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GOLDEN PEACOCK

NATIONAL TRAINING AWARD



GUIDELINES & APPLICATION FORM

"The Golden Peacock National Training Award is the most prestigious and valuable recognition you and your organisation can win for training."

WINNING WORKS WONDERS

Winning the Golden Peacock National Training Award (GPNTA) means wide ranging benefits, for all types of business or trade, from multinationals to small family-run concerns.

The Award logo is a recognition of the symbol of excellence in training, and a sign of a successful competitive organisation. When displayed on your stationery, it demonstrates your staff and your company mean business.

- National and local publicity strengthens your customer client base and attracts new customers.
- Enhances staff morale and motivation - existing staff are more productive.
- Commitment to training is reinforced at corporate level.
- Winners may be selected as case studies in their respective industry, trade or businesses.
- The Award would give a competitive edge in today's rapidly changing market-place.

"We are about to go into the training and retraining business on a tremendous scale ... more than simple occupational skills. The new industries operate in, or create, a new culture as well — they bring new values: they reward new attitudes and lifestyles It's a cultural jump as well as merely a change in job skills Unless we help them enter the new cultures as well as the new

economy, we are going to tear society apart."

— Alvin Toffler, Futurist

Golden Peacock National Training Award Scheme

PART - 1

GENERAL

"The Golden Peacock National Training Award is the most prestigious and valuable recognition you and your organisation can win for training. The Award would help organisations benchmark against the best and set new standards of training excellence, a measure that will hold the key to business leadership in 21st Century".

*Dr. Madhav Mehra
Chairman, World Quality Council*

INVITATION

The Institute of Directors (IOD) has great pleasure in inviting applications for **The Golden Peacock National Training Awards**. The annual National Training Award Scheme was instituted by the Institute of Directors in 1998 to encourage Total Quality in Training and is normally presented on the Foundation day of the **Institute of Directors i.e. on 29th July each year**, to organisations adjudged to have made the most significant achievement in the field of Quality in Training. Each winner and runners up receives a **trophy** together with a **certificate**. The award winners may use the Golden Peacock National Quality Award logo on their printed and promotional material for 3 years.

The Golden Peacock National Training Award stimulates and helps organisations to rapidly accelerate the pace of customer-oriented improvement process. It is a powerful self-assessment process and a way to build an organisations' brand equity on Training QUALITY. The knowledge gained by the organisation in describing and self-assessing its Training operations leads to IMPROVED organisational training performance.

WHAT IS IT?

The Award identifies training that makes a real difference and offers tangible benefits to the business/organisation or to the community. It rewards organisations who have control of their circumstances, shown real initiative and commitment to development.

The Award.

- identifies excellence in training practices;
- shows how effective training improves business and individual performance;
- provides role models from all parts of Indian corporate life;
- encourages greater commitment to training and staff development.

You may be a small or a large organisation, in the public or government or private sector, your organisation can enter and win the Award, and;

- Make a public commitment from the top to develop all employees to achieve competitive edge.
- Continually review the training and development needs of all employees and dealers/clients.
- Take action to train and develop individuals on induction and throughout their employment.
- Evaluate the contribution of your training and staff development programmes for improving the effectiveness, performance and goals of your organisation.

WHY ENTER?

If your organisation wins the Award, the recognition brings immediate benefits. Winners will receive wide publicity for their effective training and development programmes both in national and local media.

- Professional organisations and trade journals may use case studies of winners as models of best training practices in the industry or trade.
- Your organisation will become known nationally as a leader in good training and staff development.
- Staff morale rises all around and people take greater pride in their work.

All organisations have to look periodically at their

training and development needs for running their business effectively. Their training programme design needs to be updated and adapted to the changing circumstances of a rapidly changing market. They have to measure how successful the training has been in meeting the original business goals and ascertain specific gains to the organisation.

WHO CAN ENTER?

CATEGORIES

EMPLOYERS

Employers who are training the employees on their own 'in-house' or on the job training courses or utilising external resources to train them.

TRAINING PROVIDERS

Organisations offering training to other, including educational institutions..

JOINT ENTRIES

Employers and training providers who work together on joint training initiatives.

