

GOVERNMENT OF TAMIL NADU

ABSTRACT

Training for Human Resource Development - Evolving a training policy for the State of Tamil Nadu - Study made by the Anna Institute of Management, Madras - A Comprehensive training policy - Orders issued.

Personnel and Administrative Reforms Department

Personnel and Administrative Reforms (TRG.III)

**G.O.Ms.No.239, ,
Dated 17th July 1995.**

READ:

From the Director, Anna Institute of Management , D.O.Letter No.P.279/94-5, dated 10th August, 1994.

Read also:

G.O.Ms.No.24, Personnel and Administrative Reforms (Trg.III), dated 23rd January, 1995.

ORDER:

Structured training programmes have become, over the years, an integral part of Human Resources Development. The question of evolving a comprehensive training policy for the Government Officers and Managers in the Public Sector Undertakings in the State of Tamil Nadu has been engaging the attention of the Government for sometime. As human resources are the most important form of all resources, Government re-affirm their commitment to human performance improvement with a mission to develop human resources through training. Government further consider that Human Resource Development in the Governmental context is a process by which the employees of the Government are helped in a systematic way to:

- (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected further roles;
- (ii) develop their general capabilities as individual and discover and exploit their own inner potentials for their own and / or organizational development purposes; and
- (iii) Develop an organisational culture in which hierarchical relationship team work and collaboration among sub-units are positive and contribute to the motivation, professional achievement and job satisfaction.

2. The Director, Anna Institute of Management , after a detailed study of related reports, had sent a comprehensive draft training policy for the approval of the Government. This was placed before the meeting of Secretaries to Government for consideration and for evolving consensus on all major components. A well articulated training policy encompassing various training courses being imparted by the training institutes in the State would help maximising the benefit from such courses. After careful consideration of the above and other aspects, the Government approve the following package towards a comprehensive training policy:-

(i) An integrated training package of Inductional, Functional and Managerial training will be imparted to Government Officers. These will be in addition to on the job learning and training, which are continuous processes.

(ii) There are over 40 training institutes / training wings in the State. As different Institutes operating various areas cover different segments of officer population in the Government, effective coordination is the need of the hour. Accordingly, the Anna Institute of Management , Madras will be the nodal Training Institute. The Anna Institute of Management will also be the Training Consultant for the Government.

(iii) The Government direct that Civil Service Training Institute, Bhavanisagar will concentrate upon induction and foundation courses for the officers and staff as is being done now. The departmental training institutes / wings will concentrate on functional, technical and professional areas of respective departments.

(iv) All Departments and Undertakings of Government will allocate upto 0.5% (i.e. half a percent) of their "Salaries" expenditure from Revised Estimate / Final Modified Appropriation 1995-96 as the training budget.

(v) The Government sanction a lump sum amount of Rs.15 Lakhs (Rupees fifteen lakhs only) in 1995-96 to cater to certain general or specific programmes which the Government may like Anna Institute of Management or other Institutes to run (such as Pre-retirement Counselling, Human Resource Development Programmes, etc). This provision will be operated by the Training Wing of Personnel and Administrative Reforms Department.

3. Comprehensive operational guidelines on various aspects of training are given in Annexure-I to this order. these are in addition to or in modification (as the case may be) of various guidelines issued in G.O.Ms.No.24, Personnel and Administrative Reforms (Trg.III) Department, dated 23rd January, 1995.

4. To monitor effective implementation of the training policy, the Government have decided to form the following Committee:-

(i) Chief Secretary to Government - Chairman

(ii) Director, Anna Institute of Management - Convenor

(iii) Secretary to Government, Personnel and Administrative

Reforms (Trg.) Department - Member

(iv) Secretary to Government, Personnel and Administrative Reforms Department - Member

(v) Secretary to Government, Finance Department - Member

(vi) Commissioner of Rural Development Training - Member

This Committee will meet at least once in a year, monitor the implementation of training policy and will have advisory role regarding the training policy for the Government.

5. The lump sum grant of Rs.15 Lakhs sanctioned in para 2(v) above shall be debited to the following head of account:-

"2052-00-Secretariat - General Services-090-Secretariat-I-Non-Plan-AT. Department of Personnel and Administrative Reforms - 72. Training-01. Anna Institute of Management (D.P.Code No.2052 00 090 AT.7215)".

6. This order issues with the concurrence of Finance Department vide its U.O.No.2668/FS/P/95, dated 8th July,1995.

(BY ORDER OF THE GOVERNOR)

N.HARIBHASKAR,
Chief Secretary.

