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“Training Needs Assessment of Upper Division Assistants
and Lower Division Assistants of Different Government,
Semi-Government Departments and Autonomous Bodies”

(The case of UDAs and LDAs of different Govt. Semi Govt. Department and Autonomous Bodies)

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Preface

Training is a helping component for the staffs and officers of a department to attain the goals of their organisations through knowledge, skill and attitude that could be acquired in the training situation. Accomplishing the tasks require great many skill to cope with the constant changes all around. So, the staffs/officers should be as efficient as possible to take up their jobs at various levels, starting from the beginning of careers. But how is it possible? It is possible only if they get need-based training. The present study focus on the need of training of Upper Division and Lower Division Assistants of different Govt., Semi-Govt. and Autonomous bodies who are to do multifarious functions. To cope with the changes of work, they need training. In this study, it has been tried to assess the need of the target group. It is found that both short term and long-term training have to be arranged to gear up their ability to do the present jobs more efficiently than how they were completing them previously and help them in career development. In the study, opinion of supervisor (nominating authority) has also been assessed to justify the need of training for both UDAs and LDAs and also for the organisations.

The civil service of Bangladesh so far consists of 78,685 class-I officers, 36,858 class-II officers, 5,79,842 class-III and 2,51,364 class-IV employees. We see that numerically a vital part of Govt. servants in the Republic are class-III employees So, improvement in their skills is an essential need. In this very context, I have selected the training need assessment of UDA and LDA as my topic. I am grateful to the authority for their kind approval of the subject. I also convey my gratitude to the authorities, UDAs and LDAs of various Departments under Rajshahi Division for their Cooperation.

Date: 29-09-2002.

Dolly Debi

Introduction :

Training is a planned process to develop and also to modify attitude, knowledge and skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose in the work situation is to develop the abilities of the individual and to make up the current and future manpower of the organisation. Therefore, training is a means of achieving effective performance.

Authorities of the staff must be finally responsible for providing adequate training for -

1. Staffs directly at their work place.
2. Sending staff to trainers for courses.

Trainers serve the needs of line management by providing courses, advice, consultancy as required.

Therefore, training may be defined as the process of increasing knowledge, developing skill and molding attitude of an individual so that his or her job performance is improved in a predetermined direction. In other words, it implies that training does not exist on its own sake, rather it aims at changing job behaviour of an individual to improve his/her job performance at a desired level. To be effective, a training programme should be according to the needs of an individual, Individuals or a particular *target group. Therefore, to design a need-based training program, it needs a prior assessment. This is a prerequisite. The word 'training need' implies that there is something lacking or a deficiency in the workers' work process. This lack can be fulfilled by the systematic training. So, training need assessment is a continuous process of identifying the problems of works that are responsible for not getting the better performance of works. After that, the shortfalls are to be filled by proper training. The top managers/top supervisors have to identify for which groups training is needed and what are their weaknesses. According to their workers' weaknesses, they shall be sent to attend appropriate training courses.

***Target group:**Desired persons who will be the participants of a particular training programme.

Importance of the study :

RPATC Rajshahi is one of the training centers of four RPATCs under the apex training centre of BPATC, Savar, Dhaka. Its main function is to provide training to enhance job performance of staffs and officers of Govt., Semi Govt. and Autonomous Bodies. But it mostly organises training for staffs. Few training courses are however, arranged for officers of class-II and class-I. So most of the participants of RPATCs are Upper Division Assistants, Lower Division Assistants/Office Assistants etc. My research topic is “Training need assessment of UDAs and LDAs of different Govt., Semi-Govt. Departments and Autonomous Bodies.”

*UDAs and LDAs are the work force of an office. They provide catalytic support to their officers. So, they are considered as the supporting staffs of an office. The non-trained staffs have to perform their work by applying commonsense or by borrowed advice. Therefore, to build up the workers according to the desire of the organisations they must be trained.

We provide training to the participants. But we do not know whether this training is being fruitful for the participants, enabling them to serve properly to the satisfaction of the beneficiaries at the workplace or not. Similarly, we do not make any research as to whether our training design is worthwhile or not. We do not try to get any opinion from the nominating authorities (officers) and people who have participated in training and who are not yet trained. Therefore, I consider it worthwhile to research both into the need of the trainees and also their organisations.

***UDA:** Upper division Assistant. **LDA:** Lower Division Assistant.

Objectives of the study :

Training courses held at RPATCs were designed, more according to the suggestions of training experts, rather than on the basis of requirements of nominating authorities or supervisors or the clients. To improve the training programmes, the following objectives are to be set up to perform the research work.

1. To find out the basic needs of UDAs and LDAs, desire of the beneficiaries and organisations.
2. To find out proper participants for various courses of RPATCs.
3. To chalk out training course contents as per desire of the trainees and nominating authorities.
4. To identify proper knowledge of UDA and LDA after completion of training.

It is clear that the main objective of this study is to find out what is the need of UDAs, LDAs and their nominating authorities (officer) or organisation. In order to achieve these objectives the following methodology has been adopted.

Methodology :

Primary and Secondary sources of data have been followed to carry out the research work. Questionnaire, interview and observation method have been followed as primary source of getting the real need of UDA and LDA.

Besides these, secondary sources have also been used to chalk out the need of participants. At RPATC Rajshahi, after completion of training we supply course evaluation forms to the trainees. So, we have records of post training evaluation and some of them have been used here. In the training need assessment process 30 LDAs, 30 UDAs, 25 beneficiaries and 42 officers (Nominating authorities) of various offices have been selected to get a real picture of training needs. They have been supplied questionnaires to collect their opinion about the training need. For the purpose of supplying the Questionnaires to the officers/supervisors/UDAs/LDAs/beneficiaries, sometimes I personally visited the offices of respondents. Sometimes I sent staffs to the required respondents. Therefore, In this research work questionnaire method is used as a suitable means for finding out various types of information.

Limitation of the study :

The following barriers have been faced while carrying out research:

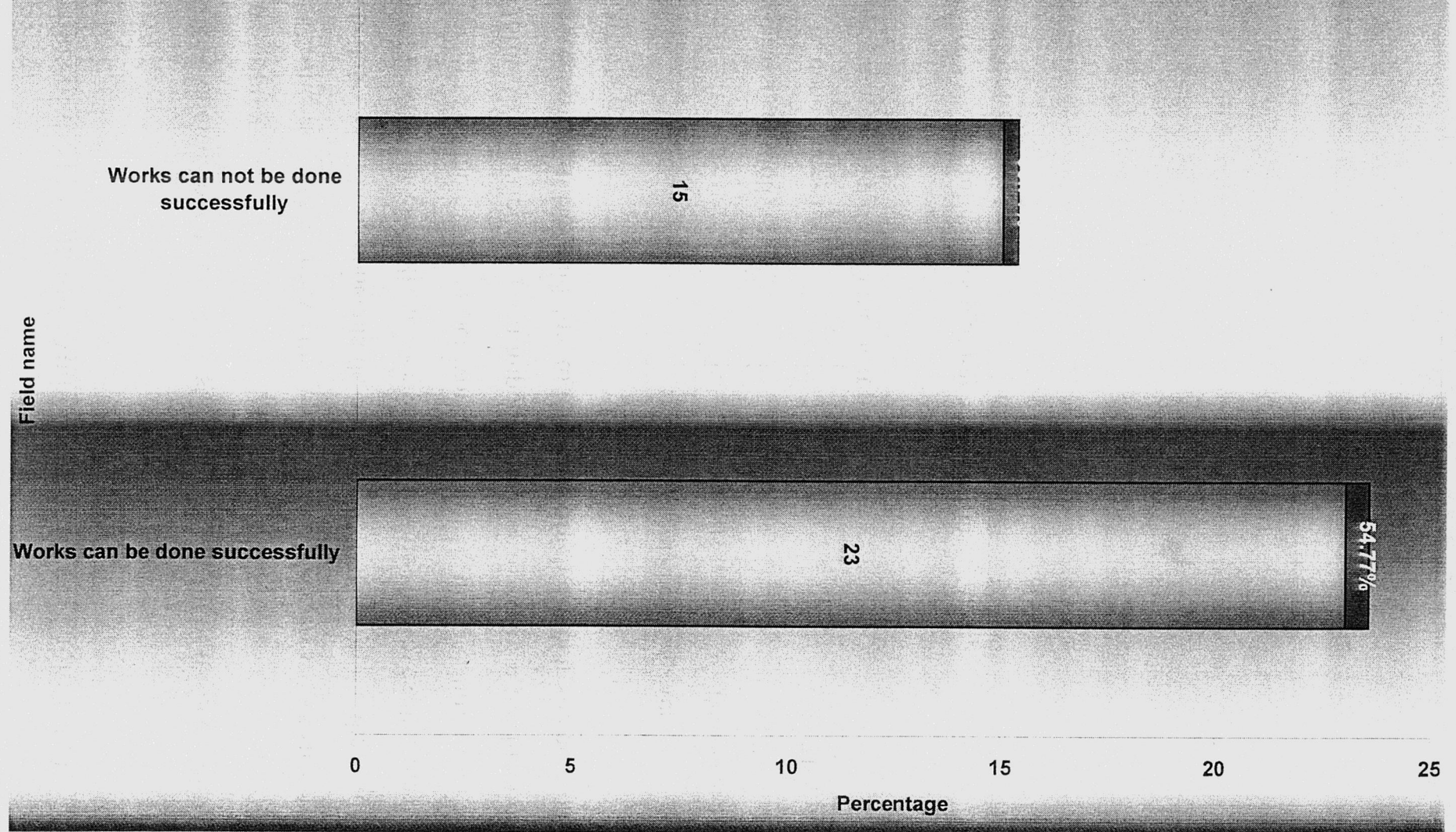
- a) The responses of the UDAs and LDAs are doubtful, for (i) they cannot reflect the actual work situation and (ii) they met non co-operation of their bosses, lest they would face troubles.
- b) In some cases, nominating authorities did not return the questionnaire duly filled up. As a result, it was the wastage of time and money.
- c) In some cases, the authorities concerned remained passive and silent regarding the research work, as BPATC did not negotiate with them.
- d) Some of the respondents did not give answer properly, as they did not understand the queries.
- e) The researcher could have been given proper time to think about the matter and write the report. But in the present case, researcher had to do official works, along with the research.
- a) Inadequacy of time is also a factor to complete the research work with deep attention.

Data analysis :

This research work contains collected data from 30 UDAs, 30 LDAs, 42 officers, and 25 beneficiaries through questionnaire with a view to making it successful. Besides this, their need for training has been collected during training courses. The responses received through questionnaire have been utilized in the manner.

1. Clarification of the opinions of the nominating authorities of the trainees.
2. Analysis of the opinions of the UDA's and LDA's.
3. Analysis of the remarks of some trained candidates.
4. Analysis of the remarks of some beneficiaries.

Table-1
Opinions of the Nominating Authorities/Officers



Opinions of the Nominating Authorities/officers (Table 1-11)

Table-1

Officers have opined how much of the staffs are successful or unsuccessful in the job as per job descriptions.

Among 42 officers 54.77% believe that the staffs can do their works successfully as per work schedule. 35.71% respondents do not believe it. They opine that staffs are not able to do their work successfully as per work schedule. It proves that maximum staffs are competent to do their work as per work descriptions that are introduced by the authority. So, Job/work descriptions is an important matter to perform the functions of official works successfully. It is a guideline to the staff, which can help the employee to raise the work standard.

Pattern of answer	Number of answer	
	Number	Percentage
Works can be done successfully	23	54.77%
Works can not be done successfully	15	35.71%

*Graphical representation is shown in the next page.

4 officers (9.53%) refrained from giving any opinion.

Table-2

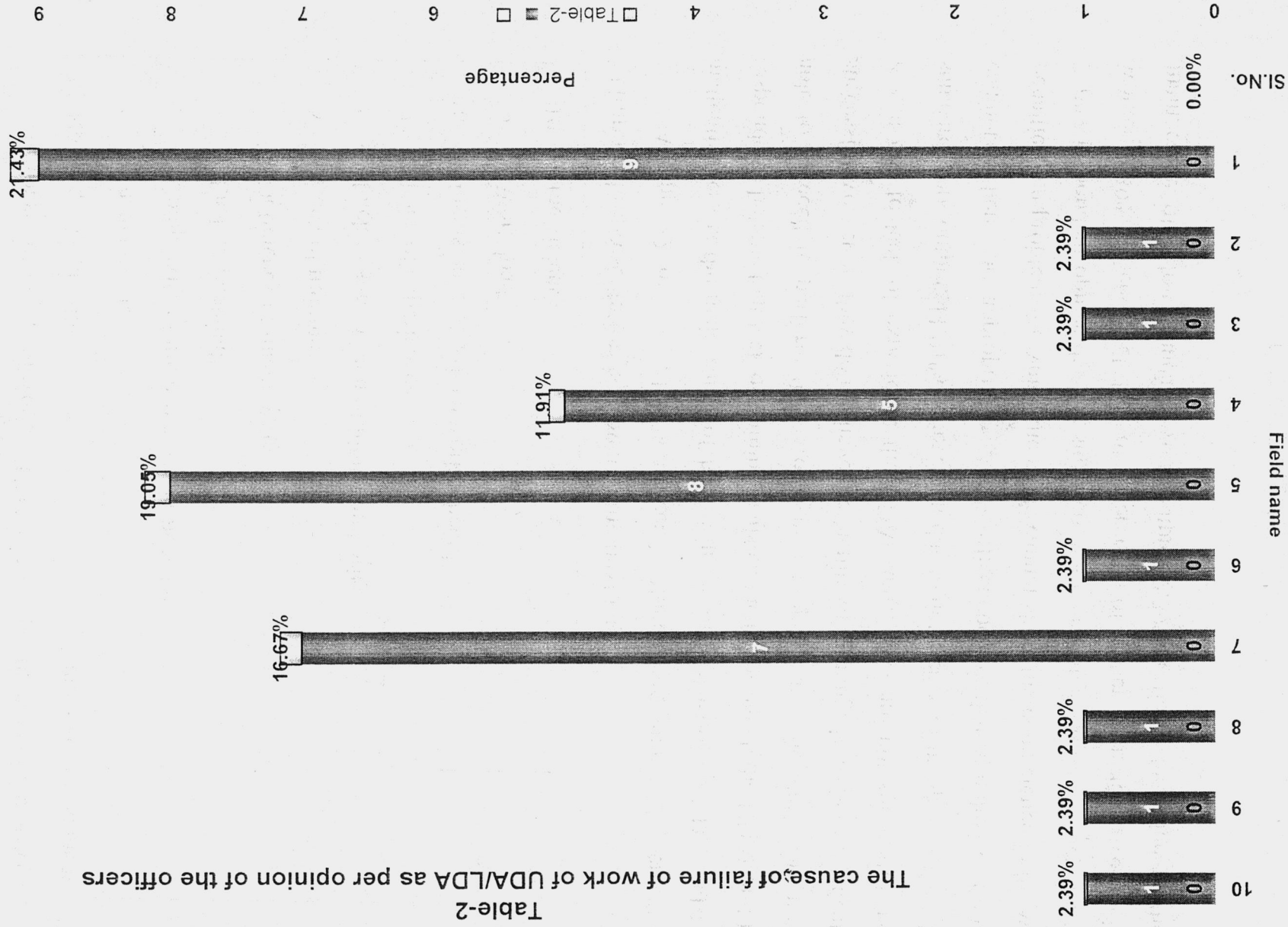
The causes of failure of work of UDA/LDA as per opinion of the officers.

Sl. No	Causes of failure	Number of respondent	Percentage
1	Inattentiveness	9	21.43%
2	Complexity of imposing proper penalties	1	2.39%
3	Lack of punctuality	1	2.39%
4	Deficiency of manpower	5	11.91%
5	Lack of training	8	19.05%
6	Lack of supervision of higher authority	1	2.39%
7	Lack of experience	7	16.67%
8	Inexistence of written work schedule	1	2.39%
9	Work load	1	2.39%
10	Inefficiency	1	2.39%

* Graphical representation is shown in the next page.

Among 42 officers 21.43% officers' (Nominating authority) perceptions are that inattentiveness is the main cause of failure in the official work by UDA and LDA. 19.05% respondents believe that lack of training is also a factor for which the UDAs and LDAs are not able to succeed to perform their works in a proper way. The staffs can not prove them successful worker, as they do not have the facility of training. 16.67% respondents' perception is that due to lack of experience the UDAs and LDAs are not successful in showing the standard work output. 11.91% believe that due to deficiency of manpower the UDA and LDA can not do their work appropriately. 2.39% officers believe that complexity of imposing proper penalties is a problem for which the staffs cannot show the competence in the work situation. 2.39% respondent opines that the staffs are not punctual. As a result, they are not successful worker. 2.39% officers feel, lack of supervision of higher authorities over their staffs is the main cause of below standard work output. 2.39% officers feel, due to the pressure of

Table-2
The cause of failure of work of UDA/LDA as per opinion of the officers



workload the staffs can not show better result when they work. 2.39% respondent officers said, the staffs are unsuccessful due to inefficiency in completion of works assigned to them.

In the table two it is found that major portion of respondents consider that if the staffs are attentive they will be successful performers.

