

A Study of Need Analysis of Employee Development Programs for Implementing E-Governance for Police Stations Under Pune Commissionerate Area - Review of Literature

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ABSTRACT

As e-governance propels to higher levels this study analyzes the needs of employee development programs for implementing e-governance for police stations under Pune Commissionerate area. This study was undertaken to understand the role of need analysis in case of employee development programs for implementing e-governance. Before the full study was carried related literature was reviewed. This paper presents the same along with the gaps leading to the research questions

1. Introduction

The aim of this study is to study the implementation of e-governance at police stations come under Pune Commissionerate and employee development programs and its need identification. In this chapter the researcher has taken a review of literature covering evolution and development of concept of e-governance, current levels of implementation of e-governance at police stations,employee development programs and its need identification. The review was assisted by the objectives set and the self-evolved guidelines for the review. These two gave a lot of clarity, focus and direction to the researcher in carrying out the literature review.

2. Objectives of the Review of Literature :

Following objectives were set for this literature review –

- 1.To review literature on evolution and development of concept of e-governance
- 2.To review literature on current levels of implementation of e-governance in general
- 3.To study literature on current levels of implementation of e-governance at police stations
- 4.To review literature on employee development programs
- 5.To review literature on need identification for employee development programs

3. Guidance used for survey of literature –

- a. References would be made across nations, periods etc. to gain a broader understanding of the developments,
- b. A set of some of the recent articles has been provided in the beginning to give an bird's eye view of the recent research,
- c. Researchers have given some facts, figures. These have been reproduced in their original form with adequate references so as to get a clear idea of their proposition. In this regard reference is made to clause 7(i) of the University Grants Commission (Promotion Of Academic Integrity And Prevention Of Plagiarism In Higher Educational Institutions) Regulations,

2018dated 23rd July, 2018 that excludes attributed work from similarity count.

4. Literature Review

Literature on evolution and development of concept of e-governance

The literature is abundant with research on different aspects of government. Notwithstanding, issues of e-government are moderately new in experience and incipient as research zones. The ongoing audit of writing has ordered the advancement of e-government into three stages, viz. vital data asset the board approach of the web, the executives of WWW and ascent of e-government (Mitra, 2004). This advancement has further been stretched out to five general classifications: understanding e-government; mechanical issues; worldwide/nation point of view; benchmarking and assessment; and cultural concerns (Sahu, 2005). The greater part of the writing addresses issues emerging out of the administration office's inside computerisation or e-government activities, on the piece of government or state common organizations in charge of the conveyance of administrations to the natives. Whenever executed in a well-arranged and legitimate way, e-government has the potential to offer huge advantages to the residents by quickening and computerizing certain government-resident interfaces and carrying straightforwardness to government working (Al-Sebie and Irani, 2005; Ifinedo and Davidrajuh, 2005). It will require a deliberate exertion to beat the obstacles, for example, the absence of media communications foundation, poor PC and general proficiency, low teledensity, low infiltration of PC and web advancements, and absence of attention to the capability of the web on the loose (Tapscott and Agnew, 1999; Ghosh, 2004).

There may be some different difficulties too (Kaylor et al., 2001; Petrovic, 2004; Junio-Sabio, 2004; Kumar et al., 2004). For reasons running from size and extension to operational multifaceted nature, national governments might be especially impervious to developing the required moves in abilities, qualities and vision. However, the move towards another request for 'e-government' (infiltrating political, business and

social circles) quickens, bringing in any event the likelihood for new administration abilities to rise (Allen et al., 2001; Costake, 2004; Bagga, 2004). Of the most contemporary significant key issues and concerns, notice might be put forth of a defense investigation of the UK Model (Kolsaker and Lee-Kelley, 2006), where it was built up that a technocentric e-government model neglected to perceive the significance of Knowledge Management (KM) and made erosion with conventional estimations of open organization. The reason proffered was that without a crucial re-examing of learning base reproduction in government, e-government is prone to stay restorative.

