

PN-ACD-168  
98639

**HRD Internal Training  
Program Procedures for the  
The Stock Exchange, Mumbai (BSE)**

**Financial Institutions Reform and  
Expansion (FIRE) Project**

**June 1998**

**Financial Institutions Reform and Expansion (FIRE) Project  
US Agency for International Development (USAID/India)  
Contract #386-0531-C-00-5010-00  
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**Price Waterhouse LLP  
1616 North Fort Myer Drive  
Arlington, VA 22209  
Tel (703) 741-1000  
Fax (703) 741-1616}**

A

*Price Waterhouse LLP*



June 12, 1998

Mr C B Bhavé  
Managing Director  
National Securities Depository Limited  
Trade Towers, 4<sup>th</sup> Floor  
Kamla Mills Compound  
Senapati Bapat Marg  
Mumbai 400 025

Dear Mr Bhavé,

**Re HRD Internal Training Procedures Manual for National Securities  
Depository Limited (NSDL)**

At your request and as part of our contract with the USAID, the Price Waterhouse FIRE Project consultants, Dr Tessie San Martin and Ms Susan Hertel have completed the next part of our activity towards assisting the NSDL in developing the depository's Human Resources Department (HRD)

**Purpose of Activity**

One of PW-FIRE's recommendation in its previous report to NSDL in November 1997, under the title of "Establishment of a Continuous Training Program Within the Human Resources Department of NSDL" was for NSDL to develop a documented procedures manual for HRD's internal training program PW- FIRE offered to create such a manual for NSDL This report formally delivers the completed procedures

**Recommendations**

**A Internal Training Committee**

The NSDL needs to finalize policies on internal training programs The tools provided by the PW-FIRE consultants are a resource for the establishment of such policies



B Procedure Maintenance

NSDL should use the completed procedures to begin to implement the functions described. Adjustments to the steps initially outlined will need to be made as the HRD begins to work on defining internal training needs.

We would like to thank you and your colleagues at NSDL for the time, courtesy and cooperation extended to us during the course of this project.

Please get in touch with us at FIRE project for any clarifications or further information you may require.

Thanking you,

Sincerely yours,

**W DENNIS GRUBB**  
**PRINCIPAL CONSULTANT CAPITAL MARKETS**

**HRD Internal Training  
Program Procedures for the  
The Stock Exchange, Mumbai (BSE)**

**Price Waterhouse LLP**

**Financial Institutions Reform and Expansion  
(FIRE) Project**

**US Agency for International Development  
(USAID/India)**

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## Table of Contents

I EXECUTIVE SUMMARY	3
II BACKGROUND	4
III APPROACH	5
IV RECOMMENDATIONS	6
A Internal Training Committee	6
B Procedure Maintenance	6
V SUMMARY	7

APPENDIX A      Internal Training Program Procedures

## **I EXECUTIVE SUMMARY**

Over the last year, the Human Resources Department (HRD) at BSE has been working to strengthen the overall structure and activities of the department. One of these activities has been to initiate an internal training program. At the same time, the Price Waterhouse-FIRE project consultants, Dr. Tessie San Martin and Sue Hertel, have been working with Colonel V. M. Verma, Director of the HRD, and his staff to provide input and assistance to this process. Under this assistance, the following work was done:

- \* A report on recommendations specifically for BSE, including a training syllabus designed for the Exchange, needs assessment, and training evaluation methodologies. This report was produced in January, 1998, under the title of "Establishment of a Continuous Training Program Within the Human Resources Department of The Bombay Stock Exchange"
- \* A "Train the Trainer Workshop" held in May, 1998, to educate BSE management and other potential trainers within the organization in how to carry out training.

One other recommendation included in the above noted report was for BSE to develop a documented procedures manual for HRD's internal training program. PW-FIRE offered to create such a manual for BSE. This report formally delivers the completed procedures. The January, 1998 report to BSE was used as the basis for the procedures. Copies of the procedures may be found in Appendix A.

The documentation of the training program procedures is consistent with other procedures manuals produced by PW-FIRE using a methodology developed by Sue Hertel. The only difference is that the training procedures were developed by the consultants rather than based on interviews of staff to document functional steps.

The BSE should continue to finalize internal policies on internal training programs. Such policies should include the establishment of an Internal Training Committee. This committee would review training needs, make recommendations, and approve certain training programs. The HRD manager would implement the process, coordinate training needs assessment and interpret assessment results. All of the tools provided by PW-FIRE under this project (workshops, report on recommendations, and documented procedures) can assist in this process.

## **II BACKGROUND**

Over the last year, the Price Waterhouse-FIRE project consultants, Dr. Tessie San Martin and Sue Hertel, have been working with BSE's Human Resources Department (HRD). The primary focus has been on the training responsibilities of a typical HRD. Under this assistance, the following work was done:

- \* A report on recommendations specifically for BSE, including a training syllabus designed for the Exchange, needs assessment, and training evaluation methodologies. This was produced in January, 1998, under the title of "Establishment of a Continuous Training Program Within the Human Resources Department of Bombay Stock Exchange"
- \* A "Train the Trainer Workshop" held in May, 1998. The workshop was designed to educate BSE management and other potential trainers within the organization in how to carry out training. The objective of the workshop was to develop skills in these individuals in planning, carrying out, and evaluating internal training.

One other recommendation included in the above noted report was for BSE to develop a documented procedures manual for HRD's internal training program. PW-FIRE offered to create such a manual for BSE. This report formally delivers the completed procedures. Copies of the procedures may be found in Appendix A.

### **III APPROACH**

The HRD Internal Training Procedures Manual was developed by PW-FIRE to compliment all of the other work done with BSE in this area. The subject of each procedure was lifted from the earlier report on establishment of an internal continuous training program at BSE. The examples used in the report became some of the procedure exhibits. Other exhibits of forms, reports, etc. were developed by PW-FIRE as templates for BSE.

The procedures were documented under a methodology developed by Ms. Hertel for PW-FIRE. The style used in outlining the basic steps for each function accommodates both training of staff in the HRD functions and day-to-day operations as a reference tool. Since these procedures are new to the Exchange and most are yet to be implemented, only limited interviews of BSE's HRD management were necessary. BSE general staff did not need to be interviewed as is normally done under this methodology. The interviews with management primarily revolved around current policies and procedures at BSE in the areas of staff evaluations, recording of hours worked, and training already in place at the depository.

PW-FIRE designed and wrote the procedures to provide the HRD with a framework on which to proceed. Both hard and soft copies were provided to BSE. The soft copy will accommodate the ongoing maintenance of these procedures.

## IV RECOMMENDATIONS

### *A Internal Training Committee*

The BSE should finalize policies on internal training programs. The tools provided by the PW-FIRE consultants are a resource for the establishment of such policies.

The identification of training needs is primarily the responsibility of supervisors and senior management. The HRD manager helps to implement the process, coordinate training needs assessment and interpret assessment results. BSE should establish a corporate-wide training committee that supports the overall internal training process. This committee can also use the procedures as documented by PW-FIRE to support their efforts.

### *B Procedure Maintenance*

BSE should use the completed procedures as provided by PW-FIRE to begin to implement the functions described. Adjustments to the steps initially outlined will need to be made as the HRD begins to work on defining internal training needs. As the Exchange continues to develop and expand its policies on training, these policies must also then be incorporated into the procedures.

The templates for reports, forms, memos, etc. that have been included with the procedures as exhibits are in very basic formats. These were created by PW-FIRE to give BSE starting points on which the HRD department can now build. It may be found that new forms will be needed. It may be possible to combine other forms. The important thing here is that the HRD maintains good documentation on all training performed. This is critical in assessing training needs and evaluating training results.

*Note: Since forms may change frequently, special care should be taken to ensure that all procedure exhibits are current.*

Approval, periodic review, and maintenance of the procedures should be done by BSE. At least two levels of management should approve the procedures. All procedures should be reviewed for continued accuracy at least once a year. Updates should be made under the annual review process as well as throughout the year as needed.