Table-3

Efficiency shown by the UDA and LDA when they perform the definite official work.

Sl. No	Nature of official work	Can perform		Can not perform	
		Number	Percentage	Number	Percentage
1	Efficiently performing the disciplinary cases related works	16	38.10%	25	59.53%
2	Efficiently doing the work of office management	22	52.39%	20	47.67%
3	Efficiency in the work of financial matter	22	52.39%	20	47.62%

Among the 42 officers (Nominating authority) 59.53% feel that the UDAs and LDAs are unable to perform the work of disciplinary cases with efficiency. 38.10% respondents believe, the staff can perform their disciplinary work accurately. In case of Office Management issue, 47.62% officers report that the staff can not do their work efficiently, while 52.39% feel, the staff can do their work accurately in respect of office management. In case of financial matter 47.62% officers, opine that the UDAs and LDAs can not perform the work efficiently, while 52.39% believe that the staffs can perform the financial work efficiently.

Table-3 indicates that major portion of UDA/LDA can not do their discipline related work accurately. Although major portion of the respondents admit that the UDA/LDA can perform their work efficiently in respect of office management and financial matter. But some respondents feel that the UDAs and LDAs do not perform their function efficiently in the above mentioned subjects. It proves that all UDA and LDAs can not perform their work effectively.

Table-4

Opinion of the officers why the definite works done by the staff are not completed efficiently.

Sl. no	Definite works	Nature of answer	Number of answer	
			No	Percentage
1	Disciplinary matter	Tendency avoiding	5	11.91%
		Lack of proper knowledge	6	14.29%
		Lack of efficiency	7	16.67%
		Lack of training	14	33.33%
		Socio economic causes	1	2.39%
		Lack of Proper education	1	2.39%
		Lack of experience	7	16.67%
		Lack of discipline	2	4.77%
2	Office management	Lack of training	17	40.48%
		Lack of attentiveness	6	14.29%
		Lack of sense of responsibility	5	11.91%
		Lack of OJT	1	2.39%
		Lack of efficiency	3	7.15%
		Lack of experience	4	9.53%
		Lack of the experience of File opening and its submission	1	2.39%
		Lack of the knowledge of Pension and leave	1	2.39%
3	Financial matter	Lack of training	20	47.62%
		Lack of experience	6	14.29%
		Lack of attentiveness	5	11.91%
		Lack of efficiency	1	2.39%
		Socio economic condition	1	2.39%

*Graphical representation is shown in the next page.

One of the major findings of the table four is that 33.33% (14) officers have opined that due to lack of training the UDAs and LDAs are facing problems when they have to do definite disciplinary works. 16.67% of the officer respondents feel, lack of experience is the main cause of failure in disciplinary works. 11.91% officers have expressed their views that due to avoiding tendency, the staffs are unable to show competency when they work in disciplinary matter. This table shows majority of the respondents give importance on training, efficiency, experience and attentiveness of their staff. Very few respondents believe that due to lack of discipline, proper education, socio-economic condition, the staff face problems when they have to perform the work related with disciplinary matter.

In case of office management works, 40.48% (17) officer respondents feel, due to lack of training their staffs (LDA/UDA) are facing problems. Among the respondents of the 42 officers 14.29% have opined, due to inattentiveness of their staff they face problems to do their work relating to office management. 11.91% believe that lacking in the sense of responsibility is also a main factor for which the UDAs/LDAs face the problems when they have to do definite works relating to office management. 9.53% of the respondents feel, lack of experience is the major cause. As a result, they face problems to do the works of office management. Among the respondents 7.15% feel that the cause of facing problems by the UDA/LDA is lack of efficiency. 2.39% believe that due to lack of on-the-job training, the staffs are unable to perform the functions of office management with efficiency. Knowledge of opening file and its submission and handling the cases of pension and leave is also a problem to the staffs when they perform these particular works of office management. Among the respondents, 47.62% feel, due to lack of training their staffs face problems when they have to do the work related with financial matters. 14.29% believe that lack of experience is also a factor of failure in discharging financial work. 11.91% respondent have reported, lack of attentiveness is also a major cause, and as a result the staffs can not perform the function of financial matter efficiently. Staffs are facing problem in connection with their financial works due to lack of efficiency. Only 2.39% feel that due to socioeconomic condition of their staffs they can not show efficiency when they perform their work related of finance. It is proved that training is essential for the staff to raise their work standard.

Table-5

The basic causes of problems faced by the staff in the official work as per officers' opinion.

Sl. No	Nature of work	Lack of training	Lack of experience	Lack of attentiveness	Other
1	Disciplinary	23	18	10	3
		54.77%	42.86%	23.81%	7.15%
2	Office management	21	9	8	2
		50%	21.43%	19.05%	4.77%

As per the officers' opinions, the main causes of the problems faced by the staff are lack of training, experience, attentiveness in disciplinary and office management matters. The table-5 above depicts that 23 officers, out 42 (i.e. 54.77%) opine, lack of training, 18 officers (42.86%) lay emphasis on the lack of experience, 10 officers (23.81%), on lack of attention, while 3 (7.15%), on other factors in disciplinary matters.

Regarding official management: 21 (50%) officers opine that lack of training, 9 (21.43%) officers report lack of experience, 8 (19.05%) officers view that lack of attentiveness and 2 (4.77%) officers show other factors are the basic problems for the improper output in the project concerned.

The survey of the table indicates that emphasis should be laid on training facility, where upon not only experience can be gained but also other shortcomings can be made up consequently.

Table-6

Staffs' opinion about the impact of training as per officers' (Nominating authorities) point of view.

SL. No	Nature of views	Number of opinion	Percentage
1	Positive	30	71.43%
2	Negative	4	9.53%
3	Mixed	8	19.05%
4	Total	42	

*Graphical representation is shown in the next page.

Table-6 reflects the attitude or mental state of staffs towards training to develop the standard of work. As per officer's point of view, 71.43% Nominating authority (officer) have said that their staffs (UDA/LDA) have positive attitude towards training to raise their efficiency. 9.53% Nominating authority feel that their staffs have negative attitude towards training. It seems that their staffs do not believe in training. 19.05% nominating authority have expressed their mixed opinion. To sum up, this table shows that training is essential for the staff. They feel, some of their staffs have passive views about the utility of training.

Table-6
Staffs' opinion about the impact of
training as per officers'(Nominating
authorities)point of view.

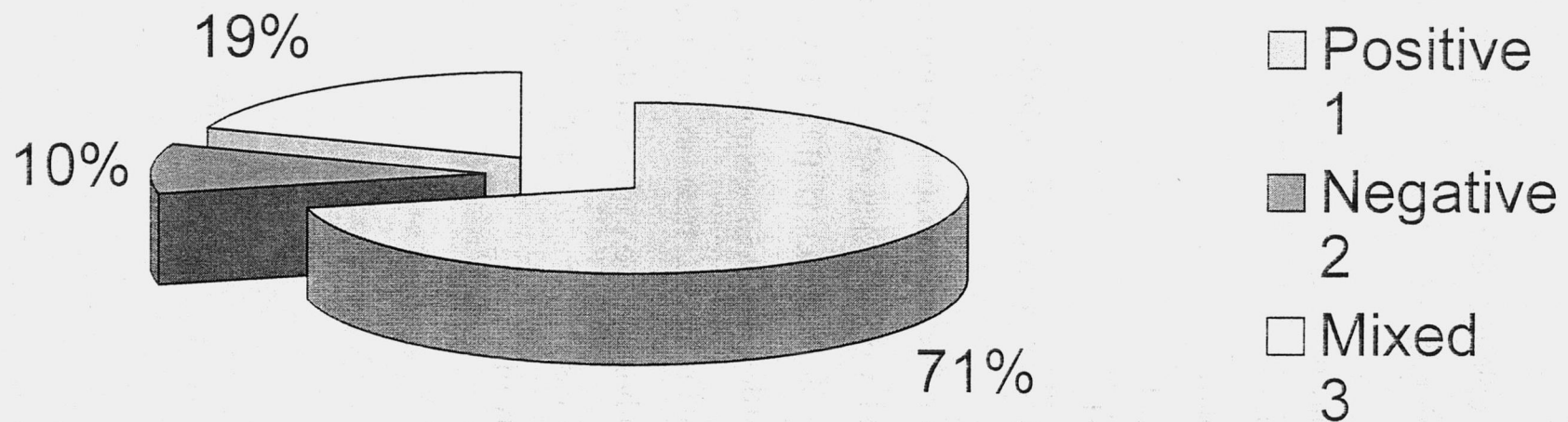


Table-7

Fruitfulness of training as per officers' point of view.

SL. No	Scale of fruitfulness	Number of opinion	Percentage
1	40%	3	7.15%
2	60%	13	30.95%
3	80%	24	57.15%
4	100%	2	4.77%
Total		42	100%

*Graphical representation is shown in the next page.

7.15% officers, among the 42, give their opinion that training can play 40% vital role to develop the work performance of their staff. 30.95% officers feel that knowledge of training can play a vital role to raise the standard of work. 57.15% nominating authorities have expressed their opinion that to increase the standard of work performance the role of training is 80%. 4.77% respondents reveal their positive views that training is 100% helpful now a days. So, training is a very essential component to enhance the work performance of their staff (UDA/LDA).

This table reveals a clear picture of positive attitude towards training of the nominating authorities. The authority believes that training is a principal tool by which the staffs can develop themselves, so that they can do their official work with competence. It is thus proved that work competence depends on training.

Table-7
Fruitfulness of training as per officers' point of view .

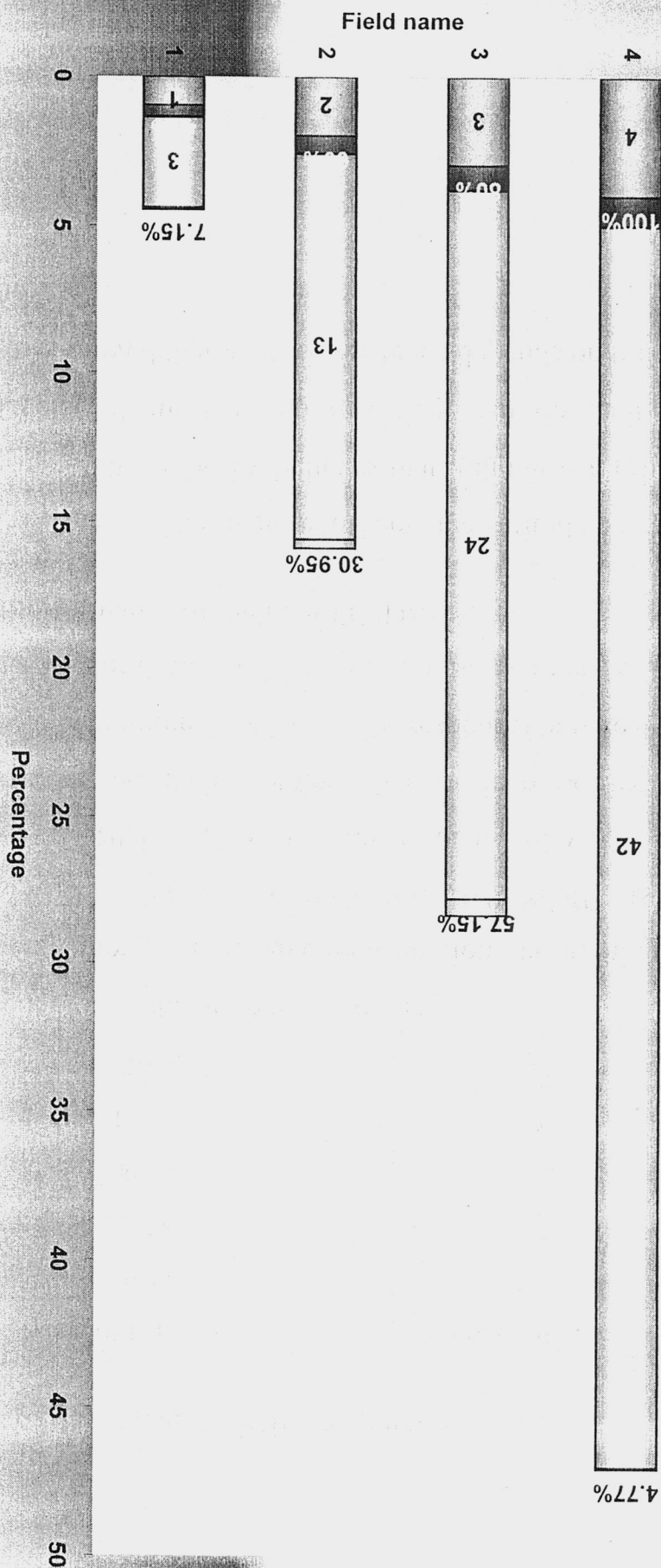


Table-8

This table indicates the opinion of nominating authorities in connection with subjects that should be incorporated in training programmes.

SL. No	Subject	Number of opinion	Percentage
1	Human relation	1	2.39%
2	Audit Objection and its Disposal	2	4.77%
3	Financial Rules	18	42.86%
4	Discipline and Appeal Rules	16	38.10%
5	Punctual Attendance	4	9.53%
6	Special provisions ordinance	1	2.39%
7	Etiquette, Manner, Ethics and Human Relation	9	21.43%
8	File Management	15	35.71%
9	General Conditions of Service	2	4.77%
10	Service Rules of Autonomous Bodies	2	4.77%
11	Labour Law	1	2.39%
12	Public Relation	1	2.39%
13	Accountability and Judiciary	1	2.39%
14	Leave Rules	5	11.91%
15	Rules Regarding Administration	1	2.39%
16	Office Management	5	11.91%
17	Development of Office Environment and Office Layout	2	4.71%
18	Knowledge of Computer	3	7.15%
19	Conduct Rules	5	11.91%
20	Store Management	1	2.39%
21	Proper use of Government Property	1	2.39%

Among the 42 respondents 2.39% has given opinion in favour of human relation, 4.77% have given consent on Audit objections and its disposal. 42.86% have given importance on financial rules. 38.10% feel that the subject Discipline and Appeal Rules is very important for their staff. 9.53% have given importance on punctual attendance Ordinance. 2.39% believe that the special provisions ordinance shall be included in the training programmes. 21.43% respondents report that Motivation, Morale and Etiquette should be discussed in the training class. Among 42 respondent, 35.7% have given importance on the subject of File Management. 4.77% opine that the general Conditions of Service is an important subject. Among the whole respondents, 4.77% have mentioned the subject Service Rules of Autonomous Bodies is essential. 2.39% considers the Labour law, 2.39% like the subject of Public Relation. 2.39% also consider the subject accountability and Judiciary 11.91% reveal their views that leave rules must be included in the training program. 2.39% respondent like administration related subject. 11.91% believe, the office management is an important subject. 4.71% wish that the subject related to office environment and office layout should be included in the T. Program. 7.15% opine that knowledge of computer should be introduced in the training program. 11.91% believe, Conduct Rules is an important subject. 2.39% express that store management should be included. 2.39% feel that the subject of proper use of Govt. property should be included in the training program.

Table-9

Opinion of the nominating authority about the standard of work maintained by the trained staff.

SL. No	Standard of work	Opinion	Percentage
1	Increased	19	45.24%
2	Not increased	-	-
3	Increased at medium rate	21	50%

*Graphical representation is shown in the next page.

Table-9 depicts the opinion of the nominating authorities in connection with standard of work of their trained staffs. 45.24% believe that the standard of work has been raised after completion of training. Therefore, 45.24% respondents have admitted that training has better impact on staff's official work. 50% give their views that standard of work of their staffs has been raised at a medium rate after completion of training. No respondent does believe that training has negative impact. 4.77% have not passed any comment about the importance of training for their staff.

Table -9
Opinion of the nominating authority about the standard of work maintained by the trained staff.

