



Role Of DIC In Startups Talent Management

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Abstract

The present study is an effort to understand the importance of District Industries Centers in providing training to employees and entrepreneurs of startups and how to manage talent in startups. District Industries Centres (DICs) have a significant impact on local economies by promoting industrial development, creating job opportunities, and supporting entrepreneurship. Through their various functions and services, DICs contribute to the economic growth and industrialization of their respective regions. Study tries to achieve two basic objectives which are to understand role of DIC in providing training to start-ups and to find ways and means to achieve best talent management strategies for the start-ups. DICs play a vital role in promoting industrial development and supporting entrepreneurs at the district level. By providing financial assistance, infrastructure development, skill development, and marketing support, DICs contribute significantly to economic growth and employment generation. However, addressing challenges in implementation and enhancing collaboration with various stakeholders can further improve their effectiveness.

Keywords: Talent Management, Start-ups, District Industries Centre (DIC), Training.

1.1. Introduction

Talent management refers to the comprehensive process of identifying, recruiting, developing, and retaining top-quality employees within an organization. It is an essential aspect of human resource strategy that seeks to maximize the full potential of an organization's workforce by aligning the skills, competencies, and aspirations of individual employees with the overall objectives and goals of the organization.

While talent management touches upon a range of human resource functions, it goes beyond basic workforce planning and employee administration. It aims to create an environment in which high-caliber employees can thrive, resulting in improved productivity, increased engagement, and a stronger, more competitive organization. A successful talent management strategy typically involves a combination of processes and tools designed to address specific aspects of employee management, such as:

- Identifying high-potential talent and key positions within the organization
- Recruiting and on boarding new employees with the necessary skills and cultural fit
- Assessing and developing employee skills and competencies through training and development programs
- Providing performance feedback and managing employee growth and development plans
- Implementing succession planning and career path development initiatives
- Retaining top performers through competitive compensation, benefits, and employee recognition programs.

1.2. The Process of talent management

Even though the management of talent isn't always a straight line, it could be thought of as a process that starts with recognizing the need for talent acquisition, moves on to filling that need, and then grows and improves the skills, traits, and expertise of both new and old employees.

Let us now look at the process of proper talent management:

- **Planning**

Planning is the first step in the management of talent, just like in any other process with a set goal. It entails identifying human capital gaps, generating job descriptions for essential tasks, and creating workforce planning for recruitment campaigns.

- **Attracting**

Next, decide if the talent needs should be supplied by employees already in the organization or outsiders. In either case, the process would need a steady flow of applicants. Common outside sources are job sites, social networks, and word-of-mouth.

Knowing where to find the right people is crucial ahead of time to ensure a seamless operation. And that is where the company's reputation as an employer comes into play because that determines how good the applications are.

- **Selecting**

Nowadays, recruiters may utilize software and AI-enabled solutions to sift through a large population of CVs to concentrate on the most relevant possibilities and identify the right match. Written exams, interviews, group discussions, psychometric testing, and in-depth research of the applicant's public information help construct an accurate image.

- **Developing**

Many companies now believe in recruiting for attitude and training for skills. It makes sense since you want a bias towards specific skill sets; you are hiring the person, not the CV.

Developing workers to help them grow with the company and preparing them for the competence required to contribute to corporate success also creates loyalty and enhances employee engagement.

It starts with a proper onboarding technique to help the employee settle into the new position, then counseling, coaching, mentoring, and job rotation plans to enhance skills, aptitude, and competency.

- **Retaining**

Talent must be efficiently kept for any company to succeed and sustain itself. Most firms strive for talent acquisition by offering promotion possibilities, increasing participation in special initiatives and decision-making, and retraining for more sophisticated professions.

- **Transitioning**

Effective talent management focuses on collective organizational change and evolution by developing individual workers. It means making each employee feel like they are a part of something greater.

Retirement benefits, departure interviews, and efficient succession planning may seem unconnected at different career stages. Yet, they are all transition factors that enable the common journey.