Another, significant course which is picking up energy is versatile government (m-government) as a subject and an enhancement to e-government. With the high infiltration of cell phones, m-government activities will assume an increasingly important job also, will differentiate future headings of e-government (Lee et al., 2006). Iyer et al. (2006) stressed the need to deal with the learning and data put away in divergent frameworks in heterogeneous foundations of the administration. Semantic web advancements can possibly oversee information and organize Government to Government (G2G) forms. The semantic G2G mix can bolster the straightforward progression of semantically enhanced data and information and in this way empower collective G2G forms inside and crosswise over government organizations. Lytras (2006) took the issue a little further and contended for Citizen Relation Management (CRM) as a learning concentrated task. Specialists have even gone to the degree of recommending omnipresent government (u-government) as a further guide (Belanger et al., 2005).

Mitra and Gupta (2007) have carried a special study titled "Analysis of issues of e-government in Indian police" highlighting the issues of e-governance in the Indian police system. The findings help point to which direction the policymakers need to redirect their attention to reinforce the momentum of e-government.

Literature on current levels of implementation of e-governance in general

1. Business Line (2019) stated that governance is a challenge in a country as diverse, vast and rapidly developing as India. That's where new technologies interfere and enable large-scale transformation and assist in the implementation of ambitious government plans. Policymakers have been formulating inventive ways to usher in progress on paper. What they rely on is robust infrastructure and elegant solutions to translate inspiring plans to reality. While India is amongst the fastest developing economies in the world, India ranks 58th in this year's Global Competitiveness Index, up 5 places since 2017, equitable growth residue a critical imperative. The government has been spearheading radical digitization to induce social transformation and economic inclusiveness, through initiatives like, 'Make in India', 'Digital India', and Skill India. India, as a result, is gearing up for an era of enlarged digitization, heralding the advent of Industry 4.0, powered by new age technologies like Artificial Intelligence, Internet of Things (IoT) and Robotics. Hitachi, a leading Japanese conglomerate with a noteworthy global footprint and a forerunner in digital innovation, has been a vital part and an

active partner in this ambitious plan dedicated to transforming millions of lives.

2. United Nations E-Government Survey (2018) in their study had showed the many-sided and complex opportunities for sending out and using e-government to build tough communities of people and play a big part in sustainable development. It has also described many of the risks, challenges and weaknesses governments' face in making sure of their e-government systems are able to fulfill that potential. Basic services like education, water, health and sanitation, as well as infrastructure and other utilities, are essential to sustaining e-development and improving superiority of life and prosperity. To ensure flexibility and sustainability, those services need to be delivered universally in order to not leave anyone behind, a vital pillar of sustainable development. New technologies and ICTs are necessary to that quest, both through widening access and providing important benefits to service users while at the same time reducing provider costs. The facilitating and transformational power of ICTs is creating a paradigm shift in the public sector, driven by three trends. The first is the necessitate to address ever increasing and complex societal challenges, while promoting flexibility and sustainable development. The second is acceptance that, although the public sector is normally the biggest and most influential actor, it does not have a monopoly on resources or the ability to innovate. Governments need to preserve overall responsibility for standards, quality, and ethics, and ensure that no one is left behind. The third trend concerns the enlarged capacities of other State actors as well as civil society and the commercial sector, to participate along with the public sector in addressing societal challenges. ICTs have not only given climb to those overlapping trends, but have shown their rising potential to deliver when it comes to building sustainable and flexible societies, with the right preconditions and an enabling environment.

3. Rubee Singh (2018) had opined that e-governance with open source is exceptionally famous in west nations however in India it is as yet a rising innovation. NIC is giving the system spine and a wide scope of ICT (Information and Communication Technologies) administrations to government associations all through India. A few drafts have likewise been passed by IT office to actualize E-Governance with these innovations so working, proficiency, straightforwardness and security can be expanded in E-Governance.