EMPLOYERS, TRAINING PROVIDERS AND JOINT ENTRIES

The Award is open to all businesses and organisations carrying out training in India such as:

Small businesses and organisations

The public sector - local and national government, schools, colleges and universities

Training bodies - such as Industry Training Organisations, chartered and professional institutes, private training consultancies and independent management centres;

Voluntary organisations - such as charities and community groups.

The expert judges pay particular attention to entries from training providers that train groups such as:

- People in the community where skill shortages exist;
- Those seeking employment;
- People with special needs, such as those with literacy problems;
- Women returning to the workforce;
- People from ethnic minorities;
- Schools
- Educational Institutions
- Entrepreneurs

If your organisation has several branches or sites which could enter the same example of training, your entry should come from those responsible for setting up and controlling the training.

HOW DO WE JUDGE THE ENTRIES?

Judges would select examples of exceptionally effective training and wherever possible visit and interview applicants.

ASSESSORS

- Selection process goes through a two tier examination. Each entry is first assessed by an assessor who is an industry specialist to check that it meets the entry criteria. He then makes a shortlist of entries and ranks them on the basis of his assessment.

PANEL OF JUDGES

- The Panel of Judges draws members from the heads of pre-eminent training, industry and business organisations from government, public and private sector. The Panel includes people from the top echelons of Indian industry and public sector. The judges panel then evaluates the short listed entries for the final winners.

WHAT DO THE JUDGES LOOK FOR?

ALL ENTRIES

The Award recognises the most effective and relevant training. The judges are looking for the best examples or models of training to hold up to show the tangible benefits top-quality training brings to businesses/organisations, the community and society at large.

As well as being exceptionally effective and relevant training, each entry must describe the original objectives, the actual training imparted, the benefits to those trained and finally the benefits to the employer or the community. The judges want to assess clear links between the original objectives and the results and the benefits of the training. This enables them to evaluate how effective the training has been.

The best entries, in the judges' view, include specific and factual information that depicts a good picture of training. Judges like every entry to include timing of the training programme's design, delivery and evaluation. They would prefer specific and measurable performance statistics showing the results both before and after the training. They would like to know the numbers trained, the extra qualifications gained if any, the specific achievements of individuals and both the tangible and the indirect benefits to the organisation. Please do not mention vague ideas, general statements, jargon or training -speak.

It is desirable you limit your entry spread across the various questions in the entry form. We will keep all the information you give in your form strictly confidential. Be positive in your statements, the judges see your form so you need to give them a full picture of what you have achieved.

Finally, avoid entering for the Award when it is too early to assess the results of training. The judges would appreciate quantified benefits and it may be some time before these are clear. Your entry will be much more effective if you can show all the benefits of the training in a later entry.

In summary, make sure your entry:

- Shows not only effective and relevant training, but the link between the objectives and outcomes of the training.
- Shows how the benefits of the training met the original goals;
- Shows not only what you have done, but how, why and when you did it;

- Gives quantifiable results, wherever possible

EMPLOYERS' ENTRIES

The judges look for entries where the training has directly resulted in clear and improved organisational performance. The training must have given benefits of real and lasting value to your organisation. If the training is part of a larger investment programme, you will have to convince the judges that the training was responsible for much of the improvement.

When assessing exceptionally effective and relevant training, the judges take account of:

- Training "norms" for: the size of the organisation; the geographical region. Training can be exceptionally effective in many ways. For example:
- The trainees - perhaps they do not usually receive training;
- The methods - the depth or breadth of the approach is unusual;
- The results - the benefits are far greater than normally expected.

If the training provider has contributed to the success of the programme, you should mention them in your entry. If the provider was crucial to all stages of the training, a joint entry is more appropriate.

TRAINING PROVIDERS' ENTRIES

For a training provider to win an Award, you must have contributed to all stages of the training programme. If this is not the case, you should either encourage the employer to make their own entry or make a joint entry. A joint entry is most appropriate where you can credit the success of a training programme equally to both parties.

There are three types of training providers' entries:

- Training for the employees of another organisation - the client employer; and
- Training for other groups such as those seeking employment, people with special needs or women returning to work.
- Training the trainers themselves

As a provider, you need to include supporting evidence from your client in your entry. You must also describe the precise contribution you, as a provider, made to the training. Your client must counter-sign the entry.

If you are training special groups, you need to describe the original needs and objectives of the clients. There may be two types of clients: the trainees and the organisation funding the training. As well as including as much quantifiable information, dates and facts, you may need to describe less tangible benefits and objectives such as increased self-esteem or confidence and how you come to the conclusion.

