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NOTIFICATION

No. A. 33042/1/2007-P&AR(TRG), the 23rd September, 2013. The Department of Personnel & Administrative Reforms (TRG) is the nodal agency of Government of Mizoram for matters related to training of civil servants and development of the human resources engaged in public services for efficient, effective, accountable, responsive and transparent governance. For fulfilling this mandate, the MSTP has, therefore, been drafted in line with the National Training Policy, 2012 with a view to matching individuals' competencies with the jobs they have to perform and bridge competency gaps for current and future roles through training.

Structures described in the Policy broadly cover Training Objectives, Training Coverage from the top level to the cutting edge level, Training Target, Trust Areas, Role of Departments, Role of ATI, Foreign Training etc. Appointment of a Training Manager as a nodal person has also been stipulated in the Policy for implementation of the training function in a particular Department. The Mizoram State Training Policy, 2013 requires that each organization adopts a systematic approach to training and classify all posts with a clear job description and competencies required.

Accordingly, the Mizoram State Training Policy, 2013 was formulated in consultation with Law & Judicial Department and Finance Department, Government of Mizoram. The Council of Ministers; Government of Mizoram has now approved the Mizoram State Training Policy, 2013.

And in exercise of the powers conferred by Article 309 of the Constitution of India, the Governor of Mizoram is therefore, pleased to notify the Mizoram State Training Policy, 2013 and the policy is hereby circulated for adoption by all Departments of Government of Mizoram. Accordingly, each Department may issue necessary orders for implementing the Policy.

DP&AR(Trg) would issue suitable guidelines from time to time to facilitate the implementation of MSTP, 2013.

This Policy shall come into force on the 1st October, 2013.

M. Sathiyavathy,
Addl. Chief Secretary to the Government of Mizoram.

MIZORAM STATE TRAINING POLICY, 2013.

1. VISION

With the changing role of Government in the dynamic political and socio-economic environment and the rising expectation of the people for rapid development, Government employees play a pivotal role in realizing the goals of the Government. The process can be greatly accelerated by training the employees to adequately equip them for enhanced efficiency, effectiveness, sensitivity and responsive behavior towards the people. The role of training in improving performance of the government is most crucial and important. This calls for a sound and conscious training policy in the State especially since the National Training Policy already stands formulated by the Government of India in 1996.

2. MISSION

The endeavor of the Government is to impart need-based training to employees so as to develop the right attitude, necessary skills, duty consciousness, competence and self-motivation to take on the challenges in their work and adopt innovative approaches for excellent delivery and promotion of the public welfare.

3. THE NEED

The recent past has seen a paradigm shift in the economic, political, social and technological scenarios in the State warranting a fresh look at the Human Resources Development and Training spheres to make a formal declaration in the form of a document in broad terms, its objectives, strategy, content and modalities to be followed in the field of training.

4. COMPETENCY FRAMEWORK

Competencies encompass knowledge, skills and behavior which are required in an individual for effectively performing the functions of a post. Some of the competencies pertain to leadership, financial management, people management, information technology, project management and communication. The other set of Competencies relate to the professional or specialized skills, which are relevant for specialized functions such as building roads, power projects, taking flood control measures, civil aviation, medical care etc.

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.

Training has usually been based on the duties that are to be performed in a particular post. For a competency-based approach, it would be necessary to classify the distinct types of posts and to indicate the competencies require 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 needs to address the gap between the existing and the required competencies to develop their competencies.

5. TRAINING OBJECTIVES

The objectives of training are:-

- 1) To develop professional knowledge and skills for impartial and efficient Civil Service, proper ethics and commitment to work that is responsive to the needs of the citizens.
- 2) The competency framework as a tool to ensure that Civil Servants have the requisite knowledge, skills and attitude to effectively perform the functions they are entrusted with.
- 3) To increase Job satisfaction and facilitate career progression.
- 4) To motivate and enable all public servants to contribute positively to the transformation of the society, economy and polity.
- 5) The success of training lies in actual improvement in the performance of Civil servants.

