of Training Attended by the trainees**

S.N.	Types of Training	Male		Female		Total	
		No.	%age	No.	%age	No.	%age
1	Induction	85	71	34	29	119	62
2	In-service	28	65	15	35	43	22
3	Mid-career	8	62	5	38	13	7
4	Finacle End User	3	75	1	25	4	2
5	Others	3	75	1	25	4	2
6	Systems Manager	2	100	0	0	2	1
7	Parcel Business	1	50	0	0	1	1
8	CSI	1	50	1	50	2	1
9	PLI End User	1	50	1	50	2	1
10	PFMS	0	0	2	100	2	1
11	<b>Grand Total</b>	<b>132</b>	<b>69%</b>	<b>60</b>	<b>100</b>	<b>192</b>	<b>100</b>

#### b) Name of the Sub-Schemes/Components

From the feedback of the trainees, almost all i.e. about 94% responded the training programmes are conducted in a good and excellent manner. 98% women trainees agreed with, shown in Table 3.11. The response of trainees categorised by Training Centre is summarised in actual numbers in Table 3.12 and percentage form are shown in Table 3.13. Female trainees at RAKNPA, PTCs and WTCs found expressing the training program to be interesting and excellent while only one

woman of the WTC found the training to be satisfactory. In case of men, training program at PTCs was found to be satisfactory by 5 males out of the 50 males surveyed. Two trainees each from 20 male trainees surveyed at RAKNPA i.e. and 14 males surveyed at RTC i.e. 14% found the training programme to be satisfactory only. From the filled-in feedback forms, on the structure or content, two male trainees were expecting improvements. Also, shortcomings in the conduct of training could be identified from the feedback form of 4 male trainees. So, it can be concluded that the training programmes were conducted aptly for most of the beneficiaries.

**Table 3.11 Overall Conduction of Training Programme by Gender**

S.N.	Conduct of Overall Training	Male		Female		Total	
		No.	%age	No.	%age	No.	%age
1	Excellent	68	52	29	48	97	51
2	Good	53	40	30	50	83	43
3	Satisfactory	11	8	1	2	12	6
4	Grand Total	132	100	60	100	192	100

The table above shows that around 90% of the male respondents were satisfied with little percentage conscious about quality component with which the training programmes are being conducted. In the case of female beneficiaries, 98% were found the programmes being conducted as apt whereas merely 2% female respondents expressed training to be least effective as per the parameters laid down in the study framework. Overall, 94% trainees were satisfied with the knowledge and skills being imparted to them whereas 6% beneficiaries wanted the programmes to be improved. In fact, the training programmes conducted for the postal staff should have been 100% perfect. This requires improvement on the training pedagogy, contents, quality of trainers and the infrastructure that institutions were bestowed with.

**Table 3.12 Overall Conduct of Training programmes by Institution & Gender**

S.N.	Training Centre	Excellent			Good			Satisfactory			Grand Total		
		M	F	T	M	F	T	M	F	T	M	F	T
1	RAKNPA	7	9	16	11	11	22	2	0	2	20	20	40
2	PTC	31	10	41	14	6	20	5	0	5	50	16	66
3	RTC	10	0	10	2	0	2	2	0	2	14	0	14
4	WTC	20	10	30	26	13	39	2	1	3	48	24	72
5	Grand Total	68	29	97	53	30	83	11	1	12	132	60	192

The table above shows that out of 40 trainees surveyed at RAKNPA, majority trainees 38 found the programme effective while 2 trainees found it to be satisfactory only. In fact, the trainees surveyed at RAKNPA were foreign nationals from Nigeria, Uganda, Tanzania, Mongolia, Myanmar, and Bangladesh. In the case of PTCs, 61 participants found the delivery of the training programmes effective whereas five participants expected more than what was provided. In the case of RTCs, 12 participants out of 14 surveyed who expressed their satisfaction whereas two of them were wanted little improvement in the trainings. The similar trend has been found in the WTCs. Though training programmes are catering to the needs of the DoP effectively, the quality components need improvements. The improvements required are as under:

1. The duration of practice (skill-based) needs to be enhanced,
2. Hand holding support should be more proactive,
3. Break in-between session should be given,
4. The tool-kit of training should be provided in advance, and
5. The training should be conducted on contemporary issues as well.

Table 3.13 reflects the same responses in percentages.

**Table 3.13 Institution wise Gender responses (%age) for Overall Conduct of Training program**

S.N.	Training Centre	Excellent			Good			Satisfactory			Grand Total		
		M	F	T	M	F	T	M	F	T	M	F	T
1	RAKNPA	35	45	40	55	55	55	10	0	5	100(15)	100(33)	100(21)
2	PTC	62	62	62	28	38	30	10	0	8	100(38)	100(27)	100(34)
3	RTC	72	0	72	14	0	14	14	0	14	100(11)	1000(0)	100 (7)
4	WTC	42	42	42	54	54	54	4	4	4	100(36)	100(40)	100(38)
5	<b>Grand Total</b>	<b>52</b>	<b>48</b>	<b>51</b>	<b>40</b>	<b>50</b>	<b>43</b>	<b>8</b>	<b>2</b>	<b>6</b>	<b>100</b>	<b>100</b>	<b>100</b>

**c) Structure and Contents of Training Programmes**

Another relevant input on the design of training program is the feedback on the structure and contents of the training for which only 16 trainees (8%) out of 192 responded, as ‘satisfactory’. It implies that there is a scope of improvement in the trainings being conducted by these four levels of institutions.

Of these 16 trainees, 3 were females and 13, males, as presented in Table 3.14. Across the Training Centres, female trainees found the trainings at WTCs to be

totally at the level of their satisfaction, as shown in Table 3.15 and Table 3.16. One female trainee each at RAKNPA, PTCs, WTCs out of the total female respondents (60) found structure and contents of training program as 'satisfactory'. Hence, the scope of improvement cannot be ruled out. In the case of male trainees, 13 (10% of 162) found the course to be satisfactory.

**Table 3.14 Structure and Contents of the Training programmes by Gender**

S.N.	Conduct of Overall Training	Male		Female		Total	
		No.	%age	No.	%age	No.	%age
1	Excellent	63	48	34	57	97	51
2	Good	56	42	23	38	79	41
3	Satisfactory	13	10	3	5	16	8
4	Grand Total	132	100	60	100	192	100

A total of 92% trainees were satisfied with the contents and structures of the training programmes. However, more satisfaction has been responded by female respondents than the male beneficiaries receiving the training at the different institutions. Table 3.15 shows the level of satisfaction by institutions and Table 3.16 the percentage level of satisfaction by institutions.

**Table 3.15 Structure & Contents of Training programmes by Institution**

S.N.	Training Centre	Excellent			Good			Satisfactory			Grand Total		
		M	F	T	M	F	T	M	F	T	M	F	T
1	RAKNPA	7	10	17	12	9	21	1	1	2	20	20	40
2	PTC	25	12	37	20	3	23	5	1	6	50	16	66
3	RTC	11	0	11	2	0	2	1	0	1	14	0	14
4	WTC	20	12	32	22	11	33	6	1	7	48	24	72
5	Grand Total	63	34	97	56	23	79	13	3	16	132	60	192

**Table 3.16 Institution wise Gender responses (%age) on Structure & Contents of Training programmes**

S.N.	Training Centre	Excellent			Good			Satisfactory			Grand Total		
		M	F	T	M	F	T	M	F	T	M	F	T
1	RAKNPA	35	50	42	60	45	53	5	5	5	100(15)	100(33)	100(21)
2	PTC	50	75	56	40	19	35	10	6	9	100(38)	100(27)	100(34)
3	RTC	79	0	79	14	0	14	7	0	7	100(11)	100(0)	100(7)
4	WTC	42	50	44	46	46	46	12	4	10	100(36)	100(40)	100(38)
5	Grand Total	48	57	51	42	38	41	10	5	8	100	100	100

#### d) Boarding and lodging facilities during the Training Program

Of the 192 trainees, 71% responded to the accommodation facility as excellent & good. 16% of them responded as satisfactory, 11% responded as either not available

or not required. Very few (2%) said that the hostel facilities available to them were not satisfactory as shown in Table 3.17. Substantial trainees (65%) responded food facility to be excellent and good. 18% trainees found it to be satisfactory. 14% responded on food facility as neither applicable nor available. 3% trainees found the food quality to be deplorable as shown in Table 3.18.

**Table 3.17 Responses with regards to Accommodation**

S.N.	Conduct of Overall Training	Male		Female		Total	
		No.	%age	No.	%age	No.	%age
1	Excellent	45	34	17	28	62	32
2	Good	52	39	22	37	74	39
3	Satisfactory	20	15	11	18	31	16
4	Deplorable	2	2	2	3	4	2
5	Not Applicable	13	10	8	13	21	11
6	Grand Total	132	100	60	100	192	100

**Table 3.18 Responses with regards to Food facility**

S.N.	Conduct of Overall Training	Male		Female		Total	
		No.	%age	No.	%age	No.	%age
1	Excellent	26	20	11	18	37	19
2	Good	61	46	28	47	89	46
3	Satisfactory	25	19	9	15	34	18
4	Deplorable	4	3	2	3	6	3
5	Not Applicable	16	12	10	17	26	14
6	Grand Total	132	100	60	100	192	100

65% men trainees responded to the hostel facility as excellent and good, particularly the quality of food. 18% women trainees found accommodation as satisfactory while 15% found food facility as satisfactory. Deplorable accommodation and food facilities were responded by 3% women trainees. Institution wise responses for accommodation and food facility by gender in actual numbers and as percentage is presented in Tables - 3.19, 3.20, 3.21, and 3.22.

The responses on accommodation and food facility as satisfactory were found at RAKNPA. Most of the respondents expressed that food and accommodation were good at the Institute's hostel. 3% trainees on food and 8% concerning accommodation expressed their concerns at PTCs. 17% trainees responded accommodation facility as satisfactory. Similarly, 14% trainees responded satisfaction on the food facility being provided. Accommodation and food facilities were responded as excellent and good by 60% and 79% trainees, respectively. No

response on food and accommodation facilities being deplorable was reported from the trainees of RTC, Nashik. Excellent and good food facilities were identified by 58% trainees. In the case of WTCs, food and accommodation facilities are not necessarily provided. WTC are usually situated at Division Office, Circle Office, and Regional Office apart from other locations. WTC functioning from PTC Vadodara had few trainees coming from remote areas of Vadodara so they were availing the food and accommodation facilities.

**e) Responses of Postal Officers as trainees of APPC, Bangkok**

The training imparted by APPC, Bangkok is considered to be a highly valued centre of excellence for the training of Group A Officers. It aims to educate, inspire and motivate all attendees through practical and innovative training methods that better equip them to gear up with new challenges of the postal sector. To upgrade the officers with the latest knowledge and skill-sets, the department is committed to qualitatively advance their group A officers. For this, a total of 11 officers working with the Postal department across the six zones were contacted to receive their feedback. Questions ranged from the purpose of their visit to APPC training details. All 11 officers responded that the contents, designs, structures, relevance of the programmes were very enriching and stimulating. The programme helped them to enhance their required skills for the effective management of the postal human resource. Reportedly, the food and accommodation facilities of the APCC, Bangkok were amazing. In continuation to this, all of them also shared that the institute and hostel facilities in APPC training were friendly to both differently-abled and women. Regarding feedback on the training program, the praiseworthy responses were received concerning training institute and the course contents. A total of nine officers trained from APPC responded that they were asked for the feedback on all the four areas whereas other two informed about their feedback only on the course contents.

Overall, officers trained from APPC expressed, that the training helped them to conduct the e-commerce training back home, updated knowledge about International mail and services, widened information resources of postal services. Few of initiatives taken by these officers after attending training at APPC, Foreign institutes other than APPC and other Indian Institutes are tabulated in Table 3.23.

**Table 3.19 Institution wise Gender responses for Accommodation Facility**

S.N.	Training Centre	Excellent			Good			Satisfactory			Deplorable			Not Applicable			Grand Total		
		M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
1	RAKNPA	5	7	12	9	7	16	6	6	12	0	0	0	0	0	0	20	20	40
2	PTC	21	7	28	19	6	25	9	2	11	1	1	2	0	0	0	50	16	66
3	RTC	8	0	8	5	0	5	1	0	1	0	0	0	0	0	0	14	0	14
4	WTC	11	3	14	19	9	28	5	2	7	5	4	9	9	5	14	49	23	72
5	Grand Total	45	17	62	52	22	74	21	10	31	6	5	11	9	5	14	133	59	192

**Table 3.20 Institution wise Gender responses (%age) for Accommodation Facility**

S.N.	Training Centre	Excellent			Good			Satisfactory			Deplorable			Not Applicable			Grand Total		
		M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
1	RAKNPA	25	35	30	45	35	40	30	30	30	0	0	0	0	0	0	100(15)	100(34)	100(21)
2	PTC	42	44	42	38	38	38	18	13	17	2	6	3	0	0	0	100(38)	100(27)	100(34)
3	RTC	57	0	57	36	0	36	7	0	7	0	0	0	0	0	0	100(11)	0	100(7)
4	WTC	22	13	19	39	39	39	10	9	10	10	17	13	18	22	19	100(37)	100(39)	100(38)
5	Grand Total	34	29	32	39	37	39	16	17	16	5	8	6	7	8	7	100	100	100

**Table 3.21 Institution wise Gender responses for Food Facility**

S.N.	Training Centre	Excellent			Good			Satisfactory			Deplorable			Not Applicable			Grand Total			
		M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	
1	RAKNPA		2	6	8	14	9	23	4	5	9	0	0	0	0	0	0	20	20	40
2	PTC		12	3	15	26	11	37	8	1	9	4	1	5	0	0	0	50	16	66
3	RTC		4	0	4	4	0	4	5	0	5	0	0	0	1	0	1	14	0	14
4	WTC		8	2	10	17	8	25	8	3	11	0	1	1	15	10	25	48	24	72
5	Grand Total		26	11	37	61	28	89	25	9	34	4	2	6	16	10	26	132	60	192

**Table 3.22 Institution wise Gender responses (%age) for Food Facility**

S.N.	Training Centre	Excellent			Good			Satisfactory			Deplorable			Not Applicable			Grand Total		
		M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
1	RAKNPA	10	30	20	70	45	58	20	25	23	0	0	0	0	0	0	100(15)	100(33)	100(21)
2	PTC	24	19	23	52	69	56	16	6	14	8	6	8	0	0	0	100(38)	100(27)	100(34)
3	RTC	29	0	29	29	0	29	36	0	36	0	0	0	7	0	7	100(11)	0	100(7)
4	WTC	17	8	14	35	33	35	17	13	15	0	4	1	31	42	35	100(36)	100(40)	100(38)
5	Grand Total	20	18	19	46	47	46	19	15	18	3	3	3	12	17	14	100	100	100

**f) Responses of Postal Officers as Trainees of Other than APPC, Bangkok**

Apart from officers trained from APPC, Bangkok, 14 postal officers including 5 lady officers, who attended trainings in other reputed institutions within the country or aboard were also interviewed. 4 of them got training at NIFM Faridabad, 3 from the USA, 3 from IIPA, 2 from MDI, Gurugram and 1 from IIM Ahmedabad.

They shared their feedback on the reason to attend the training and other facilities availed. The reason for attending the training program was to update knowledge and skillsets to get a wider exposure thereupon. In terms of the structure, contents and overall conduction of the training they were fully satisfied and found the training sessions very enriching. Food, accommodation, and library facilities were found interesting whereas the ambience and environment were very much women and disabled friendly. Not even an iota of the issue was raised by these trainees.

Concerning feedback on training course contents, usage of audio-visual aids, food and accommodation facilities, resource persons, basic facilities such as sanitation and hygiene were physically verified and found good. In fact, tailor-made training was expected by the participants with the inclusion of exposure visit. They also added that more training should be conducted on the topics like administrative matters, establishment procedures, rosters, RTI etc, administrative management, financial management, soft skills and ethics, good health, social skills, devotion to duty and contemporary issues aligned with their job responsibility. The training imparted on skills should be integrated with the aforesaid subjects to keep the interest of trainees alive.

**Table 3.23 Policy Initiatives undertaken after completion of Foreign trainings (APPC Bangkok, USA) & other Indian Institutes**

S.N.	Name & Designation	Training Attended	Policy Initiatives Taken	Courses Topic
1.	Sh Abhinav Walia, CPMG Chattisgarh	Attended ADP 2015-16 from 14-25 Sept 2015 at Goldman School of Public Policy, University of California, Berkeley, USA	<ul style="list-style-type: none"> <li>➤ He suggested that an R&amp;D Wing should come up in the Postal Department.</li> <li>➤ Opening of new posts which focus exclusively on innovation.</li> <li>➤ Structuring the system to level individual competencies.</li> </ul>	Leadership for Postal Managers
2.	Sh Amitabh Kharkwal, PMG Sikkim Region, West Bengal Circle	Attended ADP 2015-16 from 14-25 Sept 2015 at Goldman School of Public Policy, University of California, Berkeley, USA	<ul style="list-style-type: none"> <li>➤ Increasing use of the website and mobile site ensured that the post office is available 24x7 for the customers.</li> <li>➤ Include the role of Corporate Communications –to be proactive and responsive to internal customers.</li> <li>➤ Along with usual e-commerce products, delivering perishable commodities like fresh milk, eggs etc.</li> </ul>	Sustainable Development, Marketing Innovation for posts, E-Business and Technology
3.	Sh Shashi Kumar Uttam, Vigilance Officer, UP Circle	Probationers Professional Training from 24 <sup>th</sup> to 28 <sup>th</sup> October 2016 at Asian Pacific Postal College, Bangkok.	<ul style="list-style-type: none"> <li>➤ Initiated traffic e-challan delivery through India Post in Gandhi Nagar Division and Lucknow Division.</li> <li>➤ Tuberculosis Sputum collection, soil sample collection electricity billing at the doorstep.</li> <li>➤ Complaint monitoring system through bitly (google form with SMS Alert) in Gandhinagar Division.</li> </ul>	Marketing & Innovation for Posts and Technology
4.	Sh Surekh Raghunathan, IPoS 2013 Batch	Attended Training at APPC, Bangkok and Korea Post	<ul style="list-style-type: none"> <li>➤ Trivandrum North Division converted Navaikulam into India's first five-star village (100 pc coverage in five post office schemes)</li> <li>➤ Issued India's first horse-mounted-policeman-carried special cover to commemorate Gandhiji's visit to the Travancore royal family.</li> <li>➤ Conducted training programmes for counter staff in "Customer Handling" and Stress Management in Erode.</li> <li>➤ During demonetization opened mobile note exchange camps in taxis for illiterate tribals in a forest BO in Nayagarh District in Puri Division</li> </ul>	Digital Financial Services, Human Resource Management, Innovation for Posts and Technology (Korea Post)
5.	Sh Alexin George, ADG (IMI),	Attended foreign training at APPC, Bangkok and Korea Post	<ul style="list-style-type: none"> <li>➤ Kutty Tapal- Child Post- letter-writing among the school children addressed to Police Department mentioning the issues they faced daily.</li> </ul>	Innovation for Posts and Technology (Korea

S.N.	Name & Designation	Training Attended	Policy Initiatives Taken	Courses Topic
	IPoS 2013 Batch		<ul style="list-style-type: none"> <li>➤ SSA in Adivasi Tribal region covering all Girl children</li> <li>➤ India Book of Records entry for maximum students writing postcards on a single event</li> </ul>	Post), Digital Financial Services
6.	Sh Ram Sikaria, SSPo Ghaziabad	Attended training at APPC, Bangkok	<ul style="list-style-type: none"> <li>➤ Colour coding of files- Provided different branches with different colour coding, so that file trace can be improved &amp; maintained properly</li> <li>➤ Digital Mapping - an app like Uber/ Ola, where anyone can see complete information related to that location for their post office- jurisdiction, pin code, contact details, working hours etc</li> </ul>	The innovation of Posts & Technology
7.	Dr. Abhijit D Ichake, SSPo, Mumbai Division	Attended training at Korea Post and APPC Bangkok	<ul style="list-style-type: none"> <li>➤ Cluster-Based Approach- each subdivision and Branch office was further divided into clusters who worked as a team.</li> <li>➤ G2G Collaboration- As per MoU, between School Education Deptt, 7568 SB Accounts for specially aided students to transfer the entitled stipend to their account.</li> <li>➤ Technology Induction &amp; customer-oriented approach- Installation of DQMS</li> <li>➤ Based on queue lesson from Korea Post, a foreign post was started at Vijaywada Division.</li> </ul>	Digital Financial Services, Innovation for Posts and Technology
8.	Ms. B.P. Sridevi, DDG (Technology)	Attended School of Public Policy, Syracuse, USA as part of MDP in 2017	<ul style="list-style-type: none"> <li>➤ Implementation of CSI project which is an ERP solution that ties together all aspects of DoP on to a single platform: operative, accounting and administrative.</li> <li>➤ Kick-started IT Modernisation Project Ver 2.0 which will enable DoP to address all the gaps and provide technology to cater to all delivery needs.</li> </ul>	Managing Innovation, Leadership for Postal Managers
9.	Sh Alok Sharma, the then CPMG MP Circle	Attended Human Resource Management; An international Perspective 2019 at MDI, Gurgaon and RMIT University Australia	<ul style="list-style-type: none"> <li>➤ Technology &amp; disruptive innovation to be used in HR like social interactions enabled by communications capability, mobile &amp; cloud-based access to HR data.</li> <li>➤ Various Soft skills to be included at entry-level, mid-level, senior-level, executive level and top level.</li> </ul>	Strategic Human Resource Management, Human Resource Management
10.	Ms Sharda Sampat, CPMG Kerala Circle	Attended Human Resource Management: An International Perspective 2019 at MDI, Gurgaon and RMIT University Australia	<ul style="list-style-type: none"> <li>➤ HR Practise of Department should include Technology Disruptive innovations in HR and managing talents.</li> <li>➤ Data from traditional &amp; digital sources to be analysed and processed before identifying a person suitable for a post.</li> </ul>	Strategic Human Resource Management, Human Resource Management

S.N.	Name & Designation	Training Attended	Policy Initiatives Taken	Courses Topic
11.	Sh Jagdeep Gupta, Director Vigilance	Attended International Capacity Building Programme on Innovations in Organisational Management from 30.11.2019 to 14.12.2019 at IIPA, Delhi, Australia & New Zealand	<ul style="list-style-type: none"> <li>➤ Incorporate innovations and use of technology to provide services especially the government-sponsored schemes like Old Age Pensions, MNREGA payment, subsidies and financial Inclusion to the last mile.</li> </ul>	Managing Innovation, Strategic Cost Management, Driving Digital Strategies
12.	Sh Sunil Sharma, DPS (HQ), Gujarat Circle	Attended International Capacity Building Programme on Innovations in Organisational Management from 30.11.2019 to 14.12.2019 at IIPA, Delhi, Australia & New Zealand	<ul style="list-style-type: none"> <li>➤ DOP should cultivate a critical mass of people at various levels who promote innovation and ideation by changing attitudes, beliefs and thinking patterns innovation is the only solution in the fast-changing technological environment.</li> <li>➤ Develop strategies to make the organisation a solution provider to business, government and youth.</li> </ul>	Managing Innovation, Strategic Cost Management, Driving Digital Strategies
13.	Ms Moona Yasmin, ADG (Training & CP), Postal Directorate	Attended training at Korea Post and APPC Bangkok and 18 <sup>th</sup> Human Resource Management: An International Perspective from 03-15 Feb 2020 at MDI, Gurgaon and RMIT University Australia	<ul style="list-style-type: none"> <li>➤ Nanyatha Software- Digital Letter Box Clearance System- implemented in all pos offices of Alwar Division.</li> <li>➤ Sampoorna Sukanya Gram – sponsored initial instalment. 206 SSA Account in Jarauli village, Agra and opened 49899 SSA Accounts in Agra, U.P.</li> <li>➤ Designed the Philatelic Bureau of Agra.</li> </ul>	Innovation of Posts and Technology, Digital Financial Services and Philately.
14.	Ms Preeti, Agrawal, ADG (DARPAN & DBT), Postal Directorate	Attended 18 <sup>th</sup> Human Resource Management: An International Perspective from 03-15 Feb 2020 at MDI, Gurgaon and RMIT University Australia	<ul style="list-style-type: none"> <li>➤ VUCA (Volatile, Uncertain, Complex &amp; Ambiguous) Analysis for our workforce to make it more efficient and useful for the future.</li> <li>➤ Develop a training plan to evolve e inspirational, transformational and inclusive leaders.</li> <li>➤ AI (Artificial Intelligence &amp; Data Analytics) to be used as a tool for better HR Management Practices.</li> </ul>	

### 3.6 Outcome of Trainers' Responses

A trainer's role is very important in competency and skill-building. To assess the orientation of trainers and the extent to which the cultural capital acquired really mattered, a set of questions were designed. Indeed, a lamp can never light unless it continues to burn on its own flame. However, the friendly ecosystem does matter in the overall effectiveness of a system. In other words, it is important to look at the kind of facilities available with a trainer which can help facilitate the trainees to rediscover themselves. That included availability of target to receive feedback of two trainers per institute was set-up and a total of 47 trainers were covered from the selected PTCs, RAKNPA, RTCs and WTCs. RTC Nashik and the majority of WTCs, except for WTC at Bangalore and Ajmer, were not having women trainers. In the case of five PTCs, out of fifteen trainers surveyed, only two were women and from RAKNPA one each male and female trainers were surveyed. Thus, out of 47 trainers, only 5 (11%) were females and rest 42 (89%), male trainers. It shows that a limited number of women were interested to take up the noble task of imparting training.

#### a) Teaching load of the Trainers

During the study visits, it was noticed that most of the trainers were overburdened with the administration works. The majority of trainers (89%) responded that they took 3 sessions in a programme. The numbers of such trainers across the training centres were: 16 in PTC, 1 in RAKNPA, 4 in RTCs, 22 in WTCs. They expressed that 3 lectures/day were being taken.