## V SUMMARY

The BSE has been provided with a number of tools by PW-FIRE that should assist the Exchange in enhancing its continuous internal training program. The assistance by PW-FIRE has included

- \* A report entitled "Establishment of a Continuous Training Program Within the Human Resources Department of the Bombay Stock Exchange", published in January, 1998, that provided recommendations specifically for BSE on a training syllabus, needs assessment, and training evaluation methodologies
- \* A "Train the Trainer Workshop" held in May, 1998, to educate BSE management and other potential trainers within the organization in how to carry out training
- \* A procedures manual to support day-to-day functions for an internal training program

The procedures as written by PW-FIRE provide a framework for enhancing BSE's internal training program. Changes will continually occur within the Exchange that necessitate changes in the training program. The HRD needs to ensure that the documented procedures are maintained going forward and always reflect the current policies and procedures of the Exchange.

*Note: A soft copy of the procedures was provided to BSE by PW-FIRE which can be used to update the manual as needed.*

BSE should continue to enhance its internal training policies and programs. An Internal Training Committee should be formed that would address training needs on an ongoing basis. Committee members should represent a cross-section of the Exchange management team. The HRD manager would then carry out the internal training program as decided upon by the committee. The tools provided by PW-FIRE can support this process.

## **APPENDIX A**

### **Internal Training Program Procedures**

**THE STOCK EXCHANGE, MUMBAI (BSE)**  
**HUMAN RESOURCES DEPARTMENT**  
**INTERNAL TRAINING PROGRAM PROCEDURES**

Manual Prepared By

Price Waterhouse LLP/USAID FIRE Project

Disclaimer This publication has been prepared by Price Waterhouse LLP/FIRE Project sponsored by USAID, for private circulation. While utmost care has been taken in preparing this manual, we claim no responsibility for its completeness and accuracy.

## TABLE OF CONTENTS

<u>Title</u>	<u>Procedure No.</u>
Developing the General Internal Training Curriculum	HRT001
Developing and Conducting and Internal Training Session	HRT002
Annual Review of Internal Training Program	HRT003
Outsourcing Training	HRT004
Evaluating Training - Level 1 Evaluation Forms	HRT005
Evaluating Training - Level 1 Participant Interviews	HRT006
Evaluating Training - Level 2	HRT007
Evaluating Training - Level 3	HRT008
Evaluating Training - Level 4	HRT009
Capturing Training Time Data	HRT010



5 Develops preliminary recommendations on areas of training needed based on results of steps 1 through 4

6 Reviews recommendations with Training Committee

***Note The members of the Training Committee include a cross-section of BSE management as well as representatives of the HRD***

7 Finalizes areas of training to be developed based on results of Step 5

8 Develops course objectives for each of the training areas Refers to related procedure

9 Determines who should conduct training based on available resources

a Internal trainer

b Vendor

10 Works with internal trainer to develop appropriate courses

11 Directs preparation of tender document (Exhibit II) to be distributed to vendors and participates in selection process Refers to related procedure

12 Directs evaluation of training courses Refers to related procedure

13 Directs documentation of Training Needs Assessment form (Exhibit III) including

a Description of the process used to accomplish the training needs assessment/diagnosis

b List of learning needs that resulted from assessment (by department/division)

Training Officer

- c Description of objectives and content for each course that will be used to address identified needs
  - d Description of other methods that may be used to address identified needs, i e mentoring, self-taught courses, different recruitment approaches, etc
- 14 Proceeds as directed by HRD Manager in
- a Developing and conducting training sessions
  - b Preparing tender documents for vendors
  - c Analyzing evaluations of training
- Refers to related procedures
- 15 Assists HRD Manager in preparing documentation under Step 12
- 16 Maintains all records related to training programs for future reference

PROCEDURE NUMBER HRT001

TITLE Developing the General Internal Training Curriculum

Exhibit I  
Annual Staff Appraisal Form

(To Be Inserted by BSE)

PROCEDURE NUMBER HRT001

TITLE Developing the General Internal Training Curriculum

Exhibit II  
Tender Document

## TEMPLATE TENDER OFFER DOCUMENT (*REQUEST FOR PROPOSALS—RFP*)

### ***Background***

The Bombay Stock Exchange (BSE), a premier capital markets institution in India, believes that the key to any successful organization is the quality of its human resources. Accordingly, the BSE is making a major investment in upgrading staff skills in a broad range of areas. As part of this initiative, the BSE is seeking offers to implement training programs in the following categories (NOTE: select which ones)

- General management improvement, including
  - General interpersonal skills
  - Communication skills
  - Motivation of staff
  - Subordinate development
  - Team building/teamwork
  - Stress management
  - Introduction to supervising/managing
  - Time management
  - Delegation
- Manpower planning – including projecting staffing needs for budgeting, supporting new or changing services, and so on
- Other (?)

### ***Objectives of the training program***

These courses are part of BSE's continuing education program for managers and staff. The course(s) target *NOTE: here you need to provide details on the target audience, at the very least provide some indication of the background of the prospective trainees-- years of work experience, academic background, etc.* A total of x (number) of participants are expected to take the course.

The objective of the course(s) is(are) to develop/hone skills that will enable BSE employees to be more effective in their internal and external interactions. In particular *NOTE: here provide additional details as required about the specific objectives of the course (e.g. to hone existing skills, develop new skills, enhance general effectiveness, etc.)*

The training program/course must be delivered by (*here provide dates, be again as specific as possible*)

The courses should be designed to minimize disruptions on the normal work schedule. The programs should be no more than (x) days in length whenever possible. The BSE expects the courses to be tailored somewhat to fit the unique needs and staff requirements of the organization.

### ***Requirements of the tender offer***

Institutions and individuals interested in bidding on this work will need to submit a *technical proposal* that includes the following

- Your understanding of the course objectives and the unique needs of the audience(s) being targeted for training
  - ⇒ The reason why this topic is of relevance to this audience
  - ⇒ Expected practical applications for the results of the training program
- A draft agenda of the course, including proposed topics type of materials that will be provided and used in the program, text books, etc
- An overview of the proposed methodology for tailoring the course (including a description of the information/data sources that will be used, such as interviews with prospective participants and other stakeholders)
- The key personnel, including project administration, support staff and instructors  
The proposal should provide information on relevant past experiences and publications, emphasizing in particular experience in training other capital markets institutions
- An overview of your methodology for evaluating the course and controlling quality
- A workplan for completing the work, including the course evaluation

*Technical Proposals* should be no more than **10 pages** in length, including resumes for key personnel, trainers/instructors and support staff

Please submit one (1) original and two (2) copies of the technical proposal

**Preparation of the cost proposal** Bidders should submit a budget with estimates of what it will cost to perform the research project that is being proposed The budget should include

- Level of effort (in either person days or hours) for each personnel being proposed
- Salary (either per day or per hour) for each staff members proposed for the project
- All expected out of pocket expenses travel, per diem, photocopies, etc related to the implementation of this project

Please allocate costs to both design/tailoring and to delivery For purposes of pricing this bid assume that the course will be delivered two times in one year

This will be a fixed price contract, so that the bidder is expected to bear the risks of any cost over-runs Payment will be made upon delivery of the first course

Please submit one (1) original and two (2) copies of the cost proposal, in a separate sealed envelope

The cost and technical proposals should be submitted to the following address no later than **(provide date and time) to the following**