6. TRAINING COVERAGE

Training would be imparted to all rungs of the Civil Services starting from the lowest and cutting-edge to the highest in policy making. For the purpose of appropriate training design, the Civil Services shall be divided into five levels:

- a) **The lowest operating level at the cutting-edge, who are mostly members of the Group 'D' and Group 'C'** to focus on functional skill and attitudinal orientation.
- b) **The junior management level of Group 'B' Non- Gazette and Gazette viz. Head Assistants / Assistants and equivalent Grades:** to enhance professional knowledge and skills, commitment to work and job satisfaction.
- c) **The supervisory level of Group 'A' entry grade viz. Superintendent and its equivalent Posts:** to focus on their supervisory and personal management roles involving coordination, coaching, counseling skills, interpersonal relations and a role of model function.
- d) **The middle management level of Class 1 Gazette viz. Under Secretary / Deputy Director / Deputy Secretary/ Joint Director:** to focus on professional excellence, leadership, deep perception of inter-relatedness of issues and project management.
- e) **The top management level viz. Addl. Secretary / Director and Joint Secretary and above:** to focus on policy analysis, strategic planning, lateral thinking, policy formulation and project monitoring and project management.

7. TRAINING TARGET

All categories of Civil Servants will be provided with training to equip them with the competencies for their current or future jobs. Such training will be imparted:

- a) Induction training at the time of entry into service.
- b) Foundation training at the time of movement of personnel from the existing Group to the next higher Group in case of Promotion,
- c) In-Service training through appropriately designed modules based on the aforesaid objectives at suitable intervals in the course of their career, at least once in ten years, which should be linked to their promotion / eligibility to avail MACP Scheme through amendment in their respective Service Rules / MACP Scheme where such linkage is not there.
- d) Priority will be given to the training of front-line- staff, including training on Soft Skills to improve customer orientation as well as quality of service delivery to the Citizens.
- e) Exposure to major development issues or new techniques through short duration courses and seminars.
- f) It shall be compulsory for every Civil Servant to attend Computer Training Programmes to pick up the working knowledge of Computer Operation.
- g) No Government servant should be nominated for training after attaining the age of 56 years.
- h) It shall be obligatory for the Controlling Authorities to relieve the selected employees for training on full time basis.

8. TRAINING METHODOLOGY

Training may be imparted at the Administrative Training Institute or at the work places or decentralized basis at District, Sub-Divisional levels or by distance learning. The pedagogical tools would depend on the target group. However, all available modern methods of training like lecture, group discussions, project work, audio visual materials, printed materials, case studies/ learning by doing, brain storming etc.

9. THRUST AREAS

- a) **Rules and Procedures:**
Government systems of personnel administration continue to focus largely on the rules and procedures governing the recruitment, retention and career development of the civil service.

- b) **Information Technology:**
In view of the growing importance of IT, the training programmes should contain significant inputs on IT application in the promotion of departmental performance.
- c) **Decentralized Planning & Development:**
The uniqueness of Mizoram lies in its homogeneous society with a strong community based organization. Training programmes should focus on the conceptual and experimental aspects of decentralization and people's participation.
- d) **Government Machinery & Management:**
To improve the functioning of Government Departments and agencies, training programmes should give sufficient focus on understanding and application of modern management concepts besides focusing on the rules and procedures.
- e) **Ethics and values**
To build friendly and healthy administrative environment, training programmes should adequately emphasize on ethics and value based administration and on all emergent issues in the society.
- f) **Project monitoring and management**
This is perceived to be weakest link in the administrative system that has been largely responsible for the runaway costs and time overruns in most of the prestigious projects. Frequent training programmes will be undertaken to build a large pool of employees trained in the latest techniques of project monitoring and management.
- g) **Office Etiquette for Group 'D'**

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. Since 2001, the scheme of Domestic Funding for Foreign Training (DFFT) has become the main source under which officers are now sent for foreign training.

