

CHAPTER : 11 – TRAINING MATTERS

(11.1)

**Government of Nagaland
Department of Personnel & Administrative Reforms
(Administrative Reforms Branch)**

No. AR-1/ATI-72/TRG/2004(Pt)

Dated, Kohima 19th August, 2004

To,

All Administrative Head of Administrative Department/Heads of Department, Nagaland,
Kohima.

SUB: STATE TRAINING POLICY

The need for training of government employees hardly requires any emphasis. Very often comments are heard from the VIPs and common citizens about the poor standards of working in the offices especially the field offices who are at the cutting edge level. The matter has been debated very often in various forums and one common suggestion that emerges is that there is a need for training the government employees. The content of the training should be such that will help them in improving their performance, generate greater interest in their work, develop a positive attitude towards the people with whom he interacts and cultivates a sense of participation in the achievement of the goals of the government.

2. At present training receives the last priority in of the government departments. It is left to the initiative of certain individuals to opt for a training and for which they are reluctantly spared. The expenditure on training is also not considered an essential expenditure and as a consequence either very little funds or nothing at all is earmarked for training. The government is now giving much importance to the training aspect and has launched a Mass Skill Upgradation Programme for the government employees which will complete the training of the entire Secretariat officers and staff by the first fortnight of September 2004.

3. To bring about a change in the perception in the Departments about training a State Training Policy, the Government has approved, a copy of which is enclosed as Annexure. The policy aims at defining the vision, objectives, training coverage and frame work, implementation mechanism and the thrust areas. This needs to be converted into action by the respective Departments, who are responsible for organizing or sending people on training. A little investment in training will go a long way in developing human resource in the employ of the government to make them better placed for implementing and delivering the intended benefits to the people of the State.

4. All the Departments of the State Government are therefore required to:-
- 1) prepare a training plan for their department;
 - 2) provide for adequate budget;
 - 3) issue instructions to all the employees about the importance of training and link it with the promotions by suitably amending the Service Rules.

The ATI will liaise with other training institutions in the State and outside and prepare modules for imparting various types of training depending on the demand and the strength of the respective institutions. They will give preference to organizing training programmes in the thrust areas mentioned in the Training Policy. The ATI will also assess the requirement of trainers to undertake major training programmes.

5. The implementation of this policy will be reviewed by the State Training Council once in three months.

Enclosed: As stated.

Yours faithfully,

Sd/- V. N. GAUR

Principal Secretary to the Govt. of Nagaland

(Cont of 11.1)
Government of Nagaland
Department of Personnel & Administrative Reforms
(Administrative Reforms Branch)

No. AR-1/ATI-72/TRG/2004(Pt)

Dated, Kohima 19th August, 2004

STATE TRAINING POLICY

VISION

With the increasing expectation of the people for rapid development and the changing role of Government in the dynamic political and socio-economic environment, the Government employees play pivotal role in realising the goals of the Government. The process can be vastly accelerated by training the employees to adequately equip them for enhanced efficiency, effectiveness, sensitivity and responsive behaviour towards the people.

MISSION

The endeavour 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 challenges in their work and adopt innovative approaches for excellent delivery and promotion of the public welfare.

THE NEED

The recent past has seen paradigm shift in the economic, political, social and technological scenarios in the State warranting a fresh look at the Human Resource 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.

TRAINING OBJECTIVES

The Training Objectives in Government are to:

- i) Promote better understanding of professional requirements in the given and emerging socio-economic and political environment.

- ii) Update and enhance professional knowledge and skills needed for better performance of individuals and Organisation as a whole.
- iii) Bring about the right attitudinal orientation.

