

झारखण्ड सरकार
जल संसाधन विभाग

सं.-3/विविध-7-49/13- 763

राँची, दिनांक:- 28-1-14

अधिसूचना

कार्मिक एवं प्रशिक्षण विभाग, भारत सरकार के निदेश के आलोक में विभाग द्वारा गठित "प्रशिक्षण नीति-2013" (यथा संलग्न) को एतद्वारा अधिसूचित किया जाता है।

अनु०-यथोक्त

झारखण्ड राज्यपाल के आदेश से

(मनोज कुमार)

सरकार के अवर सचिव (प्र०)

जल संसाधन विभाग, झारखण्ड राँची

ज्ञापांक-

763

राँची, दिनांक:-

28-1-14

प्रतिलिपि- माननीया मंत्री, जल संसाधन विभाग के आप्त सचिव/प्रधान सचिव, कार्मिक विभाग/सचिव, जल संसाधन विभाग के आप्त सचिव/सचिव, वित्त विभाग को सूचनार्थ एवं आवश्यक कार्रवाई हेतु प्रेषित।

अनु०-यथोक्त

(मनोज कुमार)

सरकार के अवर सचिव (प्र०)

जल संसाधन विभाग, झारखण्ड राँची

ज्ञापांक-

763

राँची, दिनांक:-

28-1-14

प्रतिलिपि- श्री एन० के बाधवा, अवर सचिव (भारत सरकार) कार्मिक एवं प्रशिक्षण विभाग, नई दिल्ली/महानिदेशक, श्री कृष्ण लोक प्रशासन संस्थान, राँची को सूचनार्थ एवं आवश्यक कार्रवाई हेतु प्रेषित।

अनु०-यथोक्त

(मनोज कुमार)

सरकार के अवर सचिव (प्र०)

जल संसाधन विभाग, झारखण्ड राँची

ज्ञापांक-

763

राँची, दिनांक:-

28-1-14

प्रतिलिपि-अभियंता प्रमुख-01 एवं अभियंता प्रमुख-02, जल संसाधन विभाग, झारखण्ड, राँची/वेब/इन्फारमेशन मैनेजर, जल संसाधन विभाग, झारखण्ड, राँची को सूचनार्थ एवं आवश्यक कार्रवाई हेतु प्रेषित।

अनु०-यथोक्त

(मनोज कुमार)

सरकार के अवर सचिव (प्र०)

जल संसाधन विभाग, झारखण्ड राँची



DRAFT
TRAINING POLICY- 2013
प्रशिक्षण नीति- 2013

WATER RESOURCES DEPARTMENT
GOVERNMENT OF JHARKHAND

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FOREWORD

The chief mandate of our society is development and welfare of the people. The policies of the Government departments are bound to be in line with spirit of these mandates. The water resources department is committed to strive for enhancement of standard of living of the people through development and management of water resources of the state. A committed, responsive and effective work force with courage and integrity beyond doubt is inevitable to the cherished goal of the department- to ensure the sustainable development and optimal use and management of water resources of the state to provide the greatest economic and social benefit to the people. In view of said objectives necessity of a rational and scientific training policy has been strongly felt. Chief types of works undertaken by the department involve construction & maintenance of water storage and distribution structures, water harvesting and flood mitigation works. In wake of changing socio-economic scenario, challenges from few subversive activities and people's greater expectations of transparency and good governance, it seems natural to imbue and reinforce in the officials of the department positive attitudinal orientation coupled with high competency and professionalism which is perceived as important objective of training policy.

Training is an obligation of the Department towards its employees. The objective in fulfilling this obligation would be to develop and maintain their efficiency and effectiveness. This is not a one-time responsibility but a permanent and continuing one that extends throughout the career of the employee. The department envisages establishing a training institution, **WALMI (WATER AND LAND MANAGEMENT INSTITUTE)** and developing it as centre of excellence. This will not only train the engineers and other personnel of the department but also future trainers. This will serve as apex body of the department to conceive, formulate, evaluate and coordinate all functions with regard to training.