JOINT ENTRIES

Joint entries are encouraged where a partnership has delivered exceptionally effective training. This partnership can be between:

- ▢ a training provider and an employer;
- ▢ different employers working together; or
- ▢ a training provider, an employer and a funding organisation or a professional institute.
- ▢ training providers and the trainers themselves

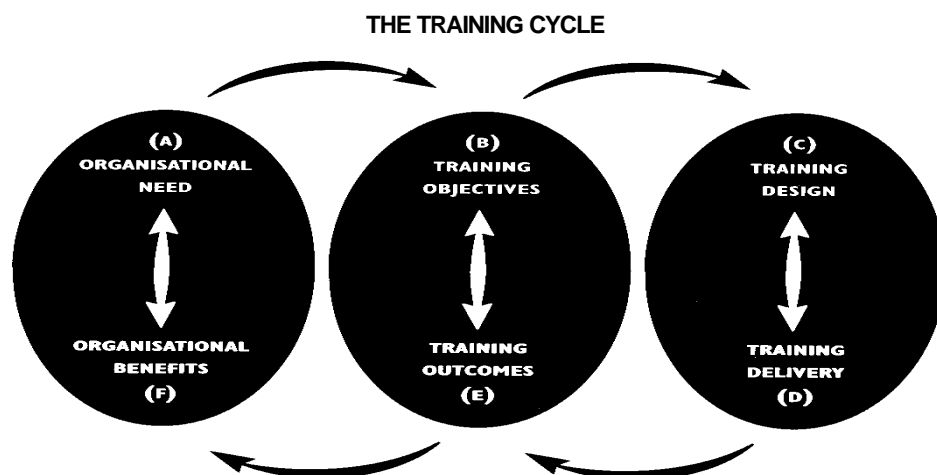
When making a joint entry, you must give the judges evidence of a genuine partnership and set out what each party has contributed to the training. To win as a joint entry, you must be able to provide evidence of each party's involvement in the planning, implementation and the evaluation of the training.

EMPLOYERS, TRAINING PROVIDERS & JOINT ENTRIES

FILLING OUT THE ENTRY FORM

The entry form and the judging are structured around the Training Cycle shown in the diagram. As we've explained, the judges look for strong links between the stages of the training cycle.

The section describes the information the judges want to know for each stage of the training cycle.



A. ORGANISATIONAL NEEDS

What prompted the training initiative? All effective training must have a reason. The judges would like to know the specific issues or changes the training set out to address. The need could be to:

- ▢ raise productivity;
- ▢ increase sales;
- ▢ improve competitiveness;
- ▢ enter new markets;
- ▢ widen services or products offered;
- ▢ reduce costs;
- ▢ reduce absenteeism;
- ▢ develop a more flexible workforce;
- ▢ give workers new skills;
- ▢ improve delivery times to customers;
- ▢ introduce a new service or product;
- ▢ reduce administration time;
- ▢ reduce scrap or waste
- ▢ servicing clients

Training initiatives often address several needs and may

be part of a wider programme of organisational changes and development. Most entries from organisation are:

- ▢ a specific training programme designed to meet a particular need/specific project;
- ▢ a continuous strategic commitment to relevant training; or
- ▢ an ongoing training programme to maintain competitive performance.

In all cases, you need to quantify the performance standards before the training and define any targets you set. This helps the judges measure the success of training based on the results of the training and the benefits to the organisation you describe.

B. TRAINING OBJECTIVES

Here the judges look for a clear description of how the trainees perform after the training and to what standard, for or other professional qualifications. The judges want to know exactly how the training objectives matched the identified organisational needs and to understand the criteria you used to assess the training programme.

C. TRAINING DESIGN

Here you must show your training design and approach meet the organisational needs and the training objectives. You should:

- ▣ describe the contents of the training and the methodology used;
- ▣ show how the design allows for logistical problems;
- ▣ details the breakdown of the costs and resources used for the training;
- ▣ describe the records kept of progress of the training
- ▣ explain the means of assessing and evaluating the training;
- ▣ records the numbers to be trained, for how long and to what level.

