



Need of Resource Training Targets in Civil Service Training Institutions (CSTIs)

Strategic Resource planning is crucial for Civil Service Training Institutions (CSTIs) as it maps faculty to programmes, ensures diversity, and promotes adequate teaching and research to ensure higher productivity. The key strategic resources for a CSTI are soft infrastructure, physical infrastructure and human resources.

Resource Training Targets is one of the key pillars of the National Standards for Civil Service Training Institutions (NSCSTI). This pillar aims to capture the extent to which institutes maintain adequate resources, and adhere to the norms of strategic work force planning.

Key components Resource and Training Targets Pillar



Human Capital Planning and Deployment

- Norms on strategic manpower planning
- Maintains distinct standards of qualification of faculty based on their engagement
- Defined guidelines on the overall faculty sufficiency
- Diverse backgrounds of faculty

Deployment targets

- Maintaining faculty engagement in scholarly and teaching activities

Training Targets

- Setting training person days targets for Group A, B & C officers

Standard steps for strategic human resource planning ²

1. **Assessing the current human resource capacity:** The institute to map the background, qualification, location, skill set, contribution in scholarly activities, certification courses etc. of the faculty.
2. **Future forecasting:** Institute should identify future trends and the qualities of faculty that would be most suitable for their institute, given the strategic goals of the institute, emerging trends, advancement of trainings etc. A realistic forecast of human resources involves the estimation of both supply and demand. Important questions that the forecasting should include are:
 - How many faculty and staff will be required to achieve the strategic goals of the institute?
 - What new trainings are required to upskill the faculty based on the identified gaps?

¹NSCSTI. (2022, July). Approach Paper. Retrieved from NSCSTI: https://www.nscsti.org/assets/pdf_doc/CBC_Approach%20Paper.pdf
²Ulferts, G., Wirtz, P. and Peterson, E., 2009. Strategic human resource planning in academia. American Journal of Business Education (AJBE), 2(7), pp.1-10.





3. **Gap analysis:** The next step is to determine the gap between where the institute wants to be in the future and where it is now. The gap analysis includes identifying the number of faculty/staff and the skills and abilities required in the future. To identify the gaps the following questions:
 - What are the new skills and abilities required?
 - Are employees currently being utilized to their best capacity?
 - Do we have enough faculty/staff?
 - Are current human resource management practices adequate for future needs?
4. **Developing human resource strategies to support the institute's goal:**
 - a. **Training and development strategies**
 - Identify trainings for faculty/staff to take up new roles
 - Providing current faculty and staff with development opportunities to prepare them for future jobs. This may involve sending individuals to take courses or certificates. Many training and development needs can be met through the Faculty Development programs.
 - b. **Faculty selection strategies: Institute should follow the steps to select faculty based on the guidelines on selection, appointment, and development**
 - c. **Diverse background of faculty strategies:**
 - Institute should nominate faculty to attend workshops, seminars, submits to establish networks with subject matter experts and private sector experts.
 - Allowing faculty/staff to visit other organizations to gain skills and insight
 - Faculty should collaborate with other CSTIs to leverage resources, trainings, infrastructure with sister institutes training similar cadres, location etc.

What can institutes do in short term for Resource and Training Targets? ³

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| <ul style="list-style-type: none">● Maintain data on background, skill set, qualification, location etc of the entire faculty. | <ul style="list-style-type: none">● Define annual training person-days targets for Group A,B and C officers at the institute to which it is mandated to train | <ul style="list-style-type: none">● Collaborate and utilise existing physical and soft infrastructure with relevant CSTIs for conducting training activities |
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- Prepare roles and responsibilities of training (faculty) and non-training staff (admin).

What can institutes do in long term for Resource and Training Targets? ³

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| <ul style="list-style-type: none">● Undertake corrective measures to ensure target set for training of Group A, B and C officers at the institute is achieved. | <ul style="list-style-type: none">● Utilize and contribute to repositories for leveraging knowledge resources and physical infrastructure to conduct and deliver trainings | <ul style="list-style-type: none">● Maintain and track adherence to the diverse pool of faculty from academia, practitioners, industry experts, civil society etc |
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| <ul style="list-style-type: none">● Seek appropriate delegation of financial and non-financial power/ approval from the competent authority for on boarding guest faculty | <ul style="list-style-type: none">● Create/utilise databanks for strategic resource planning and maintaining human resource database | <ul style="list-style-type: none">● Maintain distinct standards on engagement in scholarly and teaching activities |
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³ Interventions are indicative in nature. Institutes are advised to seek delegation of powers from attached MDO, if they do not have authority to undertake such interventions