The policy emphasizes that every job should be performed by the personnel fit to do that. For this competency required for a job and competency inherent in the personnel shall be investigated. Gap arrived at thereby, shall be bridged by appropriate training interventions. Where-so-ever needed, personnel shall be provided with in situ, in distance mode, in-house or external training. This implies that in the pursuit of excellence in the promotion of public welfare, training in all relevant efficiency enhancing technologies from the range of choices available, will be imparted to the employees.

I am of firm opinion; this training policy will provide a broad framework within which concrete norms will come forth which will ultimately imbibe in each and every employee of the Department, a duty conscious, development oriented, well-behaved, competent and motivated member who is committed to the promotion of public welfare.



AVINASH KUMAR, IAS
Secretary, Water Resources Department

VISION

*"We seek to develop, strengthen and upgrade qualities of
professionalism, responsiveness,
integrity and courage
amongst all personnel of the department, in our endeavour to promote
excellence and good governance;
through competency analysis and training intervention aimed at enhancement of
skills, knowledge and attitudinal change."*

TRAINING POLICY- 2013

WATER RESOURCES DEPARTMENT

1. Background-

In view of the New National Training Policy formulated by Department of Personnel and Training, Government of India, states have to frame and adopt similar training policy so that there is a formal and articulated framework within which training is conducted at the state level. The policy was preceded by many measures of economic liberalization, globalization, decentralization of power etc. Besides these, mandates coming out of legislations like RTI, RTSG, MNREGA and problems of naxals etc have created a complex and challenging environment in which personnel of the department have to respond to increasing expectations and needs of the citizens more efficiently, transparently and effectively.

1.2 In order to address these issues and challenges coming owing to emergence of new socio-economic environment, it imperative to improve the competency of the Engineers and other officers of the department through their systematic training. Though systematic training of civil servants has continued to be mainly for the higher civil services with a large number of Group B and C employees receiving sporadic training or no training at all.

1.3 Over the time, the Human Resource Management function has also undergone a significant change. There is now increasing recognition that the individual in an organisation is a key resource.

1.4 And so, it is imperative to adopt a strategic human resource management system, which would look at the individual as a vital resource to be valued, motivated, developed and enabled to achieve the Department's mission and objectives. To achieve the end, it is essential to match individual's competencies with that required for the job and bridge the competency gaps for current and future roles through training.

2. Training Objectives

2.1 Training is an effective tool for improvement of performance of the individual, the team and the organization. Its chief objective is to develop a professional, impartial and efficient civil service responsive to the needs of the citizens. In doing so, care will be taken to emphasize the development of proper ethics, commitment to work and empathy for the vulnerable sections. The competency framework will be used to ensure that civil servants have the requisite knowledge, skills and attitude to effectively perform the functions they are entrusted with.

3. Training Target-

3.1 All personnel of the department shall be provided with training to equip them with the competencies for their current or future jobs. Such training will be imparted:

- (a) At the time of their entry into service
- (b) At appropriate intervals in course of their career

4. Pre Training activity-

It is of vital importance that training inputs are designed to suit the specialised training needs of personnel of the Department. For this purpose, substantive Training Need Analysis (TNA) will be conducted prior to preparation and planning of curriculum and course content. As needs, priorities and objectives of governance change with the passage of time, it will be necessary to carry-out subsequent TNAs at suitable intervals; before executing any capacity building programme.

5. Training intervention

(i) **Entry level training (Induction training)** - It shall be imparted to all newly recruited personnel before they are assigned duties/responsibilities of any post. The objective is to provide understanding of the functioning of the department and to fully prepare the new recruits for specific responsibilities that they are expected to execute on assuming charge of their posts.

(ii) **Orientation training** - This short term programme shall be organized on the basis of training need analysis for the personnel who serve the department on tenure basis. In this programme emphasis will be paid on department specific terms, work pattern, functioning, goal and priorities.

(iii) **Refresher training**- Such programmes shall be held every five years to upgrade knowledge, making the personnel au courant with latest development and smart thinking.