**Table 3.24 Daily Teaching Load of Trainers (Postal Staff)**

S. N.	Institute	>3 sessions		3 sessions		<3 sessions		Total		Rarely take more lectures		Always take more lectures		Not provisioned	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1	RAKNPA	0	1	1	0	0	0	1	1	1	1	0	0	0	0
2	PTC	12	2	0	0	1	0	13	1	11	2	2	0	0	0
3	RTC	4	0	0	0	0	0	4	0	3	0	0	0	1	0
4	WTC	21	2	0	0	3	0	24	2	15	0	3	0	6	2
5	Total	37	5	1	0	4	0	42	5	30	3	5	0	7	2

The trainers shared that they were not only overburdened with training works but also embedded with administrative assignments. The work-life balances demotivated them to perform their daily works efficiently. There was always a shortage of staff due to which they could not expect help from their colleagues. It was

observed that stress level was very high among the trainers, as they were scheduled in a routinized manner. However, the experts are required to make the training programmes effective.

On the contrary, for the question that how frequently they are asked to take more lectures than the scheduled, 33 (70%) trainers said it rarely happens and 5 (11%) trainers said they are always asked to take extra lectures (Table 3.24). The five male trainers were from PTC Darbhanga (2), and one each from WTC Lucknow, Vadodara and Agartala. 9 (19%) trainers responded that taking an extra class was not provisioned. This was responded by two female WTC trainers – one each from Bangalore and Ajmer; Male trainers one each from RTC Nashik, WTC Nagpur, WTC Bangalore, WTC Bankipur Patna and three from WTC Kolkata. It can be concluded that barring a few, all took the sessions allotted to them but the trainers were overburdened with training sessions as well as administrative works.

#### **b) Training Contents and Methodology**

The success of any training depends upon the kind of pedagogy being used. Hence, it is important to know how and what types of training methodologies were used by the trainers in the respective training centres. Training sessions with a two-way process of interaction keep the interest of trainee and trainer alive. A training program becomes interesting when the entry behaviour of trainees is synchronised with the contents of the training. Table 3.25 summarises the trainers' responses. Therefore, the question was asked to the trainers how they map out the entry behaviour of the trainees. Of the 47 trainers, 37 (79%) answered that they start informally by asking questions individually and making the trainees comfortable before the training sessions. However, 6 of the trainers said that they only focussed on the topic relevant to them followed by 3 trainers who used the de-freezing method to start with.

Majority of trainers responded to the use of audio-visual media usage to train the trainees. Almost all trainers, 45 (96%) of them, agreed that they used the audio-visual mediums like, slideshows, poster boards, slide projectors, etc while giving the training that made the teaching method easy and more interesting. On asking, if they promote experience sharing with the trainees, 36 (77%) trainers replied positively.

The method promoted experience sharing as a powerful tool to bring one-another closer to each other.

An important question posed to the trainers was the method they adopted to give the training. Out of 47 trainers, 28 (60%) use the interactive method where-in the trainers actively involve the trainees in their learning process by way of regular teacher-student interactions, student-student interactions, use of audio-visuals etc, while 8 (17%) trainers preferred the participatory method because that motivated learners to participate in the process of learning (Table 3.25). The interesting learning increases the participation of the trainees. Trainees also interacted and learn from each other. 5 (11%) trainers simply focussed on lecture method which is mostly one-way communication. 6 (13%) trainers applied a mix of two or more above methods as required by the topic. They reported more innovative techniques like brain-storming and fish-bowl etc.

**Table 3.25 Trainers responses regarding Training Contents and Methodology**

S. N.	Institute	Trainees' Entry Behaviour				Use audio-visual		Experience sharing			Methodology adopted			
		De-freezing	Focus-ing	Asking Qs	No response	Yes	No	Yes	No	Depends	Interactive only	Participatory only	Lectures only	Mix of 2 or more
1	RAKNPA	0	0	1 (1)	1	2 (1)	0	2 (1)	0	0	1	1 (1)	0	0
2	PTC	0	4	11 (2)	0	15 (2)	0	12 (2)	0	3	10 (1)	2	1	2 (1)
3	RTC	2	0	2	0	3	1	3	1	0	0	1	1	2
4	WTC	1	2	23 (2)	0	25 (2)	1	19 (2)	1	6	17 (2)	4	3	2
5	<b>Total</b>	<b>3</b>	<b>6</b>	<b>37 (5)</b>	<b>1</b>	<b>45 (5)</b>	<b>2</b>	<b>36 (5)</b>	<b>2</b>	<b>9</b>	<b>28 (3)</b>	<b>8 (1)</b>	<b>5 (0)</b>	<b>6 (1)</b>

Note : Main figure is of total trainees while accompanying figures in brackets are of female trainees

Training programmes must be specially developed keeping in view females and differently-abled persons. To know the considerations of vulnerability and gender issues, the trainers were posed the questions as to how far they give special focus on disables and women.

**Table 3.26 Focus on Gender & Differently-abled Trainees and Toolkit in Advance**

S.N.	Institute	Focus on Gender & DA		Toolkit in advance	
		Yes	No	Yes	No
1	RAKNPA	2 (1)	0	0	2 (1)
2	PTC	14 (1)	1 (1)	9 (1)	6 (1)
3	RTC	4	0	3	1
4	WTC	23 (2)	1	23 (2)	23
5	<b>Total</b>	<b>45 (4)</b>	<b>2 (1)</b>	<b>35 (3)</b>	<b>12(2)</b>

Note : Main figure is of total trainees while accompanying figures in brackets are of female trainees

Almost all the trainers i.e. 45 (96%) said 'yes'. They took care of their needs and gave special attention to them while in training, while 2 of them said 'no'. Another

important question was concerning tool-kit distribution before the commencement of training. On the distribution of tool-kit, 35 (75%) responded affirmatively while 12 (25%) with non-affirmative connotations (Table 3.26).

### c) Capacity Building of Trainers

The Capacity building of trainers by imparting them Training of Trainers (ToT) with the intention to engage master trainers in coaching new trainers that are less experienced with a particular topic or skill, or with training overall. A ToT workshop can build a pool of competent trainers who can then teach the subjects to other trainees. It makes them more competent to give good trainings. The Training Division of the Postal Department aims to develop a pool of qualified trainers who can promote training to best practice in human resource development. The thrust is to train trainers in training technology, new subjects to help them deliver their subject-specific training in a systematic manner. Trainers with updated skills and knowledge of upcoming schemes can contribute towards the development of the existing and new postal staff resulting in their good performance.

**Table 3.27 Frequency of Training of Trainers program attended by Trainers**

S.N.	Institute	Capacity building / Training of Trainers										Total
		As required	Occasionally	Once in 6 months	Once in a year	Once in 2 yrs	Launch of New App.	4 times till date	Not yet	Never	No response	
1	RAKNPA	0				0	0	0	0	0	2 (1)	2 (1)
2	PTC	2	1		2 (1)	1	0	1	1	5	2 (1)	15 (2)
3	RTC	0			3	0	0	0	0	1	0	4
4	WTC	4	1	1	5 (1)	0	2	0	0	10	3 (1)	26 (2)
5	<b>Total</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>10 (2)</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>16</b>	<b>7 (3)</b>	<b>47 (5)</b>

**Note :** Launch of N.App, Only when a new application is launched & sometimes  
The main figure is of total trainees while accompanying figures in brackets are of female trainees

The trainers were asked how frequently they were sent to 'Training of the Trainers (ToT)' in a year. Response to this question is summarised in Table 3.27. Interestingly, 24 (51%) out of 47 trainers neither gave any response nor attended such ToT. However, 10 (21%) trainers attended ToT once in a year while 6 (13%) trainers attended the ToT whenever conducted. 2 (4%) trainers each said occasionally, and sometimes & when any new application was launched. 1 trainer each replied once in 2 years, once in 6 months. It is evident from the analysis that there is a gap in the required capacity building of the trainers which is one of the important aspects in enhancing their skills. It happened because the trainers were overburdened with their routine jobs.

#### **d) Web Content Development and Trainer's Academic Contribution**

The problem of overburden is emphasized from the responses to the question have you contributed any type of web content for the department and produced any scholarly article concerning the subject dealt by him/her. Nevertheless, it was not surprising that out of 47 only 7 trainers shared that they made some kind of web content for the training purpose and only 3 of them had written scholarly articles and published in reputed journals. Considering the experience of these trainers, it is expected from them that they can create brilliant pieces of literature, study material and training material for new trainees but unfortunately, due to the work pressure they can only focus on their day-to-day administration work and trainings scheduled for them. For this reason, it is needed that they must get some relief from extra work or a helping hand and attend regular ToT's so that they can use their experience and perform their best.

#### **e) Trainer's view on training infrastructure**

There is strong evidence that good - quality infrastructure facilitates, better facilities, improves trainer/trainee output and outcome as well. In the same context, trainers were asked if they are satisfied with the training infrastructure provided to them. In reply to this question, 43 out of 47 said yes they are quite satisfied while 4 of them, one each from PTC Vadodara, RTC Nashik, WTC Nagpur and WRC Patna responded by no and further added that the training infrastructure needs improvement in terms of better training halls, furniture, audiovisual aids, updated systems and software's and so on.

### **3.7 Outcome of Supervisor/Head of Institutions' Responses**

The study effectively included the responses shared by training heads. A total of 19 heads provided their concerns on the training, though 20 training institutes were contacted of which supervisor of WTC Bangalore was preoccupied and could not respond.

#### **a) Funds required for Infrastructure Improvement**

The Head of Institution (HoI) is responsible for the effective general management of

the training centre, for ensuring the provision of leadership and strategic vision, and for the quality of the staff. A total number of 19 Officers viz. Head of PTC, RAKNPA, In-charge Officer of RTC and Supervisor of WTCs responded to the study questionnaire. To receive their views on additional fund and infrastructural requirements question were posed accordingly. Out of 19 such officers, 12 declined to have more fund requirement and showed their satisfaction with the allotted funds and the infrastructural facilities. Rest 7 officers had different requirements like – Head of PTC Guwahati responded that they need an auditorium and an additional hostel block, while the requirement for mess and canteen setup came from In-charge Officer of RTC Nashik. Director of PTC Saharanpur had the shortage of nodes and hence needed funds for new computers whereas PTC Darbhanga required Rs.13,00,000 for new desktops, LCD, and revolving chairs.

#### **b) Up-gradation of Assets**

When asked about the up-gradation of classrooms, hostel, laundry, mess and campus facility out of 19 officers, the following had upgraded their classrooms namely, RAKNPA Ghaziabad, 5 PTC's, RTC Nashik and WTC's at Lucknow, Nagpur, Indore, Agartala, Chennai, Ajmer, Bhilwara, Vadodara, Guwahati and Bankipur Patna (Table 3.28).

**Table 3.28 Up-graded Assets at Training Institutes**

Institute	Classroom	Hostel	Laundry	Mess	Campus Facility
PTC	5	4	3	4	4
RAKNPA	1	1	0	1	1
RTC	1	1	1	1	1
WTC	10	0	0	0	1
<b>Total</b>	<b>17</b>	<b>6</b>	<b>4</b>	<b>6</b>	<b>7</b>

Hostels were upgraded by Head of PTC Dharbhanga, Mysore, Saharanpur and Guwahati; Head of RAKNPA Ghaziabad and In-charge officer of RTC Nashik. Laundry facility was available in PTC Dharbhanga, Mysore, Guwahati and RTC Nashik and was upgraded timely. PTC Darbhanga, Mysore, Saharanpur, Guwahati, RAKNPA Ghaziabad and RTC Nashik had upgraded mess with the dining hall. Basic campus facilities like safety and security, drinking water, recreational area,

maintenance etc were found well in PTCs at Darbhanga, Mysore, Saharanpur, Guwahati; RAKNPA Ghaziabad; RTC Nashik and WTC Bankipur Patna.

### c) Implementation of PPP and Revenue Generation

A public-private partnership involves collaboration between a government agency and a private-sector company that can be used to design, build, operate and finance projects. In recent years, the Indian government has given a greater impetus to PPP models. No action was noticed on the implementation of PPP based development models. It was additionally asked if they have generated any additional revenue by conducting trainings for other than postal staff. All most all the Supervisors/Head of Institution's replied 'no' to this question, except for Head of PTC Mysore where trainings are conducted for other than postal staff also.

### d) Feedback Process and its Utilisation

Feedback is the final component of any training. The feedback focuses on the strength and weaknesses of training. Based on feedback received the effectiveness of the trainings can be improved. Hence, questions were asked to the Supervisors/Head of Institution's regarding how they took feedback from the trainees (Table 3.29). Out of 5 PTC's covered 3 of them said they take both written and verbal feedback from the trainees after the training while 2 of the PTCs said that they gave sample feedback forms and the written feedback was collected. Head of RAKNPA Ghaziabad, In-charge Officer of RTC Nashik and Supervisor of WTC Nagpur took the feedback in both written and verbal form whereas that of WTC Lucknow took only written feedback. Supervisor of WTC Chennai and Bhilwara shared that they took only verbal feedback by discussing with the trainer and the trainees.

**Table 3.29 Feedback process and its utilization**

Institute	Both verbal and written	Verbal	Written	No response	Incorporation of suggestions		
					Often	Only relevant	No response
PTC	3	0	2	0	3	1	1
RAKNPA	1	0	0	0	0	1	0
RTC	1	0	0	0	1	0	0
WTC	3	2	6	1	6	5	1
Sub-total	8	2	8	1	10	7	2
Grand Total	19				19		

In continuation of the question, it was further asked how frequently the trainees' suggestions were considered worth taking. In response to this, 10 of the Supervisor / Hol's positively replied that very often they incorporated their suggestions and 7 of them said they followed the exercise and took action only if the suggestions were relevant.

**e) Additional Facilities**

During the interview of Supervisor and Head of the Institutions, it was enquired if they have the facility of video conference systems or walls to facilitate simultaneous telecast of events / eminent speakers across training institutions. Of the 19 Supervisor and Hols, only 3 officers Head RAKNPA Ghaziabad, Head of PTC Mysore, and Supervisor of WTC Patna said the video conferencing facility was available in the institutes. However, currently, it was used for meeting purpose only, though they were planning to use it for training purpose too in future. Rest of the 15 respondents did not have the facility in their institutes. Regarding question on use of the STP (standard training package) for imparting training through decentralized structure and if they had reviewed it to incorporate changing training requirements of the cadres being trained, 13 respondents replied yes and admitted that they had reviewed the STP but Supervisors of WTC at Chennai, Patna, Kolkata, Lucknow, Nagpur and Bankipur have not reviewed the STP as of now. Further, it was enquired if any of the institutes had integrated their training administration module with *Megashikshak* platform, except WTC Agartala and WTC Bankipur, it was not reported to be applied anywhere.

**f) Implementation of Online Modes**

The department of the post is integrating new modes of training and making the training process technological advanced. It was both observed and reported that online mode of training, certification and submission of reports/assignments was yet to be instituted. 15 out of 19 said they did not implement any one of them.

Supervisor of WTC Indore, Patna, Ajmer and Head of PTC Guwahati said yes for the online modes of training. Supervisor of WTC Patna said yes for the online submission and expressed affirmation to the certification of trainings. Head of PTC Guwahati said yes for the online submission.

**Table 3.30 Implementation of Online Modes**

Have You Implemented	Count
Online Modes Of Training	4
Online Submission	2
Certification Of Training	1
None	14
<b>Grand Total</b>	<b>21</b>

**g) Fund Grants and Actual Expenditure by Training Centres**

**Final Grant:** Table 3.31 presents the budget allocation, actual expenditure and if there was a surplus or shortage of funds in the covered training institutes from 2015 until 2019-2020. The allocation and expenditure are based on the following training components: Training Infrastructure, Training Network Up-gradation, Training Delivery for DoP, Outsourcing (trainers/faculty/ housekeeping,), Travel expenses, Minor works & Maintenance, and Monitoring & Review.

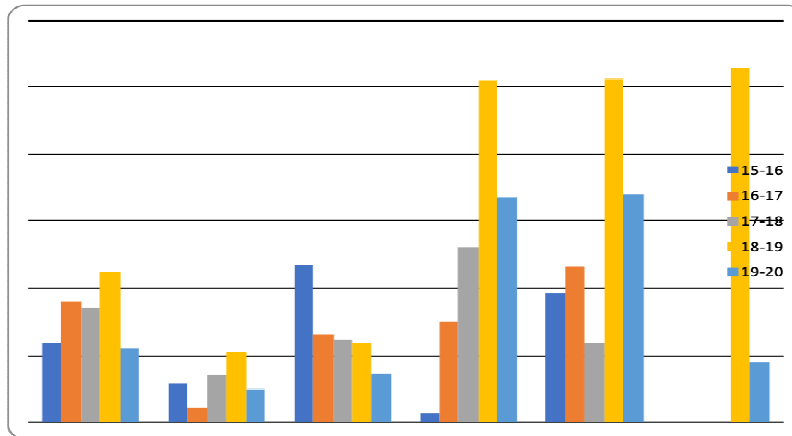
**PTC Saharanpur** received the second-highest grant among the five PTCs covered after Mysore. In the year 2015-16, they received Rs. 45.21 lakh. In fact, they overspent by 1.81 lakh in the trainings. In the year 2016-17, the funds' allocation increased and Rs. 55.19 lakh was received but the unspent balance of Rs 28.71 lakh has been informed. In the year 2017-18, they got Rs. 26 lakh and in 2018-19 Rs. 42.1 lakh. Again, in 2018-19 they could not spend the full amount and left with Rs. 18.32 lakh. In the year 2019-20, they received the least amount which was Rs 15.67 lakh.

**PTC Vadodara** received Rs. 24 lakh in the year 2015-16 and left with Rs 0.03 thousand unspent amount, for next two financial years (2016-17, 2017-18) PTC Vadodara got the almost same amount that is Rs 35.41 lakh and Rs 34.95 but in the year 2016-17, they spent additional Rs 0.77 thousand in their trainings. Their final grant exceeded in 2018-19 and 2019-20 and they received Rs 45 lakh and Rs 52 lakh respectively but in 2019-20, Vadodara could not spend even half of the amount and were left with Rs. 29.93 lakh until December 2019.

**PTC Mysore** received Rs. 53 lakh in the year 2015-16 followed by Rs. 51.18 lakh in 2016-17, but in the year 2015-16 they were left with a huge unspent amount of Rs. 14.64 lakh. In the year, 2017-18 they received Rs.23.9 lakh, which was increased by

a whopping amount of Rs. 128.9 lakh in 2018-19 but could not spend Rs. 26.7 lakh in the end. In 2019-20, they received Rs.64 lakh and they overspent Rs.3.9 lakh until December 2019.

**RTC Nashik** was established in the year 2017 and hence they received their first grant for trainings in 2018-19 that was Rs. 130.9 lakh out of which 25.01 was unspent and in the year 2019-20 they got Rs. 77.5 lakh and they are still left with Rs. 59.47 lakh.



Note : Y-Axis represents Rs in Lakh

Figure 3-2 Actual Expenditure incurred by Various PTCs (Rs in Lakh)

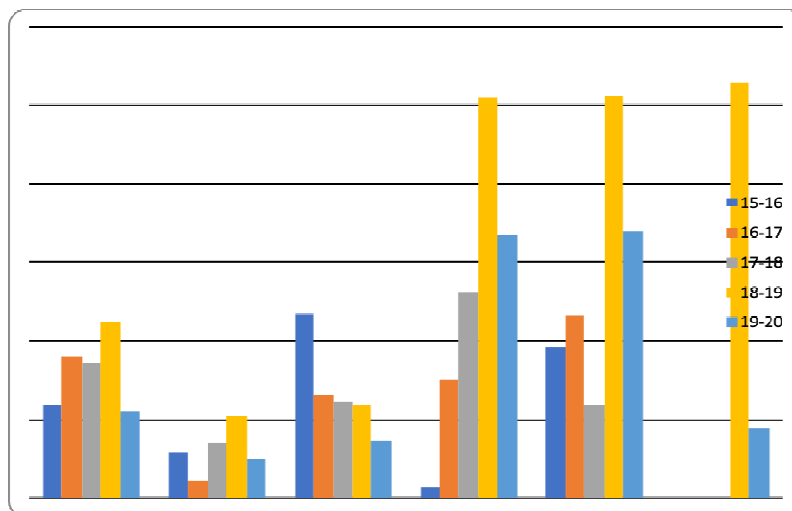


Figure 3-3 Actual Expenditure incurred by Various WTCs (Rs in Lakh)

**PTC Darbhanga** received Rs 16 Lakh in 2015-16, Rs 17.39 lakh, and Rs 17.5 lakh in the years 2016-17, 2017-18 respectively. Hence, there was not much increase or decrease in the fund allocation for trainings in these three financial years. During the year 2018-19, it can be seen that their grant increased by Rs 25.91 lakh but again

decreased to Rs 18 lakh in 2019-20. In the year 2016-17, they spent the least and were left with Rs 12.75 lakh till December 2019.

**PTC Guwahati** received the least amount of Rs 5.23 lakh in the year 2015-16 among all the PTC's covered during the study. Later in the next four financial years, the grant was increased constantly by Rs. 28.17 lakh in 2016-17, Rs. 63.5 lakh in 2017-18, Rs. 103.5 lakh in the year 2018-19 and Rs. 133 lakh in the year 2019-20. In the year 2016-17, they overspent by Rs. 1.88 lakh and were left with Rs. 11.28 lakh in the year 2017-18 and Rs. 65.91 lakh in 2019-20.

#### **h) Physical Targets of Staff to be trained and Achievements**

Physical targets set and achieved during the year 2015 -19 on 'in-service/mid-career training programmes', 'IT modernization/refresher training and IPPB', CSI training, FSI training, RSI training, capacity building and induction programme for the different postal cadres were collated and analysed in tables 3.32 to 3.36. Table 3.32 presents the targets and achievements of training institutes during the four years i.e., 2015-2019. The institutes considered were the six PTCs and for the year 2018-19 data of RTC, Nashik has also been considered. During the four years against a total target of 99,445 staff to be trained, the total achievement was of 68,513 trained staff with a gap of 31% i.e. 30,932 staff could not be trained by the seven training institutions. This shows a deficit in the targets set and achieved for four years by the institutions. In-service training /mid-career training organised by institutions for IP/ASP depict an average gap of 67% per year during 2016-19 except for 34% gap during 2015-16. Similarly for in-service training / mid-career training of PA/SA organised by institutions depict an incredible gap of 68% for 2018-19, followed by 62% in 2016-17, 26% in 2015-16 and a moderate gap of 12% in 2017-18. The deficit of IT Modernization/Refresher training & IPPB programme organised for ASP/IP/PA/SA/MTS/GDS by institutions was an average of 34% per year during 2015-18 while it was 60% for the year 2018-19.

At Circle level, Work Place Training Centres have been imparting the mid-career training, IT modernization/refresher training & IPPB training, CSI, FSI, RSI and CB programme to IP/ASP, PA/SA, Mo/PM/MG, and GDS/MTS as shown in table 3.33. Here the scenario is just the opposite as surplus staff have been covered during the four years 2015-2019. As against the total target of 68,400 staff to be

trained, the total achievement was 5,16,973 which shows a surplus of 655.8% i.e. 4,48,573 additional staff trained. The mid-career training for IP/ASP, PA/SA, MO/PM/MG at circle level had no targets for initial two years i.e 2015-17, yet 12,296 staff were trained. During 2017-18 against a moderate target of 4,000, the achievement was 9,216 staff reflecting a surplus of 130% ie 5,216 extra staff were trained. Hence for the year, 2018-19 target fixed was 9,000 against which achievement was 8,049 resulting in a gap of about 11% i.e. 951 staff couldn't be covered. The mid-career training for GDS/MTS had good coverage during initial two years i.e. 2015-17 with an average surplus of about 11% i.e against the combined target of 24,000, the achievement was 26,672 i.e. surplus of 2,672. This performance could not be maintained for the next two years i.e. 2017-19 against the target of 20,000, the achievement was 17,738 i.e. 2,262 staff could not be covered. The IT modernization/Refresher training & IPPB training of IP/ASP, PA/SA, MO/PM/MG also had good coverage for three years 2015-18 with an average of 51,099 staff covered each year. The coverage of staff of this cadre was maintained for 2018-19 as against the target of 4,000, the achievement was 54,185 reflecting a surplus of 1255% i.e. 50,185 extra staff were trained. During 2017-19, GDS/MTS were also trained under this component with no initial target. GDS/MTS covered during 2017-18 were 12,539 and 78,147 during 2018-19.

Target during the four years for RAKNPA and other Indian Institutes was 1800 against which the achievement was 3,295 registering a surplus of 83% i.e. 1,495 additional senior cadre officers, over and above the target of 1800 were trained at RAKNPA and other Institutes. Apart from these training programmes, the Directorate nominated senior cadre officers to APPC Bangkok, NIFM, IIMs, Australia, ISTM, etc and their number had been 793 during 2017-19.