All training methodology is acceptable. You may use on-the-job coaching, work-based training, project groups, internal or external courses, peer group teaching, one-to-one instruction of flexible and distance learning. Many training programmes may use more than one approach. Your training design doesn't have to use the latest technology or the state of art ideas - it just has to be relevant and meet the organisation's needs. Whatever your approach, explain the reasons for your choice in your entry form.

D. TRAINING DELIVERY

Here the judges are looking at how you carried out the training and how well it matched your training plan. The way you dealt with problems that arose or fine-tuned training to meet the needs of trainees may impress the judges more than a trouble-free delivery of training. Give a clear description of :

- ▣ how you managed your training;
- ▣ how you evaluated the training;
- ▣ the problems you anticipated and avoided;
- ▣ the adjustments you made during the programme;

- ▣ to how many people was the training imparted;
- ▣ duration of the training;
- ▣ retraining, if any

E. TRAINING OUTCOMES

You can judge effective training only if you can measure its results. The judges want a clear statement of the specific results. This may include:

- ▣ the measures of success you used and why;
- ▣ the proportion of trainees who successfully completed;
- ▣ the reasons if any, some trainees were unsuccessful;
- ▣ any unexpected results or spin-offs of the training.
- ▣ any other less obvious benefits of the training.

For example, you may have found unexpected improvements in morale, self-confidence, teamwork or loyalty to the organisation. Don't be hesitant to mention all the specific outcomes to the training to give the judges a full picture of your programme.

F. ORGANISATIONAL BENEFITS

Proper training must meet the organisation's needs. If your training is exceptionally effective, it will meet the organisational needs you set out at the start of the training cycle. You will have effectively solved a problem, improved performance or provided a better service or a product.

You should quantify, if possible, how the organisation has benefited, what performance measures have improved and by how much. You will need to show how the training cycle has come full circle by linking the organisational benefits with the original organisational needs.

The judges want to understand the methodology behind your successful training. The more you can depict a picture of the organisational needs, the training objectives, the training design, delivery and outcomes and finally the organisational benefits, the better chance you have of winning.

CHECKLIST FOR EMPLOYERS, JOINT ENTRIES & TRAINING PROVIDERS

- ▣ Make sure you have an example of effective training.
- ▣ Decide which category to enter - employer, provider or joint.
- ▣ Check you meet all the conditions listed on the reverse of the entry form.
- ▣ Use this booklet to guide you.
- ▣ Use the Training Cycle to describe your training programme to show how training has contributed significantly to improved organisational performance.
- ▣ Show links in the Training Cycle, especially between objectives and outcomes.
- ▣ Describe how the benefits of the training met the original needs.
- ▣ Describe in specific detail the training and its effect on people and performance listing:
 - what you did;
 - how you did it;
 - why you did it;
 - when you did it
- ▣ Make sure you keep your entry under 2,500 words in total.
- ▣ Complete the form using typed script (use extra A40 sheets if essential). It is desirable to get supporting papers for the data supplied.
- ▣ Avoid the common mistakes of:
 - using too much jargon or including non-specific information;
 - applying for an Award prematurely before the benefits are evident.
- ▣ Training providers - don't forget to include your client's comments and signature
- ▣ From one organisation more than one entry can be made
- ▣ Submit your entry alongwith a Demand Draft payable to "Institute of Directors' at New Delhi to cover the processing cost.

Ask for an application form today
The Director General

Golden Peacock National Training Award
M - 64, Greater Kailash - II, New Delhi - 110 048
Tel : 51636716/17, 51636294 Mobile: 98111 35151
Fax : 91-11-51636292, 2921 7475
E-mail : iod@vsnl.com

Website : www.goldenpeacockawards.com

RULES & REGULATIONS

- * IOD reserves the right to alter the Award Scheme.
- * IOD reserves the right to award more than one trophy each year and also to withhold awards if the required standard is not met.
- * IOD accepts no liability for any loss resulting from the disclosure of information concerning an entry, though all reasonable precautions will be taken to maintain secrecy.
- * IOD cannot undertake to return documents or supplementary material submitted with an entry.
- * Few selected Award winners may also be invited to make a brief presentation to share their experiences.
- * The decision of the National Chairman of the IOD, on the recommendations of the Panel of Judges is final and no appeal or correspondence will be entertained.

NON-DISCLOSURE & CONFIDENTIALITY

Names of applicants, commentary and scoring information developed during the review of applications

are regarded as proprietary by IOD and are kept confidential. Such information is available only to those individuals directly involved in the assessment and administrative process.