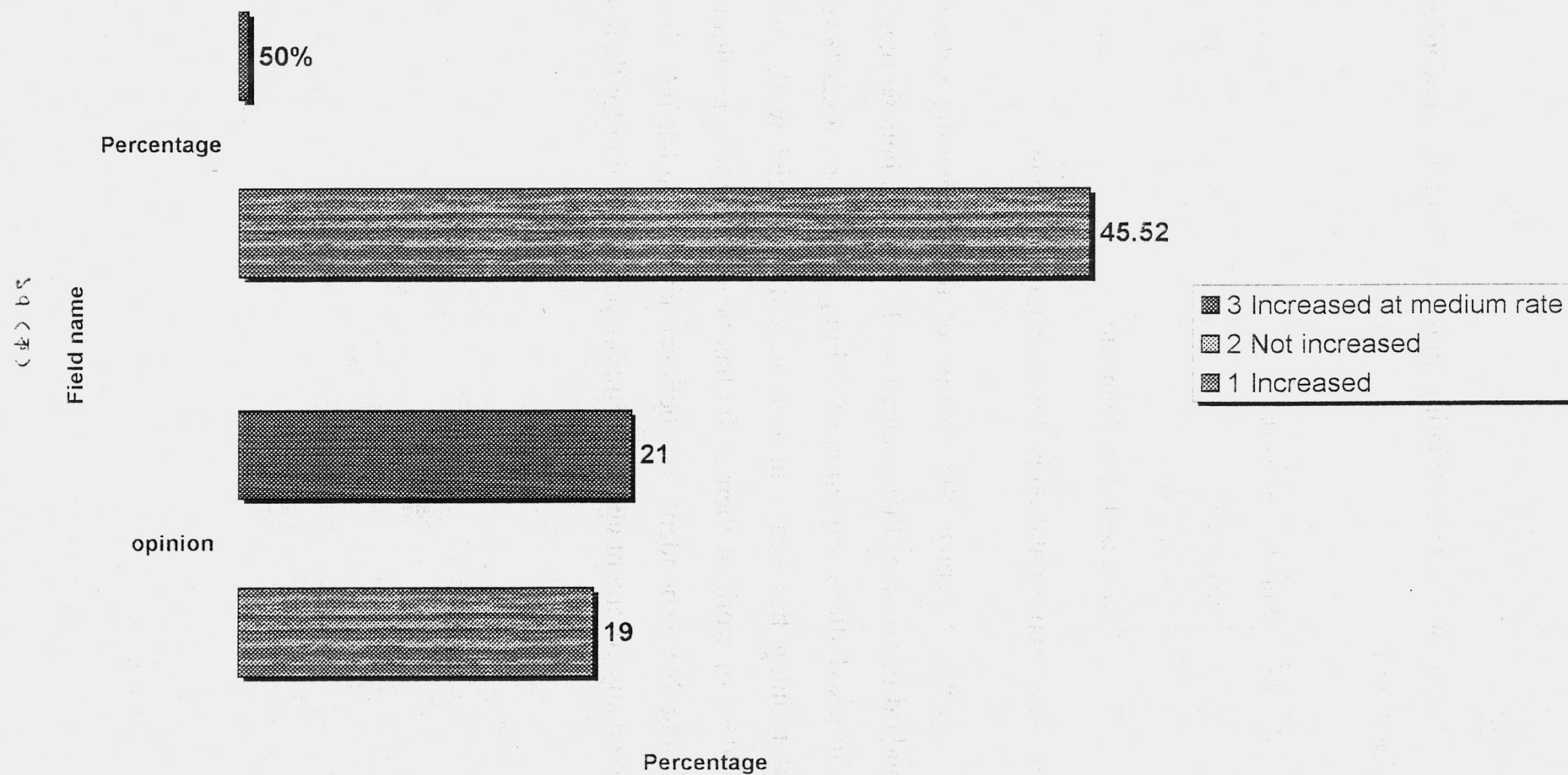


Table-10

Suggestions of the officers for the development of standard of work.

Sl. No	Suggestions	Number of answers	
		Number	Percentage
1	Theoretical and practical training	23	54.77%
2	Increase of moral	7	16.67%
3	Rules regarding public service	3	7.15%
4	Co-ordination among the various department	6	14.29%
5	Basic training	6	14.29%
6	Conduct and discipline	4	9.53%
7	Financial Rules	2	4.77%
8	Etiquette and human relation	5	11.91%
9	On-the-job training	2	4.77%
10	Computer training without any course fee	1	2.39%
11	Reducing the duration of course	1	2.39%
12	Work distribution	4	9.53%
13	File and Record Management	2	4.77%
14	Relating to office environment	2	4.77%
15	Post training Evaluation	1	2.39%
16	Change of training method	3	7.15%
17	Work Evaluation	1	2.39%

*Graphical representation is shown in the next page.

Table-10

Suggestions of the officers for the development of standard of work.

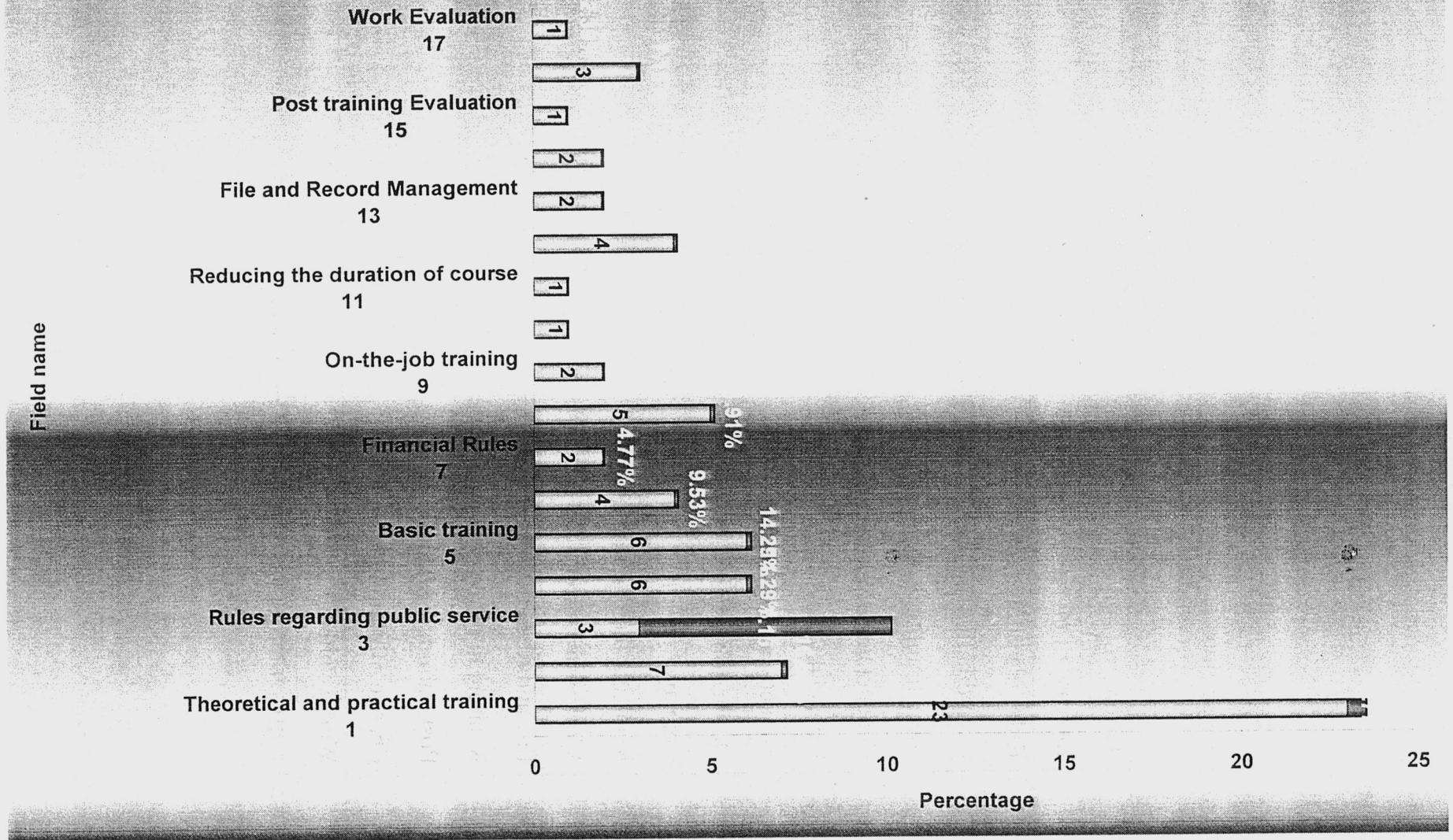


Table-10 reflects the idea of officers (nominating authority) about the development of the standard of works that have been done by their staff. Among the authorities 54.77% think that theoretical and practical training is a tool for raising the standard of works of their staff. 16.67% respondents believe that increase of moral attitude is an important factor regarding this matter. 7.15% opine that to increase the standard of works which have been done by the staffs, rules regarding public service must be known. 4.77% officers feel, co-ordination among the various departments is a factor to increase the standard of the work of a staff. 14.29% officers believe in basic training, while 9.53% think, conduct and discipline should be known by the staff. 4.77% officers believe in financial rules. They think financial rules can help their staffs to develop their standard of work. 2.39% officer feels, computer training without any course fee is essential for the staff. 11.91% officers think that their staff should know the human relation and etiquette. This subject will help them to increase the standard of works. 4.77% respondents among 42 officers, believe in 'on-the-job training'. 2.39% respondent opines that duration of the course should be reduced. It proves that they believe on training but long-term course is not essential for their staff. 9.53% officers view, job/work distribution should be known by their staff. 4.77% among the respondents feel that knowledge of file and record management can increase the work standard of their staffs. 4.77% believe, office environment and office layout could help their staff to show or prove better performance. 2.39% respondent gives importance on post-training evaluation. 7.15% believe in change of training method. 2.39% respondents report, work evaluation can help a staff to raise his work standard. From table 10, one may get an impression that to enhance the work output of a staff the above mentioned subjects should be known to the staff. Before giving any assignment to a staff the above mentioned suggestions should be followed. If so, it could help the staff to develop their skill.

Table-11

Information about the suitable courses for the staff.

SL No	Name of Courses	Status of staffs									
		UDA		Accountant, Cashier		LDA		Typist		Others	
1	Basic Office Administration	36	17.15%	13	6.19%	21	10%	8	3.81%	7	3.33%
2	Computer	21	10%	17	8.10%	21	10%	30	14.29%	10	4.77%
3	Office Supervision	37	17.62%	4	1.91%	19	9.05%	3	1.43%	7	3.33%
4	Conduct and Discipline	35	16.67%	20	9.53%	28	13.33%	16	7.62%	13	6.19%
5	File and Record Management	33	15.71%	20	9.53%	32	15.24%	12	5.71%	7	3.33%
6	Bill Preparation	17	8.10%	37	17.62%	18	8.57%	3	1.43%	4	1.91%
7	Audit Objection and Disposal	21	10	35	16.67%	14	6.67%	2	0.95	7	3.33%
8	Human Relation & Etiquette	30	14.29%	22	10.48%	33	15.71%	24	11.43%	16	7.62%
9	Financial Administration	26	12.39%	30	14.29%	19	9.05%	6	2.86%	12	5.71%

Among the 42 officers 17.15% express their views that Basic office Administration Course is suitable for UDAs. 10% believe, this course is essential for LDAs. 6.19% officer's attitude is Accountant/cashier should be sent to BOA Course. 3.81% Respondents believe, typist should participate in the training of BOA Course. 3.33% opine that this course is suitable for other participants. 10% respondents believe computer course is essential for UDA. 8.10% feel this course is suitable for accountant/Cashier. 10% Respondent's views are, computer course is essential for LDA. 14.29% feel this course is suitable for typist. 4.77% respondents believe, for other categories of staff. The Computer Course is necessary. 17.62% Respondents think Office Management Course is suitable for UDA. 1.91% believe this course is suitable for Accountant/Cashier. 9.05% Respondents give their views that LDAs should take training of office supervision. 1.43% feel this course is essential for typist. 3.33% officers believe that Office Management Course is essential for other staff. 16.67% officer opine that Conduct and Discipline Course is suitable for UDA. 9.53% believe, it is suitable for Accountant/Cashier. 13.33% feel C&D Course is essential for LDAs. 7.62% Respondents feel typist should be sent to the Office Management Course. 6.19% feel other kinds of staff should be sent to the course of C&D. 15.71% feel that File and Record Management Course is suitable for UDAs. 9.53% officers believe that it is essential for Accountant/Cashier. 15.24% Respondents opinion is that LDAs should be sent to the Course of File and Record Management. 5.71% believe typists are suitable for File and Record Management Course. 3.33% officers' views are other staffs should be suitable participants for this course. 8.10% Respondents opine that UDAs are appropriate participants for preparation of bills and its preservation. 17.62% feel this course is suitable for Accountant/Cashier. 8.57% believe LDAs are proper participants for this course. 1.43% officer feel Bill preparation and its preservation course is suitable for typist. 1.91% opine other categories of staff should be trained in this course. 10% officers feel that UDAs are appropriate participants for Audit Objection and Settlement Course.

16.67% believe this course is suitable for Accountant/Cashier. 6.67% think LDAs should be sent to this Course. 95% opine this course is suitable for typist. 3.33% give their views that other staffs should be sent to this course. 14.29% officers feel Human relation and Etiquette Course is essential for UDAs. 10.48% believe, it is appropriate for Account/Cashier. 15.71% Respondents feel, this Course is suitable for LDAs. 11.43% feel, human relation and etiquette Course is essential for typist. 7.62% believe, other staff should be the participant of this course. 12.39% Respondents' views are that UDAs are appropriate participants for Financial Administration Course. 14.21% believe this Course is suitable for Accountant/Cashier. 9.05% feel, LDAs should be sent to this course. 2.86% opine, Financial Administration Course is suitable for typist. 5.71% give their views that this course is appropriate for other staff. Table-11 reveals, the courses mentioned here are appropriate for UDAs/LDAs and other staffs. These Courses are to be arranged by the RPATC on the basis of needs of UDAs and LDAs. Thus, the courses mentioned in the table eleven would be the relevant courses for various kinds of staff. RPATCs should continue these courses and the possible participants should be collected as per desire of the nominating authorities. Therefore, RPATCs should evaluate the opinion of the authorities who would send the trainees.

Opinion of the UDA's and LDA's (Table 1-10)

Table-1

Information collected from UDAs and LDAs regarding training and job descriptions.

UDA				LDA (Office Assistant)			
Training		Job description		Training		Job description	
Yes	No	Yes	No	Yes	No	Yes	No
21	9	26	4	24	6	26	4
70%	30%	87%	13%	80%	20%	87%	13%

Of the 30 UDAs and LDAs (total 60), 70% and 80% respectively have had her training in RPATC while 30% and 20% respectively have not yet. Regarding job description 26 UDAs (87%) admit that they have job description, while 4 (13%) UDAs fail to do so. In case of LDAs, 26 (87%) report that they have job description and 4 others (13%) respond negatively.

We know subordinate offices are the implementing agency of Govt. decisions and plans. If there is no definite job descriptions the plans of Govt. will be implemented in a haphazard way. So the total plan of Govt. will be tarnished. Training is an important tool to develop the efficiency and knowledge of trainee. Though in the table-1 we see among the responders most of them are trained, but a certain portion have not yet. Therefore, they should be trained in no time.

Table-2

The specific functions done by UDA and LDA.

SL No.	Nature of Job relating to	UDA		LDA	
		No	Percentage	No	Percentage
1	Service, Appeal	1	3.33%	-	-
2	Budget	4	13.33%	-	-
3	Preparing T.A Bill	5	16.67%	4	13.33%
4	Pension	5	16.67%	-	-
5	Audit	3	10%	-	-
6	Insurance	1	3.33%	-	-
7	Letter receiving and distribution thereof	10	33.33%	20	66.67%
8	Preparing of various bills	7	23.33%	13	43.33%
9	Cash book maintaining	9	30%	2	6.67%
10	Conduct and discipline	3	10%	-	-
11	Submission of file and its maintenance	17	56.67%	15	50%
12	Store management	3	10%	1	3.33%
13	Computer operating	4	13.33%	15	50%
14	Office Management	8	26.66%	-	-
15	Service Book Maintenance	3	10%	-	-
16	Purchase of stores	1	3.33%	-	-
17	Registration of vehicles	1	3.33%	-	-
18	Leave	2	6.67%	-	-
19	Preparing agenda of the meetings	1	3.33%	1	3.33%
20	Writing of various Registers and their maintenance	1	3.33%	7	23.33%
21	Land Development Tax	-	-	2	6.67%
22	Certificate case	-	-	2	6.67%
23	Vested properly	-	-	1	3.33%
24	Mutation and Jama Khariz	-	-	2	6.67%
25	L.T Notice	-	-	1	3.33%
26	Maintenance of Library	-	-	1	3.33%

Table-2 (two) indicates the works are vested upon 30 Upper Division Assistants and 30 Lower Division Assistants of various Govt./Autonomous/Semi Govt. organisations. 30 UDAs have opined that they have to do twenty types of specific works. 30 LDA opined that they have to do 15 (fifteen) types of works. It is definitely difficult to do the work for a person if he/she is not familiar with the specific process of the said works. The specific works, which are being done by the UDAs and LDAs, need training. As for example, if a person does not know how to prepare a bill he might do wrong. As a result Govt. money might be misused.

These datas are important to reflect the real picture of their work situation. As per worker's demand or need, short course training should be imparted on each subject in order to perform their works smoothly without any hesitation.

Table-3

Difficulties faced by the UDAs and LDAs.

SL No.	Nature of difficulties	UDA		LDA	
		No.	Percentage	No.	Percentage
1	Lack of training	4	13.33%	12	40%
2	Lack of Co-operation of the authorities	6	20%	4	13.33%
3	Lack of knowledge of computer	1	3.33%	3	10%
4	Lack of Co-ordination among the colleagues and corruption	4	13.33%	-	-
5	Lack of efficiency and experience	3	10%	3	10%
6	Lack of proper work distribution	1	3.33%	-	-
7	Shortage of stationaries	3	10%	-	-
8	Lack of manpower	-	-	2	6.66%
9	Defect of the whole system	-	-	1	3.33%

Table-3: This table shows that the difficulties are being faced by the staffs when they perform their work. When the staffs do their works as per job descriptions 13.33% of the UDAs and 40% of the LDAs express their views about the lack of training. 20% of the UDAs and 13.33% of the LDAs mention about the lack of Co-operation of the higher authorities. 10% LDAs and 3.33% UDAs feel that lack of computer knowledge is also a problem to them. 13.33% of the UDA mentioned about the lack of Co-ordination among the colleagues and their corruptive attitude, which are the obstacles to perform their work as per job descriptions. 10% UDAs and 10% LDAs explain about the lack of efficiency and experience. 3.33% UDA express their views about the lack of proper work distributions. Storage of stationaries is also an obstacle to perform the duties as per job descriptions.