ANNEXURE - I

Operational Guidelines

1. training can be broadly classified as Inductional Training, Foundational training and Managerial training.

(i) Inductional training prepares a Government servant/officer to fit into Government set-up.

(ii) Foundational training relates to the specific functional area of the Department or Undertaking concerned. This involves upgradation of skills, updating knowledge, S and T input, toning up of systems and procedures with reference to case studies, case laws, audit reports and reports of the Legislature Committees, evaluation studies, reports of various Committees and Commissions at the State level and all India level, inter-State comparison, international development and standards in the profession concerned, etc.

(iii) Management training involves management orientation, optimising given resources, with a result oriented approach adopting all modern management practices.

2. Distinct Roles of Training Institutes.

(i) The Inductional training to Government servants will continue to be taken care of by the Civil Service Training Institute at Bhavanisagar.

(ii) The Departmental training institutes set up by various Government departments will focus on the functional aspects of training.

(iii) The Anna Institute of Management will continue its courses with management orientation and management development programmes. Anna Institute of Management will, among other things, assess the management training needs of 'A' and 'B' grade officers in all departments. It will train the trainers in all departmental Institutes and those in charge of training cells in departments. It will also take up consultancies, management audit, etc.

3. Guidelines

(i) In all departments with total strength of over 1000, a COMPACT TRAINING CELL WILL BE SET UP by redeploying the existing staff. This training cell will be under the direct control of the Head of the Department / his next level officer who is in charge of Personnel Administration. This Cell will assess the training needs, processing of deputation of officers to various Institutes, review of programmes, annual updating of curriculum with special reference to the training needs of the department.

(ii) To make one time assessment of training needs, each major department with STRENGTH OF 5000 OR MORE WILL FORM A COMMITTEE consisting of three or four officers and evolve the blue print for training in the next five years. For example, based on such a Committee's report, Revenue Department has issued orders in G.O.Ms.No.33, dated 13th January, 1995 for the training of revenue officials including Village Administrative Officers.

(iii) The above Committee will also assess the infrastructure and other facilities of the concerned Departmental Institutes. Where no such institute exists, the need for the same will be examined. Wherever possible, existing facilities and institutions will be made use of.

(iv) Such Committees will give their reports in a period of two months to their respective Heads of Departments who in turn with their views submit them to Government in their respective Administrative Departments for issue of orders.

(v) The Training cells will then effectively follow up the recommendations of the Committee and Government orders thereon referred to above. In any case, THE TRAINING NEEDS OF ALL GOVERNMENT DEPARTMENTS MUST BE ASSESSED, FINALISED AND CLEAR ACTION PLAN EVOLVED BEFORE 31st October 1995. Budgetary provision for the above will be made not exceeding 0.5% (half a percent) of the personnel budget of the department in R.E. / F.M.A. 1995-96. Similar provision will also be made in B.E. 1996-97.

(vi) The grade 'A' officers, except All India Service officers, immediately on promotion will undergo management orientation in Anna Institute of Management in an overall Management Development Programme and if possible once more during

their career in any other specific management areas like Human Resources Development, Financial Management, Project Management, etc. They will also undergo training in the all India Training Institute of concerned profession / speciality, if any.

(vii) In addition to induction training, all 'B' grade officers will undergo functional training in the respective departmental institutes atleast once in their career. Maximum number of 'B' grade officers will undergo one management course in Anna Institute of Management during their career.

(viii) To ensure overall Human Resources Development in each department, the 'A' grade and 'B' grade officers who undergo training in Anna Institute of Management , the trainers in the various departmental training Institutes and officers posted to Training Cells, will all have to pattern themselves as Trainers to effect steady improvement in their respective departments. 'A' and 'B' grade officers will disseminate knowledge to 'C' grade officers / staff in all departments.

(ix) In addition, 'C' grade personnel will be trained in their respective departmental training institutes / wings wherever they exist.

(x) Heads of Government Departments are empowered to nominate their officers for the programmes organized by Anna Institute of Management irrespective of the course fee charges.

(xi) The guidelines issued in G.O.Ms.No.14, Planning and Development (NIC) Department, dated 24th January 1995 regarding Computer training shall be followed by all concerned.

4. The above guidelines regarding various aspects of training shall apply to Public Undertakings also. Distinct set of courses will be organized by the Anna Institute of Management for executives of public Undertakings. Going through these programmes by the Managers / Executives in the grade of 'A' and 'B' will be considered as induction in management for them.