IOD will take all reasonable action to ensure that applications and information therein are treated in strict confidence. However, in no way can IOD be held responsible for any loss of confidentiality to a third party. Moreover, IOD cannot be held liable for any damage (to goods, or persons, financial loss or consequential) incurred through the breach of confidentiality or otherwise by the applicants or any third party.

IOD reserves the right, prior to or subsequent to the Award Presentation, to publish and make public the salient details of the Quality improvement schemes of the award winners, as a step towards sharing of knowledge in the national interest.

Feed Back

All applicants for 'Golden Peacock National Training Award scheme' will receive a feed back assessment report.

APPLICATION FEES

The application fee is as under:

(a) Large enterprises	(LE)	Rs.13,950/-	(101 and above employees)
(b) Small-Medium enterprises	(ME)	Rs.11,950/-	(upto 100 employees)

The fee should accompany your application, in the form of demand draft/cheque in favour of 'Institute of Directors', payable at New Delhi.

Shortlisted finalists, whose sites have to be visited, bear the actual costs of the visit. These will cover the cost of upto two assessors in travelling to the site and hospitality only. The assessors' time is not charged.

Application

The Application should be submitted in duplicate, neatly typed (minimum font size 10 pt.), only on one side of A-4 size paper in English, covering the following:

1. Table of contents
2. Application Form as per the form enclosed.
3. Overview Three to five pages summary, providing outline of the applicant's organisation. Guidelines for overview are attached (as per annexure 1)
4. Self-Appraisal Report
 - a) This report will be answered to a set of questions which when answered, duly supported by the objective evidence, would help in appreciating the extent of excellence achieved by the applicant. the questions are at annexures II and III.
 - b) Support material:- Support material may have been derived from self-assessment of the organisation's activities. This information must be closely aligned with the Award questionnaire. The criteria are carefully and deliberately phrased in non-prescriptive terms, to allow you the freedom to present self-assessment information which is relevant to your specific situation.

The self appraisal report should not exceed 30 pages. However, there is no limit on supporting material submitted.

Annual Reports A copy of the last annual report of the organisation could form part of the support material.

All entries should be addressed to :

The Director General, GP Award Secretariat, M-64, Greater Kailash - II, New Delhi - 110 048.

Mobile : 9811135151 Ph : 51636716/17 Fax : 91-11- 29217475/51636292

E-mail : iod@vsnl.com. Website : www.goldenpeacockawards.com

APPLICATION & ANNEXURES

Application form -- Golden Peacock National Training Award (GPNTA)

(you may photocopy this form or reproduce it on a word processor)

Name of Applicant Organisation

Address

Name of contact person

Telephone (Office.....(Residence).....Mobile

Facsimile E-mail

Contact Address (if different from above)

Name of Highest Ranking Official

Position

Telephone (Office.....(Residence).....Mobile

Facsimile E-mail

1. Total number of employees

(a) Teaching staff

(b) Others

Total

2. Is the applicant organisation is an independent profit/cost centre ? Yes No

3. Name of Parent Organisation (if applicable).....

Address

Telephone

Facsimile

5.. Type of Award applied for (a) Employer ☐ (b) Training Provider ☐ (c) Joint Entry ☐

7. Bank Draft/cheque in favour of 'Institute of Directors' payable at New Delhi is enclosed towards application fee

Bank..... Draft No.....Dated.....

I agree, on behalf of my organisation, to abide by the rules of The 'Golden Peacock National Training Award' competition and accept that the decisions of the committee of judges are final. I confirm that my organisation is eligible to take part in this competition and that all information in this application and accompanying application documents are correct.

Date

Signature of Highest Ranking Official

Encl. : 1. Bank Draft

2. Self Appraisal Report-Covering annexures 1,2, and 3 in duplicate.

Annexure -1

THE BUSINESS OVERVIEW

The Overview is an outline of the applicant's training setup, addressing what are the most important key influences on how the business operates. The Business Overview is intended to help Examiners understand what is relevant and important to the applicant's role.