In this regard 10% UDAs express their views. Regarding the shortage of manpower, 6.66% of the LDA give their positive opinion while 3.33% of the LDA mentioned about the defect of entire work system. Maximum of the respondents give their views that lack of training is a major obstacle to perform their duties as per job descriptions. So training is very essential.

Table-4

How far utility of training has is helpful to solve the problems of official works done by the UDA, LDA.

SL. No	Respondent's status	Ratio of help to training imparted			
		Very excessive	Excessive	Medium	Negative No help
1	UDA	11	10	8	1
		36.67%	33.33%	26.67%	3.33%
2	LDA	18	4	7	1
		60%	13.33%	23.33%	3.33%
3	Officer	13	10	11	1
		32.5%	25%	27.5%	2.5%
4	5 Respondents (officer)	Do not give any answer 12.5%			

Table-4 shows that whether training is helpful to solve the problems of official works. UDAs and LDAs jobs are multidimensional. Their quality of job performance depends upon the formal training. Both UDA and LDA express their views in this regard. 36.67% UDA among 30 express their views that training is very excessively helpful to solve the problems of official work. 33.33% give their opinion in this respect that training is excessively helpful. 26.67% give their opinion that training can help them to solve the problems of official works in a medium position. 3.33% express his views that training is not essential. We see that maximum give their positive opinion regarding knowledge of training which is helpful to solve the work problem, so that they can do their works in an easy way. Therefore, staff should be trained to perform their works. 60% LDA give their views that training is a weapon which is very excessively helpful for a person to wipe out problems of official works. 13.33% LDA have said that training is excessively helpful. 23.33% LDA give their opinion that training can help in medium range to solve the problems. 3.33% LDA have said that training is not helpful. Among 40 officers 5 abstained from response. Training is useful of transferring skill and knowledge.

Table-5

Importance of training programmes held at RPATC, Rajshahi (According to the opinions of the staffs).

SL. No	Name of Courses	Status of staffs	Ratio of importance							
			Very essential		Essential		Some what		Non essential	
1	Basic Office Administration	UDA	10	33.33%	13	43.33%	1	3.33%	1	3.33%
		LDA	21	70%	9	30%	-	-	-	-
2	Computer course	UDA	17	56.67%	10	33.33%	1	3.33%	1	3.33%
		LDA	22	73.33%	5	16.67%	3	10%	-	-
3	Office Supervision	UDA	11	36.67%	12	40%	4	13.33%	-	-
		LDA	16	53.33%	12	40%	3	6.67%	-	-
4	Conduct and Discipline	UDA	12	40%	13	43.33%	3	10%	-	-
		LDA	16	53.33%	10	33.33%	4	13.33%	-	-
5	File and Record Management	UDA	15	50%	11	36.67%	2	6.67%	-	-
		LDA	20	66.67%	7	23.33%	3	10%	-	-
6	Bill Preparation	UDA	9	30%	15	50%	3	10%	-	-
		LDA	16	53.33%	10	33.33%	2	6.67%	-	-
7	Audit Objection and Disposal	UDA	13	43.33%	11	36.67%	3	10%	-	-
		LDA	13	43.33%	13	43.33%	2	6.67%	-	-
8	Human Relation & Etiquette	UDA	10	33.33%	12	40%	5	16.67%	-	-
		LDA	13	43.33%	10	40%	6	10%	-	-

Table-5: Among LDAs 70% give their views about the very excessive importance on Basic office Administration course. This course is helpful for the newly recruited LDA as they are the new comer in the work situation. 30% respondents (LDA) replies that it is essential. So we see that maximum think, this course has very excessive importance. 43.33% UDA express their views that this course is essential for them. Maximum respondents (UDA) admit that it is essential for them but not very essential. Although it is not very essential as per opinion of maximum respondents, this course is fundamental for all the UDAs. Computer training course is very essential to the LDAs. 73.33% of LDA express their views about the every excessive necessity of computer training. 56.67% of UDA give their opinion about the very excessive need of computer training. The percentage reflects the opinion of maximum respondents. 53.33% LDA express their opinion about the very excessive necessity of office Supervision Course. 36.67% UDA express their opinion that they need the office Supervision Course as per their very essential desire. But 40% UDA think that the O.S course is essential. It is clear that both UDA and LDA feel O.S Course is essential to them. 53.33% LDA give their views that Conduct and Discipline Course is very essential to them. 43.33% LDA express their views that C & D Course is essential for them. So we see that this C&D Course is important for both UDA and LDA. Out of 30 UDAs 50% and out of 30 LDAs 66.67% say that file and Record Management Course is very essential to them. 50% UDA give their opinion that bill preparation Course is essential to them while 53.33% LDA say that B.P Course is very essential to them. 43.33% UDA and 43.33% LDA say that Audit Objection and Disposal Course is very essential. 43.33% LDA like the Course of Human Relation and etiquette as very essential. 33.33% UDA give their views that H.R & E Course is essential for them. From the above table we can realise the need of training Courses for UDA and LDA both. So as per their need they should be trained. The authority of RPATC can perform the said courses for UDA and LDA to fulfill the requirements of the Clients.

Table-6

Account of the job related Problems faced by the staff while performing their official works.

Status of the staff	Nature of Official work					
	Submission of disciplinary matters e.g. Discipline and appeal rules, special provisions ordinance, punctual Attendance ordinance		Leave, pension, open of new file and its maintenance and submission of these matters		Financial matters, Treasury Rules, Financial rules, writing of cash book, Audit Objections and its settlement, preparation of bills etc.	
	Yes	No	Yes	No	Yes	No
UDA	15	15	13	17	13	17
	50%	50%	43.33%	56.67%	43.33%	56.67%
LDA	16	14	18	12	13	17
	53.33%	46.67%	60%	40%	43.33%	56.67%

Table-6: indicates the percentage of UDAs and LDAs who face or do not face the problems when they perform their multilateral works. Among 30 UDA 50% say that they are facing problems when they perform their disciplinary works and 50% express their negative views in this regard. Among 30 LDA 53.33% say that they are facing problems when they perform their official works on disciplinary matter and 46.67% say that they do not. UDAs and LDAs are to assimilate knowledge of disciplinary matter. As they have to prepare the draft of charge sheet, statement of allegations, maintain the case-diary, inquiry file, Appeal file etc. One of the major findings of this table is that 50% UDAs and maximum LDAs facing problems when they have do their job successfully. It reflects that they are advocates of training. So in the RPATC's Training programs these relevant cases should be incorporated. 43.33% UDAs are facing problems when they perform the function of leave, pension, opening of file, its maintenance and submission. In this regard 60% LDA are facing problems.

The works mentioned above are the vital functions of UDA and LDA. If there is lack of conceptual soundness about the method of work, it can not be done in a correct way. Although, as per chart, we see that major portion of UDA do not face problems in this regard but 43.33% UDA's problem can not be ignored. So leave, pension, opening of new file and its maintenance and submission process of various cases should be incorporated in the RPATC's training Courses.

Table-6 also indicates that 43.33% UDAs are facing problems to do the work of specific financial matters, such as Financial Rules, Audit Objections and its settlement, Preparation of Bills etc. 56.67% UDA give their views that they do not face any problems in this regard. These opinions indicate that certain percentages of the staff are facing problems. So we can not avoid this number. Financial matters as mentioned above should be incorporated in the training programmes of RPATC. This table also indicates that all UDAs and LDAs are not performing their official works in a systematic way. So training should not be only theoretical but practical also.

Table-7

Picture of subject wise difficulties faced by the UDA and LDA

Subject relating to	Nature of answer	Respondent's Number			
		UDA		LDA	
Discipline	Lack of proper knowledge of D&A rules	4	13.33%	-	-
	Lack of training	7	23.33%	5	16.67%
	Complexity of the procedure of case	3	10%	-	-
	Lack of Cordiality	2	6.67%	-	-
	Lack of proper implementation	-	-	5	16.67%
	Lack of efficiency/experience	2	6.67%	2	6.67%
File, Record and Office Management	Not knowing Leave Rules	3	10%	6	20%
	Not knowing pension Rules	3	10%	6	20%
	Lack of knowledge of file opening and its maintenance	2	6.67%	5	16.67%
	Lack of training	5	16.67%	8	26.67%
	Lack of efficiency	3	10%	6	20%
	Not Knowing of Rules	1	3.33%	-	-
	Want of books on rules	2	6.67%	1	3.33%
	Lack of Co-operation of officers	1	3.33%	1	3.33%
Financial matter	Draft preparing	-	-	2	6.67%
	Not knowing treasury rules	-	-	2	6.67%
	Lack of training	2	6.67%	-	-
	Want of books regarding rules	2	6.67%	2	6.67%
	Audit objections and its disposal	-	-	5	6.67%
	Financial Rules	4	13.33%	1	3.33%
	Lack of experience	1	3.33%	-	-
	Want of knowledge regarding rules	-	-	2	6.67%
	Ignorance of the minutes	-	-	1	3.33%
	Improper implementation of rules	-	-	1	3.33%
	Ignorance of maintaining cash book	-	-	1	3.33%

Table-7: This Table reflects the subject wise difficulties of UDA and LDA when they have to submit the disciplinary cases. Out of 30 UDA 13.33% express their views that they

have lack of proper knowledge of discipline and Appeal Rules, while 30 LDA did not mention any problem in this regard. 23.33% of UDA have mentioned that they are facing the problem due to lack of training facilities. In this respect 16.67% (5) of the LDA express their views about the necessity of training. 10% UDA believe that they fail to handle the disciplinary cases. In this regard no LDA made any comment. 6.67% respondents of UDA believe that lack of cordialities of the superior authority is a bar to handle the disciplinary cases. No respondents among LDAs believe this opinion. 16.57% (5) LDA have said that lack of implementation of rules and directives on disciplinary matter is a problem to them to handle the cases regarding this matter. But in this matter UDAs do not give their opinion. 6.67% (2) UDA and LDA believe that they face problems when they have to submit or handle the cases in respect of discipline due to lack of efficiency and experience. The opinions mentioned above prove that lack of training facilities is a big problem to the respondents to solve the disciplinary matter.

Table-7 also reflects the views of respondents regarding problems faced by them, when they do the work of file and record management and office management. Among 30 UDA and 30 LDA 10% and 20% of the respondents respectively believe that they could not perform the functions of office management as they did not know the rules of leave. They also give their same opinion in respect of pension cases. In case of file opening and its management 6.67% (2) UDA and 16.67% (5) LDA believe that they can not do their works in a right way as they have lack of knowledge. Among the 30 UDA 16.67% and among the 30 LDA (25.67%) give their views that lack of training facilities is a barrier to File and Record Management and Office Management works. Due to lack of training the respondents could not do their work in a smooth way. 10% UDA and 20% LDA mention about their lack of efficiency in respect of file and record management and office management. Among the UDA 3.33% (1) express his/her opinion that as he/she does not know the respective rules he/she faces problems in the work situation. 6.67% UDA and 3.33% LDA have mentioned about the want of book related to rules. So they can not get the proper guide line to do the work. 3.33% of the UDA and 3.33% of the LDA believe that due to lack of cooperation from their bosses they could not do the work in a right way in respect of file opening and record management and office management.

6.66% LDA give their views that they face problem to submit the draft to the authority. This idea reflects that drafting is a kind of work of their day to day official activities. This subject is a part of office management. Good drafting depends on experience and knowledge.

But no UDA did mention any opinion in this respect. In the table-7 we see that 30 UDA and 30 LDA express their difficulties regarding financial matters. Among the LDAs, 6.67% give their opinion that they do not have the knowledge of Treasury Rules to do the work of financial matter. In this regard, the UDAs remained silent. As to financial works, 6.67% UDAs have said, that they can not perform their work in a right way due to lack of training. No LDA believe it. 6.67% UDA and 6.67% LDA give their opinion that they are facing problems due to shortage of relevant books. 16.67% LDA are facing problems to deal with the function of Audit Objections and its disposal. Respondents from UDA did not give any opinion in this respect. Among the UDAs 13.33% believe that due to lack of experience in respect of financial rules they face problems to do their work regarding financial matter.

Among the LDAs 3.33% believe that due to lack of knowledge about financial rules they could not perform their official functions in a proper way. Among the UDAs 3.33% opine that lack of experience is a bar to perform their financial works. Among the LDAs no one reveals his/her opinion in this regard. Among the LDAs 6.67% believe that lack of knowledge about rules is a factor to perform their financial work in a proper way. In this regard, no UDA has given his views. Only one LDA (3.33%) has given opinion that, as he has no “Job Description,” he can’t do the financial works in a right manner. No UDA give his/her views in this respect. Among the LDAs 3.33% believe that due to lack of proper implementation of laws, proper work can never be done. In this regard, no UDA give his/her opinion. Among the LDAs 3.33% believe that writing of cash book is a problem due to lack of cash book writing knowledge. No UDA gives opinion in the relevant matter.

After analyzing the Table-7, it is found that shortage of training, proper implementation of rules and directives of government, lack of knowledge of leave, disciplinary matter and record, pension, File Management and above all rules regarding financial matters are the subject matter of training to be conducted.

Table-8

Root causes of difficulties of the UDAs and LDAs in dealing with the following subjects.

SL. No	Subject	Nature of difficulties							
		Lack of training		Lack of experience		Lack of attentiveness		Others	
		UDA	LDA	UDA	LDA	UDA	LDA	UDA	LDA
1	Disciplinary matter	17	15	7	3	2	-	10	6
		56.67%	50%	23.33%	10%	6.67%	-	33.33%	20%
2	File and Record Management and Office Management	14	18	2	7	1	-	16	1
		46.67%	60%	6.67%	23.33%	3.33%	-	53.33%	3.33%
3	Financial matter	12	15	5	4	1	2	17	-
		40%	50%	16.67%	13.33%	3.33%	6.67%	56.67%	-

Table-8 indicates the root causes of difficulties which are being faced by the respondents when they are in a work situation. In this regard, they mentioned about the lack of training, Lack of experience, lack of attentiveness and others. Among the UDA 56.67% opines that due to lack of training they face problems to do the work of disciplinary cases. They give importance on training. Because training can give them proper guideline and vivid picture of process of work, to enhance their perception capacity. 50% LDA opine that training is an important factor which can help them to solve the problems when they do the work of disciplinary matters. It is important because training can help them to increase their competence of skill. 23.33% of the UDA opine due to lack of experience they face problems, when they have to do the function of disciplinary matter. Only 10% LDA believe that want of experience is the cause for which they can not eradicate the problems. Among the respondents of UDA 6.67% mentioned, that lack of attentiveness is a factor for which they face problems to do their work. In respect of disciplinary work no LDA give their views. So it is proved that training is a very important tool to eradicate the problems in the official works. 46.67% of the 30 UDA express their views that due to lack of training works file and record management and Office management assigned to them cannot be done properly and they face difficulties.

In this respect 60% LDA give their more strong opinion. They give more emphasis on training than UDAs. 6.67% UDA and 23.33% LDA give emphasis on experience which is helpful to perform the work file, record and office management. Only 3.33% among the 30 UDA believe that due to inattentiveness, they can not overcome the difficulties. They lay emphasis on. But no respondents of LDA Concentration of mind gave any opinion in this respect. 40% UDA and 50% LDA have said that due to lack of training they face problems when they are to deal with the financial matters in the office. 50% LDA express their opinion that training is a very important thing to solve the problems of financial matters. Among the UDAs 16.67% and among the LDAs 13.33% have mentioned about the want of experience, which is an important component to solve the problems. 3.33% UDA and 6.66% LDA believe that due to lack of attentiveness the work of financial matter could not be performed efficiently. They believe if they are devoted to work, they will not face any problem to perform the function of financial matter. 33.33% UDA and 20% LDA believe that miscellaneous reasons are there for which they can not eradicate the problems in disciplinary works. 53.33% UDA and 3.33% LDA also mention, the other causes are responsible to create hindrance to perform the function of office management and file and record management. 56.67% UDA also believe it in the financial matter.

Table-9

Information about the process of work adopted by the staff before training.