5. Selection and deputation officers for training;

(i) Due care must be bestowed in selection and deputation of officer for training. The Training Cell mentioned earlier in each Department shall maintain upto date data on all personnel with reference to the training they have undergone and further training required. This inventory of trained persons will be computerised, wherever possible, to facilitate quick reference and ensure upto date information.

(ii) In prestigious assignments of training, special care will be bestowed in selection of candidates, job requirements, the attitude and aptitude of an incumbent, etc.

6. Delegation of Powers for deputation for Training:

Subject to budget provision mentioned in para 2(iv) of the G.O. above and the guidelines in para 3 above, delegation of powers as in Annexure-II is approved.

7. Training abroad:

(i) In respect of training abroad, guidelines in G.O.Ms.No.11, Personnel and Administrative Reforms (Trg.II) Department, dated 10th January, 1995 will be followed.

(ii) There will be systematic procedure to make use of the training undergone by officers, particularly special training programmes abroad. On return from training, officers will be posted as far as possible to the seats where the training can be made use of.

(iii) On return from long term training courses, the officers will make a presentation of major concepts, themes, etc., to their heads of Departments and other colleagues. This is expected to kindle interest in new ideas, systems, etc., in the concerned departments. Further, the suggestions made by participants after training should not be brushed aside. The Heads of Departments will give thought to such suggestions and implement those which are practicable and do not involve much cost. This will be an on-going and continuous exercise.

8. Inspecting Officers of each department should inspect updating of the records maintained by the Training Cells. Further, a suitable set of questions will be incorporated in the questionnaire of annual inspections being done at district and other levels. Training Cells of the respective departments will study the replies of the inspection notes relating to Regional / District levels and take appropriate action.

9. In the recent years, several officers within Government have been acquiring additional professional qualifications in Management, specialised areas, law, etc. A Panel of such officers belonging to all the departments and services will be prepared and updated every year. This panel will be referred to while posting Heads of training institutions, Faculty Members, etc.

10. Preference may be given to Faculty Members in various Training Institute in the matter of allotment of Housing Board quarters wherever such quarters are available. The Training Institutes may also draw up a programme for construction of certain minimum number of residential quarters for housing its Faculty Members .

N.HARIBHASKAR,
Chief Secretary.

ANNEXURE - II

Delegation of Powers for Deputation for Training

Sl. No.	Level of officers deputed	Kind of training / Seminar / Conference	Field of Training	Durati on	Course Fee	Maximu m number of officers permitted to be	Total expenditure for trainee including TA/DA	Authority competent to sanction
---------	---------------------------	---	-------------------	-----------	------------	---	---	---------------------------------

						deputed		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1.(a)	3rd level Officers and below	Training Courses / Seminars / Conferences arranged by the Government recognized institutions and its regional chapters of the Government of India	Specialised Course in the field in which the Officer is working	less than one month	Rs/1500/- if course fee is charged	5, if no course fee is charged and 3, if course fee is charged.	Not exceeding Rs.4000/-	Head of Department
				Do	Above Rs.1500/-	Do	--	Secretary to Government, Administrative Department with concurrence of Personnel and Administrative Reforms (Trg.) Department.
(b)	3rd level Officers and below	Training Courses / Seminars / Conferences arranged by the Government recognized institutions and its regional chapters	Specialised Course in the field in which the Officer is working	One to three months	If course fee is charged	4, if no course fee is charged and 2, if course fee is charged	--	Secretary to Government, Administrative Department with concurrence of Personnel and Administrative Reforms (Trg.) Department.

		of the Government of India						
2.(a)	2nd level Officer.	- Do -	- Do -	Any duration	- Do -	-Do-	--	-Do-
3.	Head of Departments / Joint Secys./Deputy Secys. / Under Secy. to Government .	Training Courses / Seminars / Conferences arranged by the Government recognized institutions and its regional chapters of the Government of India	Specialised Course in the field in which the Officer is working	Any duration	If course fee is charged .	4, if no course fee is charged and 2, if course fee is charged	--	Secretary to Government , Administrative Department with concurrence of Personnel and Administrative Reforms (Trg.) / Finance Department.
4.	Secretaries to Govt. Special Commissioners	- Do -	- Do -	- Do -	- Do -	- Do -	--	Chief Secretary to Government .

(These delegations will not cover training outside the country).

G.HARIBHASKAR,
Chief Secretary.