Name  
The Stock Exchange, Mumbai  
address etc  
Fax

PROCEDURE NUMBER HRT001

TITLE Developing the General Internal Training Curriculum

Exhibit III

**TRAINING NEEDS ASSESSMENT**

PROCEDURE NUMBER HRT001

TITLE Developing the General Internal Training Curriculum

Exhibit III

***TRAINING NEEDS ASSESSMENT***

***DATE PREPARED*** \_\_\_\_\_

<b><i>Department</i></b>	<b><i>Process(es) Used For Assessment (Interviews, tests, etc )</i></b>	<b><i>Learning Needs Identified</i></b>	<b><i>Objectives/Content For Related Course(s)</i></b>	<b><i>Other Methods To Address Need(s) (Mentoring, recruitment, self- taught course, etc )</i></b>
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***Prepared By*** \_\_\_\_\_

***Reviewed By*** \_\_\_\_\_

**THE STOCK EXCHANGE, MUMBAI (BSE)**  
**INTERNAL TRAINING PROGRAM PROCEDURE**

PROCEDURE NUMBER    HRT002

APPROVALS

TITLE            Developing and Conducting an Internal Training Session

PURPOSE        To prepare the training session syllabus, materials and other teaching aids, set up location, and present the session

- |                  |   |   |
|------------------|---|---|
| Training Officer | 1 | Receives direction from HRD Manager to develop a training session on a specific topic |
|                  | 2 | Identifies audience   |
|                  |   | a     Who will attend   |
|                  |   | b     Background/experience of attendees  |
|                  |   | c     How session should benefit them   |
|                  |   | d     Number of participants  |
|                  | 3 | Identifies management objectives for training   |
|                  |   | a     Teach new process   |
|                  |   | b     Inform staff on new/changed policy  |
|                  |   | c     Motivate staff/behavioral change  |
|                  |   | d     Develop/enhance skills  |
|                  | 4 | Researches topic through  |
|                  |   | a     Background materials  |
|                  |   | b     Reviewing leading   |

work/experts in subject

- 5 Establishes framework for presentation
  - a Syllabus/agenda
  - b Length of presentation
  - c Location
  - d Room set up
  - e Equipment needed (overhead flip chart, VCR, blackboard, etc)

- 6 Creates/arranges for materials to be distributed to attendees as appropriate prior to training session

***NOTE Such materials would be any preparation work that the attendees may need to complete***

- 7 Notifies attendees of time and location of session based on
  - a Assigned by manager
  - b Open enrollment

(Exhibits IA and B)

- 8 Presents training session
- 9 Secures course evaluation forms (Exhibit II) from attendees
- 10 Includes evaluation forms in analyses of training programs  
Refers to related procedure
- 11 Maintains database of information on training sessions
  - a Attendees
  - b Topics
  - c Length of sessions
  - d Evaluation results

12 Maintains manual records of training sessions as appropriate for future reference

a Source documents

a Course materials

b Evaluation forms

PROCEDURE NUMBER HRT002

TITLE Developing and Conducting and Internal Training Session

Exhibit IA

Notification of Training Session - Individual Assignment

DATE

TO Name of Employee, Department

FROM Human Resources Department

SUBJECT Internal Training Session

Please be advised that you have been registered for the following internal training session

Topic \_\_\_\_\_

Date \_\_\_\_\_

Time \_\_\_\_\_

Please contact (Name of HRD Training Person) at (telephone number) by (Deadline Date) to confirm your attendance at this session

PROCEDURE NUMBER HRT002

TITLE Developing and Conducting and Internal Training Session

Exhibit IB

Notification of Training Session - General Offering

DATE

TO All Staff Members

FROM Human Resources Department

SUBJECT Internal Training Session

The Human Resources Department is pleased to announce the following internal training session available to all employees

Topic \_\_\_\_\_

Date \_\_\_\_\_

Time \_\_\_\_\_

Please contact (Name of HRD Training Person) at (telephone number) by (Deadline Date) to confirm your attendance at this session Attendance is limited to (number of people), so call early to reserve your place!

26

## THE STOCK EXCHANGE, MUMBAI (BSE)

### INTERNAL TRAINING PROGRAM PROCEDURE

PROCEDURE NUMBER HRT003

#### APPROVALS

TITLE Annual Review of Internal Training Program

PURPOSE To re-assess the appropriateness of internal training program courses. This is done in collaboration with senior management to ensure that the content of courses is still valid and the training needs being addressed are still relevant to operations.

#### BACKGROUND

The training needs assessment is a continuous process. Training needs are being identified and evaluated as part of the staff appraisal process. In addition, major changes in internal company policy, or the market and regulatory structure may require that a needs assessment be conducted for specific departments or other parts of the organization.

Each year individual courses need to be checked to ensure their content continues to respond to the learning needs identified in the diagnosis. The checking process does not need to be excessively time consuming, but it does need to be systematic.

HRD Manager	1	Reviews changes to job descriptions (Exhibit I) made over the last year
	2	Determines if any organizational changes affect contents and priorities of training, including the following areas
	a	Strategic plans
	b	Technical changes
	c	Corporate policies
	d	Industry regulations

Training Officer

- 3 Reviews the various types of course evaluations (Exhibit II) for comments on relevance of content, omissions etc
- 4 Reviews cost/benefit analyses as prepared for certain courses (Exhibit III)
- 5 Develops recommendations for adjustments to training program/sessions based on Steps 1 through 3
- 6 Reviews recommendations with training committee
- 7 Makes adjustments to training program/session(s) as determined necessary
- 8 Documents annual review process (Exhibit IV) and resulting decisions for
  - a Appropriate action by Training Officer in developing/conducting sessions
  - b Future reference
- 9 Instructs Training Officer on changes to be made to
  - a Internally presented training sessions
  - b Vendor presentations
- 10 Makes changes to training sessions as presented by internal staff
- 11 Meets with vendor(s) to discuss changes needed with their programs

12 Maintains all related records for  
future reference

PROCEDURE NUMBER HRT003

TITLE Annual Review of Internal Training Program

Exhibit I  
Sample Job Description

(To Be Inserted by BSE)

PROCEDURE NUMBER HRT003

TITLE Annual Review of Internal Training Program

Exhibit II  
Course Evaluation

**SAMPLE 1 Course Evaluation**

**Course Title**  
**Course Location (City, Country)**  
**Course Dates**

**Participant Background Information**

**Name of Organization** \_\_\_\_\_  
**Department** \_\_\_\_\_  
**Position** \_\_\_\_\_  
**Number of years with organization** \_\_\_\_\_

Your answers to the following questionnaire will help us to improve this and future training programs. Thank you for taking the time to fill the questionnaire out. Answers are ranked from Strongly Disagree (1) to Strongly Agree (5)

**Course Evaluation**

**1 Presentation - Module 1 (Presentation Title)**

	1	2	3	4	5	
The presentation was informative	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presentation was relevant to my situation	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presenter was knowledgeable and effective	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard	

**2 Presentation - Module 2 (Presentation Title)**

	1	2	3	4	5	
The presentation was informative	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presentation was relevant to my situation	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presenter was knowledgeable and effective	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard	

**3 Presentation - Module 3 (Presentation Title)**

	1	2	3	4	5	
The presentation was informative	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presentation was relevant to my situation	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presenter was knowledgeable and effective	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard	

**4 Presentation - Module 4 (Presentation Title)**

	1	2	3	4	5	
The presentation was informative	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presentation was relevant to my situation	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presenter was knowledgeable and effective	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard	

**5 Presentation - Module 5 (Presentation Title)**

	1	2	3	4	5	
The presentation was informative	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presentation was relevant to my situation	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
The presenter was knowledgeable and effective	Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard	

6 *Case study - (Case Study Title)*

	1	2	3	4	5		
The case study was informative	Disagree	<input type="radio"/>	Agree				
The case study was relevant to my situation	Disagree	<input type="radio"/>	Agree				
The break-out group was productive	Disagree	<input type="radio"/>	Agree				
The break-out group facilitator was effective	Disagree	<input type="radio"/>	Agree				
The plenary session was informative	Disagree	<input type="radio"/>	Agree				
The case study methodology was useful	Disagree	<input type="radio"/>	Agree				