1.3. Objectives of the Study

The study was carried out targeting following general objectives.

1. To study the role of District Industries Centre in providing training to the employees of start-ups.
2. To find ways to improve talent management in the start-ups

1.4. Research Methodology

Present study is based on secondary data. The data was collected from books, journals and websites, some information is also collected through face to face discussion with DIC officers Kalaburagi. Descriptive analysis was applied to arrive at research results. The study was carried out in Kalaburagi district of Karnataka State.

1.5. District Industries Centre

The District Industries Centre (DIC) is a government-run program aimed at fostering small village and cottage industries in a certain area. Since its inception in 1978, the DICs have been constructed in several districts across India at various times.

The District Industries Centers, which are located at the district level, provide all of the required services and support to help entrepreneurs develop MSMEs (Micro, Small, and Medium enterprises).

1.6. Functions of District Industries Centers

The District Industries Centers (DICs) provide a variety of key responsibilities for the upliftment of a district and the inclusion of that district on India's industrial map. The following are some of the functions of District Industries Centers (DICs):

- Development of District's Industrial Profile
- Assisting Entrepreneurs With Acquisition of Licenses
- Serving as District's Main Point for Industrialization
- Entrepreneurial Opportunity Counseling
- Assessment of Skilled and Semi-Skilled Labour
- Determine Infrastructure Facilities
- Develop a Techno-Economic Feasibility Study
- Provide Advice to Entrepreneurs on Their Investments
- Investigation and Survey
- Courses of Instruction
- Equipment and Machinery
- Raw Materials
- Arrangement of Loans
- Marketing
- Khadi and Village Industries

1.7. Objectives of DIC

The primary objectives of DIC include:

- **Promoting Industrial Development:** Facilitating the establishment of industries, especially Micro, Small, and Medium Enterprises (MSMEs).
- **Skill Development:** Providing training programs to enhance the skills of unemployed youth for self-employment.
- **Implementing Government Schemes:** Executing schemes like the Prime Minister's Employment Generation Programme (PMEGP) and the Credit Guarantee Fund Scheme for Micro and Small Enterprises (CGS-MSE).
- **Supporting Local Industries:** Offering incentives and concessions to encourage the establishment of industries in the district.

1.8. Importance and Role of District Industries Centre (DIC) in India's Industrial Development

a. Promoting Industrial Growth

The DICs are central to the decentralized industrial development strategy in India. By fostering the growth of micro, small, and medium enterprises (MSMEs), they help ensure that industrial development is not confined to urban areas but spreads to rural and semi-urban regions as well. This is crucial for balanced regional growth and reducing disparities between urban and rural areas.

b. Employment Generation

One of the primary objectives of DICs is to create employment opportunities. By supporting the establishment of small and cottage industries, DICs contribute significantly to job creation at the local level. This not only helps in reducing unemployment but also aids in alleviating poverty.

c. Skill Development and Training

DICs play a vital role in enhancing the skills of the local workforce. They organize training programs and workshops to equip unemployed youth and aspiring entrepreneurs with the necessary skills for self-employment and business management. This, in turn, boosts the productivity and competitiveness of local industries.

d. Implementation of Government Schemes

DICs are pivotal in the implementation of various government schemes aimed at promoting industrial development and supporting MSMEs. Schemes like the Prime Minister's Employment Generation Programme (PMEGP) and the Credit Guarantee Fund Scheme for Micro and Small

Enterprises (CGS-MSE) are executed at the district level through DICs, ensuring that the benefits of these schemes reach the grassroots.

e. Financial Assistance

Access to finance is a critical factor for the success of MSMEs. DICs facilitate financial support by helping entrepreneurs secure loans and subsidies from banks and financial institutions. They also assist in the preparation of project reports and loan applications, making it easier for entrepreneurs to access the necessary funding.

f. Marketing and Export Assistance

DICs provide marketing support to local industries by organizing trade fairs, exhibitions, and buyer-seller meets. They help entrepreneurs find markets for their products both within and outside the country. This support is crucial for small industries that may not have the resources to undertake marketing and export activities on their own.