Table 3.31 Final Grants received Actual Expenditure incurred and Surplus/Shortage of Funds

Rs in Lakh

S.N.	Institute	Year 15-16			Year 16-17			Year 17-18			Year 18-19			Year 19-20		
		FG	AE	+/-	FG	AE	+/-	FG	AE	+/-	FG	AE	+/-	FG	AE	+/-
1	PTC Vadodara	24	23.97	0.03	35.41	36.18	-0.77	34.95	34.28	0.67	45	44.91	0.09	52	22.07	29.93
2	PTC Darbhanga	16	11.54	4.46	17.39	4.64	12.75	17.5	14.28	3.22	25.91	20.87	5.04	18	10	8
3	PTC Saharanpur	45.21	47.02	-1.81	55.19	26.48	28.71	26	24.7	1.3	42.1	23.78	18.32	15.67	14.49	1.18
4	PTC Guwahati	5.23	2.75	2.48	28.17	30.05	-1.88	63.5	52.22	11.28	103.5	101.9	1.6	133	67.09	65.91
5	PTC Mysore	53	38.36	14.64	51.18	46.46	4.72	23.9	23.88	0.02	128.9	102.18	26.7	64	67.9	-3.9
6	RTC Nashik	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	130.9	105.84	25.01	77.5	18.03	59.47
7	WTC Patna	28.5	28.31	0.19	53.34	53.23	0.11	18	17.85	0.15	53	52.84	0.16	23	3.79	19.21
8	WTC Indore	2.8	2.8	0	3.6	3.6	0	0.2	0.2	0	2.7	2.7	0	0	0	0
9	WTC Chennai	1	1.13	-0.13	1.5	1.5	0	3.31	3.31	0	1.45	1.45	0	1	0.09	0.91
10	WTC Bhilwara	1.28	1.33	-0.05	3.2	3.19	0.01	0.53	0.53	0	1.13	1.13	0	1.35	0.57	0.78
11	WTC Kolkata	156.6	155.93	0.67	103.46	100.18	3.28	24.83	25.81	-0.98	35	34.78	0.22	66	12.64	53.36

**Table 3.32 Physical Targets and Achievements of trainees in the training programmes organized by Institutions**

	In-Service Training / Mid Career Training			In-Service Training / Mid Career Training			IT Modernization/refresher training & IPPB			CSI		FSI	
	Deve. Program for IP/ASP			PA/SA			SP/IP/PA/SA/MTS/GDS						
	Target	Achievement	% Def.	Target	Achievement	% Def.	Target	Achievement	% Def.	Achievement	%Sur.	Achievement	%Sur.
2015-16	600	397	33.8	15000	11061	26.3	10000	6384	36.2				
2016-17	1245	404	67.6	20000	7649	61.8	10000	6803	32.0				
2017-18	500	170	66.0	10000	8759	12.4	10000	6728	32.7				
2018-19	500	161	67.8	10000	3171	68.3	11000	4449	59.6	791		267	

	RSI		Other Training		CB programme			Induction		Total		
	Achievement	%Sur.	Achievement	%Sur.	Target	Achievement	%Sur.	Achievement	%Sur.	Target	Achievement	% Def.
	2015-16					200	272	36			25800	18114
2016-17					200	256	28			31445	15436*	50.9
2017-18					100	232	132	2344		20600	18233	11.5
2018-19	1217		3778		100	44	-56	2852		21600	16730	22.5
<b>2015-19</b>										<b>99445</b>	<b>68513</b>	<b>31.1</b>

\* Total trainees of 2016-17 include in-service training imparted to 324 GDS/MTS by Guwahati PTC

**Note :** % deficit : % Def. ; %Surplus : %Sur ; Data for 2015-18 is of 6 PTCs while Data of 2018-19 is of 6 PTCs and RTC Nashik

**Table 3.33 Physical Targets and Achievements of trainees in the training programmes organized Circle-wise**

	Mid Career Training			Mid Career Training			IT Modernization/refresher training & IPPB				Total		
	for IP/ASP, PA/SA, MO/ PM/MG			GDS/MTS			ASP/IP/PA/SA/PM/MG/MO		MTS/GDS				
	Target	Achievement	%Sur./Def.	Target	Achievement	%Sur./Def.	Target	Achievement	Achievement	%Sur.	Target	Achievement	%Sur.
2015-16	0	5474		11000	12324	12.04	0	39042			14400	61613**	327.9
2016-17	0	6822		13000	14348	10.37	0	57656			17000	85268	401.6
2017-18	4000	9216	130.4	10000	9489	<b>5.11</b>	0	56600	12539		14000	87844	527.5
2018-19	9000	8049	<b>10.6</b>	10000	8249	<b>17.51</b>	4000	54185	78147	1254.6	23000	282248	1127.2
<b>2015-19</b>											<b>68400</b>	<b>516973</b>	<b>655.8</b>

\*\* Total trainees of 2015-16 include 10 trainees who attended CB program conducted by the Assam Circle

Note : % deficit : % Def. ; %Surplus : %Sur

**Table 3.34 Physical Targets and Achievements of trainees in the training programmes organized by RAKNPA**

	Grp A. Officers (ADP, MDP & EDP)			Grp B. Officers Induction			Probationers Induction			SrAO/AO/IP&TAFS/PS Gr. B off.			International Trg Prog.	
	Target	Achievement	% Sur./ Def.	Target	Achievement	% Sur./Def.	Target	Achievement	% Sur./Def.	Target	Achievement	% Sur.	Achievement	% Sur.
2015-16	40	45	13	210	121	42	10	12	20	120	667	456		
2016-17	50	20	60	300	106	65	10	10	0	220	568	158		
2017-18	50	36	28	120	99	18	15	25	67	150	477	218	114	
2018-19	50	24	52	120	131	9	15	12	20	150	537	258		

Note : % deficit : % Def. ; %Surplus : %Sur

**Table 3.35 Physical Targets and Achievements of trainees in the training programmes organized by Other Institutes**

	Other Indian institutes like IIM etc.			Total of TPs by RAKNPA & Other Institutes			Remarks
	Target	Achievement	% deficit	Target	Achievement	% Sur.	
2015-16	20	0	100	400	845	111	
2016-17	20	20	0	600	724	21	
2017-18	65	36	45	400	875	119	Inclusive of 88 trainees who attended Other Trainings
2018-19	65	36	45	400	851	113	Inclusive of 111 trainees who attended Other Trainings
<b>2015-19</b>				<b>1800</b>	<b>3295</b>	<b>83</b>	

Note : % deficit : % Def. ; %Surplus : %Sur

**Table 3.36 Physical Targets and Achievements of trainees organized by Directorate**

	APPC Bangkok	NIFM-Public procurement	NIFM -APP	NIFM-GST	Short term TRg in IIMs	PG Program in other Instt.	HRM / Australia 2 FA	CSI Exe. Training	ISTM	FRMU	CIPET	Workshop in Dte RTI /CPGRAM	Total
2015-16													
2016-17													
2017-18	29	237	5	88	8	1						11	379
2018-19	37	170	14	61	6	2	2	50	8	44	20		414

### **3.8 Analysis of Infrastructure facilities at Training Institutes**

Apart from expenditure on the development of new training facilities, the Human Resource Management of the Department of Post includes, expanding existing facilities and training delivery. However, the infrastructure is still inadequate to meet the wide range of training needs of 4.5 lakh employees of the Department of Posts, Human Resource Management is essential to ensure the development of an appropriate infrastructure and training administration system. Hence, the condition of existing infrastructure and other available resources in all the PTCs, RTC, WTCs and RAKNPA were studied using a checklist (Attached in Annexure).

#### **a) Training Halls and sitting arrangements**

First and foremost component for training is the availability of training rooms/ halls and accommodation. It was enquired from the Head of Institutions to what extent the training halls are being used, are the rooms well lit and ventilated and have proper sitting arrangements. Data collected can be summarised as PTC Vadodara and PTC Saharanpur having a maximum number of training halls (12 in number) though one of the lecture halls in Saharanpur was not in working condition. PTC Darbhanga and RTC Nashik had 5 training halls and all were in use. RAKNPA Ghaziabad, PTC Guwahati and PTC Mysore had 4 lecture halls each. WTC's Patna, Vadodara, Guwahati, Ajmer, Bankipur Patna, Indore, Agartala, Chennai and Bhilwara had one lecture hall each.

#### **b) Accommodation Facility within the Campus**

In terms of accommodation facility, all the five PTCs at Darbhanga, Vadodara, Saharanpur, Mysore and Guwahati; RAKNPA Ghaziabad, RTC Nashik, WTC Vadodara and Ajmer had the option of accommodation for the distant trainees. As most of the trainees in WTC's are from the same work centre or nearby post offices, hence WTC does not require any stay facility. Besides, accommodation for male and female was separate in PTC Darbhanga, Guwahati, Saharanpur and Vadodara.

All the training institutes had canteen/dining hall facility except WTC Agartala, Bangalore, Bankipur Patna, Chennai and PTC Guwahati. Clean drinking water was available everywhere with water purifiers installed. PTCs at Vadodara, Saharanpur,

Mysore, Guwahati and Darbhanga; RTC Nashik; RAKNPA Ghaziabad; WTC Kolkata had recreational areas, reading rooms/library for the trainees.

**c) Washrooms**

All the PTCs, RTC, WTCs and RAKNPA had separate washroom facilities for male and female trainees but WTC Chennai did not have separate washrooms for trainees and they were using the washrooms meant for the head post office staff. Except for WTC Agartala, Bankipur Patna and Chennai the maintenance of washrooms were proper and they were hygienic to use. When asked about the washrooms for differently-abled persons 14 training institutes out of 18 did not have such washrooms however, WTC Ajmer and Bhilwara, RAKNPA Ghaziabad and PTC Guwahati had specially designed washrooms.

**d) Other Infrastructural Requirements**

Other components include a special arrangement for lactating mothers or mothers with small kids, ramps, lifts, fire escape and display of emergency exit plan at strategic locations. As per the Maternity Benefit (Amendment) Act, 2017, it has been made mandatory either for the establishments employing 50 or more employees to provide crèche facility, separately or along with common facilities within a prescribed distance. Department of Posts having 32,514 women employees need to embrace the above act by ensuring crèche or feeding room facility for lactating mothers or women with small children.

**e) Requirements for Differently-abled Persons**

In terms of ramps for the differently-abled persons out of 18 training institutes, 10 did not have proper ramps for the movement of wheelchair and surprisingly only five of the training institutes i.e. RAKNPA Ghaziabad and WTCs at Bangalore, Kolkata and Chennai have lifts for the same purpose. Out of the 18 training centres, 9 (WTC Agartala Ajmer, Bankipur Bhilwara, Indore and Patna, RAKNPA Ghaziabad, PTC Guwahati and Mysore) had the emergency exit plan/fire escape for the time of emergency or accident and rest 9 did not have any such plan for safety purpose. Except for RAKNPA Ghaziabad, WTC Kolkata, PTC Mysore, Saharanpur and Vadodara none of the training centres had wheelchairs for differently-abled trainees or in case of medical need.

#### **f) Security and Safety Arrangements**

For security and safety purposes installation of CCTV is a prerequisite. It can be summarised that out of 18 training institutes, 8 of them did not have CCTV they were WTC Agartala, Ajmer, Bangalore, Bankipur, Bhilwara, Chennai and Kolkata. Except for WTC Ajmer, Chennai and PTC Saharanpur all the training centres had Fire Extinguishers in working condition. Apart from PTCs at Darbhanga, Guwahati, Mysore and Vadodara, and RTC Nashik none of the Training centres had any kind of Basic Health Care Unit/ First aid facility even though they get so many trainees round the year and it is one of the most basic needs for any place.

#### **g) Computer Lab, PC's, Audio-visual Aids**

Except for WTC Chennai, all training institutes had computer labs but not all of them had sufficient nodes/PC's namely WTCs at Agartala, Bangalore and Bankipur Patna. These centres complained of not having the required number of computer systems. Except for WTC Agartala, all the training centres had audio-visual aids for the training purpose. Except for WTC Chennai, all the training institutes have Generators as a backup facility.

### **3.9 Working Conditions in Post Offices**

#### **HO, Ganjmal, Nashik Pune Road, Nashik**

The Head Post Office was functioning from the ground floor of its building in the postal property. The post office had updated setup of counters for frontline staff and the inner portion for supervisory staff was fully developed and complete as per their requirement except for toilets for which a new block, detached from the main building, had been constructed on the backside of the post office. This toilet block, approachable by undulating path, was not functioning as it was yet to be connected to the sewerage system. The existing toilets for men and women were on the first and second floor of the adjoining building respectively. For women, the toilet was a part of the restroom for women, which was also being used as storing space. The post office had a ramp for differently-abled persons and had suitably advertised its various services and schemes.

### **SO, Sahyadri Building, Gole Colony, Nashik**

The Sub Post Office was functioning from rented space on the ground floor of LIC. The post office had updated setup of counters while inner space needed reorganization as the volume of the hall was unutilized. The Hall's space needs to be planned in such a way that the height of the hall is utilized by constructing a couple of cabins for senior and supervisory staff while utilizing the space below as storage space. The toilets were at the back of the hall with dingy fixtures in a compact area and that also not approachable from same floor level. There was no ramp facility for differently-abled persons.

### **BO, Shinde, Nashik**

The Branch Post Office was functioning from a single last room of the Nagar Panchayat Building which earlier had proper entry when it was part of the building. Since the BPO was made to shift to that room, which had no electricity, its approach was opened directly from the other side where the ground was at one to two feet below hence three metallic steps were placed. The condition of the room from inside and outside was very deplorable and need to rectify on a priority basis. The post office's approach was very undulating and need to be rectified by filling the surrounding low lying area to enable users to enter the room without any fear of personal harm. The building Nagar Panchayat had shifted from old building, from where BPO was operating earlier, to a new building constructed by a Lab owner, but haven't provided space or room for the BPO. BPO staff has to take permission for using the toilets of the new building. The BPO was having one lady BPM and one delivery staff, an assistant BPO, and one Mail Overseer staff.

### **HO Chennai - Anna Road**

HO Chennai is a huge premise with two buildings, one for the customer dealing and another for the administration and training purpose. Both the buildings are quite old and need renovation. The footfall was found to be quite high in this HO and it was observed that due to shortage of staff customers had to wait for long. Its separate toilet facility, for male and female staff, was also being used by trainers and trainees. A ramp was found only at the entrance of the customer dealing section while no other special arrangement for differently-abled persons was found i.e special toilet for

wheelchair users. The postmaster informed that they are managing with scarce human resource.

### **SO Chennai - Anna Road**

SO Chennai shifted recently in a new rented building in a residential area. The building has a nice small garden at the entrance. SO with a team of 7-10 staff was smoothly functioning and has good footfall. The equipment issued under 'DARPAN' project was working effectively and used by them on an everyday basis. The building didn't have a ramp, separate washrooms for male-female, toilet for differently-abled, CCTV. Most of the staff in SO was a female staff and they wanted to have more training in their vicinity rather than going to distant outskirts of the city.

### **BO Chennai - Anna Road**

BO Chennai situated in suburbs of Tambaram operates from the house of BO frontline staff. The lady, the lone staff, operates from a small portacabin with a single-window. During the work timings from 9 am to 2 pm she attends about 30 customers. She has an informal and friendly relationship with her customers, who occasionally volunteer and help her out in case of any such requirement. Portacabin does not require ramp and requirement of the toilet. The equipment issued under 'DARPAN' project was found to be ineffective due to bad internet connectivity.

### **HO, Belaghat, Kolkata, West Bengal**

The overall working environment of HO Kolkata was conducive for productive work except for the water closets. The good number of footfall was found in the post office. The toilet facility for male and female was separate but the floors required additional cleaning. The premises were CCTV enabled. The postmaster wished for more footfall to the post office. The emphasis on Book now and Pay Later (BNPL) system was stressed upon. The vertical extension of the building was proposed by the postmaster to create a repository to store old records. It was observed that the building required whitewash from within and outside. There was minor dilapidation which required repair work. Ramp facility, toilet for the differently-abled, lactating room for mothers etc. were not found. The postmaster informed that human resource is scarce.

### **SO, Deshbandhu Nagar, Kolkata, West Bengal**

SO Kolkata functioning from an adequately spacious rented space did not have separate ladies' toilet, however, sanitation was proper. Ramp facility and room for lactating mothers were not available. The printer was having some technical glitch. The office space was also devoid of power backup and RO facilities. The rent for the post office area requires fresh consideration and better feasible opportunities to be explored. The shortage of staff was expressed as one of the acute concerns. However, with the available staff, the SO is serving a sufficient number of customers.

### **BO, Arjun Nagar, West Bengal**

The post office, located in a suburban area, was set up in the nineties. Over 50 customers regularly visit the post office to access various transactions. The equipment issued under 'DARPAN' project was ineffective because of bad internet connectivity. The interrupted network creates problems in the data repository, financial transactions and revenue collection, and server malfunction. The post office staff always contacts the SO staff for every single financial transaction to ascertain that the task has been accomplished. This requires the immediate attention of the authority concerned. Toilet, child nursing rooms, power backup facilities etc. were not found. It may be fixed by booster or tower installation.

### **HO, Agartala**

The post office, strategically located in Agartala, had cramped customer's space. The toilet facility for the public was not clean. No specific problem was raised by the Post Master, whose room is situated on the first floor. HO was not having a ramp for differently-abled persons and nor it had a special room for lactating mothers.

### **SO, Agartala East**

All the required facilities were available. The post office was mostly catering to PLI agents. The space for the public was sufficient. Two toilet walls were seepage affected.

### **BO, GB Hospital, Agartala**

The BO was located in one of the rooms of G.B. Hospital. Therefore, the customers were mostly hospital staff. The concern related to infrastructure and amenities etc.

were being addressed by the Hospital. The footfall was also very impressive. The post office in-charge wanted to have at least one more staff.

The visits to the post offices reveal that there exists a human resource crunch. To provide the services effectively, the induction/recruitment drive should be initiated. In fact, the brand value of the post office is very impressive. To further continue with it, the department of the post may like to deploy some more staff.

### **3.10 Responses of Post Office Supervisors**

#### **a) Awareness and Implementation of IT Modernisation Software**

Department of Post Office handles approximately 654 crore pieces of mail annually and also manages a corpus fund of Rs.5,63,000 crore as Post Office Savings Bank. The changing trends of liberalization and globalization; urbanization, increased demand for financial services, increased funding by government for weaker sections and rural sector, make it vital that India Post develop new processes and supporting technology. Hence it was inquired from the head of all the HOs, SOs and BOs, of the six NSSO zones covered by the survey team, that were they aware of the India Post 2012 project in which Handheld devices were provided to all the Grameen Dak Sevak (GDS) of the Post Offices in the rural areas and necessary software application were also developed. Banking solution was implemented for the Post Office Savings Bank (POSB) scheme and software Integration solutions were developed for mail operations enabling tracking solutions for all registered and Speed Post articles. Also, the Postal Life Insurance services were available in all the Post Offices including rural post offices in the country through computers and rural ICT devices. Comprehensive training to staff in Customer relations, application, IT management and system training skills was also one of its important components. Out of the 18 heads of the post offices, 16 of them were well aware of the project except one in Lucknow and Agartala.

Almost all of the post offices had implemented IT Modernization Project which involved the replacement of segmented software 'by' Core Banking Services. The use of handheld devices was found in 12 of the post offices out of 18. SO Nashik,

Lucknow and Ajmer were not using the device and HO Nashik, Ajmer and Chennai said it does not apply to them.

**b) Impact of DARPAN on the Revenue of the Post Office**

Digital Advancement of Rural Post Office for ‘A New India’ or **DARPAN** project launched by Ministry of Communications, is an Information Technology (IT) modernization project aimed at realizing financial inclusion of un-banked rural population. A total number of 43,171 Branch Post Offices have migrated under the “**DARPAN**” project with the aim of financial inclusion to the rural population. The Project has increased the rural outreach of the Department of Posts and enabled the BOs to increase the traffic of all financial remittances, savings accounts, Rural Postal Life Insurance, and Cash Certificates; improve mail operations processes by allowing for automated booking and delivery of accountable article; increase revenue using retail post business; provide third party applications; and make disbursements for social security schemes such as MGNREGS. During the study, it was found that except HO Chennai, Ajmer and Agartala, SO Chennai and Ajmer, supervisors of all the post offices found DARPAN very effective and efficient which showed, serving its purpose positively. It helped improve the service delivery of the department of posts in rural areas too.

**Table 3.37 Post Office Supervisors view on Impact of DARPAN on revenue**

S.N.	NSSO zones	Circle / State	Very Effective	Effective	NA	No Change
1	Central	U.P.	0	3	0	0
2	North	Rajasthan	1	0	2	0
3	West	Maharashtra	1	2	0	0
4	South	Tamil Nadu	0	1	1	1
5	East	West Bengal	3	0	0	0
6	North East	Tripura	1	1	0	1
7	Sub-total		6	7	3	2
8	<b>Total</b>		<b>18</b>			

**c) Opinion on the Staff after Training and Number of Staff sent for Training**

The heads of all the post offices in 6 zones were asked about the effectiveness of the training on the work capacity of employees after training. Except for the head of SO Lucknow, all the HO, BO and SO heads found these trainings very effective and agreed that they witnessed a positive change in the work efficiency of their

employees. Supervisors of HO, SO and BOs shared the information about staff sent to trainings in a year. Staff from the two post offices – HO & SO Lucknow, Uttar Pradesh circle were sent on trainings applying the quota system of about 10 staff in a bulk. As such, in a year there were 50 trainees from HO & 3 from SO who availed the training under the Scheme. This was discovered while contacting the beneficiary trainees. Rajasthan HO had sent staff as 30 trainees while its SO and BO sent 2 each trainee in the year 2018-19. SO Nashik and HO, Nashik, Maharashtra circle had sent staff as 20 trainees and 16 trainees respectively. While HO, SO & BO Chennai, Tamil Nadu circle has sent staff as 96 trainees, 2 trainees and 25 trainees respectively. Similarly from HO, SO and BO Kolkata, West Bengal Circle, staff were sent as 50 trainees, 3 trainees and one trainee. Agartala, Tripura North East Circle could not furnish this information.

**Table 3.38 Changes in Staff post-training and number of training attended**

S.N.	NSSO zones	Circle / State	Very Effective	Effective	No Change	Trainees In Last Year 2018-19
1	Central	U.P.	0	2	1	53
2	North	Rajasthan	2	1	0	34
3	West	Maharashtra	2	1	0	36
4	South	Tamil Nadu	0	3	0	123
5	East	West Bengal	1	2	0	54
6	North East	Tripura	1	2	0	No response
7	Sub-Total		6	11	1	
8	<b>Total</b>		<b>18</b>			

**d) Burden of TA/DA to be reimbursed to Staff sent for Training**

TA/DA is an important component of any training and hence it was asked from the heads of the post offices that how do they perceive the burden of TA/DA they spent on their employees in a year. BO Ajmer expressed that they have an acute burden of paying the TA/DA for the training of their employees while HO Nashik, Lucknow and BO Lucknow found the burden to be manageable or average. And since it is government fund so rest others preferred to give no comments on the above question.

**Table 3.39 Burden of TA/DA disbursed to Staff sent for Training**

S.N.	NSSO Zones	Circle / State	Acute	Average	No Comments
1	Central	U.P.	0	2	1
2	North	Rajasthan	1	0	2
3	West	Maharashtra	0	1	2
4	South	Tamil Nadu	0	0	3
5	East	West Bengal	0	0	3
6	North East	Tripura	0	0	3
7	Sub-Total		1	3	14
8	<b>Total</b>		<b>18</b>		

**e) Customers' Footfalls in Post Offices and Staff Strength**

When asked about the approximate footfalls in the post office the maximum number was reported from Chennai HO, SO and BO which is 1030 in total (Table 3.40).

**Table 3.40 Customer Footfalls and Staff Strength**

S.N.	NSSO zones	Circle / State	City	HO / SO / BO	Count	Sufficient Staff
						No/Yes
I	Central	U.P.	Lucknow	HO	--	No
				SO	--	No
				BO	--	No
				<b>Sub-total</b>	--	No
II	North	Rajas-than	Ajmer	HO	--	No
				SO	--	Yes
				BO	--	Yes
				<b>Sub-total</b>	--	--
III	West	Maharashtra	Nashik	HO	250	Yes
				SO	200	Yes
				BO	-	Yes
				<b>Sub-total</b>	<b>450</b>	--
IV	South	Tamil Nadu	Chennai	HO	800	Yes
				SO	200	Yes
				BO	30	Yes
				<b>Sub-total</b>	<b>1030</b>	--
V	East	West Bengal	Kolkata	HO	450	Yes
				SO	400	No
				BO	50	No
				<b>Sub-total</b>	<b>900</b>	No
VI	North East	Tripura	Agartala	HO	--	No
				SO	--	No
				BO	30	No
				<b>Sub-total</b>	<b>30</b>	

The second was Kolkata and the footfall of HO, SO and BO per day was around 900 in total. Footfall in HO and SO of Maharashtra is 450 and 400 respectively. BO in Tripura has 30 footfalls per day and rest other states were not

able to provide this information. Besides, the head of the post offices was asked if they have sufficient staff to handle the day-to-day customers. Nashik, Chennai, Ajmer BO and SO, and Kolkata HO had sufficient staff to deal with the customers and rest others complained of having a shortage of the staff. In continuation of this, it was further probed that if they do not have sufficient staff 'how do they manage'. It was expressed that either they manage with the available staff or continue to select staff with overtime.

**f) Implementation of the PPP Model and Earning from Other Resources**

A Public-Private Partnership is a team effort between the private and public sectors to meet the dearth of capital investment for the development of infrastructure. Around the world, the private sector finds it difficult to meet the financial requirements of infrastructure in isolation while tackling the risks that are inherent to building infrastructure. Therefore, the PPP model becomes a viable, logical, and necessary option if the Government and the private work together. That is why it was needed to ask if the post offices too had implemented any PPP model in their post offices. Out of 18 heads, only one head of SO Nashik responded in yes. However, they did not further elaborate on their PPP model and how much revenue they generated in a year.

**g) Infrastructure Status and Requirements in Post Offices**

The Supervisors of the respective post offices were asked if they have any infrastructural requirements. Supervisor of HO, Nashik said that they are satisfied with the available infrastructure while BO, Nashik asked for some monthly or yearly maintenance fund for the current building. SO, Lucknow required some furniture like chairs etc while BO, Lucknow wanted to shift from rented building to permanent building. HO, Chennai needed new post office counters, new furniture and interiors in a presentable manner. HO, Kolkata had issues in their roof and they requested that it should be repaired on an urgent basis. BO, Agartala said that space was very less and it needed an extension.

Subsequently, it was enquired regarding any plan of extension, whether the land has been procured and if yes, what was the present status of the land. For this, it was observed that none of the post offices had any kind of expansion plan. One of

the focused areas of the study was whether the training centres or post offices were women and disabled friendly. In most of the offices and training centres ramp facility for disables and separate toilets for ladies were observed. SO and HO of Nashik, Lucknow, Ajmer, Chennai and Agartala had the separate toilets for male and female and rest of the offices especially all the BO's did not have separate washrooms as either they were running from homes or portable cabins or very small rooms/buildings. For ramps facility, HO Nashik, SO and HO Lucknow, HO Chennai, HO and SO Ajmer and Agartala had the proper good condition ramps in office premise.

#### **h) Training Needs**

To meet the emergent needs of their post offices the head of the SO Nashik, HO Lucknow and BO Chennai replied that they need to get new software training. HO Chennai and Agartala expressed the need for technical training for their employees whereas BPO Chennai and Agartala demanded training on soft skills, as they have to deal with different types of customers on a day-to-day basis. HPO Kolkata and SPO Chennai said that they need to have in-situ trainings.

During the evaluation study, it was reflected in all the circles that the present human resource in the department of the post was dealing with extreme work pressure due to the shortage of staff and multiple roles, being played by most of the employees. Stamp vending machine, passbook printer, biometric, cheque deposit machine, cash deposit machine, information kiosks etc were in place to reduce the load on existing HR.

### **3.11 Responses of Front Line Staff of Post Offices**

#### **a) Training Attended**

63 frontline staff were administered through a questionnaire to document their feedback on the usefulness of training that they received. The responses to the number of trainings that they attended in the last year varied from 0 to 10. The number of frontline staff who could not attend any training was 14 (22%) of which 6

were the female staff. As such, the uncovered staff need to be identified with a reason as to why they did not attend the training.