(iv) **Mid Career Training** - It is a career linked mandatory training to be provided to all Engineers at various levels/stages of their career after they are promoted to positions of higher responsibilities. The design curriculum etc of each phase of programme shall be decided by the department after deliberate analysis of needs of the personnel and to build next level competencies.

(v) **Thematic Training**- This short term training is to be made available to Engineers preferably every two years with an objective to build their professional competencies in relevant themes such as project management, e- governance etc, and also to inculcate desirable personal attributes by exposing them to courses on leadership development, stress management, ethics and values in public governance etc.

(vi) **Customised Training** - This is an intensive programme to be conducted in a centre of excellence and especially designed for Engineers involved in design, planning investigation, and monitoring of irrigation projects with the objective of providing deeper knowledge, latest developments and understanding of smart practices.

(vii) **Long Term Training**- This training is to facilitate younger Engineers to upgrade their knowledge and skills in Water resources management having relevance to their current or future assignments.

(viii) **Workshops/Seminars/Conference** – Engineers having experience of more than 10 years as Assistant Engineers or above may be provided with opportunity of National/International workshops/Seminars/Conferences. These congregations invite academicians, practitioners and national/international experts on various important subjects and issues, and therefore participants in such events will be enriched with best practices, cost effective and sustainable approaches and technological developments. The participant officers may be encouraged to institutionalise their learning through presentations and feed back to the department.

(ix) The in-service training programme for Group 'C' & 'D' expected at the time of movement to a higher Group may be provided in situ or through distance learning methods.

6. Competency Framework

6.1 Competency encompasses the knowledge, skills and behaviour, which are required in an individual for effectively performing the functions of a post. Competencies may be broadly divided into those that are core skills which Engineers of the department would need to possess with different levels of proficiency for different functions or levels. Some of these competencies pertain to leadership, management and communication. The other set of competencies relate to the professional or specialized skills, which are relevant for specialized functions such as design, planning, investigation, execution of irrigation projects, and other civil works.

6.2 A fundamental principle of the competency framework is that each job should be performed by a person who has the required competencies for that job.

6.3 Training has usually been based on the duties that are to be performed in a particular post. There has been no comprehensive review or classification of all posts in accordance with functions that are to be performed and the competencies required thereto. Thus, the issue of whether an individual has the necessary competencies to be able to perform the functions of a post has not been addressed in right earnest. For moving to a competency-based approach, it would be necessary to classify the distinct types of posts and to indicate the competencies required for performing work in such posts. Once the competencies are laid down, an individual's development can be more objectively linked to the competencies needed for the current or future jobs. Career progression and placement need to be based on matching the individual's competencies to those required for a post. The training plan of the Department shall be to address the gap between the existing and the required competencies and provide opportunities to the employees to develop their competencies.

7. Role of Department

7.1 The Department shall adopt a Systematic Approach to Training and shall:

- i. Establish a training institution like Water and Land Management Institute (WALMI) of its own and strive to develop it as centre of excellence;
- ii. Appoint a **Training Manager** of the rank of Chief Engineer who will be the Nodal Person for the implementation of the training function of the Department;
- iii. **Classify** all posts under the Department with a clear job description and competencies required;
- iv. Devise a **system of annual appraisal** through which every employee will be reported, as to his domain of core competency, competency gap vis-à-vis his post and need of training intervention;
- v. Develop cadre training plans (CTP), based on the competencies required and training needs, for ensuring that all cadres under the Department have a clearly articulated scheme for the development of their competencies;
- vi. Link the training and development of competencies of individuals to their **career progression** and ensure this by suitably amending service rules/issuing administrative instructions;
- vii. Ensure that any non-training interventions that need to accompany training interventions are also taken up suitably;
- viii. Make the immediate superior officer **responsible** and accountable for the training of the staff working under him;
- ix. Incorporate an appropriate provision in any new scheme to ensure that suitable training is imparted for its proper implementation and sustainability;
- x. Prepare an Annual Training Plan (ATP) for all the cadres under its control;
- xi. Coordinate with training institutes inhouse or others to implement ATP and CTP;
- xii. Allocate appropriate funds for training purpose.
- xiii. Review the implementation of ATP and the functioning of Training Institution(s) under the Department (including attached/ subordinate offices) and in particular to look at the:
 - a. Utilisation of the training capacity;
 - b. Quality of training conducted;
 - c. Adequacy of the physical and training infrastructure, faculty, finances and delegation of powers for carrying out the institutes' mandate;
 - d. Training of the Group B and C staff,
 - e. Proper selection and development of faculty, incentives for them, and stability of their tenure.
- xiv. Incorporate a separate section in the Department's annual report on the training and capacity building activities undertaken during the year under following heads-
 - (a) calendar of ATP/CTP