**Overall Course Evaluation**

	1	2	3	4	5		
1 This workshop was relevant to my current role and responsibilities	Disagree	<input type="radio"/>	Agree				
2 This workshop will help me establish priorities in terms of the tasks ahead	Disagree	<input type="radio"/>	Agree				
3 The topics were covered in sufficient depth	Disagree	<input type="radio"/>	Agree				
4 The speakers had strong presentation skills	Disagree	<input type="radio"/>	Agree				
5 The pre-course readings and background information were useful	Disagree	<input type="radio"/>	Agree				
6 I was satisfied with the conference facilities	Disagree	<input type="radio"/>	Agree				
7 The staff was responsive to my needs	Disagree	<input type="radio"/>	Agree				
8 I would recommend this course to my colleagues							

Yes  No

9 Which topics covered in the workshop were most useful to you?

---

---

---

10 Which topics covered in the workshop were least useful to you?

---

---

---

11 General Comments on Course Materials, Management, Logistics

---

---

---

PROCEDURE NUMBER HRT003

TITLE Annual Review of Internal Training Program

Exhibit III  
Cost Benefit Analysis

Sample 2

**Example 1 Learning a New Job-Related Software Package**  
**2 day training course**

	Annual Salary	Hourly Salary	Total Hours	Total Salary	w/ 30 Multiplier	Other Ben/Costs Per Unit	Number of Units	Total
<b>Costs</b>								
<b>Course Development</b>								
Course Developer	Rs 250 000	Rs 125	24	Rs 3 000	Rs 9 000			Rs 9 000
Assistant	Rs 175 000	Rs 88	16	Rs 1 400	Rs 4 200			Rs 4 200
<b>Subtotal</b>								<b>Rs 13,200</b>
<b>Course Delivery</b>								
Lead instructor	Rs 250 000	Rs 125	16	Rs 2 000	Rs 6 000			Rs 6 000
Assistant instructor	Rs 175 000	Rs 88	16	Rs 1 400	Rs 4 200			Rs 4 200
Logistics coordinator	Rs 100 000	Rs 50	24	Rs 1,200	Rs 3 600			Rs 3 600
Participants (avg salary)	Rs 175 000	Rs 88	16	Rs 1 400	Rs 4 200		15	Rs 63 000
<b>Subtotal</b>								<b>Rs 76,800</b>
<b>Evaluations</b>								
HRD Manager	Rs 350 000	Rs 175	16	Rs 2 800	Rs 8 400			Rs 8 400
Assistant	Rs 100 000	Rs 50	16	Rs 800	Rs 2 400			Rs 2 400
<b>Subtotal</b>								<b>Rs 10,800</b>
<b>Total Salary Costs (Direct and Indirect)</b>								<b>Rs 100,800</b>
<b>Other Direct Costs</b>								
Catering						Rs 200	12	Rs 2 400
Course Materials						Rs 100	12	Rs 1 200
Supplies						Rs 50	10	Rs 500
<b>Total Other Direct Costs</b>								<b>Rs 4,100</b>
<b>TOTAL COSTS</b>								<b>Rs 104,900</b>
<b>Benefits</b>								
Reduced learning time	Rs 175 000	Rs 88	32	Rs 2 800	Rs 8 400		15	Rs 126,000
Reduced correction time	Rs 175 000	Rs 88	24	Rs 2 100	Rs 6 300		15	Rs 94 500
<b>TOTAL BENEFITS</b>								<b>Rs 220,500</b>
<b>BENEFITS - COSTS</b>								<b>Rs 115,600</b>

PROCEDURE NUMBER HRT003

TITLE Annual Review of Internal Training Program

Exhibit IV

*ANNUAL REVIEW OF INTERNAL TRAINING PROGRAM*

PROCEDURE NUMBER HRT003

TITLE Annual Review of Internal Training Program

Exhibit IV

*ANNUAL REVIEW OF INTERNAL TRAINING PROGRAM*

*Date Prepared*  
*Period Reviewed*

<i>Course/Program</i>	<i>Assessment Documents Reviewed</i>	<i>Assessment Summary</i>	<i>Recommendations (Changes, delete, etc)</i>
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**THE STOCK EXCHANGE, MUMBAI (BSE)**  
**INTERNAL TRAINING PROGRAM PROCEDURE**

PROCEDURE NUMBER    HRT004

APPROVALS

TITLE            Outsourcing Training

PURPOSE        To prepare and distribute tender document, review responses, and select vendor for certain training courses

BACKGROUND

Vendors can be contracted to help design a course, deliver a course or manage the course logistics or to undertake all three phases. Outsourcing makes sense when the course required is addressing a relatively generic skills set (e.g. effective writing style, time management, stress management, etc.)

Outsourcing can also be a strategy for training in-house trainers. In this case, the initial course design is outsourced. The vendors then train the internal staff to continue giving the course in the future. This strategy makes sense when the topic requires tailoring to make it relevant to the organization, the course will be offered many times, or management believes that the delivery of the message will be more effective if delivered by in-house staff.

Outsourcing should not be considered when the topic is highly specific to the organization.

HRD Manager

- 1        Identifies outsourcing needs when developing training curriculum as one or more of the following
  - a        Design a course
  - b        Deliver a course
  - c        Manage logistics of course
  - d        Train internal staff to deliver course

Refers to related procedure

Training Officer

- 2 Consults with senior management in preparing the tender document to be sent to vendors
- 3 Directs Training Officer in the preparation of the tender document
- 4 Drafts tender document (Exhibit I), including
  - a Outline of objectives of the desired course
  - b Description of intended audience
  - c Experience required of instructor
  - d Vendor selection criteria (e.g. 60% of the score will be based on instructor experience, 40% on costs)
  - e Deadline for vendor response
- 5 Identifies potential vendors
- 6 Reviews with HRD Manager
  - a Draft of tender document
  - b List of potential vendors
- 7 Finalizes tender document as directed by HRD Manager
- 8 Distributes tender document to final list of potential vendors
- 9 Receives responses from vendors
- 10 Reviews responses based on selection criteria
- 11 Summarizes responses
  - a Based on score of each vendor
  - b Providing observations made while

		reviewing responses
	12	Forwards results of Step 11 to HRD Manager
HRD Manager	13	Reviews vendor responses and summary as received from Training Officer
	14	Makes recommendation to senior management on which vendor should be selected
	15	Negotiates contract with selected vendor
	16	Notifies Training Officer of selected vendor
Training Officer	17	Coordinates delivery of course with vendor
	18	Facilitates evaluation of the course after completion Refers to related procedure
HRD Manager	19	Reviews evaluation of course
	20	Determines if vendor will be retained based on evaluation
Training Officer	21	Maintains all pertinent records on course and vendor for future reference

PROCEDURE NUMBER HRT004

TITLE Outsourcing Training

Exhibit I  
Tender Document

## TEMPLATE TENDER OFFER DOCUMENT (*REQUEST FOR PROPOSALS—RFP*)

### ***Background***

The Bombay Stock Exchange (BSE), a premier capital markets institution in India, believes that the key to any successful organization is the quality of its human resources. Accordingly, the BSE is making a major investment in upgrading staff skills in a broad range of areas. As part of this initiative, the BSE is seeking offers to implement training programs in the following categories (NOTE: select which ones)

- General management improvement, including
  - General interpersonal skills
  - Communication skills
  - Motivation of staff
  - Subordinate development
  - Team building/teamwork
  - Stress management
  - Introduction to supervising/managing
  - Time management
  - Delegation
- Manpower planning – including projecting staffing needs for budgeting, supporting new or changing services, and so on
- Other (?)

### ***Objectives of the training program***

These courses are part of BSE's continuing education program for managers and staff. The course(s) target *NOTE: here you need to provide details on the target audience at the very least provide some indication of the background of the prospective trainees-- years of work experience, academic background, etc.* A total of \_\_\_\_\_ (number) of participants are expected to take the course.