There is a need to continue and strengthen the DFFT scheme as well as other similar schemes of various cadre controlling authorities so that officers have the opportunity to attend both long- term and short- term programmes to develop in- depth competencies in a range of subjects / areas or specific specialized subjects. This is particularly important for officers who are likely to hold positions at the senior most levels of Government where they need to be aware of, and take into account, the broader global context in policy formulation as well as international best practices.

Foreign Training shall be under the Sponsorship of the Government of India or other approved Foreign Funding Agencies.

11. IMPLEMENTATION AND COORDINATION:

A State Training Council shall be constituted for giving overall direction for the implementation of the Mizoram State Training Policy, 2013 which will consist of :-

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|----|----------------------------|---|--------------------|
| 1) | Chief Secretary | - | Chairman |
| 2) | Secretary, DP&AR | - | Member - Secretary |
| 3) | Secretary, Planning Deptt. | - | Member |
| 4) | Secretary, R.D. Depptt.. | - | Member |
| 5) | Secretary, UD&PA Deptt. | - | Member |
| 6) | Secretary, Health Deptt. | - | Member |
| 7) | Secretary, H&TE Deptt. | - | Member |
| 8) | Secretary, LE & IT Deptt. | - | Member |

A Training Coordination Committee may be formed at the working level for monitoring the implementation of the Mizoram State Training Policy, 2013 and taking appropriate steps to facilitate implementation consisting of the following and this committee will meet bi- annually.

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|----|---|---|-------------------|
| 1) | Commissioner & Secretary, DP&AR | - | Chairman |
| 2) | Additional/Joint. Secretary, DP&AR | - | Member- Secretary |
| 3) | Director ATI | - | Member |
| 3) | Director, SCERT | - | Member |
| 4) | Director, SIRD | - | Member |
| 5) | One Senior Faculty each from ATI & SIRD | - | Member |
| 6) | SIO, NIC | - | Member |
| 7) | Principal Informatics Officer, ICT. | - | Member |

12. ROLE OF DEPARTMENTS

Each Department shall adopt a systematic approach to training and shall:

- 1) Appoint a Training Manager not below the rank of Superintendent who will be the Nodal Officer and responsible for the implementation of the Training functions in that Department;
- 2) Prepare an Annual Training Plan based on the competencies required and training needs for all the categories of employees within the Department for the development of their competencies;
- 3) Classify all posts with a clear Job description and competencies required;
- 4) Incorporate an appropriate provision in any new scheme to ensure that suitable training is imparted for its proper implementation and sustainability;
- 5) Where feasible, use the services of the Administrative Training Institute in developing the Annual Training Plans, outsourcing training, and/or providing advisory or consultancy services to the Department;
- 6) allocate at least 0.5 per cent of its salary budget to enable each Department to meet training requirements;
- 7) Incorporate a separate section in the Department's Annual Report on training and capacity building activities undertaken during the year.
- 8) Make the immediate supervisor responsible and accountable for the training of the Staff working under him.

13. ROLE OF STATE ADMINISTRATIVE TRAINING INSTITUTE:

The state Administrative Training Institute shall be Apex Training Institute of the state as recommended by the National Training Policy, 2012 and empowered to play a lead role in coordinating training across sectors and departments. Further, the ATI should have the requisite staff/manpower, infrastructure and finances for effective and efficient implementation of the Mizoram State Training Policy, 2013. It shall:

- 1) Conduct appropriate training courses to address Training Needs of Government Employees at all levels.
- 2) Move to becoming model of excellence in the quality of the training they impart through a process of self- assessment and bench-marking;
- 3) Provide technical assistance and advice in preparation of Annual Training Plans for the Department and outsourcing training (if so required);
- 4) Supplement their current programmes with distance and e- learning courses ;
- 5) Network with other institutions to share learning resources , experience and expertise;
- 6) Ensure that all trainers who join the institute are deputed at the earliest possible opportunity to undergo programmes for 'Training of Trainer'.
- 7) Maintain database of trained manpower for future reference;
- 8) Constantly hone and upgrade the skills of trainers/faculty members in the new and emerging training techniques and methodologies and assess/review their performance as trainer/ faculty.