4. J. Sridevi et al (2017) in their research had stated that as the usage of Information Technology is growing very rapid, Indian government is making many efforts to offer services to its citizens through e-Governance. Although Indian government is spending a lot of funds on e-Governance projects but still these projects are not flourishing in all parts of India. Local language of the people of a particular area, unawareness in people, privacy for the personal data of the people etc. are main challenges which are responsible for the fruitless implementation of e-governance in India. Government must take some actions to make the people conscious about the e-Governance activities so that people may take full benefit of these activities and e-Governance projects can be implemented effectively.

5. Nagaraja K. (2016) opined that e-governance is getting important in India. E-governance had great role in each field of the economy over number of years. India economy has been progressive one on version of good governance. Conventionally, government used to struggle to provide services to its citizens prior to initiatives of e-governance. When government started launching lots of initiatives for e-governance; it has become one of the rising economies due to its potentiality of ICT. Till now, government has implemented various initiatives with different projects (E-kranthi, Digital India etc).

However, it still has some hurdles regarding e-governance, such as: digital divide between urban and rural, illiteracy, poverty, security and cost of implementation, etc. Each of these challenges and issues are posing serious concern to government. Mean while, previous and current government launched multiple initiatives by overcoming the above challenges and issues. Under twelve five year plan, some of the future prospects outlined and partially achieved by every government. However, government should spend more on this initiative to make it convenient, transparent, safer and citizen friendly in order to develop people confidence in to good democratic e-governance.

6. Nasrulla et.al (2016) in their paper have aimed at a study of issues and challenges in implementing e-governance in India in general and Karnataka in specific by conducting small survey in few of the villages close by to the IT city - Bangalore. The research paper highlighted the main challenges related to the implementation of e-governance in India and Karnataka.

7. Deloitte (2015) in their study discussed that e-governance initiatives in India have traditionally being confronted with the double challenges of automating government departments and taking online services to the ordinary man. But now e-governance has moved beyond government departments just having a portal. It is no longer restricted to merely streamlining and automating processes. It is about transforming the way governments work and reinventing people's involvement in the democratic process. It is about empowering both the citizen and the government. Technology will be the enabler for the citizen to go beyond the boundaries of departments and ministries, and provide a single platform for interface with its citizens, thus promoting participatory governance and enlarged transparency and revolutionizing public service delivery.

8. Mohsin Nazir et.al (2014) in their paper have given a list E-Governance projects run by central and state governments and the current status of these e-governance related initiatives based on secondary data received from a variety of sources. Although government of India has taken important steps towards successful implementation of e-governance but despite of that, there are some factors like spiraling cost, delay in project implementation, financial sustainability and financial feasibility along with technical bottlenecks and Integration with Government departments and states may influence in successful implementation. In future, India will be having entire e-governance which will radically modify the face of

governance and provide its citizens, an interface to get better and more proficient government services.

9. Insights (2014) in their study had discussed that how the concept of e-governance and m-governance has moved in Indian scenario and how much it is required for accountability and transparency on the part of government and at the same time it is also a toll to raise the contribution of people in policy making by empowering them with the right information at right time. The access of internet, telecommunication services in India has amplified in the last decade and this gives a ray of hope to the citizens of India to fight with the lengthy persisting problems of corruption, regional disparity, poverty and unemployment. But at the same time, due to slow speed of project completion, red-tape and resistance from the side of government employees and citizens too has not given the preferred result.

Literature on current levels of implementation of e-governance at police stations

1. Times of India (2019) had revealed that the home ministry has commenced an activity to rank the nation's best police station dependent on different parameters, making way for a competition for better administration at the grass-roots level. A comparative exercise had been embraced in 2017 yet sources said this time the activity is required to be increasingly extensive and comes subsequent to positioning of states on different parameters just as a race among 115 of the nation's most in reverse or optimistic areas to improve their exhibition.

2. Times of India (2018) had reported that Chief secretary Dinesh Kumar guided all IPS officials to actualize Crime and Criminal Tracking Network and Systems (CCTNS) and e-Cops crosswise over 1,019 police station in the state. The CCTNS is a piece of the e-administration activity which intends to coordinate information of all cases from all police station to help police examination. In such manner, the middle had discharged Rs 18.35 crore to the state to actualize the frameworks.