**Table 3.41 Training Programs attended by Frontline Staff**

S.N.	NSSO zones	Circle / State	City	Number of Training Program (TP) attended in past			TP was Useful		Relevance of topics of TP		
				5 and above	1 to 4	Nil & no response	Yes	No	Fully	Some what	Not
I	Central	U.P.	Lucknow	5 (0)	4 (3)	3 (0)	12 (3)	0	11 (3)	0	1 (0)
II	North	Rajasthan	Ajmer	5 (1)	6 (1)	1 (0)	12 (2)	0	7 (2)	4 (0)	1 (0)
III	West	Maharashtra	Nashik	4 (2)	6 (2)	2 (1)	12 (5)	0	8 (3)	4 (2)	0
IV	South	Tamil Nadu	Chennai	4 (4)	4 (2)	1 (1)	8 (6)	1 (1)	7 (6)	2 (1)	0
V	East	West Bengal	Kolkata	2 (1)	3 (0)	3 (0)	7 (0)	1 (1)	8 (1)	0	0
VI	North East	Tripura	Agartala	2 (2)	4 (1)	4 (4)	8 (5)	2 (2)	7 (4)	0	3 (3)
<b>Grand Total</b>				<b>22 (10)</b>	<b>27 (9)</b>	<b>14(6)</b>	<b>59 (21)</b>	<b>4 (4)</b>	<b>48 (19)</b>	<b>10 (3)</b>	<b>5 (3)</b>

Note : Main figure is of total frontline staff while accompanying figures in brackets are of female frontline staff.

Of the 14 frontline staff who either not responded or responded 'nil', only one was female Mail Career of BO, Agartala. Her response to the bulk of questions related to the utility of the training program was 'no'. It was additionally shared that the respondent did not obtain training on the newly launched software and not using it. Members of frontline staff that had neither attended the training nor responded during the study were as follows:

1. Three male postal assistants from Lucknow, one each were from HO, SO and BO.
2. One male postal assistant from HO, Ajmer.
3. One male and female postal assistant from HO and SO, Nashik.
4. One female postal assistant from HO, Chennai.
5. Three male frontline staff – Postman, BPM, one from HO and two from BO, Kolkata.
6. Four female frontline staff – one Postal Assistant from HO, two MTS from SO and one Mail Career from BO in Agartala.

When Frontline staff were asked if they received any kind of useful information in the trainings attended so far, except for 4 (6%) frontline staff (two from Agartala and one each from Chennai and Kolkata), 59 (94%) admitted that yes all the trainings taken so far were useful in terms of enhancing their work efficiency and gaining knowledge about different topics. In continuation, it was also enquired if the

topics covered in the trainings were of use and related to their area of work 48 (76%) frontline staff answered yes, they were fully relevant, 10 (16%) found them somewhat relevant and 5 (8%) did not answer the question.

### b) Usefulness of the training

To find the efficacy of the trainings conducted by the Department of Post for their frontline staff they were asked if the trainings helped them to enhance the work efficiency. Out of 63 frontline staff, 61 (97%) replied positive and agreed. When asked if the same trainings brought any kind of improvement in delivering their job responsibilities all 62 (98%) responded with positivity. The trainings were expressed as serving to improve employee performance by addressing their weaknesses, increasing productivity and adherence to quality standards at the workplace.

**Table 3.42 Training Program's relevance and its benefits**

S.N.	NSSO zones	Circle / State	City	Enhanced work efficiency		Improvement in job delivery		Got Training of new S/w		Using S/w in regular work	
				Yes	No	Yes	No	Yes	No	Yes	No
I	Central	U.P.	Lucknow	12 (3)	0	12 (3)	0	11 (2)	1 (1)	11 (2)	1 (1)
II	North	Rajasthan	Ajmer	12 (2)	0	12 (2)	0	10 (1)	2 (1)	12 (2)	0
III	West	Maharashtra	Nashik	12 (5)	0	12 (5)	0	12 (5)	0	12 (5)	0
IV	South	Tamil Nadu	Chennai	8 (6)	1 (1)	8 (6)	1 (1)	9 (7)	0	9 (7)	0
V	East	West Bengal	Kolkata	8 (1)	0	8 (1)	0	8 (1)	0	8 (1)	0
VI	North East	Tripura	Agartala	9 (6)	1 (1)	10 (7)	0	9 (6)	1 (1)	9 (6)	1 (1)
<b>Grand Total</b>				<b>61 (23)</b>	<b>2 (2)</b>	<b>62 (24)</b>	<b>1 (1)</b>	<b>59 (22)</b>	<b>4 (3)</b>	<b>61(23)</b>	<b>2 (2)</b>

Note: The main figure is of total frontline staff while accompanying figures in brackets are of female frontline staff.

As part of IT modernization project, the Department of Posts (DoP) has launched many new software's like DARPAN, to improve the quality of service with skill and scale, adding up value to services and achieve "financial inclusion" of the uncovered rural lot. The goal of the IT modernization project is to provide a low power technology solution to team members envisaged to enable the level of services being offered to rural customers across all the states. That is why they were asked if they got the training for newly launched software, 59 (94%) out of 63 frontline staff said yes while 4 (6%) of them denied attending any such training. Of these 4 frontline staff, one female Postal Assistant from BO, Lucknow was neither

using that software nor had the intention to learn it by attending the training program. Remaining frontline staff (3 in numbers) was ready to attend the training for new software and two Postal Assistants (male & female) from HO Ajmer were already using the software. While the third one being a female mail career from BO Agartala was not using the software. Though 59 had taken training of new software, 61 (97%) of the frontline staff shared that they were using this software in regular working.

### c) **Stress Behaviour of Staff**

A clearer understanding of why individuals perform health behaviours might assist in the development of interventions to help individuals gain health benefits. A variety of factors have been found to account for individual differences in the performance of health behaviours. Demographic variables show reliable associations with the performance of health behaviours.

Stress symptoms can affect our body, thoughts and feelings, and behaviour. Being able to recognize common stress symptoms can help us manage them. Stress that's left unchecked can contribute to many health problems. Considering the aforementioned view, the stress behaviour of staff was assessed on the rating scale of 1-5. (1=No Stress, 2=Insignificant Stress, 3=Normal Stress, 4=Acute Stress, and 5=Unbearable stress). The mean value of the qualitative measurement has been taken into account for the analysis purposes.

**Table 3.43 Stress Behaviour of Staff**

S.N.	Staff	Number	Mean Value
1.	Supervisory Level	19	4.3
2.	Frontline	63	3.6
3.	Total	82	3.95

Considering the implications of the rating scale, its 2.5 mean is considered to above the normal stress level. The table above informs that supervisory level staff experience more stress (4.3), as compared to frontline staff (3.6). However, the mean stress level has been computed as 3.95 which is close to the acute stress. It also informs that 23.2% supervisory staff constitution to the total staff has scored 4.3 as stress behaviour as compared to 76.8% frontline staff receiving the stress level of 3.6. In both supervisory and frontline staff, the stress behaviour is above the

acceptable stress level. As such, stress management capsules should be integrated with the ongoing capacity building programmes.

**d) Suggestions for improving the effectiveness of training**

When asked about their suggestions for improving the effectiveness of training, 29 (46%) gave no suggestions while 34 (54%) gave suggestions which are summarised as the under:

1. Out of the 27 frontline staff who had attended 1 to 4 training program in the past, 9 didn't respond and remaining 18 gave suggestions like: printed study material to be provided, more of practical sessions to be ensured, Theory classes are also needed, All software training should be given.
2. Out of the 22 frontline staff who had attended more than 5 training program in the past, 11 didn't respond and remaining 11 gave suggestions like: Soft-skills training should be given for customer handling and work-pressure channelling; more of practical sessions, Printed study material to be provided, and Training programmes should accompany with examinations and marketing system so that PAs can be judged with their efficiency specially in practical knowledge.

**e) Suggestions regarding facilities and resources provided in the training**

When asked about their suggestions regarding facilities and resources provided in training 44 (70%) gave no suggestions including one female Postal Assistant from HO, Agartala, as they found the facilities and resources provided for training to be satisfactory hence no suggestion for improvement. While 19 (30%) gave suggestions which are summarised as follows:

1. Out of the 27 frontline staff who had attended 1 to 4 training program in the past, 16 didn't respond and suggestions of the remaining 11 frontline staff were expressed on the cleanliness of washrooms.
2. Out of the 22 frontline staff who had attended more than 5 training program in the past, 16 frontline staff didn't respond including one female Postal Assistant from HO, Agartala. However, up-gradation of facilities was a major concern expressed by the personnel.

**f) Frontline Staffs' views on major grievances of User**

Question regarding major grievances of users/customers was asked to the frontline staff against which 5 (8%) didn't respond. 26 (41%) frontline staff responded that clarity regarding deposit in Government Schemes, savings and recurring deposits as the major grievances of customers. 25 (40%) frontline staff responded that customers major grievances were mail-related. Remaining 7 (11%) frontline staff responded that grievances of customers were other than the above two. Of these 7 frontline staff, one female GDS of BO Chennai believed that the Signal related problem on RICT device was the major grievance of customers.

**g) Frontline Staffs' perception regarding Supervisor's approach**

When frontline staff were asked on their perception of senior/supervisor's approach after receiving the training, the responses received were encouraging as majority frontline staff i.e. 57 (91%) found the senior's approach to be good and very good. While only 4 (6%) frontline staff found no change in senior's approach. Two male Postal Assistants from HO and BO, Lucknow responded that their senior's approach is not good but in actual these two had not responded to the question of how many training programs attended in the past. Further, one female postal assistant from HO, Chennai who had attended 5 trainings and one male Overseer Mail from SO, Agartala who had attended 4 trainings observed no change in their senior's approach.

### **3.12 Responses of Users**

Questions asked to 110 Users including 32 women users, on their experience with the postal staff expressed affirmation to the effectiveness of trainings given to the postal staff. They observed improvement in dealing skills of frontline staff. Of the 110 users, 84 users (i.e. 76%) (including 24 female users) had an account with Post Office, 23 users (i.e. 21%) (including 8 female users) did not have such account while 3 users (i.e. 3%) (2 from HO, Ajmer and 1 from HO, Nashik) did not respond.

**a) Frequency and purpose of visit to Post Office**

Questions related to the number of times the user visited nearby post offices have

also been documented. When asked about how frequently customers visited the post office, out of 110 end users, 37 replied that they visited regularly. 48 customers expressed that they came to Post Offices, as and when was required. 14 customers were found coming to post offices on a weekly basis. 11 customers came to the post office twice a week. To probe further the purpose of their visit on that survey day was asked and multiple replies received have been summarised in Table 3.39.

**Table 3.44 Frequency of Users' visit to Post Office, purpose and mode of visit**

S. N.	NSSO zones	Circle / State	City	HO / SO / BO	Frequency of visit to PO				Purpose of Visit			Mode of visit			
					Regu- larly	Once a week	Twice a week	As when required	Only Bank- ing	Only Mail	Mix & Others	Walk- ing	Pvt. Veh	Public Veh	No respo nse
I	Cen- tral	U.P.	Lucknow	HO	3 (0)	2 (1)	2 (1)	3 (1)	9 (3)	1 (0)	0	1 (0)	4 (0)	5 (3)	0
				SO	0	1 (0)	2 (0)	2 (1)	2 (0)	0	3 (1)	1 (0)	3 (0)	1 (1)	0
				BO	1 (0)	1 (0)	0	0	1 (0)	0	1 (0)	0	1 (0)	1 (0)	0
				<b>Sub-total</b>	<b>4 (0)</b>	<b>4(1)</b>	<b>4 (1)</b>	<b>5 (2)</b>	<b>12 (3)</b>	<b>1 (0)</b>	<b>4 (1)</b>	<b>2 (0)</b>	<b>8 (0)</b>	<b>7 (4)</b>	<b>0</b>
II	North	Rajas- than	Ajmer	HO	6 (0)	0	1 (0)	3 (0)	7 (0)	0	3 (0)	2 (0)	8 (0)	0	0
				SO	1 (0)	0	0	1 (0)	1 (0)	0	1 (0)	0	2 (0)	0	0
				BO	1 (1)	0	0	3 (0)	2 (1)	2 (0)	0	0	3 (0)	0	1(1)
				<b>Sub-total</b>	<b>8 (1)</b>	<b>0</b>	<b>1(0)</b>	<b>7 (0)</b>	<b>10 (1)</b>	<b>2 (0)</b>	<b>4 (0)</b>	<b>2 (0)</b>	<b>3(0)</b>	<b>0</b>	<b>1(1)</b>
III	West	Mahara shtra	Nashik	HO	4 (2)	3 (0)	3 (0)	4 (0)	8 (2)	2 (0)	4 (0)	2 (0)	11(2)	1(0)	0
				SO	4 (3)	0	0	1 (0)	4 (2)	1 (1)	0	0	5 (3)	0	0
				BO	4 (1)	0	0	0	3 (1)	0	1 (0)	4 (1)	0	0	0
				<b>Sub-total</b>	<b>12 (6)</b>	<b>3 (0)</b>	<b>3 (0)</b>	<b>5 (0)</b>	<b>15 (5)</b>	<b>3 (1)</b>	<b>5 (0)</b>	<b>6 (1)</b>	<b>16(5)</b>	<b>1(0)</b>	<b>0</b>
IV	South	Tamil Nadu	Chennai	HO	0	1 (0)	0	9 (4)	1 (0)	1 (1)	8 (3)	1 (0)	7 (2)	1(1)	1(1)
				SO	0	0	0	3 (0)	1 (0)	1 (0)	1 (0)	1 (0)	1 (0)	0	1(0)
				BO	1 (1)	1 (0)	0	0	1 (1)	0	1 (0)	2 (1)	0	0	0
				<b>Sub-total</b>	<b>1 (1)</b>	<b>2 (0)</b>	<b>0</b>	<b>12 (4)</b>	<b>3 (1)</b>	<b>2 (1)</b>	<b>10(3)</b>	<b>4 (1)</b>	<b>8 (2)</b>	<b>1(1)</b>	<b>2(1)</b>
V	East	West Bengal	Kolkata	HO	0	3 (0)	1 (0)	6 (3)	6 (1)	3 (1)	1 (1)	7 (2)	1 (1)	2(0)	0
				SO	0	0	0	0	0	0	0	0	0	0	0
				BO	1 (0)	2 (1)	1 (0)	3 (2)	5 (3)	1 (0)	1 (0)	1 (0)	3(1)	2(2)	1(0)
				<b>Sub-total</b>	<b>1 (0)</b>	<b>5 (1)</b>	<b>2 (0)</b>	<b>9 (5)</b>	<b>11 (4)</b>	<b>4 (1)</b>	<b>2 (1)</b>	<b>8 (2)</b>	<b>4 (2)</b>	<b>4(2)</b>	<b>1(0)</b>
VI	North East	Tripura	Agartala	HO	9 (1)	0	1 (1)	0	4 (1)	5 (1)	1 (0)	2 (1)	3 (0)	1(0)	4(1)
				SO	2 (1)	0	0	5 (4)	2 (2)	0	5 (3)	0	2 (0)	5(5)	0
				BO	0	0	0	5 (3)	4 (3)	0	1 (0)	1 (0)	1 (0)	3(3)	0
				<b>Sub-total</b>	<b>11 (2)</b>	<b>0</b>	<b>1 (1)</b>	<b>10 (7)</b>	<b>10 (6)</b>	<b>5 (1)</b>	<b>7 (3)</b>	<b>3 (1)</b>	<b>6 (0)</b>	<b>9(8)</b>	<b>4(1)</b>
<b>Grand Total</b>					<b>37 (10)</b>	<b>14 (2)</b>	<b>11 (2)</b>	<b>48 (18)</b>	<b>61 (20)</b>	<b>17 (4)</b>	<b>32 (8)</b>	<b>25 (5)</b>	<b>55 (9)</b>	<b>22 (15)</b>	<b>8 (3)</b>

Note : The main figure is of total users while accompanying figures in brackets are of female users.

The postal department offers 'saving accounts' - a deposit scheme which provides a fixed interest rate on the account balance. The financial services of this kind majorly attracted the larger number of footfalls. 56% customers came to post offices to avail financial services - ATM Cards, opening Savings Bank, Recurring Deposit, Time Deposit, Monthly Income Scheme etc. While 17 (15%) users came

only for mail mail-related services such as acceptance of letters and parcels; provision of post office boxes; and sale of postage stamps, packaging, and stationery. And 32 (29%) users came for a mix of banking, mail-related and other like Aadhar updation, insurance-related, PPF related work, Philately and a few of them were agents.

The situational location between household and post office is a major factor that enabled one to come to the post offices. In the case of more distance, customers used vehicles. The study reveals that 55 (50%) users came by two or four-wheelers, remaining 50% came by walking. 23% used public transport. In the case of women users, 15 (47%) came by public transport followed by 9 (28%) by private vehicle, 5 (16%) by walking and 3 (9%) did not respond.

#### **b) User's Grievances**

With the purpose to get direct feedback about the training programs attended by the post office staff, the users/customers were asked. Out of the 110 users 95 (86%) users, including 30 (32% of 95) women users, found the staff to be helpful and showed their satisfaction with their service delivery. However, 13 (12%) users including 2 women users were not so confident and said that they are somewhat helpful. However, there was scope to enhance their public dealing skills. One male user, each, at HO, Nashik responded that postal staff are very helpful and not at all helpful.

In continuation of the question, it was asked if anyone of them ever made any complained regarding any of their grievances to the postmaster. In the responses, 97 (88% of 110) users including 28 women users (29% of 97) said that they never made any complaint, however, 4 (4%) (2 male & 2 female) users chose to stay quiet on this question and did not answer. Although 9 (8%) (Including 2 female users) customers shared that they made complaints about the behaviour/service of the staff to their senior official but grievances of only 2 users (a male & a female) were heard and sorted at the BO, Kolkata.

#### **c) Users' awareness of various schemes and services of Post Offices**

To study the level of awareness about the present postal schemes question was asked to the 110 end users if they were aware of the following 6 Schemes: Senior

Citizen Saving Scheme, Public Provident Fund, 5 year National Saving Certificate, Sukanya Samriddhi Accounts, Kisan Vikas Patra and Post Office Monthly Income Scheme. Of the 110 users 15 (14%) including 7 female users, were not aware of any of these 6 schemes. On the other hand, 6 users including 1 female user at HO, Chennai were aware of all the 5 schemes except for Kisan Vikas Patra. 9 users (including 3 female users) were aware of 4 schemes namely - Senior Citizen Saving Scheme, Public Provident Fund, 5 year National Saving Certificate and Sukanya Samriddhi Accounts. 11 users (including 4 female users) were aware of 3 schemes namely - Senior Citizen Saving Scheme, Public Provident Fund, and 5 year National Saving Certificate. 21 users (including 9 female users) were aware of the Senior Citizen Saving Scheme and Public Provident Fund.

Only 8 (7%) users (including 1 female user at SO, Nashik) were aware of the Senior Citizen Scheme. 5 users (including 1 female user at HO, Chennai) were aware Public Provident Fund only. Similarly, 5 male users were aware of 5 year National Saving Certificate only. 10 users (including 5 female users (3 at HO, Lucknow, 1 at SO, Agartala and 1 each at BO, Ajmer and Agartala)) were aware of Sukanya Samriddhi Accounts only. Only 2 male users one each at HO, Kolkata and SO, Chennai were aware of Kisan Vikas Patra only. Finally, 11 male users were such who were aware of the Post Office Monthly Income Scheme only.

35 (32%) users (including 10 female users) were aware of the Senior Citizen Saving Scheme and certain other schemes also. 32 users (including 11 female users) were aware of the Public Provident Fund and certain other schemes. 33 users (including 6 female users) were aware of 5 year National Saving Certificate scheme and certain other schemes. 34 users (including 13 female users) were aware of Sukanya Samriddhi Accounts and certain other schemes as well. 20 users (including 7 female users) were aware of Kisan Vikas Patra and certain other schemes. 34 users (including 7 female users) were aware of the Post Office Monthly Income scheme and certain other schemes.

**Table 3.45 Users' awareness of the Schemes of the Postal Department**

S.N.	Awareness about the prominent Postal schemes	Count Users (Female Users)
1	Senior Citizen Saving Scheme and a couple of other schemes also	35 (10)
2	Public Provident Fund and a couple of other schemes also	32 (11)
3	5 year National Saving Certificate and a couple of other schemes also	33 (6)
4	Sukanya Samridhi Accounts and couple of other schemes also	34 (13)
5	Kisan Vikas Patra and couple of other schemes also	20 (7)
6	Post Office Monthly Income scheme and a couple of other schemes also	34 (7)
7	None of the Scheme	15 (7)

### **3.13 Effectiveness of Training programmes**

The effectiveness of the training programmes conducted by the training centres for capacity building of various cadres of postal staff was assessed taking into account the views expressed by trainees, trainers and customers (users). The effectiveness of the training on soft skills and technical skills (competency) essential for the postal staff were assessed by designing four aspects of capacity building on an attitudinal rating scale. The four aspects considered being confidence, soft skill, stress level and efficiency. All the seven soft skills viz. leadership skills, teamwork, communication skills, problem-solving skills, work ethic, adaptability, and interpersonal skills were considered as relevant personal attributes contributing to the improved effectiveness of the postal department. The Likert scale developed from the questionnaire administered to trainees, trainers and users are tabulated below. The mean value of the qualitative scale is considered good for the analysis purpose. The scale of four aspects of capacity building of postal staff is explained hereon.

Enhancement of confidence, soft skills and efficiency of staff as a collective outcome of the training programme was assessed on the rating scale of 1-5. (1=No improvement, 2=Insignificant improvement, 3=Visible improvement, 4=Normal improvement, and 5=Substantial improvement).

Reduction of stress level as a functional attribute of the training programme was assessed on the rating scale of 1-5. (1=No reduction in stress, 2=Insignificant reduction in stress, 3=Visible reduction in stress, 4=Normal reduction in stress, and 5=Substantial reduction in stress).

**Table 3.46 Views of Trainees on the effectiveness of trainings**

S.N.	Effect of training on	Scale (1 to 5)
1	Confidence	4.1
2	Soft Skills	3.3
3	Stress level	3.2
4	Efficiency	4.3
5	Mean Value	3.7

The table above shows that 3.7 the mean value for functional attributes of trainees has scored little above the average of rating scale i.e. 2.5. It is worth mentioning that the 'confidence' and 'efficiency' components have scored relatively higher as compared to 'soft skills' and 'stress level'. Moreover, soft skills and stress level should have been rated significantly positive on the rating scale. The trainees with to be built incapacity have not scored considerably on the rating scale. However, the mean value of 3.7 unfolds opportunities to enhance the training programme so that it reaches out effectively on the satisfaction index of trainees. As such, the training programmes conducted during 2017-18 to 2019-20 plan made the trainees capable of improving upon their previous performances by acquiring effective knowledge-base and skill-set

**Table 3.47 Views of Trainers on the effectiveness of trainings**

S.N.	Effect of training	Scale (1 to 5)
1	Confidence	4.3
2	Soft Skills	4.1
3	Stress level	3.2
4	Efficiency	3.8
5	Mean Value	3.9

The table above shows that the mean value of 3.9 posits the functional attributes of trainers scoring well above the average of rating scale i.e. 2.5. It is worth mentioning that the 'confidence' and 'soft skills' components have scored relatively higher, as compared to 'stress level' and 'efficiency'. Trainers who are enhancing the capacities of trainees have scored lower in 'efficiency' and 'stress level' than the mean value on the rating scale. However, the mean value of 3.9 reveals positive attributes of trainers but also calls for steps to reduce the stress level which would enhance their efficiency to conduct training programme.

**Table 3.48 Views of Users on the effectiveness of trainings**

S.N.	Effect of training on	Scale (1 to 5)
1	Confidence	4.3
2	Soft Skills	3.1
3	Stress level	3.2
4	Efficiency	3.6
5	Mean Value	3.6

The table above shows that 3.6 - the mean value for functional attributes of postal staff, as perceived by users, also scored well above the average of rating scale i.e. 2.5. It is worth mentioning that the users found the postal staff with good 'confidence' level while the other three attributes namely, 'efficiency', 'stress level' and 'soft skills' scored relatively less than the mean value on the rating scale. The mean value of 3.6 reveals positive attribute of postal staff, though it calls for steps to reduce the stress level and enhance the soft-skills of the postal staff resulting in improved work efficiency.

**Table 3.49 Composite Index of Stakeholders**

S.N.	Item	Number of Stakeholders covered			Total
		Trainees	Trainers	Users	
1	Sample Size	192	47	110	349
2	Mean Value of effect of trainings	3.7	3.9	3.6	3.7

The table above shows the composite score on the indicators shared by trainees, trainers and users. Out of the three stakeholders mentioned in the table, the trainees have expressed their average concern on the indicators which is above the average of the rating scale i.e 2.5. The feedback received from users underscores the average value on the indicators. However, the views expressed by trainers are relatively higher than that of the trainees and users. It indicates that the trainers are more prepared and equipped with the training ecosystem in sharp contrast with the trainees. It also informs that users require more effectiveness and efficiency in the entire working of post offices. As such, the training module in particular and trainers and trainees in general, require more rigours input matching with the needs of common users.

The HRM scheme intends to develop confidence level, smart planning, effective execution and initiative through human resource development to improve the overall

working of post offices. Keeping in view the responses received on the rating scale of 1 to 5, analysis has been conducted which is presented in the tabular form as under:

**Table 3.50 Composite Index of Stakeholders by Attitudinal Measurement**

S.N.	Item	Trainees	Trainers	Users	Mean Value
1	Confidence	4.1	4.3	4.3	4.2
2	Planning	3.8	4.7	3.3	3.9
3	Execution	4.6	4.8	3.8	4.4
4	No. of Specific Initiative taken	4.9	4.9	4.2	4.7

The table above shows that 'number of specific initiatives taken' has scored across the stakeholders at 4.7 which is astoundingly high. The same has scored equal in the case of trainees and trainers i.e. 4.9. However, it is lower in the case of users. The 'execution' has scored the mean value of 4.4 wherein the trainers have scored the highest i.e.4.8. On the same indicator, users have registered the mean value of 3.8 which is comparatively less. The 'confidence' has scored 4.2 as an average value for the three aforementioned stakeholders wherein, their feedback is more or less same. In the case of 'planning', the mean value has been computed as 3.9 which is the lowest amongst the four components. It is specifically underscoring in the case of users (3.3) to be followed trainees (3.8) and trainers (4.7). The information presented through the table reveals that more actionable framework to be designed at the level of planning (3.9) part of the training to be followed by confidence (4.2), execution (4.4) and a number of specific initiatives taken (4.7). The DoP format of the planning for the trainings to be conducted should not deviate from its laid down principles in letter and spirit.