- 9) Constantly review and develop curricula, course material, content and training methodologies to take account of training feedback and the needs of clients;
- 10) Conduct evaluation studies to assess the impact of training programmes conducted by it on organizational performance.
- 11) Give special focus on behavioral/attitudinal training.
- 12) Provide advisory and / or consultancy service (as applicable)

14. ROLE OF DEPARTMENT OF PERSONNEL & ADMINISTRATIVE REFORMS (TRAINING WING)

The DP&AR (TRG) shall be the Nodal Department for the implementation / review of the Training Policy and shall issue appropriate guidelines to amplify and facilitate its implementation. It shall:

- 1) Monitoring the implementation of the Mizoram State Training Policy, 2013;
- 2) Maintain a database of training and development activities undertaken by various Departments through training reports received from the institute/Trainees;
- 3) Ensure that Training Managers are appointed in all the Departments, build their capacity and work in close coordination with them.
- 4) Develop a Training Management Information System (TMIS) to facilitate training and development activities of the Department. The Department of Personnel & Administrative Reform (Training Wing) should also build up databases of the training resources available such as calendar of training programmes of the State Administrative Training Institute, faculty in different subjects, etc.
- 6) Undertake benchmarking/evaluation study of Administrative Training Institute under the control of the Department to mould them as centre of Excellence.
- 7) Undertake Training Needs Analysis for the State in consultation with Departments and coordinate with the ATI for addressing these training needs.
- 8) Review the implementation of the Annual Training Plan, and the functioning of Administrative Training Institute under the Department and in particular to look at the-
 - a) Utilization of 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 Institute mandate.
 - d) Proper Selection and development of faculty, incentives for them and stability of their tenure. The conduct and character of the selected faculty should be demonstrative the ethics and values taught in the classroom.

For the effective implementation of the Mizoram State Training Policy, 2013 DP & AR (TRG) would need to enhance its own capacity in terms of staff and equipments to be able to provide guidance and handholding support to the Departments and monitoring the progress and the task is completed in a reasonable period in a mission mode.

15. SUPPORT FROM TRAINING DIVISION:

The Training Division, DOPT, Government of India continues to have an extremely important role in supporting the development of Training Capacity in the States. It needs to be provided with adequate funds for supporting need based training programmes propose by the States.

16. MANAGEMENT OF TRAINER IN THE STATE ADMINISTRATIVE TRAINING INSTITUTE:

As a general principle there should be only a small faculty in specialized disciplines in the permanent employment of the State Administrative Training Institute. All other faculty members should be taken on deputation from various services through a rigorous selection process conducted by DP&AR. The advantage

of deputation is that only willing officers with aptitude to teach will opt for the posting in the Administrative Training Institute who can always be reverted to their parent departments if found unsuitable. Also, the serving officers are in a better position to relate to practical problems encountered in the field than the academicians.

The faculty members should have adequate opportunities for improving their capabilities and status of trainer while serving in the Administrative Training Institute. Periodic opportunities for development of knowledge and skills in relevant areas shall be provided to trainers through training programmes in Institutions of excellence.

The State government may provide similar major incentives such as 30 percent Training Allowance, Option on Rent-Free Accommodation or HRA etc. to the faculty of Group 'A' Officers in the State Administrative Training Institute, Mizoram in recognition of the importance of this function and to attract a wider range of officers to this function as proposed by the Sixth Pay Commission and the National Training Policy, 2013. The Faculties of ATI will not claim any honorarium and personal fees for the training organized by ATI. To make postings in the Administrative Training Institute prestigious and lucrative, monetary and non-monetary incentives may be considered by the Government for the faculty members.

In addition, experts in various fields from inside and outside the State may be invited to deliver lectures/impart trainings from time to time.