The objective of the course(s) is(are) to develop/hone skills that will enable BSE employees to be more effective in their internal and external interactions. In particular *NOTE: here provide additional details as required about the specific objectives of the course (e.g. to hone existing skills, develop new skills, enhance general effectiveness, etc.)*

The training program/course must be delivered by *(here provide dates, be as specific as possible)*

The courses should be designed to minimize disruptions on the normal work schedule. The programs should be no more than (x) days in length whenever possible. The BSE expects the courses to be tailored somewhat to fit the unique needs and staff requirements of the organization.

### ***Requirements of the tender offer***

Institutions and individuals interested in bidding on this work will need to submit a *technical proposal* that includes the following:

- Your understanding of the course objectives and the unique needs of the audience(s) being targeted for training
  - ⇒ The reason why this topic is of relevance to this audience
  - ⇒ Expected practical applications for the results of the training program
- A draft agenda of the course, including proposed topics, type of materials that will be provided and used in the program, etxt books, etc
- An overview of the proposed methodology for tailoring the course (including a description of the information/data sources that will be used, such as intrviews with prospective participants and other stakeholders)
- The key personnel, including project administration, support staff and instructors  
The proposal should provide information on relevant past experiences and publications, emphasizing in particular experience in training other capital markets institutions
- An overview of your methodology for evaluating the course and controlling quality
- A workplan for completing the work, including the course evaluation

*Technical Proposals* should be no more than **10 pages** in length, including resumes for key personnel, trainers/instructors and support staff

Please submit one (1) original and two (2) copies of the technical proposal

**Preparation of the cost proposal** Bidders should submit a budget with estimates of what it will cost to perform the research project that is being proposed The budget should include

- Level of effort (in either person days or hours) for each personnel being proposed
- Salary (either per day or per hour) for each staff members proposed for the project
- All expected out of pocket expenses travel, per diem, photocopies, etc related to the implementation of this project

Please allocate costs to both design/tailoring and to delivery For purposes of pricing this bid assume that the course will be delivered two times in one year

This will be a fixed price contract, so that the bidder is expected to bear the risks of any cost over-runs Payment will be made upon delivery of the first course

Please submit one (1) original and two (2) copies of the cost proposal, in a separate sealed envelope

The cost and technical proposals should be submitted to the following address no later than **(provide date and time) to the following**

Name  
The Stock Exchange, Mumbai  
address etc  
Fax

**THE STOCK EXCHANGE, MUMBAI (BSE)**  
**INTERNAL TRAINING PROGRAM PROCEDURE**

PROCEDURE NUMBER    HRT005

**APPROVALS**

**TITLE**            Evaluating Training - Level 1 Evaluation Forms

**PURPOSE**        To ensure that the training curriculum of the internal training program continues to meet the needs of the participants and the organization

**BACKGROUND**

The evaluation of an organization's training program takes place at the following levels

- \*Level 1 - Measures the participants' reaction to the course and if the course met certain specific quality standards in terms of relevance of materials, instructor effectiveness, program logistical arrangements, etc
- \*Level 2 - Ascertains whether and what the participants learned from the program
- \*Level 3 - Measures behavioral change and on-the-job applications of concepts and skills taught in the course
- \*Level 4 - Measures how training contributes to business results

This procedure addresses only Level 1 evaluations    Refer to related procedures for other levels

- |                  |   |  |
|------------------|---|--|
| Training Officer | 1 | Drafts course evaluation form (Exhibit I) for each course including evaluations on |
|                  | a | Course content   |
|                  | b | Training materials   |
|                  | c | Instructor ability   |
|                  | d | Logistics  |
|                  | e | Background of participant's  |

(if appropriate/desirable)

*Note Evaluation forms may be designed having a section for each of the above areas or formatted by quantifiable data (scores of 1 through 5, "yes/no" questions, etc ) and qualitative comments that cover a cross-section of information being gathered*

- 2 Includes for course content evaluation measurement by attendees of such characteristics as
  - a Extent to which the course met its stated goals/objectives
  - b Most and least useful parts of the course
  - c Relevance for current and future jobs
  - d Length of time for and depth of materials covered
  - e Other topics that should be covered in the course
  - f Whether attendee would recommend course to colleagues
  - g Other related comments
  
- 3 Includes for training materials evaluations
  - a Appropriateness of pre-course readings
  - b Appropriateness of background materials

provided

- 4 Includes for instructor ability evaluations
  - a Ability to present information clearly and knowledgeably
  - b Ability to lead discussions and answer questions
  
- 5 Includes for evaluation of course logistics
  - a Effectiveness of existing methods for announcing courses and registering participants
  - b Appropriateness of accommodations/conference facilities provided
  - c Quality of catering
  - d Helpfulness of staff
  
- 6 Includes for background of participants as appropriate to evaluation objectives
  - a Departments where they are employed
  - b Level of experience/position
  - c Years of service with the company

*Note It is not standard procedure to ask the participants to identify themselves by name on the evaluation since this may discourage them from being truthful in their responses*

- 7 Reviews draft of course evaluation form with HRD Manager
- 8 Finalizes evaluation form based on results of Step 7
- 9 Distributes form at training session

*Note If the course is more than three days long, evaluations should be done every two days*

- 10 Collects completed forms from attendees at end of session
- 11 Tabulates ratings for each evaluation point where grades of 1 through 5 are provided (total no 1's, total no 2's, etc )
- 12 Tabulates number of affirmative and negative responses to "yes/no" questions
- 13 Summarizes responses/comments to direct questions
- 14 Prepares summary report to HRD Manager (Exhibit II) on results of Steps 11 through 13
- 15 Maintains file of course evaluations for future reference
  - a Evaluation forms
  - b Summary report

PROCEDURE NUMBER HRT005

TITLE Evaluating Training - Level 1 Evaluation Forms

Exhibit I  
Course Evaluation Form

**SAMPLE 1 Course Evaluation**

**Course Title**  
**Course Location (City, Country)**  
**Course Dates**

**Participant Background Information**

Name of Organization \_\_\_\_\_  
Department \_\_\_\_\_  
Position \_\_\_\_\_  
Number of years with organization \_\_\_\_\_

Your answers to the following questionnaire will help us to improve this and future training programs. Thank you for taking the time to fill the questionnaire out. Answers are ranked from Strongly Disagree (1) to Strongly Agree (5)

**Course Evaluation**

**1 Presentation - Module 1 (Presentation Title)**

	1	2	3	4	5
The presentation was informative	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presentation was relevant to my situation	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presenter was knowledgeable and effective	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard

**2 Presentation - Module 2 (Presentation Title)**

	1	2	3	4	5
The presentation was informative	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presentation was relevant to my situation	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presenter was knowledgeable and effective	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard

**3 Presentation - Module 3 (Presentation Title)**

	1	2	3	4	5
The presentation was informative	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presentation was relevant to my situation	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presenter was knowledgeable and effective	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard

**4 Presentation - Module 4 (Presentation Title)**

	1	2	3	4	5
The presentation was informative	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presentation was relevant to my situation	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presenter was knowledgeable and effective	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard

**5 Presentation - Module 5 (Presentation Title)**

	1	2	3	4	5
The presentation was informative	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presentation was relevant to my situation	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
The presenter was knowledgeable and effective	Disagree <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree <input type="radio"/>
Overall I would rate this session as	<input type="radio"/> Too Easy	<input type="radio"/> Just Right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Too Hard

**6 Case study - (Case Study Title)**

		1	2	3	4	5	
The case study was informative	Disagree	<input type="radio"/>	Agree				
The case study was relevant to my situation	Disagree	<input type="radio"/>	Agree				
The break-out group was productive	Disagree	<input type="radio"/>	Agree				
The break-out group facilitator was effective	Disagree	<input type="radio"/>	Agree				
The plenary session was informative	Disagree	<input type="radio"/>	Agree				
The case study methodology was useful	Disagree	<input type="radio"/>	Agree				