g. Technological Support and Infrastructure Development

Technological advancement is essential for the growth and competitiveness of industries. DICs offer technological support and guidance to entrepreneurs, helping them adopt modern techniques and processes. Additionally, DICs assist in the development of industrial infrastructure such as industrial estates, sheds, and plots, providing entrepreneurs with the necessary facilities to set up their businesses.

h. Encouraging Innovation and Entrepreneurship

DICs foster a culture of innovation and entrepreneurship by providing a supportive environment for startups and new ventures. They offer mentorship, incubation facilities, and access to networks and resources that are essential for the growth of innovative enterprises.

i. Support for Rural and Cottage Industries

DICs have a special focus on promoting rural and cottage industries, which are crucial for the socio-economic development of rural areas. By supporting these industries, DICs help preserve traditional crafts and skills, generate employment, and contribute to the rural economy.

j. Facilitating Cluster Development

DICs promote the development of industrial clusters, where groups of similar or related industries are established in close proximity. This clustering leads to synergies, shared resources, and collective growth, making industries more competitive and sustainable.

k. Data Collection and Analysis

DICs collect and analyze data on various industries and market trends. This information is valuable for policy formulation, identifying growth opportunities, and addressing challenges faced by local industries. DICs also provide valuable feedback to higher authorities on the effectiveness of various schemes and programs.

l. Environmental Sustainability

DICs are increasingly focusing on promoting environmentally sustainable industrial practices. They provide guidance on energy efficiency, waste management, and the adoption of green technologies, helping industries reduce their environmental impact.

1.9. Training provided by District Industries Centers

To create employment opportunities and to motivate entrepreneurship among the educated unemployed youth. Training is imparted in the following categories.

- DICs organize vocational training programs to enhance the skills of the local workforce. These programs focus on industry-relevant skills and trades, making individuals more employable.
- DICs implement various skill development initiatives under government schemes, providing training in areas such as entrepreneurship, business management, and technical skills.
- DICs assist trained individuals in finding suitable employment opportunities, thereby contributing to local employment generation.

1.1. Training provided by DIC to Start-ups



Source: *Compiled*

a. In-Plant Training

The training is imparted to the educated unemployed youth at various industrial establishments in a real time environment. The trainees acquiring the skill by observing, assisting and learning the job on his own in the plant itself. The training make them acquire better skill in the trade so as to start either their self ventures or to get employment in the established industries. The training is imparted for a period of one year with monthly stipend at rates based on educational qualification.

b. Vocational Training

The objective of the programme is to create more employment opportunities broadly for the unemployed youth particularly to the women to pursue wide career opening besides self-ventures by giving training in trades like Tailoring & Embroidery, Beauty Parlour, Arts & Design. The training is institution oriented.

c. Advance / High Skill Training

The objective of the programme is to enhance the skill of those who have completed the basic training and interested for advance training in their trade or the candidates having technical qualification who are willing to undergo some special high skilled training to start their own ventures or to get suitable employment opportunity in competitive fields.

Selected candidates are sponsored to training in relevant courses offered by reputed Training Institutions situated in the neighboring states.

d. Entrepreneurship Development Programme (EDP)

The objective of the programme is to develop Entrepreneurship skill among the educated unemployed for setting up of own projects towards self-employment. The programme tends to motivate the prospective entrepreneur, highlight the salient features of the project of concern and the course of actions to taken for setting up and successful running of the unit.

e. Management Training

Management training is imparted as means to enhance productivity. It is imparted to the entrepreneurs / industrialists or their representative in various disciplines namely Financial Management, Marketing Management, Personnel Management, Quality control, etc, so as to discharge their duties in an efficient manner benefiting both the employee and employer and the economy.

1.10. The Gap between DIC Training Programs and Start-ups Talent Management

Following few observations have been noticed while conducting the study which highlights major gaps between start-ups requirement in managing talent and DIC's functions.