The HRM scheme of DoP has enabled the trainees, trainers and users to receive improved satisfaction. It has enhanced the knowledge and skill-sets of trainees and trainers on the one hand and increased users' perceptual responsiveness, on the other. The changes brought about by the HRM scheme has effectively contributed to the overall working of post offices. Moreover, the impact of the training programmes on employee's performance is remarkably scaling up. The outcome of the project has gone beyond its direct beneficiaries and reached the larger public as an indirect benefactor. The objectives are achieved and this achievement has been in sync with the users, expressing their due satisfaction with the services obtained from India Post.

## **4 ASSESSMENT OF PERFORMANCE**

### **4.1 Scheme Performance based on the Output Indicators**

Department of Posts commenced the 'India Post 2012 Project', an end to end IT modernization project, to increase its operational efficiency and to provide world-class services to Indian citizens. Equipping the postal workforce with the latest in postal services is a part of this project. All cadres of postal staff are put to various types of training programmes like - induction training programmes, mid-career training programme, development of soft skills, training for sales promotion etc. It is delivered using classroom talks, interactive workshops and hands-on related to field training components. To maintain uniformity of training to the huge number of employees across the country, Standard Training Packages (STPs) are developed. The training content of each programme is adopted as per the changing functional requirement of each cadre. Training in other Institutions is also conducted for the development of higher-order managerial skills, soft skills, and specialised non-core activities.

The performance of the project through various on-going schemes of HRM is presented in the subsequent two tables. Table 4.1 depicts that actual expenditure against the grants released for work studies on Training Need Assessment (TNA) or revision of STP and training in other institutes decreased by about 50% during the two financial years 2017-2019. It shows that the major part of TNA /STP revision was done in these 2 years and its budget estimate for 2019-20 has further been reduced by 53%. Fund grants released for Up-gradation and expansion of training facilities in Training Centres / setting up of new RTCs/Up-gradation of WTCs was doubled in two years i.e. 2017-2019 and its budget estimate for 2019-2020 further increased by 1.3 times. For new PTC building provision of budget estimate of Rs. 7.33 crore was kept for 2019-2020 while no budget provision was kept for Postal Resource Development, Research & Dissemination. Final grants were marginally increased during the two years 2017-2019 for training delivery, outsourcing for trainers/ faculty/housekeeping, travel expenses and minor works & maintenance. The budget estimate for 2019-20 for all the three activities was reduced except for housekeeping & minor works as shown in the table.

**Table 4.1 Actual Expenditure of Plan Scheme/Activity**

(Estimate, Grant and Expenditure are in Rs. Crores)

S.N.	Plan scheme/Activity	2017-18			2018-19			2019-20
		RE	FG	AE	RE	FG	AE	BE
<b>1</b>	<b>Work-Study (TNA/Revision of STPs)/ Training in other institutes</b>							
(i)	3201.02.003.02.01.28	2.60	2.10	2.18	1.70	1.73	1.17	0.75
(ii)	2552.02.003.02.01.28	0.05	0.05		0.17	0.17		0.07
<b>2</b>	<b>Up-gradation &amp; Expansion of Training Facilities in Training Centres / Setting up new RTCs ( RTC) / Up-gradation of WTCs</b>							
(i)	3201.02.003.02.04.13	5.67	5.51	6.20	10.00	10.00	9.83	13.00
(ii)	2552.02.003.02.04.13	0.95	0.95		1.00	1.01		1.50
	3201.02.003.02.01.14 Rent, Rates and Taxes	0.00	0.00		0.00	0.00		0.00
<b>3</b>	<b>Setting up new PTCs/Other building projects</b>							
	5201.00.003.02.00.53	0.00			0.00	0.00	0.50	7.33
	4552.00.003.02.00.53	0.00	0.00		0.00	0.00		0.74
<b>4</b>	<b>Setting up &amp; Operation of Postal Resource Development, Research &amp; Dissemination Wing*</b>							
(i)	3201.02.003.02.02.28	0.00	0.00					
(ii)	3201.02.003.02.04.13	0.00	0.00					
(iii)	3201.02.003.02.04.27	0.00	0.00					
<b>5</b>	<b>Training Delivery</b>							
(i)	Class Room Training							
a.	3201.02.003.02.01.13	0.50	0.50	0.71	0.65	0.65	0.42	0.80
b.	3201.02.003.02.02.13	2.53	2.55	2.49	2.65	2.68	2.72	2.00
c.	2552.02.003.02.02.13	0.25	0.25		0.25	0.25		0.20
<b>6</b>	<b>Outsourcing for training/faculty/housekeeping</b>							
a.	3201.02.003.02.02.28	2.97	2.63	2.50	2.02	2.00	3.83	1.00
b.	2552.02.003.02.02.28	0.24	0.24		0.20	0.20		0.10
<b>7</b>	<b>Travel Expenses</b>							
a.	3201.02.003.02.01.11	0.60	0.37	0.39	0.35	0.35	0.27	0.40
b.	3201.02.003.02.02.11	1.96	1.96	2.09	2.50	2.43	4.36	2.00
c.	2552.02.003.02.02.11	0.20	0.20		0.20	0.16		0.20
d.	3201.02.003.02.01.12	1.00	0.40	0.40	0.30	0.23	0.21	0.10
<b>8</b>	<b>Maintenance and Minor works</b>							
c.	3201.02.003.02.02.28	0.30	0.31		1.70	1.67		1.50
d.	2552.02.003.02.02.28	0.08	0.08		0.17	0.17		0.12
e.	3201.02.003.02.04.27	1.11	1.11	0.99	0.50	0.50	0.36	1.50
f.	2552.02.003.02.04.27	0.23	0.23		0.05	0.05		0.15
	<b>GRAND TOTAL</b>	<b>21.24</b>	<b>19.44</b>	<b>17.94</b>	<b>24.41</b>	<b>24.25</b>	<b>23.67</b>	<b>33.46</b>

RE = Revised Estimate; FG = Final Grant; AE= Actual Expenditure

Table 4.2 depicts good performance of HRM section in terms of Actual Expenditure on training delivery, outsourcing for trainers/faculty/housekeeping, and

travel expenses and the physical targets set for training of 35 to 45 thousand officials, against which the achievement for training of 1 to 3 lakh officials, is commendable.

**Table 4.2 Expenditure v/s Physical Achievement of Plan Scheme/Activity (Amount in Rs. Crore)**

S.N.	Plan scheme / Activity	2017-18		2018-19		2019-20			
		AE	Physical Output		AE	Physical Output		BE	Targets
			Targets	Achievement		Targets	Achievement		
<b>1</b>	<b>Work Study (TNA/Revision of STPs) / Training in other institutes</b>								
(i)	3201.02.003.02.01.28	2.18			1.17	Work Study / TNA	nil / STP revision ongoing / 24 Officers trained	0.75	Work Study / TNA / revision of STPs / 75 officers
(ii)	2552.02.003.02.01.28		Work Study / TNA	Work Study / TNA		revision of STPs / 60 officers		0.07	
<b>2</b>	<b>Up-gradation &amp; Expansion of Training Facilities in Training Centres/ Setting up new RTCs ( RTC) / Up-gradation of WTCs</b>								
(i)	3201.02.003.02.04.13	6.20			9.83	2 RTC / 132 WTCs	2 RTC / 55 WTCs up-gradation	13.00	100 WTCs up-gradation / Up-gradation of facilities in PTCs
(ii)	2552.02.003.02.04.13		1 RTC / 50 WTCs	1 RTC / 92 WTCs upgraded				1.50	
(iii)	3201.02.003.02.01.14 Rent, Rates and Taxes							0.00	
<b>3</b>	<b>Setting up new PTCs/Other building projects</b>								
	5201.00.003.02.00.53		1 building project	Nil	0.50	2 building projects	targets could not be achieved	7.33	6 building projects
	4552.00.003.02.00.53							0.74	
<b>4</b>	<b>Setting up &amp; operation of Postal Resource Development, Research &amp; Dissemination Wing*</b>								
(i)	3201.02.003.02.02.28								
(ii)	3201.02.003.02.04.13		1 PRW	Commenced					
(iii)	3201.02.003.02.04.27								
<b>5</b>	<b>Training Delivery</b>								
(i)	Class Room Training								
a.	3201.02.003.02.01.13	0.71			0.42			0.80	
b.	3201.02.003.02.02.13	2.49			2.72			2.00	
c.	2552.02.003.02.02.13							0.20	
<b>6</b>	<b>Outsourcing for training / faculty / housekeeping</b>								
a.	3201.02.003.02.02.28	2.50	35,000 Officials	1,07,331 Officials trained	3.83	45,000 Officials	3,00,219 officials trained	1.00	60,000 Officials
b.	2552.02.003.02.02.28							0.10	
<b>7</b>	<b>Travel Expenses</b>								
a.	3201.02.003.02.01.11	0.39			0.27			0.40	
b.	3201.02.003.02.02.11	2.09			4.36			2.00	
c.	2552.02.003.02.02.11							0.20	

S.N.	Plan scheme / Activity	2017-18		2018-19		2019-20			
		AE	Physical Output		AE	Physical Output		BE	Targets
			Targets	Achievement		Targets	Achievement		
d.	3201.02.003.02.01.12	0.40			0.21			0.10	
<b>8</b>	<b>Maintenance &amp; Minor works</b>								
c.	3201.02.003.02.02.28				Professional Management of Training Facilities.	Professional Management of Training Facilities.	1.50	Professional Management of Training Facilities	
d.	2552.02.003.02.02.28						0.12		
e.	3201.02.003.02.04.27	0.99		0.36			1.50		
f.	2552.02.003.02.04.27						0.15		
	<b>GRAND TOTAL</b>	<b>17.94</b>			<b>23.67</b>			<b>33.46</b>	

Source : ToR

This is effective because all the training centres are conducting much more than the scheduled number of training programs. Regarding the Work-study related to TNA / STP revision/training in other institutes with decreasing grants and expenditure, not much could be achieved in the context of studies and less than 50% of the target could be achieved by training officers in other institutes. With regard to up-gradation & expansion of training facilities in training centres, with increasing grants and expenditure, more than the physical targets have been achieved which is a sign of positive growth. Target of setting up of new PTCs / other building projects during 2017-2019 could not be achieved as the project could not take off because of delay in tender process due to non-approval of building plans. For 2019-2020 the target set was of 6 building projects namely International Standard hostel, RAKNPA, Ladies Hostel at PTC Mysuru, Ladies Hostel at PTC Madurai, PTC Kolkata, Staff Qtr PTC Mysuru, Ladies hostel Madurai and Auditorium & Sports complex. Of these projects, during the field visits to RAKNPA, Mysuru and Kolkata, observations have been made.

## 4.2 On-going HRM Schemes' Specific Outcomes

### 1. Revision of STPs/e-Learning/Training in Other Institutes

The outcome of this scheme is assessed in three ways namely information from the Head of Institutions, Trainees and Supervisors.

Head of Institutions of RAKNPA, 5 PTCs, 1 RTC and Supervisors of 6 WTCs (at Indore, Ajmer, Bhilwara, Vadodara, Guwahati and Agartala) have updated the Standard Training Package(s) (STPs) and incorporated the changing training requirements of the postal staff. Regarding e-Learning no progress was registered except for PTC, Guwahati and WTCs, Indore and Ajmer where training material is shared online.

Amongst the trainees it was observed that 56 (29 % of 192) trainees attended In-service and Mid-career training programs. Subsequently, it was expressed by the majority i.e. 51 trainees (91% of 56) that the contents and design of the on-going training programs were found effective and suitable to the needs of post offices. However, 5 trainees (9% of the 56) expressed their partial satisfaction with training programs. STPs have been revised to include the latest innovative prescriptions of the Department of Posts. Feedback from postal officers trained at other institutes, namely APPC Bangkok and Institutes other than Bangkok, were also deemed encouraging. As a matter of fact almost all i.e. 94% trainees (15 out of 16), expressed their concerns on the contents of the training as efficacious. Disapproval on the value of satisfaction was recorded as the response of only one postal officer on the training imparted by NIFM, Faridabad. Among the 18 Supervisors of HOs, SOs and BOs covered across the six NSSO zones, pan India, all barring one Supervisor of SO Niralanagar, Lucknow, expressed that post training, the postal staff's effectiveness improves substantially.

## **2. Training Network Upgrade and Expansion**

India Post has a vision of being a technology-enabled self-reliant market leader and is looking to move from a government service provider to a customer-enabled world class service provider where the customer will be the focus of multifarious service delivery platforms. Core System Integrator (CSI) aims at developing and supporting mail, finance & accounts, HR, customer interaction management solutions for all channels including the rural ICT platform, data migration, infrastructure, Service Level Agreement (SLA), call centre and centralized 24x7 service desk operation. It also furthers its scope of ensuring end-to-end security solutions, enterprise management system and an overall integration for the entire system. To well-equip

with the components under CSI, customized training requires to be conducted for all staff working under the DoP.

The HRM Scheme has 4 sub-components namely (i) Strengthening of the existing training centres through up-gradation and expansion of training facilities in PTCs/RTCs and RAKNPA (ii) Up-gradation of 200 Workplace Training Centres (WTC) with 20 nodes (iii) Establishing two new levels of the training centre at the regional level and (iv) fresh construction of select facilities at RAKNPA, PTC Mysore, PTC Guwahati, PTC Madurai, PTC Kolkata and setting of new PTC at J&K circle. These four sub-components of the Training Network Up-gradation and Expansion scheme can be assessed in two ways namely information from the Supervisors / Head of Institutions and Trainees.

Regarding sub-component (i) all Heads of Institutions namely RAKNPA, 4 PTCs and 1 RTC shared the occupancy rate of their hostels as 70% and above, except for PTC Saharanpur where it was 38%. PTC Vadodara and RTC Nashik had cent percent occupancy rate. 3 Heads of Institutions namely RAKNPA, PTC Mysore and PTC Saharanpur expressed that they do not require additional funds and infrastructure. In PTC Vadodara and PTC Mysore, extension plans are ready. All institutes have upgraded their classrooms. Head of PTC Vadodara expressed the need to upgrade the infrastructure like hostel, laundry, mess and campus. Head of RAKNPA and PTC Saharanpur expressed that up-gradation of the laundry portion is their only requirement. Heads of remaining Institutes had upgraded hostel, laundry, mess and campus. Hence, except for funds required for PTC Vadodara, only a moderate amount of funds is required for upgrading laundry component of RAKNPA and PTC Saharanpur.

With regard to sub-component (ii) Up-gradation of WTCs with 20 nodes, has already been achieved in majority of the 10 WTCs (as per physical verification). However, in WTC Chennai the nodes were not functioning effectively, as the integrated softwares were not updated.

Sub-component (iii) a policy decision of the department keeping in view the existing 3 RTCs at Delhi, Nashik, and Hubballi and the requirement of one Postal Regional Training Centre for serving East and North East Region, which can be set up at Kolkata.

Sub-component (iv) of fresh construction of select facilities at RAKNPA, PTC Mysore, PTC Guwahati, PTC Madurai, PTC Kolkata and setting of new PTC at J&K circle have been proposed in the ToR of the evaluation study. After downsizing of J&K state into two UTs of J&K and Ladakh, it can be re-considered whether the PTC should be established at J&K UT or Ladakh UT circle to cater the surrounding area. Similarly, construction of International Standard Hostel at RAKNPA could be considered as sufficient numbers of international participants come to RAKNPA throughout the year. The construction of Ladies Hostel at PTC, Mysore & Madurai, Sports Complex and Auditorium at RAKNPA could be considered. Establishment of PTC, Kolkata on the already purchased land should be considered on priority basis as the maintenance of available unproductive land is a costly affair.

### **3. Training Delivery in DoP's Training Institutes**

In addition to infrastructure required for training delivery, under the scheme of DoP training related materials have also been provisioned. Performance of this scheme is assessed in three ways namely information from the Head of Institute, Trainer and Trainees. In juxtaposition, observations were also made as to what extent the material provisioned for training was distributed among the trainee beneficiaries.

All heads of Institutions viz. RAKNPA, 5 PTCs, In-charge Officer of RTC, and Supervisors of 12 WTCs expressed that the institutes used audio visual facility in the class rooms in order to make the learning ecosystem more interesting and engaging. However, the video conference systems and walls to connect with each other to facilitate simultaneous telecast of events and eminent speakers across the training institutes was not found in practice. It is worth mentioning that some of the institutes, particularly RAKNPA, PTC, Vadodara, PTC, Mysore and WTC, Patna did have facility of video conferencing but it was not being used for the purpose it was installed. However, the wall screens were reported to have been used for short meetings with the Department of Posts.

Among the 47 Trainers of the 20 Training Institutes covered across the six NSSO zones, pan India, all barring two trainers of RTC, Nashik and WTC, Agartala had expressed the use of audio-visual in their training sessions.

Amongst the trainees of Postal Training Centres, it was qualitatively observed that 162 (84 % of 192) trainees expressed use of audio-visual facility by a majority of trainers at various training institutes. However, 30 trainees (16%) expressed that the selected trainers at RAKNPA, PTCs at Guwahati, Darbhanga, Mysore, Vadodara and Saharanpur; and WTCs at Indore, Lucknow, Chennai, Bankipur Patna, Kolkata and Agartala did not use audio-visual facility during the training sessions. Though the audio-visual facility was found to be in existence, internet connectivity was not seamless in most of the institutes.

#### **4. Outsourcing of Trainers/Faculty/Housekeeping**

During the 12th Five Plan the approach of outsourcing training of identified areas viz. marketing & sales, soft skills, etc was adopted. Since then, outsourced trainers are being deployed on contract for specific modules. A case of PTC,Vadodara can be cited wherein they had assigned a few Soft Skills related Training Programs to a shortlisted private agency in Vadodara, but as of now they have developed that capacity in-house and started using their own trainers for imparting the Soft Skill related training. The scheme also includes funds required for housekeeping/security staff so that training is delivered in a conducive environment. It also supports the Swachh Bharat Abhiyan in training centres. The performance of the scheme is assessed from the feedback of the head of institutions of RAKNPA and PTCs who had outsourced specific modules and may still require such inputs depending upon the dynamic marketing & sales strategies and relevant soft skills. In-charge RTC,Nashik had installed CCTV during 2019-20 and was streamlining the CCTV software associated problems. Swachh Bharat Abhiyan was being conducted by the institutes within and in the vicinity of its campus. In-charge, RTC,Nashik shared that within the 10 acres of campus area, gardening, trees plantation and its care done by participants on regular basis and on eve of the 150th Birth anniversary of Mahatma Gandhi, trainees conducted a cleanliness drive on “Ramkund Panchavati”, planted trees and created awareness on Water Conservation. The scheme appears to be utilised to the fullest and best possible manner.

#### **5. Travel expenses**

Travel expenses are assessed by the responses of the Head or Supervisory officer of the Post offices. Of the 12 SOs and BOs covered across six NSSO zones, majority

of the Supervisory Officers had nominated one to three junior and frontline staff for attending the training programs at WTCs. The maximum of officers sent for training programs was by SO, Nashik. Usually staffs nominated for WTCs do not receive any travel allowance, hence sending the staff for training program was not considered as additional financial liability. Supervisory officers of 5 HOs, except for HO, Agartala, had nominated staff for various training programme. Supervisor, HO, Nashik nominated minimum staff as 16 trainees for various trainings while Supervisor, HO, Chennai nominated maximum staff as 96 trainees for various trainings. Supervisory Officers expressed that nominating staff for training program was not extra burden rather staff's performance post training improves the productivity of the Post Office. The funds released for this component by the Department of Posts have been judiciously used.

## **6. Maintenance and Minor Works**

Except for the supervisors of WTC, Kolkata and WTC, Guwahati, all the heads of institutions had used funds under this component for maintenance work - like whitewashing, repair work, and maintenance etc..

## **7. Monitoring and Review Mechanism**

Head of Institutions revealed that the Circle Monitoring Committee through a comprehensive quarterly report reviewed by the Secretary (Posts) monitors the achievement of physical and financial targets monthly.

## **4.3 Additional Parameters**

### **a) Coverage of Beneficiaries and Stakeholder**

Coverage of beneficiaries and stakeholder as suggested prior to the field visits for physical verification turned out to the extent proposed and planned. The beneficiaries were the postal employees undergoing training programme at the select training institutes and their number turns out to be more than the suggested number as per the ToR. Other stakeholders covered have been as per the ToR except for Customers, which were not mandatory to be covered. The final coverage of stakeholders and beneficiaries is summarised in Table 4.3.

**Table 4.3 NSSO Zone wise Stakeholders covered from Training Institutes & Post Offices**

S N	NSSO Zone	Postal Circle	City	RAKNPA			PTC			RTC			WTC			HO			SO			BO			Total / city	
				Hol	Tr	Ts	Hol	Tr	Ts	Hol	Tr	Ts	Srl	Tr	Ts	Sr	FL	Ur	Sr	FL	Ur	Sr	FL	Ur		
1	Central	Uttar Pradesh	Ghaziabad	1	2	40																		43		
			Saharanpur				1	2	10																13	
		Lucknow									1	2	5	1	7	10	1	2	5	1	3	2		40		
2	South	Karnataka	Indore										1	1	5									7		
			Mysore				1	4	12																17	
		Bangalore									0	2	5											7		
3	East	Bihar	Chennai										1	1	5	1	4	10	1	4	3	1	1	2	34	
			Darbhanga				1	3	10																14	
		Patna									1	5	7												13	
4	NER	Assam	B.Patna										1	3	5									9		
			Kolkata									1	3	6	1	4	10	1	0	0	1	4	7		38	
		Guwahati				1	3	20						1	-	5									30	
5	West	Gujarat	Agartala										1	3	4	1	4	10	1	4	7	1	2	5	43	
			Vadodara				1	3	14						1	1	6									26
		Nashik							1	4	14				1	8	14	1	4	5	1	0	4		57	
6	North	Maharashtra	Nagpur										1	3	5									9		
			Ajmer												1	1	5	1	12	10	1	0	2	1	0	4
		Bhilwara												1	1	9									11	
7	<b>Sub Total 6 Zones</b>			<b>1</b>	<b>2</b>	<b>40</b>	<b>5</b>	<b>15</b>	<b>66</b>	<b>1</b>	<b>4</b>	<b>14</b>	<b>11</b>	<b>26</b>	<b>72</b>	<b>6</b>	<b>39</b>	<b>64</b>	<b>6</b>	<b>14</b>	<b>22</b>	<b>6</b>	<b>10</b>	<b>24</b>	<b>449</b>	
8	IIMs/ Foreign Exposure																					11				
9	APPC Bangkok																					5				
10	<b>Grand total of sample</b>																					<b>465</b>				

Hol = Head of Institution; Tr = Trainer ; Ts = Trainees; Sr= Supervisor ; FL = Front Line Staff ; Ur= User ; B.Patna = Bankipur Patna

## **b) Implementation Mechanism and proposed Financial Outlay**

DoP has proposed financial outlay for 2020-21 to 2024-25 for the seven sub-schemes of the HRM scheme. The first sub-scheme i.e. Revision of Standard Training Packages (STPs)/ e-learning/Training in other Institutes has proposed amount of Rs. 20.20 crore. The sub-scheme is to be implemented by respective training Institutions, namely RAKNPA, PTCs, RTCs and WTCs. The international component of the sub-scheme is implemented by APPC under UPU. Additionally there are selected reputed national level institutions viz. IIMs, NIFM, IIPA, which implement the scheme.

The second sub-scheme i.e. Training Network Upgrade and Expansion has a proposed financial outlay of Rs. 86.98 crore, to be implemented by the institutions mentioned above. This amount is inclusive of Rs. 44.48 crore for building projects for RTC and 2 PTCs. It includes conventional and innovative training delivery methods to improve training delivery. It consists of strengthening the existing training centre network, expansion of field level training centers, setting up of RTC, PTCs, and construction of required infrastructure. However, these are profusely implemented under the guidance of the DoP.

The third component i.e. Training Delivery in DoP's training institutes, has a proposed amount of Rs. 20.00 crore, to be implemented by postal circles, WTCs, RAKNPA, RTCs and PTCs. The component includes training material for the classroom as well as hands on sessions.

The fourth component i.e. outsourcing of trainers/faculty/housekeeping at PTCs has a budget of Rs. 18.60 crore, which is implemented by the training institutions viz. RAKNPA, PTCs and RTCs where trainings other than skill-based trainings are also conducted. Major areas are sales, soft skills etc. The component also includes expenditure on security and housekeeping. The cleanliness is also integrated with the component.

The fifth component i.e. travel expenses has a budget of Rs. 45.30 crore. This is implemented by all post offices, PTCs, RTCs, RAKNPA and WTCs. This component is responsible for meeting the travel expenses (domestic and foreign) for all cadres of employees covered under various training programmes. The expenditure is admissible considering the norms of Govt. of India.

The sixth component i.e. Maintenance and Minor Works has a financial outlay of Rs. 11.42 crore. DoP implements this for the training institutions. The items covered under the component are: renovation of buildings, up-gradation of classrooms, hostel, laundry, mess and campus facilities. The seventh component i.e. monitoring and review appears devoid of any financial allocation. This component is implemented by DoP constituting committee.

**c) Training/Capacity building of administrators / trainers**

The HRM scheme under first, second, third and fourth components vouch for the capacity building of trainers. Skill-based training on one hand and knowledge based on the other may be associated with these components. It has been observed during the study that most of the trainers placed at WTCs were picked up from mid-level postal staff, who had developed the skills of imparting training over the period. In the case of PTCs, senior postal staff was found performing the role of trainers. However, selected trainers were also found.

The training is facilitated by a number of staff members, ranging from the director/in-charge, trainers, librarians, hostel care takers, mess workers, sanitation staff, etc. In a way, training is also facilitated by fellow participants. Indeed, experience sharing provides effective opportunities of learning. Over and above, the central facilitator of the training is the DoP which always keeps the noble idea of training on priority.

**d) IEC activities**

The Human Resource Development Scheme is profusely aligned with Information, Education and Communication. With the training programmes, information is disseminated aptly. It is educative because apart from learning skills and knowledge, one also learns the art of living, loving and sharing. Training also enables one to be communicative. One learns the art of effective communication skills. The idea to integrate reputed live lectures through wall screens is worth consideration of DoP.