SL. No	Category of the respondent	Skill/Process of works							
		Taking help from old files		Discussion with the colleagues		Discussion with the superiors		Personal Conception	
		Yes	No	Yes	No	Yes	No	Yes	No
1	UDA	28	-	21	2	22	-	14	6
		93.33%	-	70%	6.67%	73.33%	-	46.67%	10%
2	LDA	27	-	20	2	21	-	12	7
		90%	-	66.67%	6.67%	70%	-	40%	23.33%

Table-9: In the table-9 it is clear that among the respondents of the UDA 93.33% opine that before doing the work they take help of the old files if they have not training. 90% LDA also express the same opinion. 70% UDA and 66.67% LDA say, before taking training they perform their official work after discussion with the colleagues. 6.67% UDA and 6.67% LDA give their negative answers in this regard. 73.33% UDA and 70% LDA have said that before getting facilities of training they have done their works after Consultation with their bosses. Among the respondents, 46.67% UDA and 40% LDA express their views that when they have to do their works they do it according to their Personal thinking. Table-9 reflects that maximum respondents have done their works with the help of the old files. If, they do not have training, his or her work's out put may not be satisfactory. Because rules and regulations change from time to time. So the old files can not give them proper guideline. As a result, public service could not be done in a proper way. So they should be trained. Similarly consultation with the bosses and colleagues and personal thinking can give them directions not up to the mark or updated. So it is proved that conceptual soundness can help a person to perform his work. It can be achieved by training.

Table-10

Topics to be incorporated in the training of RPATC (as per opinions) of the UDAs and LDAs.

SL. No	Subject	UDA		LDA	
		Number	Percentage	Number	Percentage
1	Audit Objection	5	16.67%	-	-
2	Pension	2	6.67%	3	10%
3	Discipline and Appeal	5	16.67%	-	-
4	Computer	9	30%	11	36.67%
5	Leave	2	6.67%	2	6.67%
6	Bank and Insurance	1	3.33%	-	-
7	Tender	1	3.33%	-	-
8	Financial Rules	3	10%	3	10%
9	Human Relation	3	10%	-	-
10	Basic Office Administration	2	6.67%	2	6.67%
11	Office Supervision	3	10%	-	-
12	Store Management	1	3.33%	-	-
13	New Technology of communication	1	3.33%	-	-
14	Service Rules	1	3.33%	-	-
15	Maintenance of file	4	13.33%	3	10%
16	Administrative Rules	1	3.33%	-	-
17	Library Science	1	3.33%	-	-
18	Disaster Management	1	3.33%	-	-
19	Tree plantation	1	3.33%	-	-
20	Awareness about Arsenic contamination	1	3.33%	-	-
21	Pay Fixation	-	-	3	10%
22	Conduct and Discipline	-	-	3	10%
23	Maintenance of computer/type	-	-	1	3.33%
24	Preparation of Budget	-	-	1	3.33%

SL. No	Subject	UDA		LDA	
		Number	Percentage	Number	Percentage
25	Purchase Rules	-	-	1	3.33%
26	Travelling Allowance	-	-	1	3.33%
27	Rules regarding land	-	-	1	3.33%

The respondents express their views that it is a crying need to incorporate the above stated subjects in the modules of various training programme that are being held at RPATC. Actually before designing the year wise training calendar, training need of a particular class should be settled. Otherwise, opinion of particular groups/class will be ignored. If participants' views are ignored, training can not be fruitful. So before designing a training programme at first requisites should be carefully chalked out.

Tabl-10 proves that it is difficult for a respondent without having the knowledge of above mentioned subjects to perform his works with competence. So before chalking out training programme specific needs should receive with due consideration.

Remarks of the some trained candidates

Table:1

In table-1 one hundred and eighteen staffs have given their opinion in the post training evaluation form about the important existing subjects and the important subjects to be included in the next Audit Objections and Settlement Course. Among the respondents the classification is the following:

1. Lower Division Assistant	67
2. Accounts Assistants	11
3. Account ant	14
4. Upper division Assistant	9
5. Cashier	8
6. Auditor	5
7. Steno typist	4

118

Name of courses and number of Participants	Very important subjects					
	Included subjects	Opinion		Subjects to be included	Opinion	
		No.	Percentage		No.	Percentage
Audit Objection and Disposal Course. Number of Participant – 118	Relevant instructions of Audit code & Audit manual	32	27.12	Treasury rules	40	33.90
	Auditing of Accounts & raising of objection	38	32.20	Financial power	52	44.07
	Audit objection & its disposal	42	35.59	Store Management	35	29.66
	Preparation of Audit report	40	33.90	Spot quotation & Tender	25	21.19
	Important financial rules	48	40.68	VAT	30	25.42
	Maintenance of Cash book & other financial register	36	30.51	Introduction to computer	45	38.14
	Auditing & Raising Objection	45	38.14			

Table: 2

This table reflects the idea of 34 trained staffs who have participated in the training programme of 'Conduct and discipline course' held at RPATC, Rajshahi from 9.9.01- 18.9.01. They have opined that leave rules, Travelling Allowance Rules, Pension Rules and Financial Rules are the essential subjects to be included for the future c & D courses. They have also said about, the subjects that have been already incorporated in the C & D course is very important for them. Among the respondents the following is the category of staffs.

Inspector	5
UDA	5
LDA	24
Total	-34

Name of courses and Number of participants	Important subjects					
	Included subjects	Opinion		Subjects to be included	Opinion	
		No.	Percentage		No.	Percentage
Conduct & Discipline course Number -34	Expected Conduct of Govt. servants in the light of Constitution	20	58.82%	Leave Rules	8	23.33%
	The Govt. Servants (Conduct) Rules 1979	31	91.18%	Travelling Allowance rules	6	17.65%
	The Govt. Servants (Special Provision) Ordinance 1979	16	47.05%	Pension Rules	10	29.41%
	The Public Employees (Punctual Attendance) Ordinance 1982	25	73.53%	Financial Rules	12	35.29%
	The Govt. Servants (Discipline & Appeal) Rules 1985	21	61.76%			
	Techniques of preparing Statement of Allegations and Framing of charges	26	76.47%			
	Inquiry Procedure of Departmental Cases and Inquiry Report Writing	17	50.00%			
	Conduct and Discipline Rules of Autonomous Bodies	10	29.4%			

Table: 3

The opinion of 23 trained staff who have participated in the 'Basic Office Administration Course.' held from (03-7-01) to (30-7-01), have been narrated here. They have reported that lease of hat bazar, Renewal of license, Existing laws of Bangladesh, Computer, Various works of school and Madrasa and practical training should be included in the next BOA course. The category of staff who have completed training their views are –

- a) LDA 17
- b) UDA 4
- c) Sherestardar 1
- d) Steno typist 1

Total 23

Name of courses and Number of participants	Included subjects	Important subjects				
		Opinion		Subjects to be included	Opinion	
		No.	Percentage		No.	Percentage
Basic Office Administration Course Number of Participant -23	Public Administration and Personnel Management	19	82.61%	Practical training	12	52.18%
	File & Record Management	16	69.57%	Work distribution	15	65.22%
	Administration communication	18	78.27%	Lease of Hat Bazar	10	43.48%
	Store Management	12	52.18%	Renewal of License	8	34.79%
	Financial Management	20	86.96%	Existing laws of Bangladesh	7	30.43%
				Computer	14	60.87%
				Various works of school & Madrasha	10	43.48%

Table: 4

In the table-4, one may get an impression of the urgency of need for the trained staff on 'Financial Administration Course'. The following respondents have participated in the said course and they are-

a) Upazila Women Affairs Officer	8
b) Accountant	6
c) LDA	9
d) UDA	2
e) Steno typist	1
Total	23

The duration of the course is from 16.1.02 to 29.1.02.

Name of courses and Number of participants	Important subjects					
	Included subjects	Opinion		Subjects to be included	Opinion	
		No.	percentage		No	Percentage
Financial Administration Course Number of Participant - 23	Important expects of financial Rules	14	60.89%	Various circular & Gazette notification	8	34.79%
	Treasury rules	12	52.18%	Practical training	10	43.48%
	Budget, Classification of Budget and Preparation of official Budget Estimate and Budget Approval	18	78.27%	Leave Rules	7	30.43%
	Pay Fixation Rules	15	65.22%	Conduct and Appeal Rules	9	39.13%
	Preparing of different Bills	14	60.87%	Deduction of VAT and income tax	5	21.74%
	Travelling Allowance Rules	13	56.53%	Introduction Computer	8	43.79%
	Pension Rules	16	69.57%			
	Financial Power	12	52.18%			
	Different Types of Advances, Charge Allowances, Festival Allowances and Honorarium	19	82.61%			

Table: 5

55 respondents of 'File and Record Management Course' that held from 17.1.01 – 26.7.01 have opined their views about the essential subjects that have to be incorporated in the coming courses. The subjects are:

- a) Leave and pension rules
- b) Audit objects and its disposal
- c) Discipline and Appeal rules
- d) Financial rules

The respondents are:

- a) Steno typist 4
- b) LDA 40
- c) UDA 8
- d) Cashier 3

55

Name of courses and Number of participants	Included subjects	Important subjects				
		Opinion		Subjects to be included	Opinion	
		No.	Percentage		No.	Percentage
File and Record Management Course Number of Participants -55	Receipt of Daily Mails, Distribution and Diarising	25	45.46%	Pension and Leave Rules	26	47.28%
	Opening of New Files, Referencing and Indexing	18	32.73%	Audit Objection and Disposal	10	18.19%
	Submission of File and Observation of File Movement	15	27.28%	Discipline and Appeal Rules	22	40%
	Writing of remainder and Issue	12	21.82%	Financial Rules	24	43.64%
	Summary Writing and Preparation of Drafts	13	23.64%			
	Issuance of letters, use of stamps and maintenance of Accounts	20	36.37%			
	Classification and Preservation of Files and Record	27	49.10%			
	Archive Act	10	18.19%			

Table: 6

From the table-6 one may get an impression about the thinking of the staff who have received training from the RPATC on 'Human Relation and Etiquette Course'. They have opined about the existing important subjects and the important subjects that have to be included in the same course in the near future. The opinion of sixteen staffs (trained staff) have been considered here. They are the following:

1. LDA	11
2. Store keeper	1
3. Accounts Assistant	1
4. UDA	2
5. Accountant	1
Total	16

Name of courses and Number of participants	Important subjects					
	Included subjects	Opinion		Subjects to be included	Opinion	
		No.	Percentage		No.	Percentage
Human Relation and Etiquette Course Number of Participants -16	Motivation and Morale	6	37.5%	Public employees (Punctual Attendance) Rules 1982	5	31.25%
	Transactional Analysis	8	50%	Treasury rules	5	31.25%
	Art of Listening	5	31.25%	Recruitment Rules	4	25%
	Superior-subordinates relation in the Organization	6	37.5%	Office Management	3	18.75%
	Social relation of the govt. servants	6	37.5%	Store Management	5	31.25%
	Etiquette, Manner, Ethics and Human relation	10	62.5%			
	Relation between general people and govt. employees	10	62.5%			
	Conduct and Discipline Rules of the Govt. Servants	8	50%			
	Leave and Pension Rules	15	93.75%			

Table: 7

From table-7 we have got an idea of the staffs of 'Bill preparation and Maintenance course' held from 17.2.02 – 20.2.02 about the course modules. The category of the staffs are –

1. LDA	24
2. Cashier	10
3. Accountant	1
4. Accounts Assistant	5
5. Steno typist	1
Total	41

They have reported the following subjects to be included in the future training programmes:

- Introduction to Computer
- Pension rules
- Calculation of leave
- Idea about Audit
- Process of pay equalization

Name of courses and Number of participants	Important subjects					
	Included subjects	Opinion		Subjects to be included	Opinion	
		No.	Percentage		No.	Percentage
Bill Preparation and Preservation Course Number of Participants -41	Treasury Rules regarding preparation of bills	22	53.66%	Introduction to Computer	25	60.98%
	Preparation of salary bill and its various deductions	23	56.10%	Pension Rules	18	43.90%
	Traveling Allowance Rules and preparation of bills	20	48.78%	Calculation of Leave	15	36.59%
	Preparation of Contingency Bill	15	36.59%	Idea about Audit	13	31.71%
	Preparation of Arrears Bill	20	48.78%	Equalization of pay	12	29.27%
	Preparation of Advance Bill	15	36.59%			
	Preparation of Treasury Chalan	12	29.27%			
	Maintenance of Various Bills	17	41.46%			

Table: 8

This table represents the picture of attitude of the staffs regarding syllabus of 'Office supervision course' that had been held from 16.9.01 – 27.9.01. The number of respondents were twenty six. They have reported that the following subjects are very essential to them and so they have to be considered by the authority for future programme. The subjects are-

- a) Audit related
- b) Store Management
- c) Work distribution
- d) Rule regarding use of telephone
- e) Introduction to computer

The respondents were-

a) LDA	16
b) UDA	6
c) Head Master	7
d) Women affairs officer	3

26

Name of courses and Number of participants	Important subjects					
	Included subjects	Opinion		Subjects to be included	Opinion	
		No.	Percentage		No.	Percentage
Office Supervision Course Number of Participants -26	Public Administration and Personnel Management	22	84.62%	Idea about Audit	12	46.16%
	Office Administration	25	96.16%	Store Management	14	53.85%
	Financial Administration	18	69.24%	Distribution of Works	15	57.69%
				Rules of Telephone use	10	38.47%
				Introduction of Computer	8	30.77%

Opinion of Beneficiaries

Table: 1 Beneficiaries response regarding the area of their needs or why they go to the UDAs and LDAs.

SL. No	Nature of need of work	Number of respondent	Percentage
1	Leave and salary	04	16%
2	Receive of Agriculture loan and its refund	05	20%
3	Land Tax and miscellaneous	05	20%
4	Tender, License and Bill	07	26%
5	Criminal case	03	12%
6	Income tax	02	8%
7	Premium for insurance	02	8%

*Graphical representation is shown in the next page.

25 (Twenty five) beneficiaries have been interviewed and it is found that they go to the UDAs and LDAs for their various need, that are reflected in the above mentioned table. Assessing need of the beneficiary is an important tool of a trainer to train her/his participants as the best server. So, a trainer should identify the needs of the beneficiaries and make plan to implement those needs.

Table: 2 Causes of non cooperation.

SL. No	Causes	Number of respondent	Percentage
1	Lack of training	19	76%
2	Lack of experience	4	16%
3	Lack of attentiveness	7	26%
4	Miscellaneous	2	8%

*Graphical representation is shown in the next page.

In the training need assessment process it is found that among the 25 respondents 19 (76%) have said that lack of training is the main cause for which the UDAs and LDAs are not cooperative when they render their services to the people. The interviewed persons admit the

* Beneficiaries : People who go to the offices for taking services to meet their problems.

utility of training. They admit the role of training. They believe training can play a vital role to change the job behaviour of a worker.

Table: 3. a) Recommendation for training-

Nature of answer	Number of respondents	Percentage
Yes	25	100%

3. b) Where training to be conducted-

Nature of answer	Number of respondents	Percentage
Own work place	5	20%
Training institute	20	80%

100% respondents have recommend for training of UDAs and LDAs and 80% respondents have recommended that training must be organised by the training institute. They reflect their positive ideas about institutional training. They believe institutional training is more helpful than on-the-job training because only 20% respondents believe in on-the-job training.

Table: 4 According to the beneficiaries view what type of problems are being faced by the UDA and LDA.

SL. No	Problems on what subjects	Number of respondents	Percentage
1	Discipline and Appeal rule	18	72%
2	File and Record Management	19	76%
3	Audit and Disposal of Audit	4	16%
4	Purchase and Tender	6	24%
5	Pension	1	4%
6	Human relation and etiquette	5	20%

*Graphical representation is shown in the next page.

Table-1
Beneficiaries response regarding the area of their needs or why they go to the UDAs and LDAs

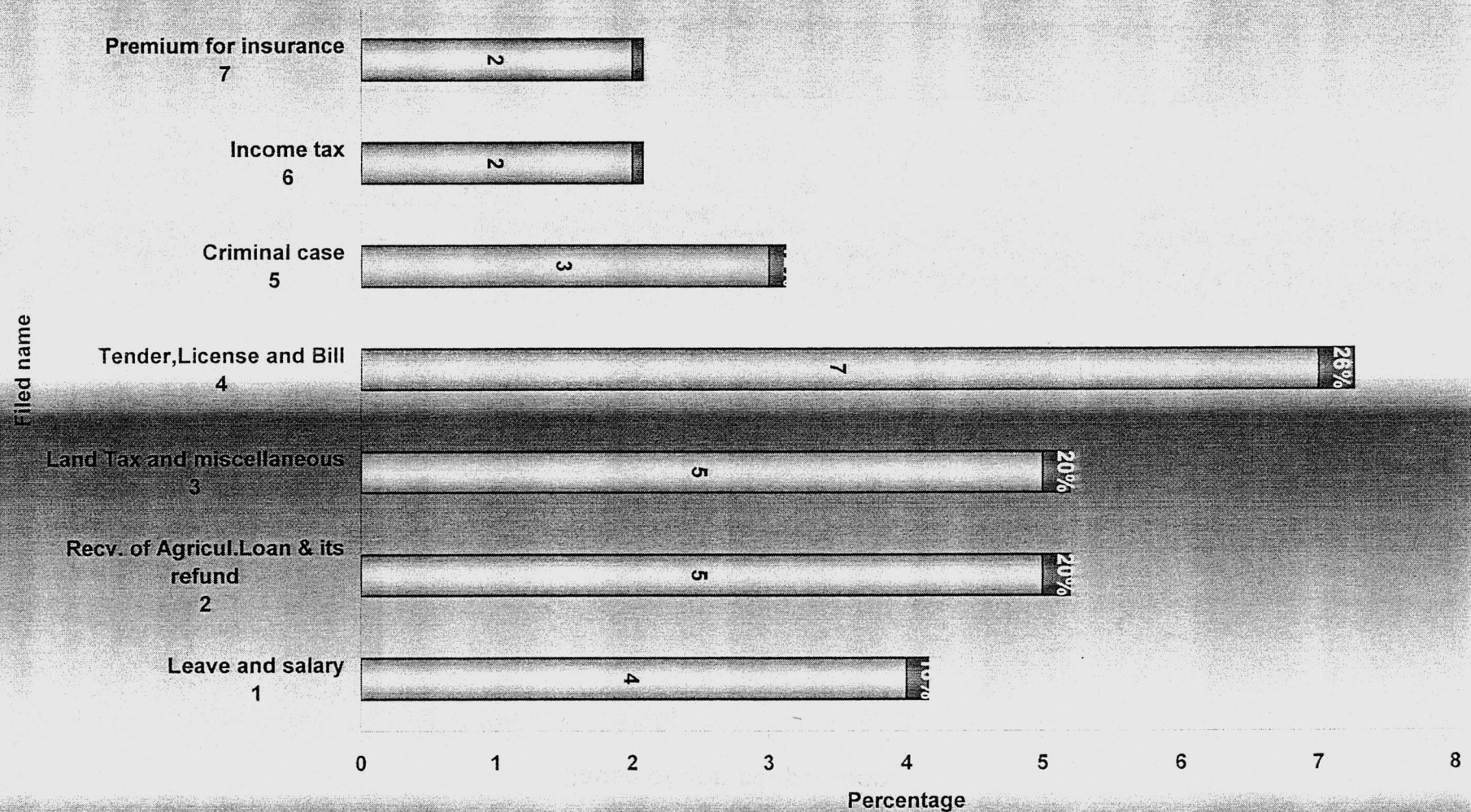


Table-2
Cause of non cooperation.