3. NDTV News (2017) had announced that the Odisha police is good to go computerized from January 1, 2018 with computerisation of police station work under the Criminal Tracking and Networking System (CCTNS), a top police officer said. The task is being executed under the national e-governance activity at an expense of Rs 61 crore, the official said. Odisha Director General of Police RP Sharma, in the wake of surveying the status of the CCTNS venture, said out of 612 police stations over the state, 589 police stations have been outfitted with the important equipment and programming for the execution of the undertaking. "About six to seven manual registers at police station levels will be nullified from January 1, 2018 and every one of the records will be kept up online to maintain a strategic distance from guile of work," Mr Sharma said. Expressing that CCTNS resembles center banking, Mr Sharma said all police stations should work on the web while enrolling cases, station journals, case journals and charge sheets. He said the examining officials will likewise have the option to utilize PCs, tabs and advanced mobile phones for getting to the database and creating reports effectively. Mr Sharma likewise said support of manual

registers, including section of station journals, will likewise go online in different police stations over the state from January 2018. As indicated by the police, 13 resident driven administrations are being given through the Odisha Police Citizens Portal at present, and a versatile application will be propelled very soon. "Using innovation, we trust that working of police stations will turn out to be increasingly straightforward and effective," Mr Sharma said.

4. Press Information Bureau (2015) had reported that the Cabinet Committee on Economic Affairs, led by the Prime Minister Shri Narendra Modi, has given its endorsement to the proposition of the Ministry of Home Affairs for a noteworthy patch up of the Crime and Criminals Tracking Network and Systems (CCTNS) Project and has chosen to actualize Integrated Criminal Justice System (ICJS) by incorporating CCTNS with E-Courts, E-detainment facilities, Forensics and Prosecution-the key segments of the criminal Justice System. This will guarantee speedy information move among various mainstays of criminal equity framework, which won't just upgrade straightforwardness yet additionally lessen preparing time. This undertaking is presently completely lined up with the vision of the Smart policing and Digital India of the Government of India. Police-Citizen interface will experience a noteworthy move with the execution of this undertaking, as various administrations will be empowered through native gateway.

5. Muhammad Baqer Mollah et.al (2012) in their investigation expressed that E-government, need for good and debasement free country, implies by utilizing data and correspondence advancements, particularly web, to accomplish better government by conveying open administrations and preparing inside works in government in a substantially more appropriate, client inclining and savvy. Like other e-government related services e-police system is additionally an e-government related service which makes the correspondence procedure a plausibility, an incredible accomplishment for present day time with expanding the expert effectiveness for the government's police administrations. Despite the fact that E-police system is certifiably not another and unique thought in setting to worldwide situation particularly in created nations however it is new for creating nations. Our work will help the police system in making the police work increasingly proficient through outfitting the police with present day ICT solutions i.e it plans to guarantee arrangements and means for the cops that help their principle movement and it will enthusiasm for group of spectators with regards to lawfulness circumstance in creating nations. In our paper we present about of an e-police system just as its means, challenges during execution, its need and so on for creating nations and a definitive objective of this paper is to overhaul the building up nations' police administration to world standard.

6. Muhammad Baqer Mollah et.al (2012) in their study expressed that E-government is the ICT based arrangement of taxpayer driven organization conveyance for accomplishing great governance which is need for good and debasement free country. E-police system is an e-government related service and it makes the correspondence procedure a probability, an incredible accomplishment for present day time which builds the expert proficiency for the government police administration,

so we can apply this system in Bangladesh. The point of this paper is to update the nation's police administration to the world standard. The home service would be associated with the few police units of the city in a fiber-optic based metropolitan territory arrange and a database will be arrangement for warrant sees, looking at the fingerprints utilizing the most recent electronic gadget and so on. There must be set up a 'Third Eye' programming in the exceptional parts of the police office with the goal that it encourages the police bosses to screen wrongdoing and criminal records. There must be set up an electronic database and an intuitive site which will contain day by day public statements, supplement, rundown of top psychological militants and crooks, arrangements of individuals under police care and individuals harmed in street or different mishaps and so on. In this paper we center around the framework of an e-police system just as its means, difficulties of usage and its need. For executing the product we can utilize JAVA, PHP (particularly AppServer) and MySQL.