The Overview is of critical importance to the applicant because:

- a) It is the most appropriate starting point for writing and reviewing the application, helping to ensure focus on key business issues and consistency in responses, especially in reporting business results; and
- b) It is used by the Examiners and Judges in all stages of application review, including the site visit. (if any)

Guidelines for Preparing the Overview :

1. Basic Description of the organisation.
 - a) If the applicant is a subunit of a larger organisation, a brief description of organisational relationship to the parent organisation.
 - b) The nature of the applicant's speciality and services;
 - c) Applicants' major training customers.
 2. Major equipment, facilities and technologies used for training
 3. Critical success factors that the organisation has identified as competitive factors
 4. Details of new business alliances and expansion plans of both main and training unit.
-

Annexure -2

GENERAL INFORMATION AND DATA ON TRAINING

1. Details of your organisation's, Mission, Goal, Objectives and major training Activities.
2. Break-up of employees strength with grades.
3. Details and broad classification of your clients, for whom you conducted training, during the last 3 years.
4. Details of training activities, as under:
 - a) Number of training programmes your organisation conducted during the last 3 years:-

Duration of Programmes	Number of Programmes	
	Incompany	Open House (For external organisations)
● One Week or Less		
● More than one week and less than four weeks		
● More than four weeks		
Total		

- (b) Total No of people trained during the last 3 years.
 - (c) Total No of Training Programme days during the last 3 years.
 - (d) Average participants per teaching faculty during the last 3 years.
 - (e) Overall participants feedback on the training attended (On a five point scale where 1 represents Poor and 5 represents Outstanding)
 - (f) Give details of faculty development plan conducted during the year.
 - (g) Give details of programmes conducted through external agencies.
5. Highlight three major achievements of your organisation relating to training during the year.

Annexure - 3

THE QUESTIONS TO BE COVERED IN THE REPORT

1. What teaching and learning strategies have been adopted, that make the most difference in closing the gap.
2. What is the Training implementation strategy of the organisation?
3. Does the organisation have a 'Training Process Manual'?
4. How the required continuous learning for the development of individuals based on a needs analysis, design roadmaps, individual training plans and learning goals are ensured.
5. Any measures, initiated to develop emotional literacy and well-being.
6. What are the specific issues that the training organisation are was set out to address.
(Training initiatives may be addressing several needs which may be part of wider programme of organizational changes & development)
7. How do you assess the training needs before undertaking each training programme? Give details? Have you developed any model of training needs assessment?
8. What factors do you consider important before deciding to conduct training programmes for a client?
9. What are the direct & indirect methods used for Faculty development during the year? Any effort in developing line managers as faculty?
10. What percentage of time your faculty members devoted on self development, research, case writing, publishing books and papers, preparing reading material for training ? Give list of Cases/Publications/ Research Projects taken up during the year by each faculty.
11. Details of reflective exercises for staff development, and working with diversities.
12. What percentage of the open programmes constitute new areas and are based on research?
13. While conducting training, what kind of training methodology is being followed by the faculty? Give details of any new training methodology / Technology developed by the organization?
14. How do you create learning environment during the training programmes.
15. What schedule of activities the participants follow during training and out side class hours.
16. Any model that is being used for programme evaluation techniques.
17. Do you take participants written feedback on:
 - Relevance of the training programme for them
 - Reading Materials
 - Boarding and lodging arrangements
 - Enclose a copy of participants feedback form
 - Faculty
 - Infrastructure facilities like Library, Computer Centre
 - Overall training environment
18. Give measures taken to review and follow-up feedback received from the trainers and separately from their employers..
19. Have you quantified the performance standards & targets for training?
 - After the training, how do you assess that the training objectives have been met & match the identified organisational needs.
 - Give details of the cost & resources used for training.
 - How do you ensure that your training designed & approached meet the organisational needs and the training objectives.
 - Give details of your training plans and feed back on training delivery.
 - How do you measure the results of your training effectiveness.
20. What measures do you take for continuing improvement of the quality of training.
21. Have you conducted any training impact measurement study? If yes, give details.
22. Have you developed training competency model for yourself covering the following roles or how else this is being processed?
 - (a) Administrator role
 - (b) Faculty role
 - (c) Research role
 - (d) Consultant role
23. How do you dovetail training strategy into manpower planning system covering all areas including career & succession planning?
24. Any other training initiatives tried with success.

“I thank, Institute of Directors for Instituting ‘Golden Peacock Awards’ with independent jury to select companies on merit”.

L K Advani
Union Home Minister