**Overall Course Evaluation**

		1	2	3	4	5	
<b>1 This workshop was relevant to my current role and responsibilities</b>	Disagree	<input type="radio"/>	Agree				
<b>2 This workshop will help me establish priorities in terms of the tasks ahead</b>	Disagree	<input type="radio"/>	Agree				
<b>3 The topics were covered in sufficient depth</b>	Disagree	<input type="radio"/>	Agree				
<b>4 The speakers had strong presentation skills</b>	Disagree	<input type="radio"/>	Agree				
<b>5 The pre-course readings and background information were useful</b>	Disagree	<input type="radio"/>	Agree				
<b>6 I was satisfied with the conference facilities</b>	Disagree	<input type="radio"/>	Agree				
<b>7 The staff was responsive to my needs</b>	Disagree	<input type="radio"/>	Agree				
<b>8 I would recommend this course to my colleagues</b>							

Yes  No

**9 Which topics covered in the workshop were most useful to you?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**10 Which topics covered in the workshop were least useful to you?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**11 General Comments on Course Materials, Management, Logistics**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

PROCEDURE NUMBER HR1005  
TITLE Evaluating Training - Level 1 Evaluation Forms

Exhibit II

*Course Evaluation Summary*

*Course Title*  
*Presentation Date*  
*Presented By*  
*No Of Attendees*  
*Related Department(s)*

*Ratings Tabulations*

<i>Category</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
1 Presentation Title - Informative - Relevant - Presenter Knowledge - Overall Rating					
2 Presentation Title - Informative - Relevant - Presenter Knowledge - Overall Rating					
3 Presentation Title - Informative - Relevant - Presenter Knowledge - Overall Rating					
4 Presentation Title - Informative - Relevant - Presenter Knowledge - Overall Rating					
5 Presentation Title - Informative - Relevant - Presenter Knowledge					

- Overall Rating

6 Case Study

- Informative
- Relevant
- Break-out Productive
- Break-out Facilitator
- Plenary Session Informative
- Case Study Methodology Useful

**Overall Evaluation**

- 1 Relevant to current role and responsibilities
- 2 Will help to establish priorities
- 3 Depth of topics covered
- 4 Speakers presentation skills
- 5 Pre-course readings and background information
- 6 Facilities
- 7 Staff responsive to needs
- 8 Would recommend course

Yes \_\_\_\_

No \_\_\_\_

9 Topics most useful

---

---

10 Topics least useful

---

---

11 General comments

---

---

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**THE STOCK EXCHANGE, MUMBAI (BSE)**  
**INTERNAL TRAINING PROGRAM PROCEDURE**

PROCEDURE NUMBER    HRT006

**APPROVALS**

TITLE            Evaluating Training - Level 1 Participant Interviews

PURPOSE        To ensure that the training curriculum of the internal training program meets the needs of the participants and the organization

**BACKGROUND**

The evaluation of an organization's training program takes place at the following levels

\*Level 1 - Measures the participants' reaction to the course and if the course met certain specific quality standards in terms of relevance of materials, instructor effectiveness, program logistical arrangements etc

\*Level 2 - Ascertains whether and what the participants learned from the program

\*Level 3 - Measures behavioral change and on-the-job applications of concepts and skills taught in the course

\*Level 4 - Measures how training contributes to business results

This procedure addresses only Level 1 evaluations. Refer to related procedures for other levels

*Note    To maintain confidentiality, the participant interview evaluation may be conducted by a training officer, but should not be the person who conducted the related training session. The interviewer should be someone who is familiar with the objectives of the course, the training process in general, and the methodology for conducting participant discussions*

Training Officer/Other Appropriate Person	1	Reviews course content/materials for background information
---	---	---

52

HRD Manager

- 2 Determines if interviews should be conducted
  - a With the group of participants
  - b With a sub-group of participants
  - c One-on-one with individual participants
- 3 Interviews participant(s) for detailed feedback on course
- 4 Asks participants to explain reasoning for comments as appropriate
- 5 Documents results of interviews (Exhibit I) in memo to HRD Manager
- 6 Maintains documentation in course file for future reference
- 7 Considers memo on participant interviews in course evaluation
- 8 Retains memo as part of course evaluation package for future reference

PROCEDURE NUMBER HRT006  
TITLE Evaluating Training - Level 1 Participant Interviews

Exhibit I  
Documentation Memo

DATE  
TO HRD Manager  
FROM Training Officer  
SUBJECT Evaluation of (name of training session) - Interview(s) Conducted

On (date), interview(s) with the following individual(s) was/were conducted for the purpose of course evaluation

- Group of course participants
- Sub-group of course participants
- Individual participant

A summary of the results of this/these interview(s) follows

(Training Officer should include all pertinent information from interviews as related to course evaluation, including comments and recommendations )

**THE STOCK EXCHANGE, MUMBAI (BSE)**  
**INTERNAL TRAINING PROGRAM PROCEDURE**

PROCEDURE NUMBER HRT007

APPROVALS

TITLE Evaluating Training - Level 2

PURPOSE To ensure that the training curriculum of the internal training program meets the needs of the participants and the organization

BACKGROUND

The evaluation of an organization's training program takes place at the following levels

- \*Level 1 - Measures the participants' reaction to the course and if the course met certain specific quality standards in terms of relevance of materials, instructor effectiveness, program logistical arrangements, etc
- \*Level 2 - Ascertains whether and what the participants learned from the program
- \*Level 3 - Measures behavioral change and on-the-job applications of concepts and skills taught in the course
- \*Level 4 - Measures how training contributes to business results

This procedure addresses only Level 2 evaluations Refer to related procedures for other levels

HRD Manager	1	Determines if course should be subjected to a Level 2 evaluation
-------------	---	--

*Note Level 2 evaluations are only appropriate for courses/training that focus on a very specific skills set (e.g. learning a new procedure or how to use a new software program)*

SS

Training Officer

- 2 Advises Training Officer on decision
- 3 Designs/assists in designing testing of course participants to measure effectiveness of training
  - a Pre-course test
  - b Post-course test
- Note Content of tests should be the same Improvement of test scores is an indicator of course effectiveness*
- 4 Consults with related departmental management on test content
- 5 Reviews draft of test with HRD Manager
- 6 Finalizes test based on results of Step 5
- 7 Conducts testing of participants before and after the related course
- 8 Scores both sets of tests
- 9 Compares results of Step 8
- 10 Documents/reports findings from Step 9 to HRD Manager
- 11 Maintains tests and documentation of results as part of course evaluation package for future reference

PROCEDURE NUMBER HRT007  
TITLE Evaluating Training - Level 2

Exhibit I

*Training Evaluation  
Documentation of Test Results*

Course Title  
Presentation Date

Attendee(s)	Pre-Course Test Date	Pre-Course Score(s)	Post-Course Test Date	Post-Course Score(s)	Change (+/-)
-------------	-------------------------	------------------------	--------------------------	-------------------------	-----------------

Summary Comments on Course Assessment

NOTE Scores may be reported by test section if appropriate

**THE STOCK EXCHANGE, MUMBAI (BSE)**  
**INTERNAL TRAINING PROGRAM PROCEDURE**

PROCEDURE NUMBER    HRT008

APPROVALS

TITLE            Evaluating Training - Level 3

PURPOSE        To ensure that the training curriculum of the internal training program meets the needs of the participants and the organization

BACKGROUND

The evaluation of an organization's training program takes place at the following levels

\*Level 1 - Measures the participants' reaction to the course and if the course met certain specific quality standards in terms of relevance of materials, instructor effectiveness, program logistical arrangements, etc

\*Level 2 - Ascertains whether and what the participants learned from the program

\*Level 3 - Measures behavioral change and on-the-job applications of concepts and skills taught in the course