7. Sudha Arlikatti et.al (2010) discussed that 'community policing', a noteworthy change in policing, widens the police command past the customary focal point of battling wrongdoing to tending to community issues through a customized methodology that draws residents into the way toward policing themselves. Imitating this development, the Police Administration in various conditions of India have as of late occupied with community policing through e-governance explicitly customized to meet the different needs of their masses. Two such contextual investigations, eCOPS in Andhra Pradesh and Lokvani in Uttar Pradesh are talked about demonstrating the multifold advantages of such a development in expanding straightforwardness, dependability, and productivity of the police administration. The section closes by making an offer to encourage this advantageous advanced method of connection between the police and residents by presenting area explicit execution measures. Such estimates will take into consideration simple observing, reexamining, and gathering national help to organize, approve, institutionalize, encourage, and elevate these projects to help make a proactive all-dangers flexible populace for what's to come.

8. Rajesh kumar shastri et.al (2009) in their research had expressed that in the wake of elucidating the few parts of e-governance in regards to police department we please a Conesus that after presentation of e-Governance the situation will be improved. There will be greatest 2 or 3 level FIR framework. Native will make a protest through email which will straightforwardly arrive at the Munshi, Inspector and station researching official at one proceed to move will be made. Because of PC survey message will arrive at higher specialists likewise simultaneously in a similar institutionalized structure as given by the person in question. No mutilation will be conceivable. Presently individuals won't need to approach over and over to the police station to stop their FIR. Presently individuals experiencing any issue can make their reports and email them from their living arrangement. Presently there will be no necessity of FIR register at the police station table.

Literature on employee development programs

1. PayScale (2019) expressed that in our newest Compensation Best Practices Report (CBPR) overview, we found that the greatest territory HR experts intend to put resources into is employee training and development. As a piece of our latest CBPR study handled in December 2018, we solicited respondents: "What parts of HR do you think will be your greatest interest in 2019?" Twenty-three percent of respondents (a blend of HR pioneers, remuneration experts and business pioneers) showed training and development as their greatest speculation zone. This answer decision earned unmistakably a larger number of reactions than the following two regions of HR — recruiting and compensation changes. (Fifteen percent of respondents said that recruiting is their top concentration and 15 percent said compensation changes is their top core interest).

2. American Management Association (2019) clarified that as a manager, you can take numerous activities to encourage employees career planning. Here's an essential, six-advance way to deal with building up a employee development program:

- Encourage employees to consistently refresh their profiles in their employee files or in the HR databases of aptitudes, interests, and information.
- Periodically audit the substance of every employee's file to explain, develop, and generally sort out the substance. Search the databases, if accessible, when searching for somebody to fill a job.
- Align employee's objectives with those of the association.
- Help employees set up a course of events for arriving at vocation objectives and recognize the assets expected to do as such. Assets may incorporate momentary preparing, tutoring, or further formal education, (such as pursuing a degree).
- Support and empower employees career plans. Urge them to coordinate exchanges of career planning into the performance management process.
- Encourage skip-level gatherings. This implies a employee meets with your chief occasionally, guaranteeing a two-route exchange between associates who may not collaborate one-on-one frequently. This procedure:
 - Provides an alternate/new point of view from a higher level
 - Recognizes that the higher-level pioneer can "get things done" the other pioneer will be unable to do
 - Allows for a more extensive, more long haul profession exchange than run of the mill tutoring
 - Uncovers any potential issues with the pioneer

3. Harvard business review (2019), expressed that the research not just affirms that supervisors matter a lot, particularly with regards to learning and development, yet that some have enormous constructive effect on the individuals who work for them. The outstanding pioneers I examined don't leave it to HR to make profession movement programs for their colleagues. Or maybe, they customize their training, backing, and instructing endeavors. They don't simply follow the huge learning openings allowed to their employees. They likewise comprehend the subtleties of how individuals are developing step by step and step by step and modify their activities as

needs be. Subsequently, they keep their groups connected with and energized.