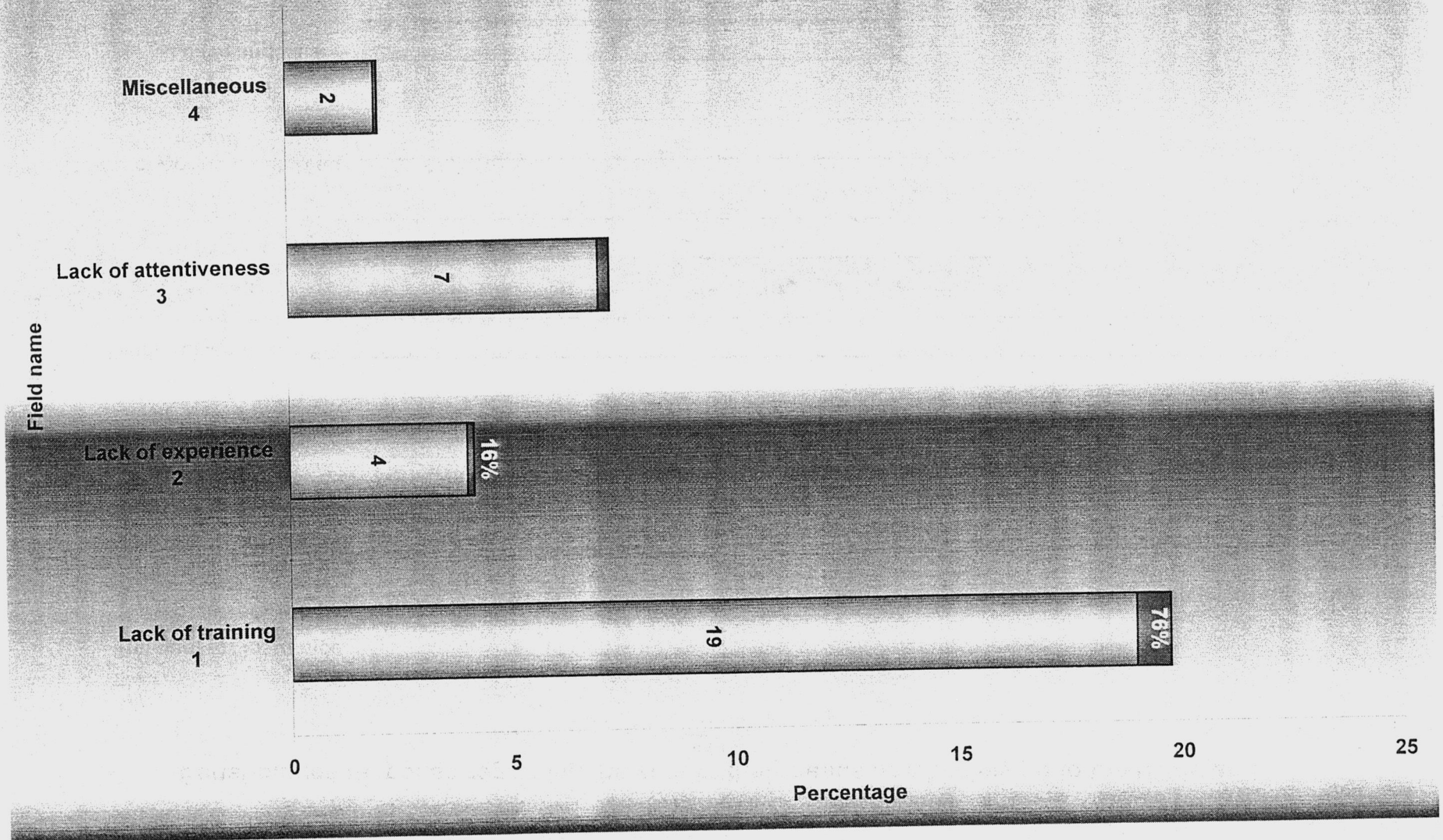
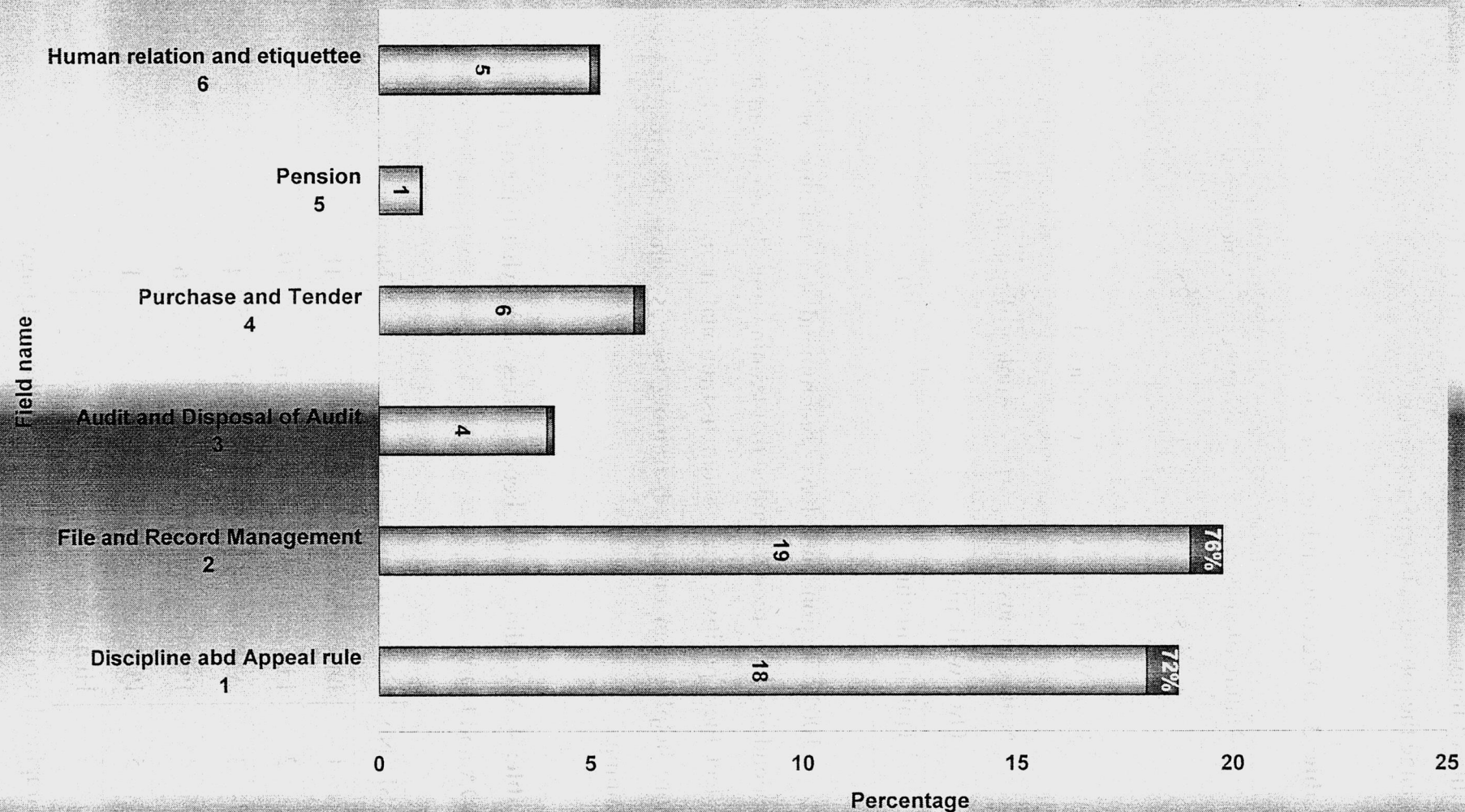


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The above table shows, 18% respondents out of 25 believe that the UDAs have lack of knowledge in respect of Discipline and Appeal related works. 76% have expressed their views that the UDAs and LDAs face problems when they do the work of file and record management. It proves that they have lack of knowledge about file and record management. 16% respondents have mentioned about the deficiency of knowledge about Audit Objections and its disposal. 24% have mentioned that UDAs and LDAs do not have proper knowledge of purchase and Tender. 4% respondents have pointed out the subject of pension while 20% respondents believe the UDAs and LDAs should have training on Human relation and Etiquette. From the above analysis it is clear that training should be arranged for the UDAs and LDAs on the following issues.

- a) Discipline and Appeal Rules.
- b) File and Record Management.
- c) Audit objection and its disposal.
- d) Purchase and Tender.
- e) Pension Rules.
- f) Human relation and etiquette.

Findings of the study

1. **Need for training** : Among the 30 UDAs, 21 have received training, while 9 have not yet got the chance of training. So, among the UDAs 30% have not yet got the chance of training. Among the LDAs, 20% report that they have not yet got the chance of training (Table-1). In table-1, we see some UDAs and LDAs have no job descriptions. Without training and job description, the function of an office cannot run in a proper way. According to the officers' views, maximum staff have positive attitude in training (Table-6). It seems that staffs have active views about the necessity of training. Among the respondents of the staff, majorities admit that the utility of training is unquestionable and hence, training is very urgent. Therefore, they should be trained (Table-4&7) (UDA & LDA). 100% respondents of the beneficiaries have opined that training should be arrange for UDAs and LDAs (Table-4).

2. **Need of Institutional training**: In training need assessment process 25 (Twenty five) beneficiaries have been interviewed through questionnaire. 80% respondents have expressed their positive views about the institutional training. Training needs of particular groups to be fulfilled, if they are sent to the training institutions. The training institutes have a vital role to reshape the non-trained UDAs and LDAs in respect of their job behaviour and efficiency (Table-4, opinion of beneficiaries).

3. **Need of short training courses** : The respondents of the UDA and LDA have mentioned that some specific works are being attended by them. Therefore, according to the workers' demand or need, short training courses have to be imparted on each subject in order to help them perform their works smoothly and correctly. Mental courage and strength come from knowledge and knowledge comes from training (Table-2).

4. **Necessity of existing training courses** : The following training courses are to be continued according to the opinion of UDA and LDA (Table-5).

- a) Basic Office Administration Course.
- b) Office Supervision Course.
- c) Computer Course.
- d) Conduct and Discipline Course.
- e) File and Record Management Course.
- f) Bill Preparation Course.

g) Audit Objections and Disposal Course.

h) Human Relation and Etiquette Course.

1. Revised Contents/Module of the Basic Office Administration course.

Module 1: Public Administration and personnel Management

- 1.1 General conditions of service
- 1.2 Recruitment and promotion rules
- 1.3 The Govt. Servants(conduct Rules)
- 1.4 The Govt. Servants(Special provision)ordinance 1979
- 1.5 The Public Employees (Punctual and Attendance)
- 1.6 The Govt. Servants (Discipline and Appeal)Rules 1985
- 1.7 Administrative Tribunal,its composition and functions
- 1.8 Leave rules
- 1.9 Joining time
- 1.10 Courtesy ,manner and Etiquette
- 1.11 Seniority rules
- 1.12 Service rules of autonomous bodies
- 1.13 File Management
- 1.14 Managing Human Resources
- 1.15 Instructions regarding use of Govt. Transport and Telephones
- 1.16 Rules regarding the use of Govt. properties and office layout
- 1.17 Special provisions ordinance
- 1.18 Constitution of Bangladesh
- 1.19 Governmental System in Bangladesh

Module 2: Financial Management

- 2.1 Treasure rules
- 2.2 Pay fixation rules
- 2.3 Important Aspects of Financial rules
- 2.4 Traveling Allowance rules
- 2.5 Pension rules
- 2.6 Preparation of bills
- 2.7 Delegation of Financial power
- 2.8 Audit objection and its disposal
- 2.9 Cash book maintenance
- 2.10 Writing of cash book and its management
- 2.11 Store management
- 2.12 Budget classification of budget preparation and Approval of Budget Estimate
- 2.13 Service book maintenance
- 2.14 Writing of Register in connection with Finance and their maintenance
- 2.15 Purchase system of office materials
- 2.16 Maintenance of Govt. Accounts and Auditing system
- 2.17 Group Insurance, Benevolent fund and General provident fund rules

Module 3: Computer application

- 3.1 Microsoft word**
- 3.2 Mocrosoft Excel**
- 3.3 Microsoft Power point**

Module 4: File and Record Management

- 4.1 Opening of New Files**
- 4.2 Submission of Files and Movement of Files**
- 4.3 Classification of Files and Records.**
- 4.4 Weeding and destruction of Files**
- 4.5 Official Letter writing system**

2.Revised Contents/Module of Office Supervision Course

Module 1: Office Supervision

- 1.1 Distribution of works in the office**
- 1.2 Office Procedure**
- 1.3 Preparation of Draft and summary writing**
- 1.4 Office communication**
- 1.5 Store management**
- 1.6 Instructions on Office Securities**
- 1.7 Time management**
- 1.8 Office supervision and human relations**

Module 2: Personnel Management

- 2.1 General Conditions of service**
- 2.2 The Govt. Servants (Discipline and Appeal)rules 1985**
- 2.3 The Govt. Servants (Conduct)rules 1979**
- 2.4 Recruitment and Promotion rules**
- 2.5 Seniority rules**
- 2.6 Leave rules**
- 2.7 Annual Confidential Report (ACR)writing and Evaluation**
- 2.8 Inquiry Procedure of departmental cases and Inquiry report writing**
- 2.9 Administrative Tribunal**
- 2.10 Writing of Final Report/Order of departmental cases**
- 2.11 Constitution of Bangladesh**
- 2.12 Service Rules of autonomous bodies**

Module 3:Financial Management

- 3.1 Important Aspects of Financial rules**
- 3.2 Treasury rules**
- 3.3 Pay fixation**

- 3.4 Budget,classification of budget and Budget Preparation and approval of official Budget estimate
- 3.5 Preparation of bills
- 3.6 General Provident fund, Group insurance and Benevolent Fund rules
- 3.7 Purchase system of office materials
- 3.8 Writing of cash book
- 3.9 Value added tax
- 3.10 Income tax(Individual)
- 3.11 Equalization of pay

3.Revised Contents/Module of Computer Application Course

Module : Computer

- 1.1 Introduction to Computer
- 1.2 Familiarization with Keyboard use
- 1.3 Opening system and Typing Tutor
- 1.4 Microsoft word
- 1.5 Microsoft Excel
- 1.6 Microsoft Power Point
- 1.7 Microsoft Access
- 1.8 Maintenance of Microcomputer

4.Revised Contents/Module of Conduct and Discipline Course

Module 1: Conduct and Discipline

- 1.1 Conduct of Govt. Officers in the light of constitution
- 1.2 The Govt.Servants(conduct)rules ,1979
- 1.3 The Govt.Servants(special provision) ordinance,1979
- 1.4 The Public Employees(Punctual Attendance)ordinance,1982
- 1.5 The Govt.Servants(Discipline and Appeal)rules,1985
- 1.6 How to prepare a Statement of Allegation and Framing of charges
- 1.7 Inquiry Procedure of Departmental cases
- 1.8 How to write a Final Report of a Departmental cases
- 1.9 The Public Servants (Dismissal on Conviction)ordinance,1985
- 1.10 Administrative Tribunal Act
- 1.11 Conduct and Discipline in Labour Law
- 1.12 Conduct and Discipline Rules of Autonomous Bodies
- 1.13 Human Relation
- 1.14 Human Resource: Concept, nature, scope & importance

5.Revised Contents/Module of Communication,Human Relation and Etiquette Course

- 1.1 Etiquette, Manner, ethics and human relation.
- 1.2 The Public Employees(Punctual Attendance)Rules,1982
- 1.3 The Govt. Servants(special provision) ordinance,1979.
- 1.4 Principals regarding behaviour with superiors and general people
- 1.5 Training and development
- 1.6 The Govt. Servants(discipline & Appeal)rules,1985
- 1.7 Welfare measures of Govt. employees
- 1.8 Office Arrangement

6.Revised Contents/Module of File and Record Management Course

- 1.1 Receipt of Daily Mails, Distribution and Diarising
- 1.2 Opening of New file and Indexing
- 1.3 Classification and Record, weeding and destruction of files
- 1.4 Different form of communication
- 1.5 New technology of communication
- 1.6 Writing of Agenda and Minutes
- 1.7 Issuance of letter use of Stamps and maintenance of accounts
- 1.8 Writing of notes and preparation of drafts
- 1.9 Maintenance of Library
- 1.10 Office layout

7.Revised Contents/Module of Bill Preparation, audit objection and disposal course

- 1.1. Treasury Rules
- 1.2 Travelling allowance rules and preparation of bills
- 1.3 Preparation of advance bill,honorarium bill,contingency bill and pay bill
- 1.4 Maintenance of Registers used in Accounts Section
- 1.5 Preparation of Treasury Chalan
- 1.6 Proper use of Govt.property
- 1.7 Security and preservation of audit documents
- 1.8 Materials Management activities
- 1.9 Incometax Rules(Individual)
- 1.10 Rules of premium of insurance
- 1.11 Reply to audit objection
- 1.12 Functions relating to audit objection and its disposal
- 1.13 Vat Rules of audit report
- 1.14 Bill preparation,audit objection and disposal course
- 1.15 Using of Microsoft word
- 1.16 Using of Microsoft Excel

The respondents from the officers also feel that the above stated training courses and Financial Administration course are necessary for the UDAs and LDAs (Table-11).