- DIC majorly concentrates on promoting entrepreneurship.

- DIC provides support to start-ups in obtaining financial requirements, feasibility of project, infrastructure facilities, and helps in acquiring raw materials, machinery etc.
- DIC provides training to entrepreneurs through other organization in the case of DIC Kalaburagi district it is Centre for Development of Advanced Computing (CDCC).
- Start-up owners and employees do not get any information regarding various training programs offered by DIC.
- Individual start-ups training requirements vary differently based on the type of skills required for the jobs.
- One-training does not suit to all start-ups based on type of startups.

1.11. Tips for an Effective Talent Management Strategy Based on Process

Talent management strategy is an ongoing process that necessitates regular evaluation, improvement, and adaptation to meet your organizations and workforce's changing needs. Talent development is critical for startup success. Startups need to attract and retain skilled employees who can contribute to their growth. This involves offering competitive compensation, providing opportunities for professional development, and fostering a positive work culture.

Attract

- **Need to know:** Candidates are savvy. A-players will do their research and reach out to their network to determine if a company is worth pursuing. What our employees, clients and networks say will determine how likely we are to attract talent.
- **To create a positive experience:** Keep up with conversation. Contribute and influence as much as possible to create consistent external messaging.

Hire

- This phase involves everything from first contact with the employer through rejection or a signed offer letter.
- **Need to know:** Recruitment is a social process. The majority of industry hires are from employee or client referrals. Positive or negative feedback is now public knowledge. If one candidate has a good experience, then others will know about it. This same rule applies to a poor experience.
- **To create a positive experience:** Create a great candidate experience so that the conversation is a positive one; respond in a timely manner and update the candidate proactively on the status of their application.

Onboard

- This phase includes everything from the time an employee signs their contract or offer letter through their first 120 days.
- **Need to know:** On boarding is not solely administrative. An employee's first interactions with HR and management cement cultural norms and behaviors. If management, HR or anyone else who helps in the on boarding process demonstrates a lack of consistency, new hires can develop divergent understandings of the organization's culture, mission and values. Consistent messaging and positive interactions lead to higher engagement from new hires. Hearing it once is not enough; new employees need continued reinforcement of cultural norms, behaviors and job expectations to successfully onboard. This doesn't only fall on the manager, but anyone with whom the new employee engages during the on boarding process.
- **To create a positive experience:** Begin on boarding immediately. Create a consistent experience and introduction to the company culture for every new hire. Develop regular check-ins and connection points for new hires (not just with their direct manager or team). Establish learning objectives for new hires (industry, job, company). Regularly check in and ask questions to determine how the new hire works and thinks. Build relationships and rapport.

Develop

- This phase comprises the first six or 12 months.
- **Need to know:** At this point, the initial excitement of a new job has worn off, yet employees are still new enough that they may not be at 100 percent efficiency. They want to contribute in their role while also contributing to the culture now that they aren't new hires.
- **To create a positive experience:** Provide employees with small, concrete goals and then provide the tools and training necessary to reach them. Ensure that there's no drop in attention from management or HR, and that simple, continued communication and training post-orientation remain ongoing.

Empower

- **Need to know:** The characteristic of high-performing teams is that each member repeatedly feels that their role calls upon their strengths and that they're recognized for their successes.
- **To create a positive experience:** Establish clear definitions and drivers of behaviors to reward employees and keep the team accountable. Maintain consistent check-ins to ensure everyone's adhering to team standards.