4. Get Smarter (2019) clarified that employees are an organization's greatest resource, and putting resources into ability is essential to supportable business development and achievement. Organizations experience protracted procedures to enroll and contract qualified and reasonable staff, yet frequently the accentuation on thinking about employees stops there. As indicated by a Gallup study, workgroups that occupied with employee development saw a business increment and benefits twofold contrasted with workgroups that didn't draw in at all. Dedicated training and development encourages employee engagement, and engagement is basic to your organization's money related execution. As the business scene turns out to be progressively aggressive, improving your group's presentation is basic inside advancing markets. Employee development and training is never again an extra advantage held for the C-suite, it's basic for the development of your business and the workforce that impels it.

5. Pay Scale (2018) explained that the research investing in employee development can boost employee satisfaction, performance and retention. Furthermore, employee development programs can be simpler to actualize and less exorbitant than you might suspect. Research has demonstrated that organizations that put resources into their employees benefit by higher employee satisfaction. In PayScale's whitepaper, The Formula for a Winning Culture, we found that employees cited development as one of the top factors that drive employee satisfaction. Another advantage of employee development is improved employee performance. Preparing can enable a representative to ace the aptitudes important to carry out their responsibility. Nonetheless, development can help support their certainty much further, propel them to perform better, and conceivably enhance new plans to enable them to exceed expectations. To wrap things up, putting resources into employees growth can help support maintenance. Indeed, as indicated by an ongoing LinkedIn study, 94 percent of employees would stay at a company longer if it invested in their career development.

6. Harvard Business Review (2018) discussed that as per one industry report, U.S. organizations spent over \$90 billion dollars on training and development exercises in 2017, a year-over-year increment of 32.5 %. While numerous specialists underscore the significance and advantages of employee development — an increasingly aggressive workforce, expanded employee retention, and higher employee engagement — commentators point to an excruciating absence of results from these ventures. Eventually, there is truth in the two points of view. Training is valuable on occasion however frequently falls flat, particularly when it is utilized to address issues that it can't really fathom. So in the event that you will put a great many dollars into company training, be certain it is tending to a vital learning need. Further, make certain your association can and will continue new abilities and learning by tending to the more extensive elements that may undermine their prosperity. On the off chance that you aren't positive about these conditions, don't spend the cash.

7. Business Org. (2018) expressed that employee training and development programs just develop progressively significant as more youthful ages round out the workforce. In a Gallup survey, around 66% of non-twenty to thirty year olds considered development opportunities significant in a vocation, however out of the surveyed recent college grads, almost nine out of every ten esteemed those equivalent opportunities. Only one out of every odd independent venture has productive development programs set up—yet these projects can be advantageous to your business. Following are the means that business can take toward another or increasingly successful employee training development program-

- Understand the advantages of employee training
- Start employee development before it's essential
- Plan ahead and plan cautiously
- Consider what apparatuses or projects you'll require
- Implement and measure achievement

8. Ms. Pallavi P. Kulkarni (2013) in her study opined that training and development programs assume a crucial job in each association. These projects improve Employee Performance at work environment, it refreshes Employee Knowledge and upgrades their own Skills and it helps in staying away from Managerial Obsolescence. With the utilization of these projects, it is simpler for the administration to assess the activity execution and as needs be take choices like employee Promotion, rewards, pay, welfare offices, and so on. These training programs additionally help the administrators in progression arranging, employee retention and inspiration. It makes Efficient and Effective employees in the organization. The requirement for training and development is determined by the employee's performance deficiency, figured as pursues:

Training and Development need = Standard performance – Actual performance.