5. **Training facility to be provided just after appointment of the staffs** : Before getting the chances of training, LDAs and UDAs perform their works with the help of following processes.

- a) Taking help from old files.
- b) Discussion with the Colleagues.
- c) Personal conception.

The above mentioned processes cannot provide solution of problem to any staff. In this regard, it is established that training should be imparted from the very beginning of the service life of UDA and LDA (Table-9). 57.15% officers (Nominating Authority) report that the scale of fruitfulness of training is 80%. It reveals that they believe on training (Table-7).

6. **Proper topics selected for the Staffs and Officers** : It is found that the following topics may be incorporated in the RPATC's training programmes (Table-10).

- i) New technology of communication.
- ii) Library Science.
- iii) Tree plantation.
- iv) Awareness about arsenic contamination.
- v) Bank and Insurance.
- vi) Administrative Rules.
- vii) Maintenance of computer/type machine.
- viii) Computer and its maintenance.
- ix) Income tax Rules.
- x) Rules of premium of Insurance.
- xi) Loan of Agriculture and its refund process.
- xii) Licence Rules.
- xiii) Laws about criminal cases.

The other subjects that are mentioned in table-10 & 1 have already been included in the existing training courses. According to the officers' opinion, the following subjects are to be included in the RPATC's training programmes.

- i) Labour law;
- ii) Accountability and Judiciary;
- iii) Development of office environment and office layout;
- iv) Proper use of Govt. property;
- v) Public relation;
- vi) Service Rules of autonomous bodies.

The other subjects mentioned in table-8 have been incorporated earlier in the RPATC's training programmes.

7. **Importance of practical training** : The officers have laid importance on both theoretical and practical trainings (Table-10). They also opine that development of moral attitude of the staff is essential. We can accept this as views of the majority. So, henceforth, chalking out training programmes should contain of practical training provision after every discussion session on each topic. To develop moral attitude, appropriate subjects are to be incorporated in the training programme.

8. **Importance of coordination, basic training, distribution of works** : The respondent officers put emphasis on co-ordination among various departments, basic training, distribution of works, change of training methods, these would be helpful for development of standard of work of their staff. The authorities of BPATC should give due importance on the opinion stated above (Table-10).

9. **Opinion of the trained staffs** : The staffs who have received training's have passed comments on the evaluation form as supplied by the authority of RPATC, Rajshahi. They say that the following subjects are to be incorporated in the training courses:

- a) Vat and income tax;
- b) Work distribution;
- c) Renewal of license;
- d) Lease of land and bazar;
- e) Various circulars and Gazette notification;
- f) Equalization of pay (Table-8).

If the above stated subjects can be introduced in the relevant training programmes of RPATC (as per suggestions of the trained staff), knowledge of the participants would be increased and diversified.

10. **More similar training courses to be arranged** : Among 42 officers, majority believe that while doing the disciplinary and office management work their staffs face problems due to lack of training (Table-5). 50% UDAs, among 30, have reported that they have faced problems when they do the work of disciplinary matter, while 60% LDAs admit that they face problems when they do works on leave, pension, opening of new files or submission of files before the authority. 43.33% of the UDAs and LDAs have said, they face problems regarding the work of financial matter e.g. preparation of bills, cash book writing, writing the answer of audit objections etc. The problems stated above may be solved by incorporating more training courses (Table-6).

11. **Selection of participants** : Responding officers have mentioned about the selection of staffs for suitable courses. So, before preparing the year-wise training calendar, the status or category of the staff should be fixed up according to the desire of the nominating authorities (Table-11). If the selection of clientele is wrong, training would not be given to the right persons. As a result, the Organisation/Departments will not get desired result.

12. **Some special courses to be arranged** : The following training courses to be arranged at RPATCs according to the need of the respondents:

- a) Bank and Insurance policy of Bangladesh.
- b) Income Tax and Land Tax..
- c) Arsenic Contamination.
- d) Public Relation.
- e) Customer services and effective customer relation.(Table- 1 & 10)

Course contents/Modules of aforesaid courses which may be conducted are appended below:

1.Contents/Module of Customer Services and Effective Coustomer Relations

- 1.1 Market and Marketing in the modern competitive world
- 1.2 Concept, definition, characteristics and importance of services in modern marketing
- 1.3 Skill development for establishing effective customer relations.
- 1.4 Communication of availability of services to the customers.
- 1.5 Analyzing the Market and Services of the enterprise to fulfil the customer's need
- 1.6 Selling benefit of services
- 1.7 Dealing with objections in buying services
- 1.8 Handling customer complaints

2.Contents/Modules of Bank Employees' Basic Training course

- 1.1 Leadership: Concept and function
- 1.2 Motivational leadership
- 1.3 Financial system of Bangladesh
- 1.4 Definition of Banker, Customer Relationship right and obligation
- 1.5 Different types of accounts capabilities of parties to contract
- 1.6 Opening and Operation of account Club, Society, Local body
- 1.7 Autonomous body, Govt Account, Trust account, Proprietary concern
- 1.8 Partnership, Limited company account, Public/Private account
- 1.9 Transfer of account, closing of account
- 1.10 Dormant account
- 1.11 Balanced confirmation
- 1.12 Balance of Customer account
- 1.13 Disclosure of Customer account

3.Content/Moduel of Arsenic Contamination Course

- 1.1 Water and Environment
- 1.2 Arsenic contamination and water
- 1.3 Water and sustainability
- 1.4 Hazardous waste

- 1.5 Recycling hazardous wastes
- 1.6 Waste management
- 1.7 Reaction of arsenic in human body
- 1.8 Arsenic contamination and its remedies
- 1.9 Environmental policy of Bangladesh and other related Acts
- 1.10 Green house effects
- 1.11 Forestation and preservation
- 1.12 Environmental pollution

4.Contents/Moduels of Public Relation Course

- 1.1 Concepts,theories and knowledge of Management
- 1.2 Human Relation and Motivation
- 1.3 Communication process
- 1.4 Time and self Management
- 1.5 Counseling and handling grievances
- 1.6 Planning and organization
- 1.7 Motivation Incentives
- 1.8 Time Management
- 1.9 Mind Management
- 1.10 Principles of Behaviour Modification
- 1.11 Leadership Development and various approaches
- 1.12 Teambuilding

5.Contents/Modules of Land Tax and Income Tax course

- 1.1 Income-tax authorities
- 1.2 Jurisdiction of income tax
- 1.3 Establishment of Appellate Tribunal
- 1.4 Decision of Bench
- 1.5 Charge of income tax
- 1.6 Charge of surcharge
- 1.7 Charge of additional tax
- 1.8 Charge of excess profit tax
- 1.9 Scope of the total income
- 1.10 Exemption in respect of investment
- 1.11 Special tax treatment in respect of investment in house property
- 1.12 Special tax treatment in respect of investment in land property
- 1.13 Heads of income
- 1.14 Salaries
- 1.15 Interest on securities
- 1.16 Deductions from agricultural income
- 1.17 Income from business or profession
- 1.18 Provision for disallowance

- 1.19 Deduction at source from salaries
- 1.20 Return of income
- 1.21 Certificate in place of return
- 1.22 Different Registrs and Forms used in Revenue Office
- 1.23 Functions Regarding Mutation, credit and debt, Addition and Separation of Holdings.
- 1.24 Land Reforms Activities
- 1.25 Policies on Land Acquisition
- 1.26 Survey
- 1.27 Eviction
- 1.28 PDR Act and Certificate Manual
- 1.29 Land Management Manual

Recommendations :

1. To increase the work competency of UDAs and LDAs, training should be made compulsory for them. The authority, the UDAs and the LDAs admit the necessity of training.
2. The training calendar to be prepared by the BPATC for RPATC, must be updated as per needs of the participants and their nominating authorities/supervisors. Traditional subjects have to be replaced by the actual need-based subjects.
3. Particular training courses have to be arranged for definite class of staffs, so that training may be fruitful and the respective organisations may get better/desired result to achieve their organisational goals.
4. The traditional method of training i.e. only lecture-method should be changed and alongside, other methods such as exercise, Group Discussion, Group Report Presentation, and Role Play have to be introduced in every training course.
5. Budgetary constraints have to be solved by the authority to implement the training courses appropriately.
6. Before preparing yearly training programmes the jobs of a particular class, i.e. UDA and LDA should be analyzed. In this respect, lists of their works have to be collected through the questionnaire. Therefore, when particular training courses will be arranged for them, their descriptions of job may be considered by the authority.

Conclusion :

Every goal should have specific planning. If a plan is hazy or unclear, the entire work will be sterile. So, in the cases of implementing training programmes there should be specific scheme. The scheme shall have to be set up according to the needs of the clients. Therefore, to achieve the objectives, training should be guided by research.

But this research work is not the last training need assessment of UDAs and LDAs of various Govt./Autonomous/Semi Govt. Departments under Rajshahi Division. Because need may be changed from time to time. As for example, once typing was the urgent need of a typist. Now, this system or work process has been changed. Now, typing practice on the computer is more urgent than before. So, the need is not static. Training without research is a valueless exercise for a trainer. Training should be reinforced by regular follow-up. There should be regular formative evaluation of training by the trainees, authority of trainees and the trainers. Therefore, to prepare a training programme the following methods may be adopted-

- Analyze the job description of the participants.
- According to the job descriptions subjects to be selected.
- Trainee to be selected for relevant courses as per requirement of the supervisors.
- Formulate training programmes.
- Implement the programmes according to the need of the particular target group.
- Evaluate the training.

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আঞ্চলিক লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র
রাজশাহী

শিরোনামঃ উচ্চমান সহকারী ও নিম্নমান সহকারী/নিম্নমান সহকারী বনাম মুদ্রাক্ষরিকদের প্রশিক্ষণ চাহিদা নিরূপনের লক্ষ্যে একটি সমীক্ষা।

(আপনার দেয়া তথ্য শুধুমাত্র বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র কর্তৃক পরিচালিত গবেষণার কাজে ব্যবহার করা হবে। প্রশিক্ষণার্থীদের প্রকৃত চাহিদার আলোকে একটি সমন্বিত সমাধান, বাস্তবধর্মী প্রশিক্ষণ বিষয়বস্তু (ইয়শাচনশাচ) প্রণয়নের লক্ষ্যে এই গবেষণা পরিচালিত হচ্ছে। আপনার নাম, পরিচয় এবং প্রদেয় তথ্যের গোপনীয়তা রক্ষা করা হবে। প্রশ্নমালা অনুযায়ী তথ্য সরবরাহ করে গবেষণা কার্যে সহায়তা প্রদানের জন্য আপনাকে বিনীত অনুরোধ জানানো হচ্ছে।)

১.১ নাম :

১.২ পদমর্যাদা :

১.৩ আপনার দপ্তরে কর্মরত উচ্চমান সহকারী/নিম্নমান সহকারী/নিম্নমান সহকারী বনাম মুদ্রাক্ষরিকদের জন্য কার্যবিবরণী (Job description) আছে কি ? : ☐ হ্যাঁ ☐ না

১.৪ উত্তর হ্যাঁ হয়ে থাকলে সে মোতাবেক তারা সুষ্ঠুভাবে দায়িত্ব পালন করতে পারেন কি ?

☐ হ্যাঁ ☐ না

১.৫ উত্তর না হয়ে থাকলে তাদের সমস্যা গুলো কি কি ?

ক)

খ)

গ)

১.৬ তাদের সমস্যা সমূহ দূর করতে প্রশিক্ষণ কতটুকু কাজে লাগবে বলে মনে করেন ?

☐ খুব বেশী ☐ বেশী ☐ মোটামুটি ☐ কোন কাজে লাগবে না

২.১ উচ্চমান সহকারী ও নিম্নমান সহকারী/নিম্নমান সহকারী বনাম মুদ্রাক্ষরিকগণ শৃংখলা সংক্রান্ত কেস (শৃংখলা ও আপীল বিধি, বিশেষ ব্যবস্থা অধ্যাদেশ, নিয়মিত উপস্থিতি অধ্যাদেশ, নিয়মিত উপস্থিতি অধ্যাদেশ ইত্যাদি) গুলো দফতর সাথে উপস্থাপন করতে পারেন কি ?

☐ হ্যাঁ ☐ না

২.২ উত্তর না হয়ে থাকলে আপনার মতে কারণ গুলো কি কি ?

ক)

খ)

গ)

ঘ)

২.৩ উত্তর না হয়ে থাকলে আপনি কি নিম্ন বর্ণিত কোন কারণটিকে এর জন্য দায়ী করেন ?

- ☐ প্রশিক্ষণের অভাব
- ☐ অভিজ্ঞতার অভাব
- ☐ মনোযোগের অভাব
- ☐ অন্যান্য কারণ

২.৪ ছুটি, পেনসন, নথি খোলা, নথি রক্ষণাবেক্ষণ, উপস্থাপন কাজের ক্ষেত্রে সংশ্লিষ্ট কর্মচারীগণ দক্ষতার সাথে কার্য সম্পাদন করতে পারেন কি ?

হ্যাঁ ☐ না ☐

২.৫ উত্তর না হয়ে থাকলে নিম্ন বর্ণিত কোন কারণটিকে এর জন্য দায়ী করছেন ?

- ☐ প্রশিক্ষণের অভাব
- ☐ অভিজ্ঞতার অভাব
- ☐ মনোযোগের অভাব
- ☐ অন্যান্য কারণ

৩.১ আর্থিক বিষয়ে কার্য সম্পাদনের ক্ষেত্রে আপনার কর্মচারীদের মধ্যে দক্ষতার অভাব পরিলক্ষিত হয় কি ?

☐ হ্যাঁ ☐ না ☐ সামান্য

৩.২ যদি হ্যাঁ হয়ে থাকে তবে কেন ?

ক)

খ)

গ)

৩.৩ আপনার কর্মচারীদের মধ্যে তাদের কাজের মান উন্নয়নের জন্য প্রশিক্ষণ গ্রহণের আগ্রহ দেখা যায় কি ?

☐ ইতিবাচক ☐ নেতিবাচক ☐ মিশ্র

৩.৪ প্রশিক্ষণ একজন কর্মচারীর কাজের মান উন্নয়নের ক্ষেত্রে কতটুকু ভূমিকা রাখতে পারে বলে আপনি মনে করেন তা শতাংশে

হারে প্রকার করুন ?

☐ ৮০% ☐ ৬০% ☐ ১০০%

৪.১ প্রশিক্ষণের মান উন্নয়নের লক্ষ্যে প্রশিক্ষণ পাঠ্যক্রম সমূহে কি কি বিষয় অন্তর্ভুক্ত করা জরুরী প্রয়োজন বলে মনে করেন

রকম দশটি বিষয়ের নাম উল্লেখ করুন ?

ক)

খ)

গ)

ঘ)

৪.২ আপনার যে সকল কর্মচারী আরপিএটিসিতে প্রশিক্ষণ গ্রহণ করেছেন তাদের কাজের মান বৃদ্ধি পেয়েছে কি?

☐

হ্যাঁ

☐

না

☐

মোটামোটি

৪.৩ কর্মচারীদের প্রশিক্ষণের মেয়াদ সর্বোচ্চ কত দিন হলে ভাল হয় ?

☐

২ মাস

☐

১ মাস

☐

১৫ দিন

☐

৭ দিন

৪.৪ কর্মচারীদের কাজের মান উন্নয়নে আপনার সুপারিশ সমূহ কি কি ?