\*Level 4 - Measures how training contributes to business results

This procedure addresses only Level 3 evaluations    Refer to related procedures for other levels

HRD Manager	1	Meets with participants and their sponsors/managers to
	a	Discuss expectations of concepts and skills that will be gained from the course
	b	How and when the skills and concepts will be applied after

the course

- 2 Documents results of Step 1 (Exhibit I)
- 3 Sends letters to participants and their sponsors/managers (Exhibit II) approximately 3-6 months after completion of course, asking
  - a How and when new concepts were applied
  - b Impact on overall performance of participant and department
- 4 Evaluates responses from Step 3
  - a Compared to course expectations found in Step 1
  - b Actual results realized (perhaps beyond expectations)
- 5 Maintains all documentation as part of course evaluation file for future reference

PROCEDURE NUMBER HRT008  
TITLE Evaluating Training - Level 3

Exhibit I

*Training Benefit Assessment*

PROCEDURE NUMBER HRT008  
TITLE Annual Review of Internal Training Program

Exhibit I

*Training Benefit Assessment*  
*Date Prepared* \_\_\_\_\_

*Course Subject Matter*  
*Anticipated Presentation Date*  
*Actual Presentation Date*

*Interviews on Course Expectations*  
Meeting  
Date                      Attendee(s)

Department(s)

Concepts/Skills  
To Be Obtained

Potential  
Applications

*Course Subject Matter*  
*Anticipated Presentation Date*  
*Actual Presentation Date*

*Results (Based on feedback from participants, sponsors, and managers solicited 3-6 months after course)*  
*Date of Results*

*Evaluation of course based on results vs expectations (Should course be changed, deleted, etc?)*

*Related costs (course presentation and employee time)*

6/22

PROCEDURE NUMBER HRT008  
TITLE Evaluating Training - Level 3

Exhibit II  
Letter to Participants on Results

DATE \_\_\_\_\_  
TO (Individually addressed to participants, sponsors, and managers)  
FROM Human Resources Department  
SUBJECT Course Evaluation - (Name of Course)

On (Date course was held) you/one of your staff members attended the above course. Prior to this attendance, expectations of results from participating in the course were identified. In the space below, please provide feedback on results from the course as compared to those expectations. (You may also attach additional pages as needed.) This feedback should include how and when new concepts were applied, the impact on your overall performance/the performance of your department, and any other information that you feel would be helpful to the HRD in evaluating the success of this course.

Thank you for your participation in this evaluation.

\*\*\*\*\*  
My feedback on the above course is as follows

Signed \_\_\_\_\_  
Participant/Sponsor/Manager  
(Circle One)

Date \_\_\_\_\_

**THE STOCK EXCHANGE, MUMBAI (BSE)**  
**INTERNAL TRAINING PROGRAM PROCEDURE**

PROCEDURE NUMBER    HRT009

**APPROVALS**

TITLE            Evaluating Training - Level 4 Cost/Benefit Assessment

PURPOSE        To ensure that the training curriculum of the internal training program meets the needs of the participants and the organization through performing a cost/benefit analysis

**BACKGROUND**

The evaluation of an organization's training program takes place at the following levels

- \*Level 1 - Measures the participants' reaction to the course and if the course met certain specific quality standards in terms of relevance of materials, instructor effectiveness, program logistical arrangements, etc
- \*Level 2 - Ascertains whether and what the participants learned from the program
- \*Level 3 - Measures behavioral change and on-the-job applications of concepts and skills taught in the course
- \*Level 4 - Measures how training contributes to business results

This procedure addresses only Level 4 evaluations    Refer to related procedures for other levels

- |             |   |   |
|-------------|---|---|
| HRD Manager | 1 | Works with senior management to   |
|             | a | Determine which training courses should be subjected to a cost/benefit analysis |
|             | b | Establish mechanisms for routinely collecting                                   |

information on key  
components of training  
program costs

- 2 Meets with appropriate department heads when developing a training course to
  - a Identify the problem to be solved through training
  - b Define the operational results to be tracked
  - c Define benefit measures such as steps to complete work, time required, who performs work, salaries

*Note See Exhibit I for possible areas to track and data collection methods*

- d Obtain pre-course data for Step 2c
- 3 Completes pre-course data section of "Training Benefit Assessment" form (Exhibit II)
- 4 Retains form from Step 3 in related course file for future reference and completion
- 5 Works with Accounting Department to determine salary multiplier to be used in calculating total salary costs

*Note The multiplier accounts for costs to the corporation such as fringe benefits and overhead that are related to staffing costs but not reflected in salaries*

- 6 Directs Training Officer in the

Training Officer

- identification of training costs
- 7 Receives direction for HRD Manager on determining out-of-pocket costs for certain training courses
  - 8 Determines the following costs for training course
    - a Rental of training rooms and equipment
    - b Catering for coffee breaks and/or meals
    - c Production and reproduction of materials
    - d Supplies such as flip chart pads, writing tablets and pens for participants, name tags, etc
    - e Hotel rooms, per diems and/or transportation to off-site locations
    - f Contract amount for outside training providers
  - 9 Obtains time spent on training from time sheets (Exhibit III) or other appropriate information database for
    - a Course developers
    - b Course attendees
  - 10 Calculates total salary costs based on formula (Exhibit IV) for
    - a Course developers
    - b Course attendees

*Note Training Officers are*

*expected to maintain the strict confidentiality of staff salaries*

- 11 Completes cost section of "Training Cost/Benefit Assessment" form (Exhibit V) using results of Steps 5 and 6

*Note Out-of-pocket costs + total salary costs = full cost*

- 12 Forwards "Training Cost/Benefit Assessment" form to HRD Manager for review and further work

HRD Manager

- 13 Reviews course cost information as provided by Training Officer for accuracy and completeness

- 14 Obtains post-course data as related to Step 2d within 3-6 months after completion of course

- 15 Completes post-course data section of "Training Benefit Assessment" form (Exhibit II) for related course

- 16 Enters resulting monetary data from Step 15 to "Training Cost/Benefit Assessment" form from Step 12

- 17 Includes final results of "Training Cost/Benefit Assessment"

a In periodic reports to senior management and department heads

b In annual evaluation of training programs Refers to related procedure

Training Officer

- 18 Maintains copies of all related cost/benefit documents in respective course file

PROCEDURE NUMBER HRT009

TITLE Evaluating Training - Level 4 Cost/Benefit Assessment

Exhibit I

**SUGGESTIONS FOR TRACKING TRAINING BENEFITS**

<b>To Measure Benefits In</b>	<b>Consider Tracking</b>
Time Savings	Call-to-close ration Amount of overtime Time to reach proficiency Supervisory time needed
Better Quantity	Size of average sale Sales volume Increased output Amount of repeat business
Better Quality	Rejection rates Amount of waste Accuracy of orders and information Number of customer complaints Number of lost customers Adherence to procedures
Personnel	Level of absenteeism, tardiness Level of turnover Number of grievances Cost of new hires

**TRACKING METHODS**

*Participant Interviews* - One-on-one interviews of participants can provide information on how they conduct their jobs, steps taken, time spent on individual tasks, etc. Attitudes towards jobs, supervisors, senior management, firm's strategies, etc. can also be determined

*Supervisor/Manager/Coach Interviews* - Broader perspectives of a specific department's performance may be obtained. These interviews can also provide information on number of

rejects, amount of waste, average length and number of customer service calls, etc

***Focus Groups*** - Discussions (“interviews”) may be held with groups of employees. The training officer acts as the facilitator. This method is useful, for example, in identifying steps of process flows.

***Targeted Surveys*** - Surveys can be distributed to training course participants before and after a course. Such surveys may ask participants for information related to performance indicators that are tied to benefit measures. Other questions will identify participants’ knowledge about a specific area and/or changes in behavior/attitude. It may be beneficial for participants to complete the surveys with their supervisor. A “control group” of employees that do not attend the course may also be requested to complete the survey. All group of responses are then compared.