Training upgrades the general execution of an association in different ways. The real territories where employees are ordinarily trained in an association are Soft-skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, specialized procedures, quality circle programs, Time the board abilities, employee efficiency development programs, violence prevention programs, regulatory compliances, objective setting and usage of projects, workplace safety management, workplace communication, etc. Training empowers the employees to build up their abilities inside the association and subsequently normally expands the associations fairly estimated worth, earning power of the employees and job security of the employees. Training molds the employee's frame of mind and causes them to accomplish a superior participation inside the association. Training and Development projects improve the nature of work-life by making an employee supportive workplace.

9. Ronald Jacobs et.al (2003) in their study inspected the connection between employee development and organizational performance. The examination bolsters the familiar way of thinking that employee development programs make positive commitments to organizational performance. Nonetheless, there keeps on being constrained data past this fundamental relationship. From a HRD point of view, investigate on employee development appears to be a territory of high

significance. Employee development implies more than helping employees become nonstop students, paying little mind to the prerequisites of the association. To be gainful for both individual employees and organizations, investigate on employee development should look for more noteworthy comprehension about the wide scope of conditions inside which employee development programs exist in associations. Undertaking the three proposed examine bearings would do much for improving organizational performance in the long haul.

Literature on need identification for employee development programs

1. Gayathri Arun (2019) in her study stated that workscape is changing drastically. Technology advancements and automation replace the majority of the unskilled jobs. The jobs become more niche and the demand for the skilled workforce is getting high. A recent SHRM research highlights that 40 percent of the organizations provide flexible work arrangements as one of their most efficient recruitment strategies. Telecommuting (Work-From-Home), allowing employees to prefer their working hours, and hiring specialized freelance workforce are gaining momentum and will decide the future of the workscape. HR teams have to take up new methods to nurture, engage and develop the remote and flexi workforce. Their performance management strategies must take in the changing work scenarios and their development requirements. Changing workforce demography and speedy growth present a challenging course for the HR people whereas developing a robust and productive performance management process. **Performance management software tools** such as **Synergita** come to their rescue and assist build a scalable system for their organization. Organizations are further inclined to adopt HR best practices and embrace nonstop feedback, instant recognition, development focused performance appraisals. A happy and satisfied workforce results in affirmative business outcomes.

2. Get Smarter (2019) stated that according to Pierre Nanterme, Chairman and CEO of Accenture, digital innovations are altering the demand for skills in the future, and businesses worldwide are facing a skills crisis that could hold up the economic promise of technological advancement. Common changes to our skills-development programs will not be sufficient to meet the rising future skills requirements. With this in mind, the learning and development manager faced with the hard task of anticipating training requirements for skills required to operate technology that has yet to be invented. However, there are ways to organize for the future skills required in your company:

- **Build with who you have-** The employees you have right now are the greatest source your company has for meeting your growth needs. It's more cost-effective to preserve the people who already know your business, your customers and your core values, and rather invest in their training to close future skills gaps.
- **Invest in future talent pools now-** Meet with local educators, universities, colleges, and high schools and offer on-campus awareness and recruiting programs, workforce readiness programs and internship awareness. Network with educators to

discuss what skills businesses need, and how educational institutions can assist bridge the gap.

Identifying the significant training and development requirements of your employees is the initial step. An ongoing commitment to the training and development of your employees will guarantee your business is better positioned to harness the potential economic thrust that is identical with the introduction of new technology.

3.HR Guide (2018) stated that today's work environment requires employees to be skilled in performing complex tasks in a cost-effective, efficient and safe manner. Training (a performance improvement tool) is required when employees are not performing up to a definite standard or at an expected level of performance. The differentiation between the actual level of job performance and the expected level of job performance indicates a need for training. The identification of training needs is the first step in a standardized method of instructional design. A successful training needs analysis will recognize those who need training and what type of training is needed. It is counter-productive to propose training to individuals who do not need it or to propose the wrong kind of training. A Training Needs Analysis helps to put the training resources to superior use. It is the process of identifying training needs in an organization for the reason of improving employee job performance.