Overall, the capacity building programmes organized by RAKNPA, PTCs, RTCs and WTCs bring the postal officers/personnel close to each other, as they share their issues and concerns with each-other. In fact, the training conducted at the Postal Academy not only informs the required information-base but also enables them to

rectify the error made by subordinates. Thus, it imparts holistic development of learners.

**e) Asset/Service Creation & Its Maintenance plan**

Wherever assets exist, proper maintenance is required. The Department of Posts is ready with the asset creation and its maintenance plan which includes renovation of buildings, up-gradation of classrooms, hostel, laundry, mess and campus facilities. Though budgetary allocations are there for the component, the institutions have to pay more effective attention on the building maintenance. In case of RAKNPA, except for few repairs like rugged marks on the central hall, cracks and seepage in walls, other assets have been maintained properly. At PTC, Darbhanga, there were minor maintenance issues in washrooms of VIP guest room, similar was the case with PTC, Guwahati. Few nodes in PTC, Guwahati, for hands-on training, were not in working condition.

**f) Benefits**

With the help of Human Resource Management initiatives, the DoP would ensure its existence in the market. If service delivery does not reach the benchmark, customers would be left looking for alternatives. Therefore, the capacity-building programme of DoP is fundamental to upgrade the human resource. Efficient and effective service delivery can help users to further strengthen their trust in post offices.

**g) Convergence with the Scheme of the Ministry/Department or of other Ministry/Department**

The schemes are distinct but their operation depends on situational conditions. The situational conditions include availability of teachers who can teach in the local language, presence of required infrastructure, effective school ecosystem, quality teachers, and so on.

## **4.4 Gaps in Achievement of Outcomes**

During the evaluation, it was found that there were few gaps in achieving the desired targets, hindering the overall progress of the scheme, which need to be tackled through corrective measures. The shortage of staff and trainers in most of the

training centres across country was reported as one of the training deficits. Side by side, most of the trainers were overburdened with multiple tasks, and not aptly interested in taking training sessions. In continuation with the same, less remuneration was considered as one of the bottlenecks in conducting the classes with full devotion. Another challenge faced by the trainers was the pervasive monotony of teaching style and training modules, which culminated average output. This has implications for quality of training. It is worth mentioning that most of the trainers need regular trainings on various aspects of training(s) – soft skills, method of presentations, etc, so that they can deliver effectively by incorporating audio, video and interactive modes of training.

One of the major challenges identified was substandard infrastructure at WTC's. It was found that a few WTC's lacked the basic necessities like proper (well lit and ventilated) training rooms, enough nodes, updated versions of software's, canteen and clean toilets.

It was also found that the interrupted network connectivity was another challenge for the trainers and therefore they were not able to use audio visual aids effectively. Last but not the least, during the discussion it was observed that those who were serving the department for many years were not able to either grasp the new technology effectively or not interested in them, at all. Many staff members are either about to retire or have taken pre-retirement which is why they bother least about participating proactively in such trainings. The gaps identified during study by sub-scheme are as under:

**a) Revision of Standard Training Packages (STPs) /e-Learning/Training in Other Institutes**

Delays in the updation and availability of training packages create roadblocks in the capacity building of employees. The pace of technological growth makes it increasingly difficult for training packages to compete with latest trends and developments in the market. New materials are therefore rendered obsolete more quickly. The revised training packages have shortcomings in their timings and contents and relevant skills are not transferred to the employees. In addition to the revision of training packages, institutional memory on the utilization and retention of earlier skills is receding. Effective training is also held back due to inefficient financial

management of training packages. Stringent public finances place great emphasis on the optimum utilization of the existing training capacity and training packages need to influence employee behaviour with economic efficiency in mind.

#### **b) Training Network Up-gradation and Expansion**

The employee training network does not match the growing density of the postal services network. Equipment and training facilities within the lower level training centres viz. WTCs, are either insufficient or outdated. There is a need for smart computerized labs and classrooms and the expansion of older, non-residential training centres to include some residential facility and transport infrastructure. Absence of such facilities make robust and integrated long-term employee training opportunities unachievable.

Postal services represent one of the most widely distributed networks in the country, percolating even in remote areas. Uneven regional development and the global shift in economic geographies have transformed the role of post and postal services of different locations at varying intensities. The older network presents two distinct issues – absence of accessible training nodes in some locations while redundant nodes in some other.

Effective demand-responsive distribution of training facilities requires up-gradation and capacity building of the existing network as well as its branching out to newer locations. However, this up-gradation of the existing training network is challenged by critical resource deficiencies in terms of finance and man power.

#### **c) Training Delivery in DoP's Training Institutes**

The training programme currently being delivered, needs to be periodically updated or revised. Ongoing training packages need to take cognizance of either the service delivery benchmarks of developed countries or their success stories. Knowledge of the world's best practices need to be integrated in the training packages in order to come up with effective training delivery system.

#### **d) Outsourcing of Trainers/Faculty/Housekeeping of PTCs**

Marketing and sales are instruments in ensuring sustainable financial flow to the organizations. As such, absence of specialized training in marketing and sales abate

the sustainability in the organizations. Side by side, absence of visibility of training packages causes underutilization of organized efforts and insufficient filling up of trainee positions. This leads to wastage of funds and uneven performance of different service centres. The trainers are also deficient in the knowledge and dissemination of important soft skills which are recognized worldwide as critical ingredients for organization and workplace success. Therefore, it can be observed that there is an absence of regular training for trainers, without which the DoP's system shall not be fully effective.

**e) Travel**

Travel and transportation assistances to the trainees are provided by the concerned offices where the employees are attached. Strides should be taken so that travel assistance does not become a critical concern for employees to be deployed on training.

**f) Maintenance and Minor Works (PTCs)**

The training centre buildings of the RAKNPA, PTCs and RTCs are old and their maintenance needs to be additionally considered. Renovation of buildings is overdue and facilities require to be updated. Absence of regular repair activities and annual whitewashing gives a lugubrious impression to the training campus and makes the ecosystem of training least attractive. Classrooms and hostels in the training campus need smart tools coupled with modern technologies for imparting effective training. It has come to our knowledge that funds for renovation, whitewash etc. are received under Non-Scheme expenditure from the Directorate, which is going to be reduced year by year. Hence, it is suggested that provision for maintenance of buildings under HRM Scheme should be included.

**g) Monitoring and Review Mechanism**

There is an absence of time-bound monitoring and evaluation affecting the accountability of training programmes and the transparency of their impacts. The proposed physical and financial budget needs to be in sync with each-other. For instance, the spill over projects is more than the new building projects to be commenced during SFC period 2020-21 to 2024-25. Though there is proposed

roadmap for the execution of components under HRM Scheme, the delay in execution creates a probable roadblocks and incongruence between physical target and achievement.

## 4.5 Projections for Physical and Financial targets for 2020-21 to 2024-25

On basis of expenditure on seven plan scheme/activities for the year 2017-18 and 2018-19 (Table 4.4), the projection of physical and financial targets set by Training Division of DoP for 2020-21 to 2024-25 given as Annexure 2 of Terms of Reference (Table 4.5). As many institutions serving with training programmes : In-service training, Mid-career training, IT Modernization / Refresher training & IPPB, Capacity building, Induction programme, CFI,FSI, RSI trainings, for DoP staff remained behind utilizing the funds during 2017-18 and 2018-19 reasons owing to unavailability of Institutions' head. Keeping in view the surplus of fund due to building projects not taking-off and shortage of higher cadre officers, the physical and financial targets prescribed by the study team tabulated in Table 4.6.

**Table 4.4 Expenditure under HRM Scheme for the period 2017-18 & 2018-19**  
(amount in Rs. Crore)

S.No.	Plan scheme/Activity	2017-18	2018-19
1	Revision of STPs/Training in other Institutes	2.1758	1.174
2	Upgrade and expansion of training facilities in training centres / Setting up 2 new Regional Training Centre (RTC)	6.1993	9.83
3	Setting up new PTCs and other building projects	0.0	0.5048
4	Training Delivery-OE	3.1905	3.1366
5	Outsourcing for Trainers/Faculty/Housekeeping at PTCs	2.5035	3.83
6	Travel Expenses	2.8788	4.8358
7	Maintenance & Minor works (PTCs)	0.9875	0.3633
	<b>Total</b>	<b>17.9354</b>	<b>23.6745</b>

**Table 4.5 HRM Division, DoP's Projection (Financial & Physical) for the period 2020-21 to 2024-25**

(amount in Rs. Crore)

S.N.	Plan scheme /Activity	2020-21		2021-22		2022-23		2023-24		2024-25		Total outlay	Total Targets
		Funds	Targets	Funds	Targets	Funds	Targets	Funds	Targets	Funds	Targets		
1.	Revision of STPs/ Training in other Institutes/ Training in other Institutes for IPoS Officers of various level / e-Learning (Head-3201.02.003.02.01.28)	3.20	Revision of STPs/e-learning for identified modules and commence certification/Training in other Institutes for IPoS Officers of various level/ 55 officers	5.00	Revision of STPs/e-learning for identified modules and commence certification/Training in other Institutes for IPoS Officers of various level / 55 officers	4.00	Revision of STPs/e-learning for identified modules and commence certification/Training in other Institutes for IPoS Officers of various level/ 55 officers	4.00	Revision of STPs/e-learning for identified modules and commence certification/Training in other Institutes for IPoS Officers of various level / 55 officers	4.00	Revision of STPs/e-learning for identified modules and commence certification/Training in other Institutes for IPoS Officers of various level / 55 officers	20.20	Revision of STPs/e-learning for identified modules and commence certification/Training in other Institutes for IPoS Officers of various level/ 275 officers trained
2.	Upgrade & expansion of training facilities in training centres / Setting up 2 new RTCs (@average cost of Rs.2 crore per RTC on the base of estimate 2018-19) / Upgradation of 200 existing WTCs/new WTC (@ average Rs. 0.0065 crore/node, based on 2016-17 cost) (Head-3201.02.003.02.04.13 /2552.00.806.02.04.13)	9.70	Upgrade of facilities in PTCs and RAKNPA/2 RTC/50 WTCs up-gradation	8.80	Upgrade of facilities in PTCs and RAKNPA/1 RTC/45WTCs up-gradation	8.00	Upgrade of facilities in PTCs and RAKNPA/45 WTCs up-gradation	8.00	Upgrade of facilities in PTCs and RAKNPA/45 WTCs up-gradation	8.00	Upgrade of facilities in PTCs and RAKNPA/45 WTCs up-gradation	42.50	Upgrade of facilities in PTCs and RAKNPA/Setting up 2 RTC/200 WTCs up-gradation
3.	Setting up new PTCs and other building projects (Head-5201.00.003.02.00.53/4552.00.222.02.00.53)	15.63	Ladies hostel at PTC Mysuru, Ladies hostel at PTC Madurai, PTC Kolkata	13.05	Staff Qtrs at PTC Mysore, Hostel Block/Auditorium at PTC Guwahati /Setting up a PTC in J & K	7.22	Commence International Standard Hostel at RAKNPA Subject to Municipal approval	8.58	Sports complex at RAKNPA, Auditorium at RAKNPA	0.00	Continuing construction of building projects	44.48	Ladies Hostel at PTC Mysore & PTC Madurai ; PTC Kolkata ; Staff Qtrs at PTC Mysore ; Hostel Block / Auditorium at PTC Guwahati ; Setting up a PTC in J&K, International Standard Hostel, Sports

S.N.	Plan scheme /Activity	2020-21		2021-22		2022-23		2023-24		2024-25		Total outlay	Total Targets
		Funds	Targets	Funds	Targets	Funds	Targets	Funds	Targets	Funds	Targets		
													Complex & Auditorium at RAKNPA at a total cost of Rs. 44.48 Cr. (estimated)
4.	Training Delivery (3201.02.003.02.2.13/2552.00.806.02.01.13)	4.00	Continuing activity across Circles/RAKNPA PTCs and RTCs-1,10,000 Training slots	4.00	Continuing activity across Circles/RAKNPA, PTCs and RTCs-1,10,000 Training slots	4.00	Continuing activity across Circles/RAKNPA, PTCs and RTCs-1,10,000 Training slots	4.00	Continuing activity across Circles/RAKNPA, PTCs and RTCs-1,10,000 Training slots	4.00	Continuing activity across Circles/RAKNPA, PTCs and RTCs-1,10,000 Training slots	20.00	Continuing activity across RAKNPA, PTCs and RTCs-5,50,000 Training slots
5.	Outsourcing for trainers/Faculty/Housekeeping at PTCs (Head-3201.02.003.02.02.28/2552.00.806.02.02.28)	3.30		3.30		4.00		4.00		4.00		16.00	Professional Management of Training Facilities.
6.	Travel Expenses (Domestic & Foreign) (Head-3201.02.003.02.01.11/3201.02.003.02.02.11/2552.00.806.02.02.11/3201.02.003.02.01.12)	11.80		9.50		8.00		8.00		8.00		45.30	Travel expenses for all employees of DoP for training activity
7.	Maintenance & Minor works (PTCs) (3201.02.003.02.04.27/2552.00.806.02.04.27)	2.50		2.40		2.00		2.52		2.00		11.42	Maintenance of PTCs building and minor works
8.	<b>GRAND TOTAL</b>	<b>50.13</b>		<b>46.05</b>		<b>37.22</b>		<b>39.10</b>		<b>30.00</b>		<b>202.50</b>	

Source : Annexure 2 of ToR

**Table 4.6 Proposed Projections for HRM Scheme of the HRM Division, DoP for the period 2020-21 to 2024-25  
(Amount in Rs. Crore)**

S.N.	Plan scheme /Activity	2020-21		2021-22		2022-23		2023-24		2024-25		Total outlay	Total Targets
		Funds	Targets	Funds	Targets	Funds	Targets	Funds	Targets	Funds	Targets		
1.	Revision of STPs/ Training in other Institutes/ Training in other Institutes for IPoS Officers of various level / e-Learning (Head-3201.02.003.02.01.28)	3.20	Revision of STPs/Training in other Institutes/ Training in other Institutes for IPoS Officers of various level /e-Learning / 55 officers	5.00	Revision of STPs/Training in other Institutes/ Training in other Institutes for IPoS Officers of various level /e-Learning / 55 officers	4.00	Revision of STPs/Training in other Institutes/ Training in other Institutes for IPoS Officers of various level /e-Learning / 55 officers	4.00	Revision of STPs/Training in other Institutes/ Training in other Institutes for IPoS Officers of various level /e-Learning / 55 officers	4.00	Revision of STPs/Training in other Institutes/ Training in other Institutes for IPoS Officers of various level /e-Learning / 55 officers	20.20	Revision of STPs/Training in other Institutes/ Training in other Institutes for IPoS Officers of various level /e-Learning 275 officers trained
2.	Upgrade & expansion of training facilities in training centres / Setting up 2 new RTCs (@average cost of Rs.2 crore per RTC on the base of estimate 2018-19) / Upgradation of 200 existing WTCs/new WTC (@ average Rs. 0.0065 crore/node, based on 2016-17 cost) (Head-3201.02.003.02.04.13 /2552.00.806.02.04.13)	8.73	Upgrade of facilities in PTCs and RAKNPA/2 RTC/50 WTCs upgradation	7.92	Upgrade of facilities in PTCs and RAKNPA/1 RTC/45WTCs upgradation	7.2	Upgrade of facilities in PTCs and RAKNPA/45 WTCs upgradation	7.2	Upgrade of facilities in PTCs and RAKNPA/45 WTCs upgradation	7.2	Upgrade of facilities in PTCs and RAKNPA/45 WTCs upgradation	38.25	Upgrade of facilities in PTCs and RAKNPA/Setting up 2 RTC/230 WTCs upgradation
3.	Setting up new PTCs and other building projects (Head-5201.00.003.02.00.53/4552.00.22.02.00.53)	7	Ladies hostel at PTC Mysuru, Ladies hostel at PTC Madurai and PTC Kolkata	4	Staff Qtrs at PTC Mysore, Hostel Block/Auditorium at PTC Guwahati	5	Continuing construction of building projects	2	Setting up a PTC in J & K	2.35	Commence International Standard Hostel at RAKNPA Subject to Municipal approval/Sports complex at RAKNPA, Auditorium at RAKNPA projects	20.35	Ladies Hostel at PTC Mysore, Ladies Hostel at PTC Madurai, PTC Kolkata, Staff Qtrs at PTC Mysore, Hostel Block/Auditorium at PTC Guwahati/Setting up a PTC in J & K, International Standard Hostel, Sports Complex and Auditorium at RAKNPA at a total cost for construction Rs. 20.35 Cr. (estimated)

S.N.	Plan scheme /Activity	2020-21		2021-22		2022-23		2023-24		2024-25		Total outlay	Total Targets
		Funds	Targets	Funds	Targets	Funds	Targets	Funds	Targets	Funds	Targets		
4.	Training Delivery (3201.02.003.02.2.13/2552.00.80 6.02.01.13)	4.00	Continuing activity across Circles/RAKNPA, PTCs and RTCs- 1,00,000 Training slots	3.00	Continuing activity across Circles/RAKNPA , PTCs and RTCs-1,10,000 Training slots	3.00	Continuing activity across Circles/RAKNPA , PTCs and RTCs-1,10,000 Training slots	3.00	Continuing activity across Circles/RAKNPA , PTCs and RTCs-1,10,000 Training slots	3.00	Continuing activity across Circles/RAKNPA , PTCs and RTCs-1,10,000 Training slots	16.00	Continuing activity across RAKNPA, PTCs and RTCs- 5,40,000 Training slots
5.	Outsourcing for trainers/Faculty/Housekee ping at PTCs (Head- 3201.02.003.02.02.28/2552.00.8 06.02.02.28)	4.00		3.00		3.00		3.00		3.00		16.00	Professional Management of Training Facilities.
6.	Travel Expenses (Domestic & Foreign) (Head-3201.02.003.02.01.11/ 3201.02.003.02.02.11/ 2552.00.806.02.02.11/ 3201.02.003.02.01.12)	11.00		10.00		9.00		9.00		9.00		48.00	Travel expenses for all employees of DoP for training activity
7.	Maintenance & Minor works (PTCs) (3201.02.003.02.04.27/2552.00.8 06.02.04.27)	2.00		2.50		2.50		2.50		2.50		12.00	Maintenance of PTCs building and minor works
8.	<b>GRAND TOTAL</b>	<b>39.93</b>		<b>35.42</b>		<b>33.70</b>		<b>30.70</b>		<b>31.05</b>		<b>170.80</b>	

## 5 OBSERVATIONS & RECOMMENDATIONS

The observations made during the study are as under:

1. The availability of infrastructure was assessed in the light of physical target set and achieved during the year 2015-19 on 'in-service/mid-career training programmes', 'IT modernization/refresher training & IPPB', CSI training, FSI training, RSI training, Capacity building and Induction programme for the different postal cadres. The total institutional target and its total achievement for the four years 2015-19, show a deficit of 31%. Total target of mid-career training and IT Modernization/Refresher training & IPPB for the junior and middle cadre of postal staff organised by WTCs at Circle level during the four years 2015-19 was 68,400 against which the achievement was 5,16,973 with surplus of 656% i.e. 4,48,573 additional staff was trained. As such the availability of infrastructure to impart training for 4.5 lakh employees to realise 'Training for All' looks achievable. Additional resources are required to be put-in so that such gaps are plugged-in.
2. Taking into account the total training infrastructure requirement, construction of building projects and up-gradation of 200 WTCs are essentially required and justified because it has to ensure the capabilities of 2.5 lakh GDs to automate the rural network. The network/integration of 1.30 lakh branch Post Offices under IT modernization project is envisioned. The RAKNPA, PTCs, RTC and WTCs are catering to specific kind of trainings which cannot be merged. To cater to 4.5 lakh employees the findings of the study do not suggest either for merger or closure or rationalising the training institutes. Based on 12WTCs covered across six zones, inform that more training are to be imparted to cover the uncovered postal staff, particularly on *Megashikshak*, ICT and End to End IT Modernisation projects. The core banking solutions and integrated software for postal operation are required to be effectively executed so that the Department can deliver the services effectively. Of the 192 trainees, 71% responded to the accommodation facility as excellent & good. 16% of them responded as satisfactory, 11% responded as either not available or not required. Very few (2%) said that the hostel facilities available to them were not

satisfactory. Substantial (65%) trainees responded food facility to be excellent and good. 18% trainees found it to be satisfactory. 14% responded on food facility as neither applicable nor available. 3% trainees found the food quality to be deplorable. 65% men trainees responded to the hostel facility as excellent and good, particularly the quality of food. 18% women trainees found accommodation as satisfactory while 15% found food facility as satisfactory. Deplorable accommodation and food facility were responded by only 3% women trainees. Overall, the existing training infrastructure has been found commendable barring few respondents with negative remarks. The video conference systems/wall at all training institutions can be connected to provide simultaneous quality training to all the trainees. As such, the training infrastructure requires to be expanded and updated attracting more number of trainees.

3. The new institutional arrangements for providing innovative restructured bodies at Circles/Divisional which are flexible to achieve the targets for conducting training to all employees of DoP was found to be a doable idea in the short run. In the longer run, DoP conducted training would be more beneficial for the DoP staff, as the course contents and training ecosystem are more attuned with Postal culture. The training should be provided in the circle or division in a way that can be easily understandable by the trainees.
4. The training programmes conducted by DoP appears to be usually single theme-based. On the contrary, the programme should be customised taking into account the operations and departmental products. The trainings conducted at WTCs were mostly skill-based and not necessarily associated with products. It was observed during the visits to 12 WTCs, 5 PTCs, 1 RTC and RAKNPA. Though such designs of training provide rigours information to the trainees, the exclusion of postal products make the output of training marginally valued. The convergence of programmes and operations undertaken by Department and its products would be sustainable to the extent that trainings are imparted by Department Personnel at Departmental Training Centres.
5. The number of training centres at regional level and above is limited. For example there exists one national training centre, six PTC, 3 RTC and 452

WTCs to cater to 4.5 lakh DoP staff, the existing higher level establishments were found insufficient and WTCs were found in need of up-gradation. To establish integration between CSI and CBS, training environment with new methodology is required to be encouraged. The new methodology would be extended to dealing with all required subjects in the working of the post offices. This also requires the SOLs to be shared among WTCs, PTCs, RTCs under the EOD activity. In the new methodology separate SOL ids are needed for each lab. Training simulations are not the once as it's therein field, hence less value addition for training function has been reported. Finacle and McCamish are required to be opened at once to promote ease of doing business across the post offices. Absence of its integrated login has been recognised with the existing training methodology. Furthermore, portals like agent portal, customer portal and mobile banking were not the part of training contents. This needs to be incorporated through new methodology. The new methodology to be integrated with the training programmes conducted by PTC may include:

- (i) Audio-visual based learning,
- (ii) A parallel telecast of quality lectures on wall screens,
- (iii) Participant oriented learning models,
- (iv) Cloud-based application and online learning, and
- (v) Participatory approach in learning with a focus on hands-on

6. Gender related issues for the training to women employees and capacity building is one of the significant components that the study has covered. From the sample size of 192 trainees, less than one third was female and remaining more than two-third, male. This appears to be under representation of female trainees in the ongoing training programmes of the Department of Posts. Though the Department itself had only 32,514 (18%) female employees as of 31<sup>st</sup> March 2018. 18% of women trainees found accommodation as satisfactory and 15% of them, found food facility as satisfactory. Deplorable accommodation and food facilities were responded by only 3% of women trainees. Out of the total women trainees' respondents, 57% rated the training as excellent, followed by 38% as good and 5%, satisfactory. Overall majority of the

beneficiary women found the training program effective. Side by side the infrastructure facility was also rated well by the women respondents. However, the problem of lactating mother rooms and ladies' toilets were found to be made more hygienic and women-friendly.

7. The training programmes conducted during 2017-18 and 2019-20 was relevant and effective because the trained post staff had delivered services more effectively, as the feedback of frontline staff, supervisory level staff and users indicated in 3.11 (b & c) and 3.13 of the report. Enhancement of confidence, soft skills and efficiency of staff as a collective outcome of training programme was assessed on the rating scale of 1-5. (1 for "No improvement" to 5 for "Substantial improvement"). Reduction of stress level as a functional attribute of the training programme was assessed on the rating scale of 1-5 (1 for "No reduction in stress" to 5 for "Substantial reduction in stress"). The mean value 3.7, of the functional attributes of trainees, is little above the average of rating scale i.e. 2.5, which unfolds opportunities to enhance the training programme so that it reaches out effectively on the satisfaction index of trainees. It is worth mentioning that the 'confidence' and 'efficiency' components of trainees have scored relatively higher as compared to 'soft skills' and 'stress level'. As such, the training programmes conducted during 2017-18 to 2019-20 plan made the trainees capable of improving upon their previous performances by acquiring effective knowledge-base and skill-set. The HRM scheme intends to develop confidence level, smart planning, effective execution and initiative through human resource development to improve the overall working of post offices. This is evident from the Composite Index for attitudinal measurement of Stakeholders (trainers, trainees and users) developed in 3.13 (Table 3.45) of the report. 'Number of specific initiatives taken' scored across the stakeholders at 4.7 which is astoundingly high. The 'execution' scored the mean value of 4.4, 'confidence' scored 4.2, and finally 'planning', scored 3.9 which is the lowest amongst the four components.
8. It was observed that construction component of the international standard hostel at RAKNPA, ladies hostel at PTC Mysore, additional Hostel block/auditorium at PTC Guwahati Staff Quarters at PTC Mysore, Ladies Hostel

at PTC Madurai, Sports complex and Auditorium at RAKNPA, Setting-up of PTC at Kolkota and J& K Circle require Rs. 44.48 crore. These constructions were found essential to set-up infrastructure for training and capacity building. It would further lay down the assets and infrastructure for the DoP.