ক)

খ)

গ)

ঘ)

৪.৫ উত্তর না হয়ে থাকলে তাদের সমস্যা গুলো কি কি ?

ক)

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৪.৬ নিম্ন বর্ণিত প্রশিক্ষণ পাঠক্রম সমূহ কোন কোন পদমর্যাদার কর্মচারীদের জন্য প্রয়োজনীয় বলে মনে করেন।

ক) মৌল অফিস প্রশাসন পাঠক্রমঃ

☐ উচ্চমান সহকারী☐ হিসাব রক্ষক/ক্যাশিয়ার☐ নিম্নমান সহকারী☐ সমমানের কর্মচারী

খ) কম্পিউটার প্রশিক্ষণ পাঠক্রমঃ

☐ উচ্চমান সহকারী☐ হিসাব রক্ষক/ক্যাশিয়ার☐ নিম্নমান সহকারী☐ সমমানের কর্মচারী

গ) অফিস তত্ত্বাবধান প্রশিক্ষণ পাঠক্রমঃ

☐ উচ্চমান সহকারী☐ হিসাব রক্ষক/ক্যাশিয়ার☐ নিম্নমান সহকারী☐ সমমানের কর্মচারী

ঘ) আচরণ ও শৃংখলা প্রশিক্ষণ পাঠক্রমঃ

☐ উচ্চমান সহকারী☐ হিসাব রক্ষক/ক্যাশিয়ার☐ নিম্নমান সহকারী☐ সমমানের কর্মচারী

ঙ) নথি ও রেকর্ড ব্যবস্থাপনা প্রশিক্ষণ পাঠক্রমঃ

☐ উচ্চমান সহকারী☐ হিসাব রক্ষক/ক্যাশিয়ার☐ নিম্নমান সহকারী☐ সমমানের কর্মচারী

চ) বিল প্রস্তুতকরণ ও সংরক্ষণ প্রশিক্ষণ পাঠ্যক্রমঃ

উচ্চমান সহকারী	হিসাব রক্ষক/ক্যাশিয়ার	নিম্নমান সহকারী	সমমানের কর্মচারী
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ছ) অডিট আপত্তি ও নিষ্পত্তি প্রশিক্ষণ পাঠ্যক্রমঃ

উচ্চমান সহকারী	হিসাব রক্ষক/ক্যাশিয়ার	নিম্নমান সহকারী	সমমানের কর্মচারী
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জ) মানবিক সম্পর্ক ও শিষ্টাচার প্রশিক্ষণ পাঠ্যক্রমঃ

উচ্চমান সহকারী	হিসাব রক্ষক/ক্যাশিয়ার	নিম্নমান সহকারী	সমমানের কর্মচারী
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আঞ্চলিক লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র
রাজশাহী

শিরোনামঃ উচ্চমান সহকারী ও নিম্নমান সহকারী/নিম্নমান সহকারী বনাম মুদ্রাস্ফরিকদের প্রশিক্ষণ চাহিদা নিরূপনের লক্ষ্যে একটি সমীক্ষা।

(আপনার দেয়া তথ্য শুধুমাত্র বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র কর্তৃক পরিচালিত গবেষণার কাজে ব্যবহার করা হবে। প্রশিক্ষণার্থীদের প্রকৃত চাহিদার আলোকে একটি সম্যোপযোগী, বাস্তবধর্মী প্রশিক্ষণ বিষয়বস্তু (Content) প্রণয়নের লক্ষ্যে এই গবেষণা পরিচালিত হচ্ছে। আপনার নাম, পরিচয় এবং প্রদেয় তথ্যের গোপনীয়তা রক্ষা করা হবে। প্রশ্নমালা অনুযায়ী তথ্য সরবরাহ করে গবেষণা কার্যে সহায়তা প্রদানের জন্য আপনাকে বিনীত অনুরোধ জ্ঞানোচ্চ।)

১.১ নাম :

১.২ আপনার পদমর্যাদা (✓ চিহ্নিত করুন) :

☐ উচ্চমান সহকারী

☐ নিম্নমান সহকারী/নিম্নমান সহকারী বনাম মুদ্রাস্ফরিক

১.৩ দপ্তরের নাম :

১.৪ চাকুরীকাল (কত বছর) :

১.৫ শিক্ষাগত যোগ্যতা :

২.১ আরপিএটিসিতে প্রশিক্ষণ কোর্সে অংশ গ্রহণ করেছেন কিনা (✓ চিহ্ন দিন) ? হ্যাঁ ☐ না ☐

২.২ আপনার কাজের কোন নির্দিষ্ট কার্য বিবরণী আছে কি ? হ্যাঁ ☐ না ☐

২.৩ আপনার দাপ্তরিক কাজগুলো কি কি (গুরুত্বের ক্রমানুসারে) ?

- | | |
|----|----|
| ক) | খ) |
| গ) | ঘ) |
| ঙ) | চ) |
| ছ) | |

২.৪ কার্য বিবরণী অনুযায়ী দায়িত্ব পালনে কোন সমস্যার সম্মুখীন হন কি ?

হ্যাঁ ☐ না ☐

২.৫ যদি সমস্যার (অসুবিধার) সম্মুখীন হন তবে এর কারণ সংক্ষেপে উল্লেখ করুন ?

- ক)
খ)
গ)
ঘ)

২.৬ কার্য সম্পাদনে সমস্যা সমূহ দূর করতে প্রশিক্ষণ কতটুকু কাজে লাগবে বলে মনে হয়?

☐	খুব বেশী	☐	বেশী
☐	মোটামুটি	☐	কোন কাজে লাগবে না

৩.১ আরপিএটিসির নিম্ন বর্ণিত প্রশিক্ষণ পাঠক্রম সমূহের মধ্যে কোন কোন পাঠক্রম কেমন প্রয়োজনীয় বলে মনে করেন।

ক) মৌল অফিস প্রশাসন পাঠক্রমঃ

☐	বেশী প্রয়োজনীয়	☐	প্রয়োজনীয়	☐	মোটামোট প্রয়োজনীয়	☐	অপ্রয়োজনীয়
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খ) কম্পিউটার প্রশিক্ষণ পাঠক্রমঃ

☐	বেশী প্রয়োজনীয়	☐	প্রয়োজনীয়	☐	মোটামোট প্রয়োজনীয়	☐	অপ্রয়োজনীয়
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গ) অফিস তত্ত্বাবধান প্রশিক্ষণ পাঠক্রমঃ

☐	বেশী প্রয়োজনীয়	☐	প্রয়োজনীয়	☐	মোটামোট প্রয়োজনীয়	☐	অপ্রয়োজনীয়
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ঘ) আচরণ ও শৃংখলা প্রশিক্ষণ পাঠক্রমঃ

☐	বেশী প্রয়োজনীয়	☐	প্রয়োজনীয়	☐	মোটামোট প্রয়োজনীয়	☐	অপ্রয়োজনীয়
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ঙ) নথি ও রেকর্ড ব্যবস্থাপনা প্রশিক্ষণ পাঠক্রমঃ

☐	বেশী প্রয়োজনীয়	☐	প্রয়োজনীয়	☐	মোটামোট প্রয়োজনীয়	☐	অপ্রয়োজনীয়
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চ) বিল প্রস্তুতকরণ ও সংরক্ষণ প্রশিক্ষণ পাঠক্রমঃ

☐	বেশী প্রয়োজনীয়	☐	প্রয়োজনীয়	☐	মোটামোট প্রয়োজনীয়	☐	অপ্রয়োজনীয়
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ছ) অডিট আপত্তি ও নিষ্পত্তি প্রশিক্ষণ পাঠক্রমঃ

☐	বেশী প্রয়োজনীয়	☐	প্রয়োজনীয়	☐	মোটামোট প্রয়োজনীয়	☐	অপ্রয়োজনীয়
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জ) মানবিক সম্পর্ক ও শিল্পাচার প্রশিক্ষণ পাঠক্রমঃ

☐	বেশী প্রয়োজনীয়	☐	প্রয়োজনীয়	☐	মোটামোট প্রয়োজনীয়	☐	অপ্রয়োজনীয়
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৩.২ শৃংখলা সংক্রান্ত (শৃংখলা ও আপীল বিধি, বিশেষ ব্যবস্থা অধ্যাদেশ, নিয়মিত উপস্থিতি ইত্যাদি) কেস উপস্থাপনে কোন অসুবিধা (সমস্যা) হয় কি ?

হ্যাঁ ☐ না ☐

৩.৩ উত্তর হ্যাঁ হলে কি কি অসুবিধার সম্মুখীন হন।

ক)

খ)

গ)

ঘ)

৩.৪ কেন এই অসুবিধা হচ্ছে বলে আপনি মনে করেন-

☐ প্রশিক্ষণের অভাব (প্রশিক্ষণ না নেয়ার কারণে)

☐ অভিজ্ঞতার অভাব

☐ মনোযোগের অভাব

☐ অন্যান্য

৩.৫ ছুটি, পেনসন, নথি খোলা, রক্ষণাবেক্ষণ, উপস্থাপন এ সকল কাজের ক্ষেত্রে কোন সমস্যার সম্মুখীন হতে হয় কি ?

হ্যাঁ ☐ না ☐

৩.৬ উত্তর হ্যাঁ হলে কি কি অসুবিধার সম্মুখীন হন ?

ক)

খ)

গ)

ঘ)

ঙ)

৩.৭ কেন এই অসুবিধা হচ্ছে বলে আপনি মনে করেন-

☐ প্রশিক্ষণ না নেয়ার কারণে

☐ অভিজ্ঞতার অভাব

☐ মনোযোগের অভাব

☐ অন্যান্য

৩.৮ আর্থিক বিষয়ে (ট্রেজারী বিধি, আর্থিক বিধি, কাশ বই লিখন, অডিট আপত্তি ও উত্তর প্রদান, বিল তৈরী ইত্যাদি) কার্য সম্পাদনে কোন অসুবিধা (সমস্যা) হয় কি ?

হ্যাঁ ☐ না ☐

৩.৯ উত্তর হ্যাঁ হলে কি কি অসুবিধার সম্মুখীন হন ?

ক)

খ)

গ)

ঘ)

ঙ)

৩.১০ কেন এই অসুবিধা হচ্ছে বলে আপনি মনে করেন-

প্রশিক্ষণ না নেয়ার কারণে

অভিজ্ঞতার অভাব

মনোযোগের অভাব

অন্যান্য

৪.১ প্রশিক্ষণ গ্রহণের পূর্বে আপনি কিভাবে দাপ্তরিক কাজ সমাধা করতেন?

ক) পুরাতন নথি থেকে সাহায্য নিয়ে-

হ্যাঁ

না

খ) সহকর্মীদের সাথে আলোচনা করে-

হ্যাঁ

না

গ) উর্ধ্বতন কর্তৃপক্ষের সাথে আলোচনা করে

হ্যাঁ

না

ঘ) নিজস্ব চিন্তা ধারা অনুযায়ী-

হ্যাঁ

না

৪.২ আরপিএটিসির প্রশিক্ষণে যে বিষয়গুলো অন্তর্ভুক্ত করা জরুরী প্রয়োজন সে গুলো কি কি উল্লেখ করুন ?

ক)

খ)

গ)

ঘ)

ঙ)

৪.৩ আপনি ঠিক কখন প্রশিক্ষণ নিতে আগ্রহী-

ক) চাকুরী জীবনের শুরুতে

খ) কয়েক বছর চাকুরী করার পর

গ) চাকুরী জীবনের মাঝামাঝি সময়ে

৪.৪ যদি চাকুরী জীবনের শুরুতে প্রশিক্ষণ নিতে চান তবে কেন?

ক)

খ)

গ)

ঘ)

৪.৫ যদি কয়েক বছর চাকুরী করার পর হয় তবে কেন?

ক)

খ)

গ)

ঘ)

৪.৬ যদি চাকুরী জীবনের মাঝামাঝি সময়ে হয় তবে কেন?

ক)

খ)

গ)

ঘ)

৫.১ আরপিএটিসির প্রশিক্ষণের বিষয়ে আপনি কতটুকু আগ্রহী তা শতকরা হারে প্রকাশ করুন?

৪০%

৬০%

৮০%

১০০%

৫.২ আপনাকে আরপিএটিসির প্রশিক্ষণে মনোনিয়নের বিষয়ে (পাঠানোর বিষয়ে) মনোনিয়ন দানকারী কর্তৃপক্ষের মনোভাব কিরূপ ?

ইতিবাচক

নেতিবাচক

মিশ্র

জানা নেই

৫.৩ প্রশিক্ষণ আপনার কাছে বাড়তি চাপ বলে মনে হয় কি?

হ্যাঁ

না

৫.৪ হ্যাঁ হলে কেন?

ক)

খ)

গ)

৫.৫ না হলে কেন?

ক)

খ)

গ)

৬.১ আরপিএটিসির প্রশিক্ষণ গ্রহণের পর আপনার দপ্তর হতে চাকুরী সংক্রান্ত বিষয়ে সুবিধা পাওয়া না পাওয়ার বিষয়ে মতামত দিন (যেমন পদোন্নতি, টাইম স্কেল ইত্যাদি)।

ক) চাকুরী সংক্রান্ত বিষয়ে সুবিধা

পাওয়া যায়

যায় না

৬.২ আরপিএটিসির প্রশিক্ষণের পর আপনার চাকুরী ক্ষেত্রে কোন সুযোগ সুবিধা পাওয়া গেলে তা কিরূপ ?

ক)

খ)

গ)

৬.৩ আরপিএটিসির প্রশিক্ষণ গ্রহণের পর দাপ্তরিক কোন সিদ্ধান্ত গ্রহণের ক্ষেত্রে আপনার মতামতকে গুরুত্বের সাথে বিবেচনা করা হয় কিনা?

হ্যাঁ

না

৬.৪ যদি আপনার মতামতকে গুরুত্বের সাথে বিবেচনা করা হয় তবে তা কিভাবে?

ক)

খ)

গ)

৬.৫ যদি আপনার মতামতকে প্রশিক্ষণ গ্রহণের পর গুরুত্বের সাথে বিবেচনা করা না হয় তবে কেন?

ক)

খ)

গ)

ঘ)

(আপনার সহযোগিতার জন্য ধন্যবাদ।)

আঞ্চলিক লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র
রাজশাহী

শিরোনামঃ উচ্চমান সহকারী/নিম্নমান সহকারী বনাম মুদ্রাস্থরিকদের প্রশিক্ষণ চাহিদা নিরূপনের লক্ষ্যে একটি সমীক্ষা (ত্রাবা প্রাপ্তির অধিকার আছে এমন কয়েক জনের লিখিত সাক্ষাৎকার)

১। নামঃ

২। ঠিকানাঃ

৩। পেশাঃ

৪। বয়সঃ

৫। কোন কোন কাজের জন্য আপনাকে উচ্চমান/নিম্নমান সহকারীদের (অফিস সহকারীদের) কাছে সোত হয-

ক)

খ)

গ)

ঘ)

ঙ)

৬। উচ্চমান/নিম্নমান সহকারীগণ (অফিস সহকারীগণ) আপনার কাজে সহায়তা প্রদান করেন কিনা?

হ্যাঁ

না

৭। যদি করে থাকেন তা শতকরা হিসাবে প্রকাশ করুন-

২০%

৪০%

৬০%

৮০%

১০০%

৮। যদি উচ্চমান ও নিম্নমান সহকারীগণ আপনার কাজে সহায়তা প্রদান না করে থাকেন তবে তার কারণ গুলো চিহ্নিত করুন (টিক চিহ্ন দিয়ে মতামত প্রকাশ করুন)।

প্রশিক্ষণের অভাব

অভিজ্ঞতার অভাব

মনোযোগের অভাব

অন্য কোন কারণ

৯। আপনি কি মনে করেন উচ্চমান ও নিম্নমান সহকারীদের সেবা প্রদানের মান উন্নয়নের জন্য প্রশিক্ষণের প্রয়োজন।

হ্যাঁ

না

১০। যদি উত্তর হ্যাঁ হয়ে থাকে তবে তাদের কোন কোন বিষয়ের উপর প্রশিক্ষণ প্রয়োজন-

ক)

খ)

গ)

ঘ)

ঙ)

১১। তাদের প্রশিক্ষণের ব্যবস্থা কোথায় করলে প্রশিক্ষণ বেশী কার্যকরী হবে?

ক) নিজ কর্মস্থলে

খ) কর্মস্থলের বাইরে কোন প্রশিক্ষণ প্রতিষ্ঠানে।

১২। আপনার মতে উচ্চমান/নিম্নমান সহকারীগণ কোন কোন বিষয়ে কাজ করতে সমস্যার সম্মুখীন হন?

ক) শৃংখলা ও আপীল বিধি

খ) অডিট আপত্তি ও নিষ্পত্তি বিষয়ে

গ) পেনশন বিষয়ে

ঘ) নথি ও রেকর্ড বিষয়ে ব্যবস্থাপনা বিষয়ে

ঙ) ক্রয় ও টেন্ডার সম্পর্কে

চ) অন্য কোন বিষয়ে উল্লেখ করুন।

স্বাক্ষর