4.Bizlibrary (2018) discussed that by working closely with training managers in many different companies and situations, they found **nine characteristics that predicate a successful training program.**

Effective Program Management

- Needs Assessment
- Goals and Metrics
- Alignment
- Leadership Buy-in
- Creativity
- Relevancy
- Post-Training Reinforcement
- Marketing and Communication

5.Breath (2018) discussed the seven steps for identifying the training needs of the employees which are as under-

- Set accurate expectations
- Monitor presentation
- Ask away
- Analysis (and lots of it)
- Set up particular development plans
- Set up a focus group
- Set up a system of coaching and mentoring

6.Tess Pajaron (2015) in his study stated that any company delving into training and development of its workforce should initially learn how to properly identify and assess training needs. This is the single most significant thing that helps executives to address the gaps between the existing training and training which will be essential in the future. Here's a brief overview of 3 different needs managers should look at and 3 assessment methods for identifying key training needs at any organization:

Needs-

- Industry-related needs
- Job-related needs
- Task-related needs
- a) Assessment methods-
 - Organizational perspective
 - Task-related perspective
 - Individual assessment

Focus on each kind of training need before moving forward and determining the greatest course of action for the enterprise. Each assessment will help you recover different aspects of the organization and build specific training programs to address significant gaps and boost up the effectiveness of the company.

7.Forbes (2015) stated that there are eight ways to develop employees, keep them engaged, and increase the probability they will continue with the organization:

- Create Individual Development Plans
- Provide Performance Metrics
- Provide Opportunities Outside of Job Function
- Give Constructive Feedback
- Remove Barriers
- Link to a Professional Network
- Outlay Resources
- Set the Example

These 8 employee development tactics can be implemented within any size organization and will work efficiently to shape a company's future leadership. Whether an organization leverages a small or all of the tactics listed here, it is critical that each is used consistently, championed by leadership and communicated clearly.

8.NI Business Info.CO.UK(n/d) expressed that to identify training that matches the specific needs of the staff and business goals, perform a **training needs analysis (TNA)**. Training needs analysis is a method utilized by businesses to identify training requirements in a cost-efficient way. This procedure involves evaluating training needs and weighing up training priority areas at every level within a business. TNA forms the first step of the **training development cycle.**

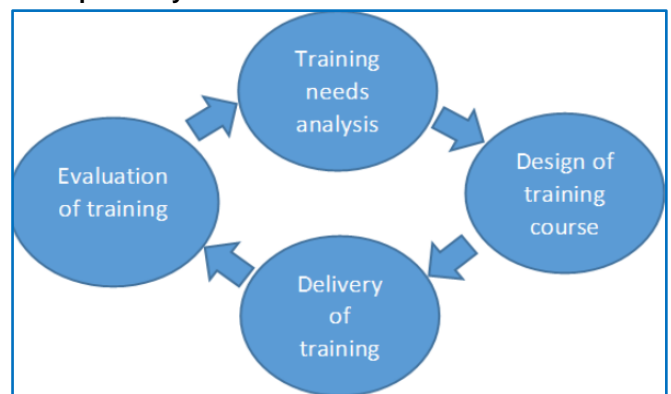


Figure 1 Training Development Cycle
(Source: NI Business Info.CO.UK)

5. Research Gap

Researchers have extensively studied the concept of e-governance in Government Administration. But studies

pertaining to the Police Department are very few (Mitra and Gupta, 2007). With cyber-crime making rapid strides it is felt that the concept of e-governance in the Police Department should be studied in depth and hence this research aimed at analyzing the needs of employee development programs for implementing e-governance for police stations under Pune Commissionerate area.

Following key research questions thus emerge –

- RQ 1 – What is the current status of e-governance implementation at police stations under Pune Commissionerate area?
 RQ 2 – What is the role of employee development programs in implementing e-governance?
 RQ 3 – What are the needs of employee development programs for implementing e-governance?
 RQ 4 – How these needs can be addressed?

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