9. The demographic changes are driving employers need to engage for work. to help guide organisations a set of human principles for the social enterprise are as under: **(i) Purpose and meaning of training** : Giving organizations and individuals a sense of purpose at work; moving beyond profit to a focus on doing good things for individuals, customers, and society ; **(ii) Ethics and fairness** : Using data, technology, and systems in an ethical, fair, and trusted way; creating jobs and roles to train systems and monitor decisions to make sure they are fair ; **(iii) Growth and Passion** : Designing jobs, work, and organizational missions to nurture passion and a sense of personal growth; affording people the opportunity to create and add their own personal touch ; **(iv) Collaboration and personal relationships** : Building and developing teams, focusing on personal relationships, and moving beyond digital to build human connections at work ; **(v) Transparency and openness** : Sharing information openly, discussing challenges and mistakes, and leading and managing with a growth mindset<sup>2</sup>. These five principles frame the human focus for the social enterprise and serve as benchmarks against which we can measure any action or business decision that could potentially affect people. It is precisely because we live in a world of amazing technology; it is and always will be human potential that moves an organisation forward. Keeping this in view the case of the Ministry of Environment Forest and Climate Change (MoEF&CC) has been considered from the public organisation and Tata Consultancy Services (TCS) from the private organisation. The training programme conducted for the human resource of MoEF&CC begins with identification of contents to be covered under a training programme. Apart from giving special focus on organisation related knowledge and skills, the ministry

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<sup>2</sup><https://www2.deloitte.com/content/dam/Deloitte/cz/Documents/human-capital/cz-hc-trends-reinvent-with-human-focus.pdf>  
accessed on 24/02/2020 at 4.53pm

focuses on those subjects which make the trainees capable of handling jobs other than the ministry in order to dismiss inter-ministerial shortcomings. The customised trainings for the ministry consider both quantitative and qualitative feedback. The feedback component may be considered by DoP to improve the effectiveness of training programmes. The TCS conducts ILP (Initial Learning Phase) for its incumbents of three months with bi-weekly tests on programming and final exam. On joining the staff is allocated a PLATFORM/group. Apart from learning skill-sets, the focus is also given on life skills in order to ensure proper corporate grooming of the staff. The DoP can replicate both feedback and additional inclusion of life-skills to make the training programmes interesting, productive, effective and useful.

10. The training needs of the various cadres of DoP staff require a comprehensive Training Need Assessment (TNA) in light of the Megashikshak and ICT platform. However, for the GDS and frontline staff, skill-based training is an identified area. For the middle-level staff, best practices in organizational management for the three-day duration are suggested. For senior-level DoP executives, themes like leadership, accrual accounting, supply chain management and organizational management should be considered.
11. The meta-analysis suggests that the trainings were addressing cross-cutting themes like gender equality, etc. However, a limited number of women staff was found undergoing the trainings. The limited number of RCT conducted informs that the women who received training did fairly well as compared to those who did not undergo training.
12. Most of the skill-based trainings at WTCs were being conducted at the same cities where the postal staff were deputed. The information and knowledge, skills and competencies led behaviour change informed value for the money. Therefore, the trainings were cost-effective as it was marginally circumscribed with TA/DA expenses.
13. In-sourcing is a technique of hiring staff on behalf of the company and rendering tasks or functions to work internally instead of providing the work to the outside of the company. The idea of in-sourcing is unique that strengthens DoP in the long run. However, outsourcing is also a viable option. In-sourcing

requires planned arrangement of resources incurring longer duration whereas; out-sourcing caters to the needs in shorter duration. The primarily considered in-sourcing advantages are quality control, intellectual property control and, fast delivery of services. Outsourcing is a method of dispersing certain work functions to an outside vendor/party instead of having it performed by an in-house employee or department. It is considered to be time and cost-saving tactic, where the DoP can concentrate on vital functions of its products and operations by engaging external vendors. Outsourcing has been appreciated majorly, though it has some negative impacts on staff, such as loss of local jobs and affecting the local economies. Considering the uniqueness of DoP working, in-sourcing is a better choice. In fact, the products and operations of the DoP is large and delivering its services with accuracy and effectiveness require deployment of in-house staff. For the maintenance of infrastructure i.e. housekeeping like sweeping, gardening, and security etc. outsourcing may be allowed.

14. It was observed during the study that Public-Private-Partnership (PPP) in HRM would not be a viable option because there could be conflict of interest in service delivery by DoP and private partner.
15. From the trainee's responses, it is observed that 62% trainees were attending Induction training programme followed by 22% in-service training programme. Overall, 94% trainees were satisfied with the knowledge and skills being imparted to them whereas 6% beneficiaries wanted the programmes to be improved. A total of 92% trainees were satisfied with the contents and structures of the training programmes. Regarding the boarding and food facilities, most trainees were satisfied with the facilities (only 2-3% dissatisfied). All 11 officers trained in APPC Bangkok responded that the contents, designs, structures, relevance of the programmes were enriching and stimulating. Food and accommodation facilities of the APCC, Bangkok rewarded a pleasant experience. Regarding feedback on the course contents, it was deemed commendable.

16. The Scheme of HRM is meant for improving the capacity of postal staff thorough imparting training and skills which were well-acknowledged at different training outlets, namely RAKNPA, PTCs, RTC and WTCs.
17. It was observed during the study that the post offices across the six regions were attempting to switch over with the scope of the CSI which includes developing and supporting mail, finance & accounts, HR, customer interaction management solutions for all channels including the rural ICT platform, data migration, infrastructure, and Service Level Agreement (SLA).
18. The overall feedback received from trainees, trainers and ecosystem of training centres was found appreciative which shows the worth of the HRM Scheme. The trainers imparting training followed the stipulated guidelines of the DoP. The trainees found the contents of the training programme enabling their work delivery efficiently. The training centres were equipped with the required infrastructure with a limited number of nodes at WTCs.
19. The supervisory level officers, frontline staff and users were satisfied with the HRM scheme. The supervisor level officers were satisfied with the improved efficiency of frontline staff and the service delivery by post offices were remarkably acknowledged by users. The post office after the training personnel had attracted increased foot-falls.
20. The infrastructure facilities available with the training centres were average leaving room for improvement. The contents of the training and tool-kit were found inextricably intermingled with each other that shows a moving sign of training conduction.
21. The buildings of HOs and SOs were found satisfactory except for basic sanitation and hygiene whereas BOs conditions required substantial improvement in its quality, size and accessibility.
22. The internet connectivity which is a prerequisite to ICT integration was not seamless. There existed periodic interruptions in the connectivity and speed.
23. The idea to dissociate trainers after the age of 52 was found inefficacious. The trainers of above 52 years of age were observed having a more robust idea of training, as compared to younger trainers.

24. Vast difference in training environment and real environment was observed like

- Portals like Agent portal, Customer portal (Retail banking, internet banking), Mobile banking are not available.
- Patches of limit and eligibility of transactions is different in two environments.
- Infosys populates data from Sanchay Post for training environment, which is very old (2015) and hence do not serves the purpose of dummy data.
- No periodic update of business rules in training environment.
- Due to improper EOD, training on post EOD functionalities can't be given like – calculation of interests for MIS, RD , SCSS.
- Report Module is not functional.
- No training environment for RICT, PMA, IPPB – Micro ATM, Desktop Operations.
- No dedicated helpdesk for training environment.
- Actual numbers of BOs are attached to SOs for training are less whereas actually at least 30 BOs should be attached to one SO in training environment so that the sufficient number of trainees can be trained.

## **5.1 Thematic Assessment**

Considering the guidelines of NITI Aayog for evaluation study, the thematic assessment has been conducted taking into account the transparency, accountability, and skill enhancement corresponding to behavioural changes in the trainees of the Department of Post. The term “transparency” provides the occasion for a thorough review, which finds (a) a shift in the object of observation from organizational outcomes to the detailed out in trainees activities; (b) a shift from staff observing the technology to technology observing staff; and (c) a split in the field, with supervisors viewing the performance and users receiving the services were considered to be attributes of transparency. The services provided by post offices

and the objective scheduled contributions made by postal staff shows that training programmes have substantially improved transparency in DoP.

To ensure Universal Service Obligation, the DoP continues to take effective steps so that its services could be accessible and affordable to all the people irrespective of profit or loss. However, different postal instruments have been started to attract customers and ensuring market visibility. As a result of that, the post offices have also entered into new areas of public concerns, which ranges from Dak seva to PLI. This is being promoted intensively through the capacity building programmes of DoP. There are more banking-related services like micro crediting which could be started primarily for postal staff on the pilot basis. Based on feedback received it may further be scaled up to potential customers.

The human resource of the DoP is its major asset, and the training and development of the staff is an instrumental investment strategy for the success of Post offices. The HRM provides systems and resources to meet the training and development needs of its staff, to fulfil organizational skill requirements, and to lift the staff's career. Effective skill enhancement of DoP human resource contributes to:

- a) Enhancing the capacity of trainees: It has enabled DoP to mobilise savings through its savings bank and Post Bank services.
- b) Wide connectivity: Capacity building of DoP staff has contributed to the networking process. It would further be strengthened through the implementation of *Megashikshak*. The platform would enable DoP to serve underserved areas.

Overall, as the skill enhancement is directly proportional to efficiency, it requires to be continued with more vigour and outreach.

The behavioural changes of trainees and trainers have been assessed considering the effect of training through the channel of confidence, soft skills, stress level and efficiency. In addition to this, the public response has also been taken into account. The findings suggest that there has been an effective change in the behavioural aspect of the trained staff of DoP.

Moreover, keeping up-to-date and enhancing professional knowledge and skills is needed for better performance of individuals and organizations. Promoting a

better understanding of professional requirements as well as sensitization to the socio-economic and political environment in which work is done, and bringing about the right attitudinal orientation.

The themes covered in the assessment report are: adequacy of infrastructure available to training staff, training infrastructure, new institutional arrangements, a new methodology to impart training, gender concerns, the significance of the training programmes conducted during 2017-18 to 2019-20, realistic nature of activities listed under para 'D', best practices under human resource management at various levels, assessment of training needs of different cadres, the impact of training information, knowledge and skills, in-sourcing versus outsourcing and public-private partnership.

It has been found during the study that infrastructure in most of the training institutions for the staff was found adequate. However, maintenance is required for which DoP may take necessary steps. Training infrastructure was available to the training institutions ranging from trainers to materials to nodes. However, the management cycle of training which incorporates Training Need Assessment (TNA), design, delivery and evaluations were conventional. The training design should contain both prescribed items and gender-related concerns. The new institutional arrangement has been recommended for giving the training of soft skills with the rider that institution to be selected to impart the training must be aware of the India Post 2012 project. The methodology being used at the Postal Academies is mostly traditional in nature, though infrastructure to impart modernized training exists there. We need to learn those skills to access the instruments already available to academies so that training can effectively be delivered.

There are nine items listed in para D of the ToR, namely construction of (1) International Hostel at RAKNPA, (2) Ladies Hostel at PTC, Mysore, (3) Additional Hostel Block at PTC, Guwahati, (4) Auditorium at PTC, Guwahati (5) Staff Quarters at PTC, Mysore, (6) Ladies Hostel at PTC, Madurai, (7) Sports Complex at RAKNPA, (8) Auditorium at RAKNPA, (9) Setting up a PTC in Kolkata and J&K Circle.

The RAKNPA is the apex training Institute of the Department of Posts recognized by the Department of Personnel and Training, GoI. It caters to higher managerial cadre officers. The number of training programme being conducted by RAKNPA should increase for full utilization of its existing and proposed infrastructure.

The infrastructure and facilities of the Institute may be used for giving training to other government departments to mobilize the funds on the one hand and make use of the facilities on the other as during the study visit it was found that there is still scope of having more training programmes and trainees. Construction of all the three infrastructure items (1) International Standard Hostel, (2) Sports Complex, and (3) Auditorium may be considered and for its full utilization, RAKNPA should explore organizing capacity building programme in soft skills and technical skills at the international and domestic platform. It is important that the building maintenance of RAKNPA, Ghaziabad should be considered on a priority basis. Ladies Hostel at PTC, Mysore and Madurai, Staff Quarters at PTC, Madurai are required to be constructed.

Additional hostel block and auditorium at the strategically located PTC, Guwahati may be constructed. The footfalls of trainees would increase once the hostel and auditorium are constructed. In the southern side of the gate, there is considerable space which can be used for the construction of the building. There is a pond in front of PTC, Guwahati which can be right-sized and be used to attract revenue through fisheries.

The setting up of PTC, Kolkata through the funds of the Department of Posts is very crucial. The spacious site is strategically located at about 30 km from Netaji Subhash Chandra Airport, Dum Dum, Kolkata. Its address is Khori Bari Bishnupur, Amtala, 24 Paragana South. The site is low-lying and waterlogged. Though the eastern boundary wall has broken, its surrounding area is well developed and the site opens to the main road. Currently, some vendors have encroached upon the eastern part of the area between the road and the property. It is recommended strongly that construction work on the land for PTC should be started without further delay.

## **5.2 Vision for the Future**

The Department of Post (DoP) has pioneered communication technology in the country for the last 150 years influencing the lives of Indian citizens beyond the task of delivering mails. Apart from postal delivery, it provides financial services ranging from Small Savings Schemes, life insurance cover under Postal Life Insurance (PLI)

and Rural Postal Life Insurance (RPLI), provision of retail services like bill collection and selling of forms up to the disbursement of wages under MGNREGA and old age pension. As the largest postal network in the world, the DoP has 1,55,531 post offices in the country. India Post visualizes itself as the customer's first choice when it comes to the products and services it provides. Since its establishment, India Post has strived to preserve the trust and support of its diverse stakeholders.

As technology advances and the modes of postal and banking services get modernized, the expectations of the public from India Post continue to evolve. The Department of Post aspires to meet these new expectations of its users when it comes to enhanced speeds, transparency and quality of service. A three-dimensional network for postal services – physical, electronic and financial is envisaged by the organization. It tries to match the industry service levels of financial and postal institutions worldwide in terms of administration, service delivery and customer satisfaction. To meet this overarching objective, India Post recognizes that its core strength lies in its institutional capacity and its people. Therefore it tries to empower its personnel to adopt sophisticated tools and techniques to cater to its customers in an enhanced and effective manner. The department conducts training programmes under the Postal Training Policy of 2012 emphasizing on “Training for All” to ensure that its employees are equipped with the leadership skills and professional competencies required to handle the ever-changing market.

Since professional competency is critical to operational delivery, the Department of Post tries to leverage the capacity of the current workforce through the up-gradation of training infrastructure, human resource management and the sustainable maintenance of its infrastructure through the PPP Model. Currently, India Post recognizes that its present training network and infrastructure is inadequate to serve its 4.5 lakh employees. Thus, it lays special emphasis on the training and capacity building of its professionals and aspires to tailor targeted programmes for the skill development of its professionals.

However, lack of management, sovereignty, customer focus, poor marketing, poor infrastructure, the gap in demand and supply of the staff, low levels of investment, inefficient operations and growing competition affect the functioning of India Post adversely as an operator. The biggest challenge faced by the Government

and India Post is the conflict between providing universal service and being a commercial organisation. That is why India Post initiated a number of commercial products to compete with courier providers. Speed Post is one of them, which captured 23% market share within a year of introduction.

However, India Post is facing increasing challenges from private players in this sector competition. One of the key reasons for this is a continued focus on the provision of universal service, which hampers India Post's ability to focus on the needs of key customers. To combat the emerging challenges, India Post should come up three kinds of visions, namely (1) Short Term (2) Medium Term; and (3) Long Term. Keeping in view the duration, an action plan with three specific durations may be prepared which can take into account the dual role of India Post as a Universal Service Provider and a commercial organisation.

### **5.3 Recommendations for the Scheme with Reasons**

In order to improve the efficacy of the HRM scheme, the recommendations are as under:

1. The HRM scheme caters to seven distinct components to ensure 'training for all', as such, the scheme is recommended to be continued.
2. The continuation of the scheme may consider the followings:
  - (a) The postal academies imparting training to the postal personnel or GDS were not up to the mark in the context of facilities for differently-abled persons (like ramps) or any women-centric facilities. It is required that such facilities are immediately placed and Action Taken Report (ATR) in this regard to be submitted to the DoP. The installation of such facilities would strengthen the confidence of women and differently-abled persons.
  - (b) The *Megashikshak* Platform is currently in sporadic use. The post office staff to access and use the platform should be given training with handholding support so that nothing to be learnt is left out.
  - (c) To ensure the quality of the training programmes, the quantitative scale of feedback needs to consider for which the feedback proforma of MOEF &CC is enclosed as Annexure 6.2. If the overall percentage of feedback is

below 75%, the training conducted needs to be redesigned and contents revisited.

- (d) Training sessions need to be made more interesting. It must take cognizance of the entry behaviour of trainees. Audio-visual media should be used as a tool to impart interesting training.
  - (e) The requirement of training on soft skills has also been expressed. It is proposed that such trainings can be outsourced to leading/reputed institutions. It is important that the institutions outsourced for training deliver the module aligned with India Post 2012 Project.
  - (f) As per the guideline/Rulings issued from Directorate, the maximum age for selection of a WCTC/DTC Instructor/Trainer is 52 years. This maximum age limit should be increased because the more experienced the trainer, the more meaningful and valuable his training.
  - (g) All the training centres should have a common portal to share the training syllabus.
3. RAKNPA takes the foreign training assignments, in addition to its mandate of conducting in-service training, EDP, MDP & ADP for Indian Postal Services officers. The number of rooms required in the existing hostel to cater to trainees is insufficient. Hence, the International Standard Hostel, Sports Complex, and Auditorium are required to be built up in order to provide quality infrastructure to the trainees.
  4. Provision for maintenance of buildings should be included under HRM Scheme.
  5. To facilitate trainees and utilize the available infrastructure optimally, the additional hostel block and Auditorium at PTC Guwahati is recommended to be constructed.
  6. Ladies Hostel and Staff Quarters at PTC Mysore may be set-up to cater to the increasing demand for women trainees and staff.
  7. To facilitate the postal staff of eastern and northeastern regions, the land available at the strategic location at Kolkata may be used in setting-up of PTC.

At the same time for newly constituted UT J & K, PTC is recommended to be set up.

8. In COVID19 pandemic outbreak, it is pertinent that training should evolve more on online platform and tools for the same needs to be developed on priority.
9. The vast difference in the training environment and the real environment needs to be addressed. These difference are in the areas of Agent portal, Customer portal, Mobile banking, Patches of limit and eligibility of transactions, Infosys populated training data based on Sanchay Post not fully serving the purpose of dummy data, Business rules in training environment need a periodic update, Training on post EOD functionalities not happening, Report Module not functional, No training environment for RICT, PMA, IPPB, Desktop Operations, No dedicated helpdesk for training environment, Number of BOs attached to SOs for training should at least be 30.
10. The Foreign training is especially recommended for officers who are in middle management category i.e. having an experience of minimum 10 years, as such training broadens the thinking process and adds to the knowledge of trainees, which leads to more novel initiatives taken by the Officer when posted on field with an independent charge.

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## 6.1 Questionnaire for Trainees

Date

**1. Name of the Training Institutions, city , state**

- a) RAKNAPA                      b) ZTC                      c) PTC                      d) RTC                      e)WTC

**2. Address of the Institution with PIN Code and Phone Number:**

**3. Name and Mobile No :**

**4. Designation (Job being handled):**

**5. Gender:**

- a) Male                                      b) Female                                      c) Transgender

**6. No. of years served to the Department of Post**

- a) Less than 5,                                      b) Less than 10                                      c)Less than 20                                      d)More than 20

**7. Type of Training received:**

- a) Induction b) In-service                                      c) Mid-career                                      d)If others, please specify

**8. Number of training attended.**

- a) 0                                      b) First                                      c) Second                                      d) Third                                      e) Fourth                                      e) Five & more than 5

**9. Reason for being selected for training:**

- a) To get exposure of working with the post office  
b) To update knowledge and skills  
c) Induction as per the service schedule  
d) If other reason, please specify.

**10. How did/do you find structure and contents of the training:**

- a) Excellent                      b) Good                                      c) Satisfactory                                      d) Deplorable

**11. How do you rate the overall conduction of the training?**

- a) Excellent                                      b) Good                                      c) Satisfactory                                      d) Deplorable

**12. Did/do you get sufficient time to interact with the fellow trainees?**

- a) Yes                                      b) Very Little                                      c) No                                      d)Not provisioned

**13. Did/do you get sufficient time to interact with the resource person?**

- a) Yes                                      b) Very Little                                      c) No                                      d) Not provisioned

**14. How would the training help you handle the job?**

**15. How was/is the accommodation facility?**

- a) Excellent                      b) Good                                      c) Satisfactory                                      d) Deplorable

- 16. How was/is the food quality provided in the training?**  
 b) Excellent                      b) Good                      c) Satisfactory                      d) Deplorable
- 17. Did you use the library?**  
 a) Yes                      b) Very Little                      c) No                      d) Not provisioned
- 18. How do the training staffs treat you?**  
 a) Like public  
 b) Like guest  
 c) Like students  
 d) Subordinate Staff
- 19. Do you come across any issue with being gender biased?**  
 a) Often                      b) Sometimes                      c) Never                      e) Never cared
- 20. Were you asked to give feedback on (i) Training course's contents, (ii) Food and accommodation facilities (iii) Resource persons (iv) Basic facilities such as sanitation and hygiene?**  
 a) Yes, on all four  
 b) Only i  
 c) i&ii  
 d) i, ii &iii  
 e) None of them
- 21. Where do you want training system to be improved?**  
 a) Improvement in Resource Person  
 b) Improvement in regular classes with exposure visits/hands-on  
 c) Improvement in accommodation facility  
 d) Improvement in Library  
 e) If any other, please specify
- 22. Did the trainer use audio visual or any other type of training methods for the sessions?**  
 a) Yes (specify method/instrument)                      b) No
- 23. Did you find the institute and hostel facilities to be disabled and women friendly?**  
 a) Yes for both  
 b) No for both  
 c) Sufficient no. of toilets for women  
 d) Partially yes for women (no. is sufficient but maintenance is not upto the mark).
- 24. Name the topic on which the training should be organized:**

## 6.2 Questionnaire for Trainers

Date

1. Name of the Trainer:
2. Name of the Institute associated with:
3. Qualifications:
4. Date of Birth:
5. Years of Experience:
6. Your present designation:
7. How many lectures do you give in a training?  
1. One            2. Two   3. Three            4. More than three
8. How do you map out entry behavior of the trainees?  
1. By defrizzing   2. By individually asking questions   3. By assuming   4. By focusing on training mandate
9. Do you use audio-visual method in training?  
1. Yes            2. No
10. Do you promote experience sharing with the participants?  
1. Yes            2. No            3. It depends            4. Not required
11. Do you also provide tool kit during the training?  
1. Yes            2. No
12. Do you give special focus on female/disable trainees?  
1. Yes            2. No
13. Are you satisfied with Training Infrastructure?  
1. Yes            2. No
14. How frequently are you asked to take more lectures than the scheduled?  
1. Always            2. Rarely            3. Not provisioned
15. Do the trainees come to you after the end of training to discuss unresolved matter?  
1. Yes            2. No.
16. How do you find training as a vocation?  
1. Good            2. Best            3. Not interested            4. Pathetic
17. How frequently are you sent to 'Training of the Trainers (ToT)'?  
1. Once in six month   2. Once in a year            3. Never            4. Any other, pl. specify



## 6.3 Questionnaire for Head of Institutions

Date

1. Name of the Institute:
2. Name of the head:
3. Have you ever got training needs assessed? a) Yes b) No c) If yes, when?
4. Number of human resource deployed in the institution (2019)?
5. Amount spent on their salary (2019).(in '000)
6. How many lecture halls are available in the Institute?
7. How many lecture halls are in use?
8. Whether accommodation facility is available? a) Yes b) No
9. How many rooms are in the hostel?
10. What's their occupancy rate(%) ?
11. What are the additional fund and infrastructural requirements?
12. For extension plan what are the initiatives?
13. Have you reviewed the Standard Training Packages to incorporate changing training requirements of the cadres being trained? a) Yes b) No
14. Have you implemented (i) online modes of training material (ii) Online submission and (iii) certification of training?  
a) only 1 (b) i and ii, (c) i, ii and iii (d) None
15. Have you integrated Training Administration Module with Megashikshak Platform? a) Yes b) No
16. Have you organized Swachh Bharat Abhiyan at your institute? a) Yes b) No
17. How often do you send your trainers for Training of Trainers (ToT)?

