

## In-house Training Impact Study Report (July 2008-June 2013)

*“You are your greatest asset. Put your time, effort and money into training, grooming, and encouraging your greatest asset”*

~Tom Hopkins

### Background

With the endorsement and implementation of the Continuing Professional Development Policy (CPDP) in July 2008, the Human Resource and International Relations Division (HRIRD), Royal Audit Authority had coordinated and delivered 60 courses on various audit related subject matter with a total expenditure of approximately Nu 9,915,479.00. Data analysis, budgeting procedures and techniques, risk-based financial audit, revenue audit, team management, stores and stock audit, environmental impact assessment, quality assurance, performance audit, geographical positioning system and geographical information system, report writing and communication skills are some of the courses delivered during the last five years.

The above courses were delivered based on the individual and organizational needs as shown in figure 1:

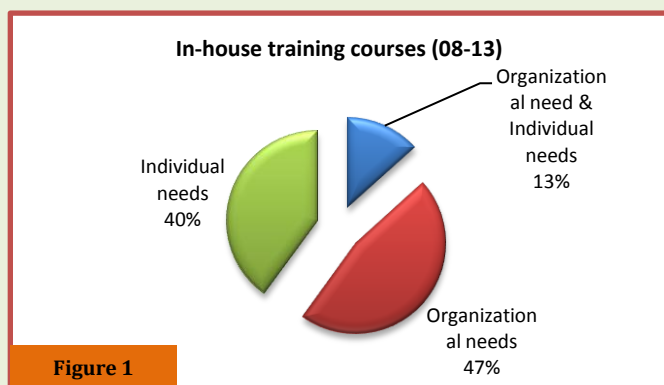


Figure 1

### Objective

To study the impacts created by the in-house training programmes initiated by the Royal Audit Authority from July 2008 to June 2013.

### Methodology

The HRIRD had developed and distributed two sets of questionnaires in which the first set required the individual subordinates to fill up or answer themselves and the second set required their immediate supervisor to fill up the questionnaires.

The provision to illustrate their instances and examples as to the applicability of knowledge and skills gained from training availed were also provided in the questionnaires. A copy of questionnaire was uploaded on the RAA website for easy access to all the employees. Questionnaires were distributed and collected within the month of August-October 2013 and the final responses were analyzed with the help of Microsoft excel.

Of the total questionnaires distributed, only 90 employees have responded. From the 90 respondents, the HRIRD could consider only 70 samples for

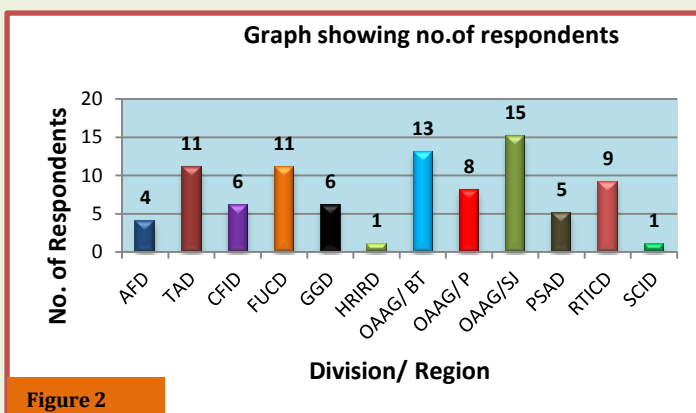


Figure 2

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analysis as more than 20 questionnaires were incomplete. The details of the respondents are shown in figure 2.

### **Findings**

As inferred from the responses of the subordinates and supervisors, the in-house training course objectives were accomplished and it indeed contributed in enhancement of employees' skills and knowledge, which in turn contributed to the overall productivity. The current impact assessment also indicated that the in-house training courses have multiple impacts such as improvement in decision making, enhanced confidence level, improved quality of work and output. The courses, which they attended also facilitated them in time management and prioritization of audit work and gained confidence in problem solving. The majority of the employees are of the view that the training courses designed in-house were based on the utility at work place. Moreover, the environment in which the employees assigned were adequately conducive for them to apply knowledge and skills gained from the trainings. Overall the courses have contributed to the personal development such as improved communication skills, auditing knowledge and skills, and other relevant skills necessary for performing daily roles and responsibilities.

Although the respondents had indicated positive impacts of the in-house trainings delivered over the past five years they have also recommended future training needs such as training on financial statement analysis & interpretation; financial market analysis (relevant for bank audit); debt analysis (relevant for debt audit); certification of accounts; application of business mathematics in analyzing audit findings (eg: Regression, Correlation, etc.); Hardware & Networking; system used by agencies; tender evaluation using E-tool ; construction norms, acts & rules and procurement & public utilities.

Lastly the assessment also found out that majority of the employees of RAA uses internet on a daily basis and the least number of employees uses at-least once in a week. These responses indicated that there is possibility of delivering the future in-house training courses online wherein the employees can access to the course materials at any time.

Hence, the analysis and findings based on the responses of supervisors and subordinates indicated that the overall impact of the in-house training courses was impressive and remarkable.

### **Conclusion**

The in-house training impact study was carried out for the first time in RAA and it was felt necessary to carry out frequent assessment for further improvement in course delivery.