

HUMAN RESOURCE DEVELOPMENT PLAN FOR  
WATER MANAGEMENT STAFF OF SYSTEM "B"  
MAHAWELI AUTHORITY OF SRI LANKA



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APPROVED FOR SUBMISSION

A handwritten signature in dark ink, appearing to read 'W.T. Weerakoon', is written over a faint rectangular stamp area.

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A DISSERTATION SUBMITTED IN PART FULFILLMENT OF THE  
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## EXECUTIVE SUMMARY

This research study presents the results of a Post Graduate Work at the University of Colombo to develop a Training Plan for the Water Management Staff involved in the Operation and Maintenance (O & M) of the irrigation Systems in System "B". Training in water management is required to improve both the flexibility and efficiency of water distribution for the more sophisticated agricultural cropping patterns involved in diversified cropping. Training in water management is also required to ensure continuous effective operations through a well designed programme of systematic maintenance.

The development of the Training Plan started with the preparation of job descriptions of staff attached to the Water Management Division. Further data was collected through a task analysis questionnaire shown in appendix 1 and questionnaires 2,3 and 5 shown in the appendix were developed to be completed by the participants of the Training Needs Assessment (TNA) Seminar. The TNAs were conducted to determine three factors.

1. Who, if any, need training,
2. What kind of training do they need, and
3. Prioritize their training needs

Seven TNA seminars were conducted for the 61 staff members. The participants were representative of the 266 individuals belonging to the seven occupational categories in the Water Management Division in System "B". A Training Plan was then developed on the basis



of the needs identified in the TNA process. As part of the HRD Plan, 24 course outlines addressing the training needs were developed. Its list objectives, course content, training methods and media, course activities, resource persons, target group, location, and a detailed budget estimate.

This training plan satisfies the immediate training needs required to operate and maintain the irrigation system at the level indicated by the System "B" O & M Manual.

The identified training needs given in Tables 5a to 5f are the basis for developing the courses. It also gives other subject areas where training will be required. The list of additional training needs includes the views of the staff collected from the analysis of questionnaires. Table to gives the completed Form No. 3 for each category identifying knowledge, attitude and practice (KPA) discrepancies. Annex 6 gives the completed Form No. 1 with information related to job descriptions, such as major tasks, duties and minimum qualifications for the jobs. Completed Form 2 given in Annex 5 outlines actual performance levels and the percentage of time spent on performance of each duty.

Annex 7, gives other relevant documents such as a copy of questionnaire, Form Nos. 1 to 3; Training Need Assessment Seminar Schedules and flow chart for training plan process.

The training schedule given in Annex 1 presents an over-view of the courses that have been designed for each job category. The training schedule lists 63 short courses to be conducted during the Year 1993. The average cost of a course is about Rs. 4,000 per day. The average number of participants per course is 25.

Any Plan requires a certain level of flexibility in

order to absorb and respond to required updating of training needs, resources, and in particular, changing task competencies and performance standards. Hence, the Training Officers of Central Training and Coordinating Unit (CTCU) should review the course outlines with the resources before preparing the training schedules.