18. **Have you upgraded the (i) classroom (ii) hostel (iii) Laundry (iv) Mess and (v) Campus facility?**  
 a) Upgrade only I (b) Upgraded 1 and ii (c) Upgraded 1, ii and iii,  
 (d) Upgraded i, ii, iii & iv (e) Upgraded i, ii, iii,iv & v. (f) None
19. **Have you conducted whitewash and minor repair works?** (a) Yes (b) No
20. **Have you achieved physical and financial targets in the last five years?** (a) Yes (b) No  
 If no, how much was the short fall (in %) or surplus (%)?
21. **How do you take the feedback?**  
 a) Verbal (b) written (c) Both verbal and written (d) None
22. **How frequently do you incorporate the suggestions provided by trainees?**  
 a) often (b) Occasionally (c) only relevant (d) Never
23. **Have you sent trainees abroad under APPC?** (a) Yes (b) No (c) If yes, how many?
24. **Have you provisioned for video conference systems/ walls at all training institutions which is proposed to have connecting to each other to facilitate simultaneous telecast of events/eminent speakers across training institutions?**  
 a) Yes (b) No (c) Still Under The Process
25. **Do you have any PPP Model (Public Private Partnership Possibilities)/any Schemes?**  
 a) Yes (b) No
26. **Whether your institute has generated any additional revenue by conducting trainings for other than DoP?** (a) Yes (b) No (c) If yes, How much?
27. **What are the new assets created through the revenue of DoP vis a vis other than DoP? If yes, list them down.**
28. **Suggestions to improve human resource of the Department of Posts to tap more financial opportunities across the sectors.**

## 6.4 Questionnaire for Frontline Staff of POs

Date

### A. Personal Information:

- a) Name: \_\_\_\_\_ b) Mob No. \_\_\_\_\_  
c) Designation: \_\_\_\_\_

### B. Training Info:

1. How many trainings programmes (numbers) you have attended in past?
2. Did you receive any useful information? a) Yes b) No
3. Were the topics covered relevant?  
a) Fully relevant b) Somewhat relevant c) Not relevant
4. Do you find the training sessions help enhance the work efficiency? a) Yes b) No
5. Do you feel the training taken brought improvement in delivering job responsibilities? a) Yes b) No
6. Did you get the training for newly launched softwares in your department? a) Yes b) No
- 6.1 If yes, Do you make use of it in regular working? a) Yes b) No
7. Do you require more training programs on newly launched software a) Yes b) No
8. What suggestion would you like to give to improve the effectiveness of training programme/s?
9. Any suggestion about the facilities and resources provided at the training course?
10. How effective you find your communication skills after the training, interacting with customers? a. Good b. Very good c. Excellent
11. What are the major grievances of customers?  
1. Mail related 2. Deposit in Govt. Scheme related 3. Insurance related 4. If any other.
12. How do you perceive the approach of your senior/supervisor since you came from a training? 1. Very Good 2. Good 3. No change 4. Not good
13. Would you like to send your child for the post office job? a) Yes b) No

## 6.5 Questionnaire for Supervisors of POs

Date

1. City : State:
2. Name of the Post Office
3. Name:
4. Designation
5. Years served to the Department:
6. Are you aware of "The India Post 2012 Project"? a) Yes b) No
7. Have you completely implemented IT Modernization Project? a) Yes b) No
8. Whether 'segmented softwares' have been replaced by 'Core banking Softwares'? a) Yes b) No
- 8.1 If yes, what are the major breakthroughs/ achievements ?
9. Whether GDS are provided multi-functional hand hold devices? a) Yes b) No
10. How do you rate the impact of DARPAN on the revenue of the Post Office?  
a) Very effective b) Effective c) No change d) Poor
11. What is your opinion on the employee after training?  
a) Very effective b) Effective c) No change d) Poor
12. How do you rate the burden of TA/DA being paid to employing undergoing training?  
a) Acute b) Average c) Since it is govt. fund, so no comment d) After training their skill helps in overall development of post office.
13. How many staff member did you send for training in the last one year?  
a) 0 b) 1 c) 2 d) 3 e) If other, please specify the number
14. How much TA/DA was spent by staff member?
15. What are the major infrastructure facilities which you want to be built up?
16. If there is any extension plan, whether the land has been procured? a) Yes b) No
- 16.1. If yes, what is the present status of land? (Take the map with the physical features)
17. What is the present status of building development?  
a) No status b) Started off c) Started off but stopped d) Nothing has been started as of now

- 17.1. List down the reason why the work has not been started?**
- 18. No. of footfalls in the post office by day?**
- 19. Do you have separate ladies and male toilets? a) Yes b) No**
- 19.1 If yes, what is the quality of toilet sanitation? (Take a picture )**
- 20. What is the ramp facility for the differently abled?**  
a) Does not exist b) Exists and functional c) Exists but not functional d) Any other, specify
- 21. Do you have sufficient human resource to cover the customers? a) Yes b) No**
- 21.1 If no, how do you manage alternatively?**
- 22. What kind of training is required to meet the emergent needs of the Post office?**
- 23. What kind of training is required to cut down the human resource cost in the post office?**
- 24. Do you have any PPP Model (Public Private Partnership Possibilities)? a) Yes b) No**
- 25. Whether your office has earned resources other than postal work? a) Yes b) No**
- 25.1 If yes, how much in the last one year?**

## 6.6 Questionnaire for Users

Date

1. **Name: Shri / Mr / Smt / Ms**
2. **City/Post Office:**
3. **How frequently do you visit the post office?**  
a) Once in a week, b) Twice in a week c) Regularly d) As and when required
4. **What is your purpose of coming to the post office?**  
a) Banking b) Mail services c) Insurance d) If any other, please specify
5. **What other services you avail from post office?**  
a) Send Money to Foreign Country  
b) Postal Life Insurance  
c) Mutual Fund Investment  
d) ATM  
e) Small Saving Schemes  
f) Recurring Deposits  
g) Any Other
6. **How did you commute today and how much time did it take?**  
a) Two Wheeler & Time taken  
b) Four Wheeler & Time taken  
c) Public Transport & Time taken  
d) By Walking & Time taken  
e) Other & Time taken
7. **How do you find the post office staff?**  
a) Helpful b) Somewhat Helpful c) Not helpful d) Least oriented to welcome new customers
8. **Have you ever made a complaint regarding any of your grievances to the post master? a) Yes b) No**
- 8.1. **If yes, whether the grievances were redressed? a) Yes b) No**
9. **Do you have an account with Post office? a) Yes b) No**
10. **Are you aware of the present Postal Schemes?**  
a) Senior Citizen Saving Scheme  
b) Sukanya Samriddhi Accounts  
c) Public Provident Fund  
d) 5 Yr National Saving Certificate  
e) Post Office Monthly Income Scheme  
f) Kisan Vikas Patra  
g) None

## **6.7 Infrastructure Components**

**Institute**

**Date**

1. Washrooms for male and female
2. Washrooms for disabled
3. Maintenance of the washrooms
4. Training halls
5. Proper sitting arrangements in training rooms
6. Well lit and ventilated rooms
7. Special arrangements for lactating mothers or mothers with small kids
8. Ramps at entry point for disabled
9. Uniformity of ramps in the floor level of corridor and in the training room, washroom etc.
10. Lifts
11. Emergency exit plan /Fire escape staircase shown at strategic plans
12. Wheelchairs for emergency
13. Security staff
14. Fire Extinguishers/Operation being ensured
15. Basic Health Care Unit/ First aid facility
16. CCTV
17. Canteen facility
18. Water coolers with purifiers
19. AC Facility/Heaters
20. Separate Hostel facility for male and female
21. Reading rooms
22. Recreational area/indoor-outdoor games, parks, gym etc
23. Computer Lab
24. Sufficient PC's/Scanners
25. Wi Fi
26. Sufficient Printers
27. Sufficient Scanners
28. Audio visual aids for training purpose/ Projector
29. Generator facility
30. Parking
31. Own transport facility/Capacity
32. Dustbins
33. Others

## **7 PICTURES**

<b>7</b>	<b>Pictures</b>	<b>140</b>
7.1	CENTRAL NSSO ZONE	141
7.2	NORTH NSSO ZONE	144
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7.5	EAST NSSO ZONE	156
7.6	NORTHEAST NSSO ZONE	159

**PHOTOS  
AT  
THE SITE**

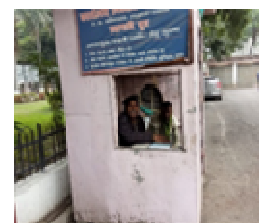
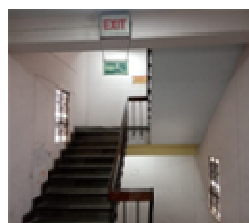
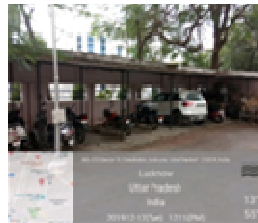
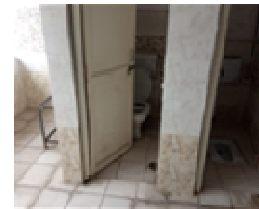
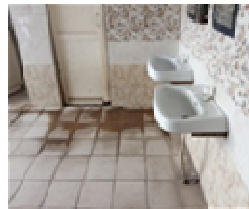
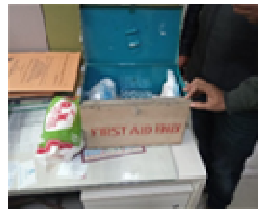
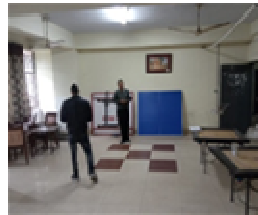
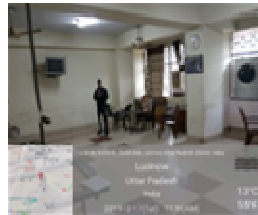
## 7.1 CENTRAL NSSO ZONE

CENTRAL  
ZONE

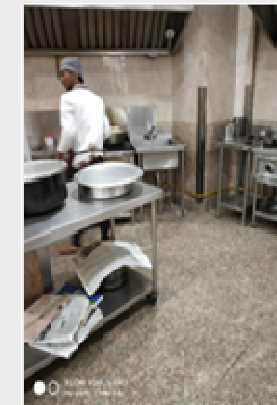
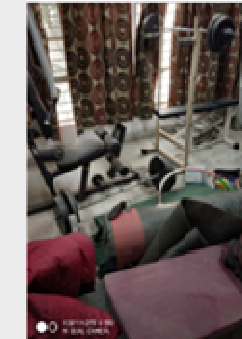
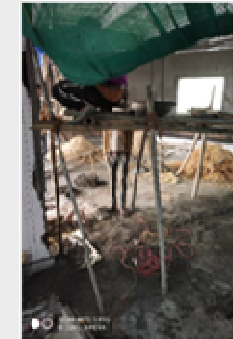
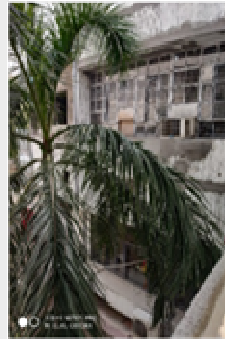
RAKNPA, Ghaziabad  
PTC, Saharanpur  
WTC, Lucknow

*RAKNPA Ghaziabad  
PTC Saharanpur  
WTC Lucknow*

## WTC Lucknow



## RAKNPA Ghaziabad





*Training session going on in lecture halls*



*Auditorium*



*Computer lab*



*Dining Hall*



*Library*



*Parks*



*Boys Hostel Wing*



*Inside Hostel*



*Sports ground*

**PTC Saharanpur**

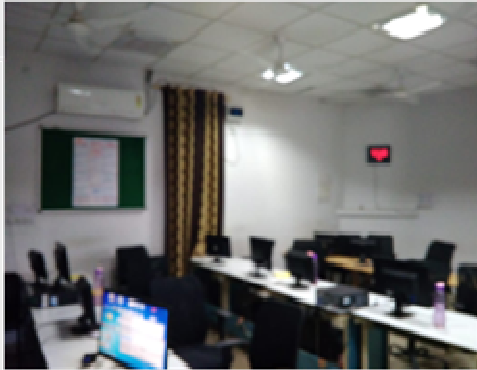
## 7.2 NORTH NSSO ZONE

NORTH  
ZONE

WTC, Ajmer  
WTC, Bhilwara

*WTC Ajmer*  
*WTC Bhilwara*

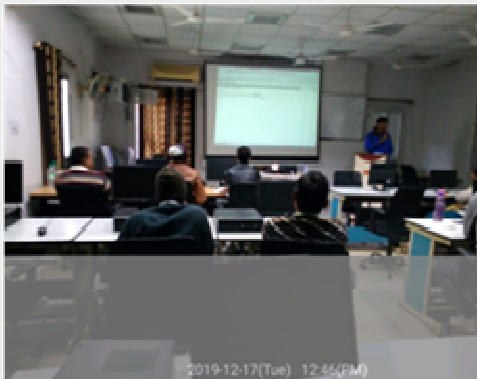
## WTC Ajmer



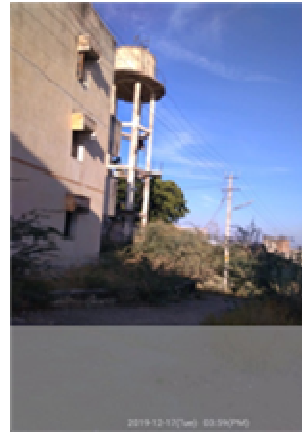
Lecture Hall for Training session



Work environment



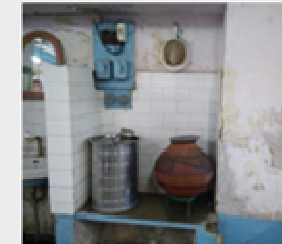
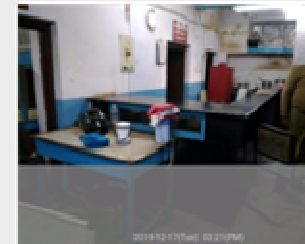
Training session in progress



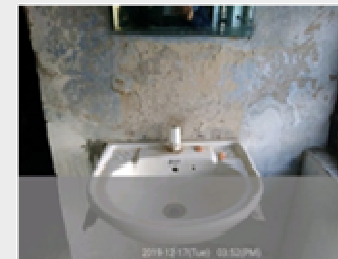
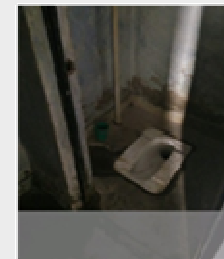
Outside Hostel  
Campus of WTC Ajmer



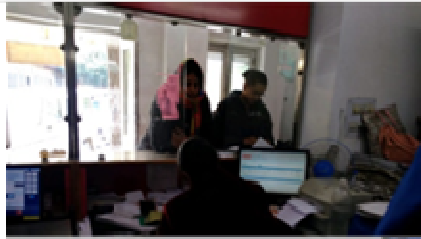
Kitchen and  
Dining area  
(Canteen  
facility)



Hostel  
rooms and  
washroom  
facilities



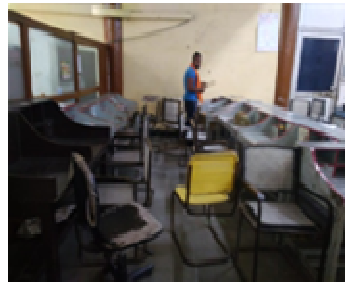
## Ajmer HPO, SPO



Staff at work: Inside Kutchery SPO, Ajmer

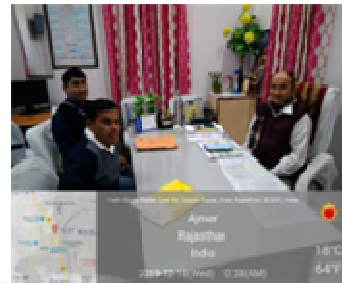


Outside Kutchery SPO, Ajmer

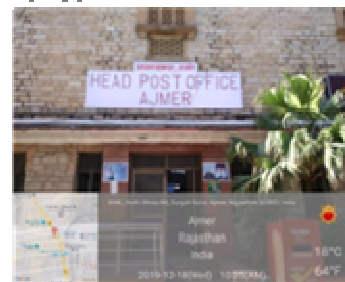


Ajmer HPO: Counters in office

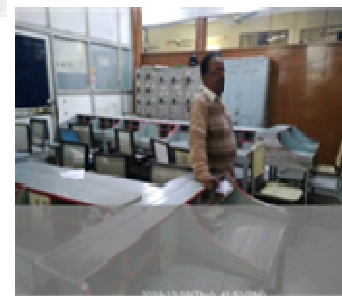
Ajmer HPO



Head Post Master's Office



Outside Ajmer HPO



Inside Ajmer HPO

## WTC Bhilwara



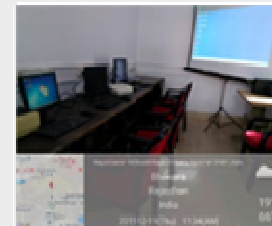
Office entrance



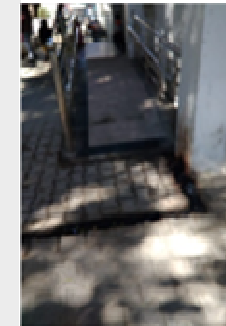
Outside WTC Bhilwara



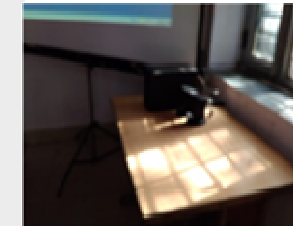
Parking facility



Computer lab



Ramp for disabled



Training in progress, using projector

### 7.3 WEST NSSO ZONE

WEST  
ZONE

PTC, Vadodara  
RTC, Nashik  
WTC, Vadodara  
WTC, Nagpur

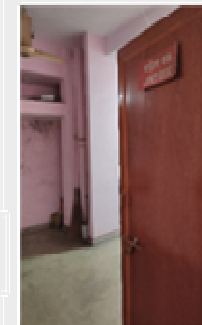
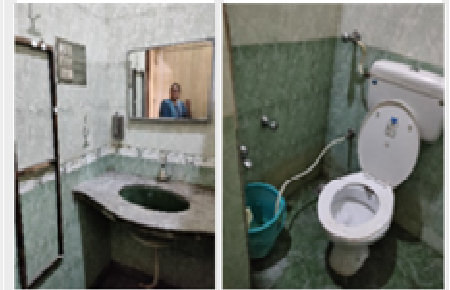
*PTC Vadodara  
RTC Nashik  
WTC Nagpur*



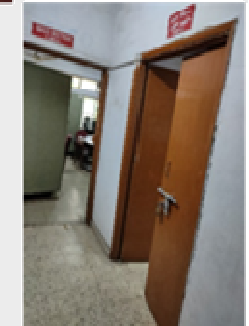
*Inside RTC Nashik, pictures depicting the work environment*



**RTC Nashik**



*Inside RTC Nashik, pictures depicting: washrooms, ladies room, laundry room*



## Utilities

In RTC Nashik



Washrooms



Inside ladies washroom

Sinks, outside toilets



Inside BPO and SPO Nashik, pictures depicting the infrastructure: washrooms, computer labs

WTC Nagpur



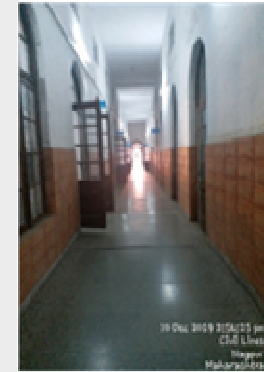
WTC Nagpur entrance



Training hall and computer lab



Outside WTC Office



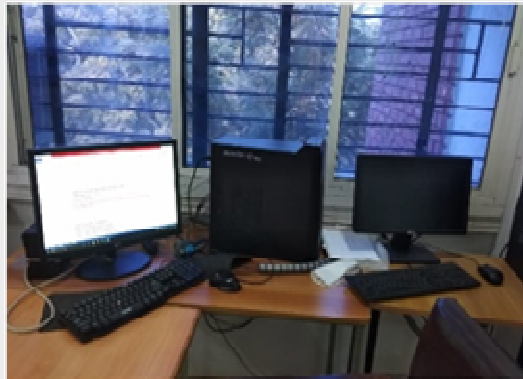
Inside WTC & seating arrangement



## PTC Vadodara



Lecture Hall



Computer lab



Training session

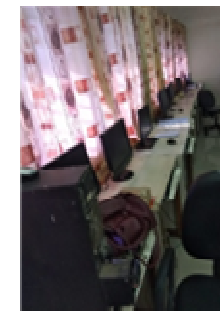


Outside Library of PTC Vadodara



Inside Library of PTC Vadodara

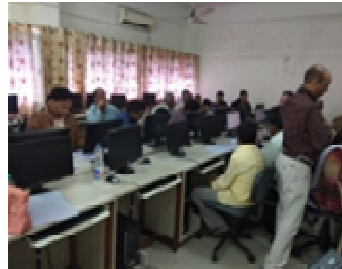
## Utilities



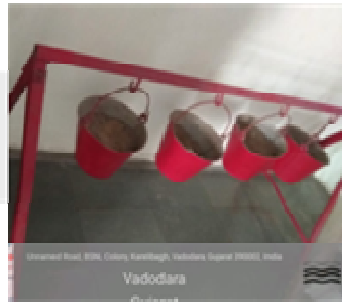


Ramp for disabled

## WTC Vadodara



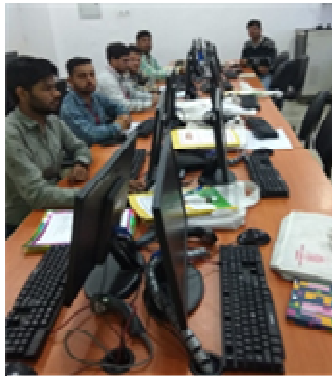
Computer training



Fire safety



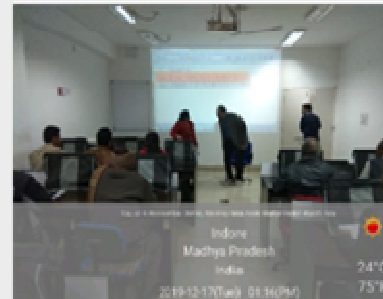
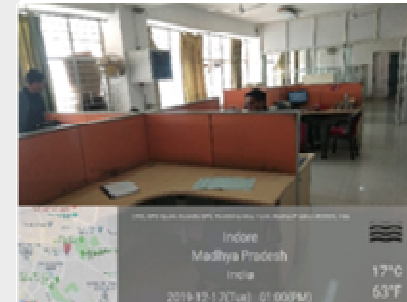
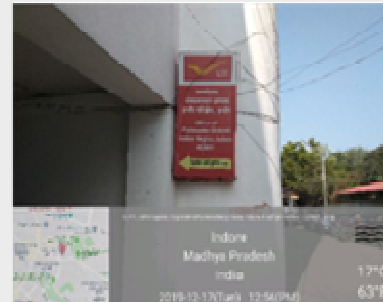
Generators



Staff at work

Inside WTC Vadodara, pictures depicting the work environment and the existing infrastructure

## WTC Indore



## 7.4 SOUTH NSSO ZONE

SOUTH  
ZONE

PTC, Mysore  
WTC, Bangalore  
WTC, Chennai

*PTC Mysore  
WTC Bangalore  
WTC Chennai*



19 Dec 2019 1:38:55 pm  
Postal Training Centre  
Mysuru  
Karnataka

**Training Halls**



19 Dec 2019 1:48:30 pm  
Postal Training Centre  
Mysuru  
Karnataka

**Computer labs**



19 Dec 2019 1:55:21 pm  
Postal Training Centre  
Mysuru  
Karnataka



19 Dec 2019 1:47:11 pm  
Postal Training Centre  
Mysuru  
Karnataka

**Entrance**

**PTC Mysore**



19 Dec 2019 1:54:53 pm  
Postal Training Centre  
Mysuru  
Karnataka

**Courtyard**



19 Dec 2019 1:56:55 pm  
Postal Training Centre  
Mysuru  
Karnataka

**Clinic**



19 Dec 2019 2:02:53 pm  
T. Narasipura Road  
Karnajji Layout  
Mysuru  
Karnataka

**Utilities in PTC Mysore**

**Auditorium**



19 Dec 2019 2:00:28 pm

**Library**



Hostel Kitchen



Staff at work, in kitchen



Dining hall



Boys washroom

### Hostel facilities in PTC Mysore

Laundry



Hostel room



Gym



Music room

### Postal Museum



Antiques in display

### PTC Mysore (Hostel facilities)

## WTC Bangalore



WTC Bangalore entrance



Training in progress



Training in progress



Outside office

## WTC Chennai



Training Hall



WTC entrance



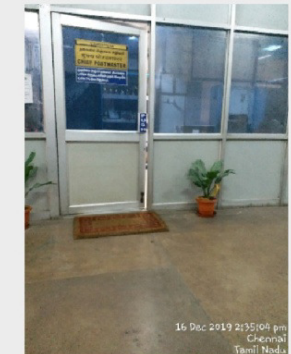
Chennai SPO



Customer dealing, Tambaram  
BPO, Chennai



Chennai HPO



Chief Postmaster's  
cabin, Chennai HPO

## 7.5 EAST NSSO ZONE

EAST  
ZONE

PTC, Darbhanga

WTC, Patna

WTC, Begusarai Patna

*PTC Darbhanga*

*WTC Patna*

*WTC B. Patna*

## PTC Darbhanga



Training sessions going on in classrooms



## Hostel and other utilities



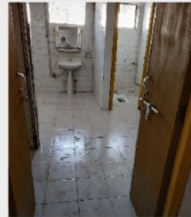
Hostel campus at PTC Darbhanga



Courtyard, Hostel Campus



Swimming pool not in use



Good washrooms in hostel, PTC Darbhanga

## WTC Patna



With all the officials, WTC Patna



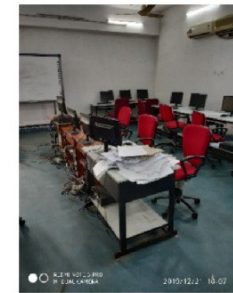
Outside office, WTC Patna



Workstations in WTC Patna

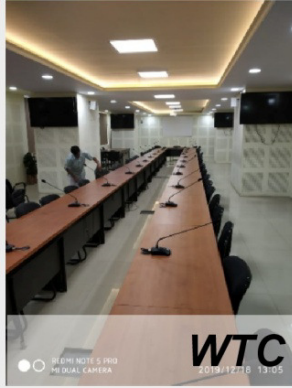


MIS Room and Computer Lab in WTC Patna





Computer lab cum lecture hall



**WTC Kolkata**

Inside WTC Calcutta, pictures depicting the infrastructure



Canteen



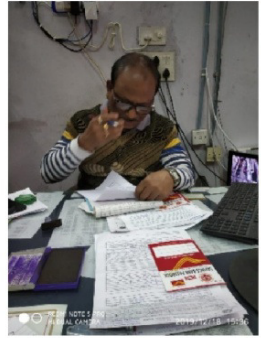
Store



Ladies cloak room



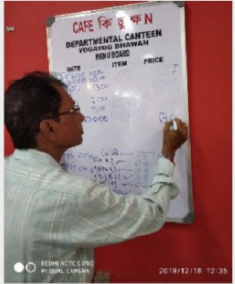
**Arjunpur BPO, Kolkata**  
Computer lab



Staff at work



Wash rooms



Boundary wall



## 7.6 NORTHEAST NSSO ZONE

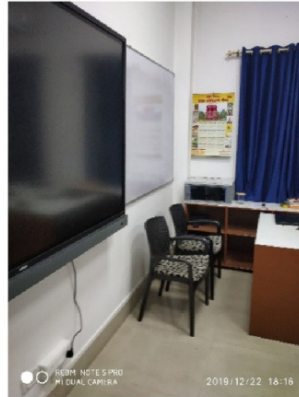
NORTH  
EAST  
ZONE

PTC, Guwahati  
WTC, Agartala

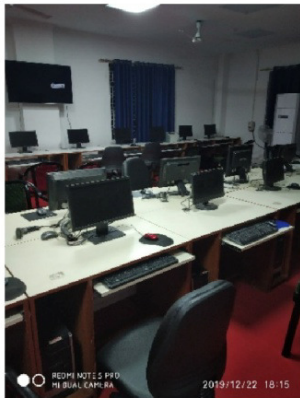
*PTC Guwahati  
WTC Agartala*

# PTC Guwahati

## Amenities



*Kitchen,  
Dining Hall,  
PTC  
Guwahati*



*Hostel rooms  
and  
washrooms,  
PTC  
Guwahati*

## Other Amenities



TV Room



TT/Recreation Room



Doctor in-campus

Gym



Laundry Room



## WTC Agartala



Outside WTC Agartala Campus



Computer lab



Washrooms



Head of WTC Agartala



WTC Agartala Building



Generators