- (b) Database of training, development and feedback
- (c) Evaluation study of programme, recommendation for up gradation and action taken report thereon
- (d) Functioning of departmental training institute

8. Role of Training Institutions

8.1 Department's training institute as well as state's ATI will provide technical assistance and advice in preparation of annual training plan. They should:

- i. Have the requisite staff, infrastructure and finances to perform their functions;
- ii. Move to becoming models of excellence in the quality of the training they impart and as learning organisations through a process of self-assessment and bench-marking;
- iii. Play a key role in assisting the Departments in the process of shifting to a competency based-framework for training in case of outsourcing training;
- v. Assimilate technologies with a view to enabling learning anywhere, anytime for their clients;
- vi. Supplement their current programmes with distance and e-Learning courses;
- vii. Conduct field studies and research in the areas of their sectoral or functional specialization;
- viii. Provide advisory and/or consultancy services (as applicable);
- ix. Constantly review and **modify their curricula**, content and training methodologies to take account of training feedback and the needs of clients;
- x. Network with other institutions to share learning resources, experience and expertise;
- xi. Facilitate the development of domain specific trainers and provide stability of tenure and opportunities for faculty development;
- xii. Put in place a rigorous system of evaluation of training programmes and assessment of their impact on individuals' performance over time; and
- xiii. Ensure that all trainers who join the institute are deputed at the earliest possible opportunity to undergo programmes for 'Training of Trainers'.

9. Trainer Development

9.1 The department shall strive for developing a cadre of trainers in different sectoral and functional specializations of water resource management. The department will prepare database of internal and external faculties.

9.2 The Training of trainer programme will be organized by ATI and in house training institution in collaboration with the department.

10. Foreign Training-

Foreign training fills a crucial gap in the training system. It provides opportunities for officers to gain exposure to the latest thinking on different subjects in some of the leading institutions of the world. It exposes them to experiences and best practices of different countries with differing models of development and governance. It will also provide opportunity to officers to interact, Share and learn about various innovative / successful

replicable models in Water resources Sector. On the basis of departmental need and priority officer with twenty years experience and requisite qualification/criteria will be sent for foreign training under the scheme of Domestic Funding for Foreign Training (DFFT).

11. Funding

The Department shall provide 2.5 percent of its salary budget to meet the training requirement.

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04/12/13

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4/12/13

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4.XII.2013

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4/11/13

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4/11/13

CONSTITUTION OF COMMITTEE TO FORMULATE DRAFT TRAINING POLICY

Ref : notification nos.

03/vividh-07-49/2013 6187/22.10.2013 (annexed)

03/vividh-07-49/2013 6408/29.10.2013 (annexed)

1	ER ARUN KUMAR SINGH	EN-IN-CHIEF I	CHAIRMAN
2	ER R S TIGGA	EN-IN-CHIEF II	MEMBER
3	ER SURESH PASWAN	CHIEF ENGINEER	MEMBER
4	ER ASHOK KUMAR	CHIEF ENGINEER	MEMBER
5	ER SUBODH K SINHA	JOINT SECRETARY(ENGG)	MEMBER
6	ER SITA KANT JHA	JOINT SECRETARY(MAN AGEMENT)	MEMBER (NODAL)
7	SRI SEKHAR K VERMA	JOINT SECRETARY	MEMBER
8	ER ANIL KUMAR	SUPERINTENDING ENGINEER	MEMBER