***Random Surveys*** - Written questionnaires or surveys can be distributed randomly to selected groups of employees, managers, etc.

***HR Information*** - Personnel data such as absenteeism, turnover, grievances, information collected through exit interviews, etc. may be tracked from other internal records of the Human Resources Department.

PROCEDURE NUMBER HRT009

TITLE Evaluating Training - Level 4 Cost/Benefit Assessment

Exhibit II

Training Benefits Assessment Form

PROCEDURE NUMBER HRT009  
TITLE Evaluating Training - Level 4 Cost/Benefit Assessmane

Exhibit II

*Training Benefit Assessment*  
*Date Prepared* \_\_\_\_\_

*Course Subject Matter*  
*Anticipated Presentation Date*  
*Actual Presentation Date*

*Interviews on Course Expectations*

Meeting

Date

Attendee(s)

Department(s)

Concepts/Skills  
To Be Obtained

Potential  
Applications

*Course Subject Matter*  
*Anticipated Presentation Date*  
*Actual Presentation Date*

*Page 2*

*Results (Based on feedback from participants, sponsors, and managers solicited 3-6 months after course)*  
*Date of Results*

*Evaluation of course based on results vs expectations (Should course be changed, deleted, etc?)*

*Related costs (course presentation and employee time)*

2

PROCEDURE NUMBER HRT009

TITLE Evaluating Training - Level 4 Cost/Benefit Assessment

Exhibit III  
Sample Time Sheet

**SAMPLE 3 Time Sheet**

**TIME SHEET**

STAFF NAME

STAFF ID #

PERIOD ENDING

\_\_\_\_

M    D    Y

NAME OF PROJECT	PROJECT CODE	DISTRIBUTION OF HOURS BY DAY																TOTAL
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
		16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
	<b>CURRENT PERIOD HOURS</b>																	

STAFF SIGNATURE \_\_\_\_\_

SUPERVISOR APPROVAL \_\_\_\_\_

14

PROCEDURE NUMBER HRT009

TITLE Evaluating Training - Level 4 Cost/Benefit Assessment

Exhibit IV

Salary Cost Formula

PROCEDURE NUMBER HRT009

TITLE Evaluating Training - Level 4 Cost/Benefit Assessment

Exhibit V

Training Cost/Benefit Assessment Form

Sample 2

Example 1 Learning a New Job-Related Software Package  
2 day training course

	Annual Salary	Hourly Salary	Total Hours	Total Salary	w/ 30 Multiplier	Other Ben/Costs Per Unit	Number of Units	Total
<b>Costs</b>								
<b>Course Development</b>								
Course Developer	Rs 250 000	Rs 125	24	Rs 3 000	Rs 9 000			Rs 9 000
Assistant	Rs 175 000	Rs 88	16	Rs 1 400	Rs 4 200			Rs 4 200
<b>Subtotal</b>								<b>Rs 13,200</b>
<b>Course Delivery</b>								
Lead instructor	Rs 250 000	Rs 125	16	Rs 2 000	Rs 6 000			Rs 6 000
Assistant instructor	Rs 175 000	Rs 88	16	Rs 1 400	Rs 4 200			Rs 4 200
Logistics coordinator	Rs 100,000	Rs 50	24	Rs 1 200	Rs 3 600			Rs 3 600
Participants (avg salary)	Rs 175 000	Rs 88	16	Rs 1 400	Rs 4 200		15	Rs 63 000
<b>Subtotal</b>								<b>Rs 76,800</b>
<b>Evaluations</b>								
HRD Manager	Rs 350 000	Rs 175	16	Rs 2 800	Rs 8 400			Rs 8 400
Assistant	Rs 100 000	Rs 50	16	Rs 800	Rs 2 400			Rs 2 400
<b>Subtotal</b>								<b>Rs 10,800</b>
<b>Total Salary Costs (Direct and Indirect)</b>								<b>Rs 100,800</b>
<b>Other Direct Costs</b>								
Catering						Rs 200	12	Rs 2 400
Course Materials						Rs 100	12	Rs 1 200
Supplies						Rs 50	10	Rs 500
<b>Total Other Direct Costs</b>								<b>Rs 4,100</b>
<b>TOTAL COSTS</b>								<b>Rs 104,900</b>
<b>Benefits</b>								
Reduced learning time	Rs 175 000	Rs 88	32	Rs 2 800	Rs 8 400		15	Rs 126 000
Reduced correction time	Rs 175 000	Rs 88	24	Rs 2 100	Rs 6 300		15	Rs 94 500
<b>TOTAL BENEFITS</b>								<b>Rs 220 500</b>
<b>BENEFITS - COSTS</b>								<b>Rs 115,600</b>

**THE STOCK EXCHANGE, MUMBAI (BSE)**  
**INTERNAL TRAINING PROGRAM PROCEDURE**

PROCEDURE NUMBER    HRT0010

APPROVALS

TITLE            Capturing Training Time Data

PURPOSE        To record the time expended by both training developers and participants for use in cost/benefit analyses

*Note The following procedure refers to the use of a time sheet to facilitate the collection of this data This is the easiest, most efficient way to accomplish this task as employees must record time worked anyway The data can be entered to a central database from the time sheet The database then calculates salary and reports how work hours were spent based on codes used, including those hours and the related salary cost allocated to training*

*If the system described above and used within this procedure is not used, then the data may need to be captured and salary costs calculated using manual logs and calculations*

- |             |   |   |
|-------------|---|---|
| HRD Manager | 1 | Develops project code(s) for internal training courses  |
|             |   | <i>Note Separate codes may be desired to track different aspects of internal training See Step 2 An indicator within the codes for each course can then be used to summarize all training, i.e a prefix that denotes training followed by the course number</i> |
|             | 2 | Notifies department heads and training staff of training code to be used on time sheets (Exhibit I) for time spent  |

- a Developing internal training programs/courses
- b Attending internal training
- c Assessing training

Exhibit II

Training Officer

- 3 Advises HRD internal training staff of code(s) to be used for each course
- 4 Receives periodic reports from time sheet database of time spent on internal training and related costs
- 5 Uses summary reports from Step 4
  - a In projecting annualized costs at any time during the fiscal year
  - b As a basis for preparing the annual training budget
- 6 Directs Training Officer in the use of data on hours expended and salary costs as produced in reports from Step 4
- 7 Uses internal training salary and hours from time sheet database reports to
  - a Prepare course cost assessments Refers to related procedure
  - b Record in individuals' personnel files those training sessions completed
- 8 Maintains file of time sheet database reports for future reference

PROCEDURE NUMBER HRT0010

TITLE Capturing Training Time Data

Exhibit I

Sample Time Sheet

**SAMPLE 3 Time Sheet**

**TIME SHEET**

STAFF NAME

STAFF ID #

PERIOD ENDING  
 \_\_\_\_\_  
 M    D    Y

NAME OF PROJECT	PROJECT CODE	DISTRIBUTION OF HOURS BY DAY																TOTAL
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
		16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
	<b>CURRENT PERIOD HOURS</b>																	

STAFF SIGNATURE \_\_\_\_\_

SUPERVISOR APPROVAL \_\_\_\_\_

PROCEDURE NUMBER HRT0010

TITLE Capturing Training Time Data

Exhibit II  
Notification of Job Code

DATE  
TO All Departmental Management  
FROM Human Resources Department  
SUBJECT Assignment of Training Job Code

Please be advised that the following job code has been assigned to the training session(s) as noted below

Training Session \_\_\_\_\_  
Related Date(s) \_\_\_\_\_  
Job Code \_\_\_\_\_

This job code code should be used to identify time recorded on employee time sheets that relates to the above training This time includes hours spent in preparation for the session, the actual session, and any follow-up activities related to the session(s)

Questions concerning the job code program and the recording of time as it relates to training may be directed to (HRD contact) at (telephone number)