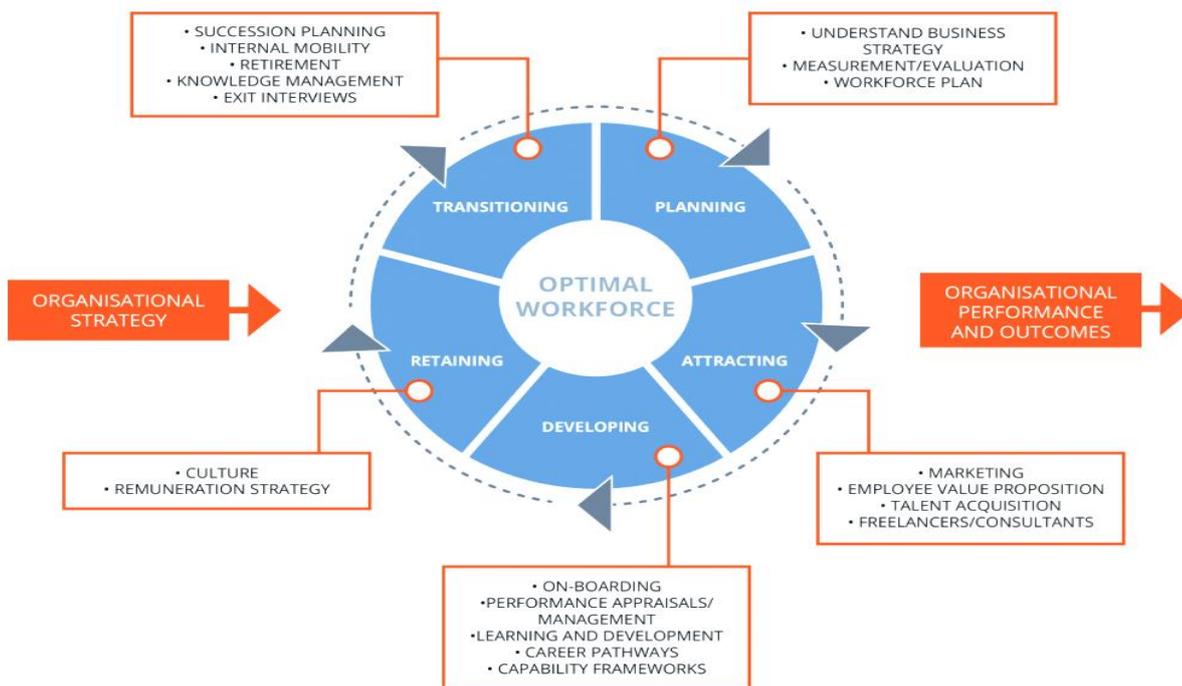
Transition

- **Need to know:** The employee life cycle is continuous. In about two years (on average), our employees will start looking for their next opportunity. Will it be within our organization or elsewhere?
- **To create a positive experience:** Have continuous conversations around growth aspirations and expose them to stories and opportunities for development whether it's in terms of education, experiences or exposure to organizational leadership.

Once your team is aligned and clear on everything above, then you can line up all your current processes, policies, practices and ask yourself:

- “How are we doing?”
- “Does that program accomplish what we want it to, based on the experience we want employees to have during on boarding?”

1.2. Talent Management Model



Source: <https://status.net/articles/talent-management-strategies-processes-models>

1.12. Conclusion

The District Industries Centres (DICs) are instrumental in driving industrial development at the grassroots level in India. By providing comprehensive support to MSMEs, fostering entrepreneurship, and ensuring the effective implementation of government schemes, DICs play a vital role in promoting balanced regional growth, generating employment, and enhancing the competitiveness of local industries.

The District Industries Centres (DICs) play a vital role in promoting industrial development and supporting entrepreneurs at the district level. By providing comprehensive services, including financial support, skill development, infrastructure development, and technological assistance, DICs contribute significantly to economic growth and employment generation in their respective regions.

Each and every start-up needs to manage talent in the organization to survive and overcome competition in the market. The study concludes with a view that there is a need to improve policies and training procedures to start-ups, especially, in improvising coordination and communication between DIC's and start-ups. As DIC does not inform any start-ups about various training programs available for the start-ups to manage talent, start-ups themselves have to find out required training information by visiting DIC's.

Startup promotion and development require empirical and practical approach which includes access to capital, a supportive regulatory environment, mentorship, education, and a strong entrepreneurial ecosystem. By addressing these factors, governments, institutions, and communities can create an environment where startups can thrive and contribute to economic growth and innovation.

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