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 four levels:

- a) The lowest operating level at the cutting-edge viz. LDA/UDA in the Secretariat/Directorate/District: to focus on functional skill and attitudinal orientation.
- b) The supervisor/junior management level viz. Head Assistants, Assistant Superintendent, Registrar, Superintendent with Class-II Gazetted officers upto junior Class I Gazetted officers viz. Deputy Director/Deputy Secretary: to focus on their supervisory and management roles involving coordination, coaching, counselling skills, interpersonal relations and a role model function.
- c) The middle management level of senior Class I Gazetted viz. Joint Director/Joint Secretary: to focus on professional excellence, leadership, deep perception of inter-relatedness of issues and project management.
- d) The top management level viz. Addl. Director/Director and Addl. Secretary/Secretary: to focus on policy analysis, strategic planning, lateral thinking, policy formulation and project monitoring and project management.

TRAINING FRAMEWORK

All categories of Civil Servants should get:

- a) Induction training at the time of entry into service.
- b) In-service training through appropriately designed modules based on the aforesaid objectives at suitable intervals during their career, at least once in ten years, which should be linked to their promotions through amendment in the respective Service Rules where such linkage is not there.
- c) exposure to major development issues or new techniques through short duration courses and seminars.
- d) Re-skilling consequent to redeployment of employees.

Each Department should formulate a Training Plan which must be prepared on the basis of Training Need Analysis focusing on separate training needs for different categories of employees. The assistance of ATI may be sought in conducting this exercise.

Every Department should have an officer nominated as the Training Officer who will be responsible for updating and monitoring the implementation of the Training Plan. Systematic evaluation of the usefulness and effectiveness of the trainings is to be carried out periodically.

It shall be compulsory for every Civil Servant to attend computer training programmes to pick up the working knowledge of computer operation.

TRAINING METHODOLOGY

Training may be imparted at Training Institutions or at the work places or on decentralised basis at District, Sub-District 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/action learning, brain storming etc. has to be used.

COORDINATION AND QUALITY ASSURANCE

The Department of Personnel and Administrative Reforms shall be the nodal Department for the overall policy and coordination of the training related issues and shall be provided with adequate budget for the purpose.

At the operative level, in order to ensure effective coordination and quality of training in different Institutions under different departments, the Administrative Training Institute, Kohima is nominated to be the Apex Training Institute of the State. It will also be the Training Consultant for the State. It shall function as the Trainer Development Centre for the faculty of other Training Institutions in the State by conducting whenever called upon, training programmes for the faculty members of other Institutions. The assistance of expert Institutes outside the State may be sought for specialised programmes.

TRAINING BUDGET

To ensure funding for training purposes, each Department shall allocate adequate budget which shall not be diverted for use elsewhere.

MONITORING AND GUIDANCE

To review the implementation of the State Training Policy a high level **State Training Council** may be formed which will consist of:

i) Chief Secretary	Chairman
ii) Development Commissioner	Member
iii) Secretary, P&AR	Member
iv) Agriculture Production Commissioner	Member
v) Commissioner & Secretary, Industries	Member
vi) Commissioner & Secretary, Works & Housing	Member
vii) Secretary, Health	Member
viii) Secretary, Rural Development	Member
ix) Director, ATI	Convenor

An **Apex Training Committee** may also be formed at the working level consisting of:

i) Director, ATI	Convenor
ii) Additional Secretary, P&AR	Member
iii) Director, SCERT	Member
iv) Director SIRD	Member
v) One Senior Faculty each from ATI & SIRD	Member
vi) SIO, NIC	Member

Whenever necessary, experts in various fields may be invited to the meetings of the Apex Training Committee.

THRUST AREAS

a) 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.

b) Decentralised Planning & Development:

The uniqueness of Nagaland being its strong community base, where VDBs and communitisation of services for all round development have taken deep roots, training programmes should focus on the conceptual and experimental aspects of decentralisation and people's participation.

c) 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.

d) 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.

e) Project monitoring and management

This is perceived to be the weakest link in the administrative system that has been largely responsible for the runaway costs and time over runs 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.

MANAGEMENT OF TRAINERS IN THE TRAINING INSTITUTIONS

As a general principle there should be only a small faculty in specialised disciplines in the permanent employment of the Training Institutions. All other faculty members should be taken on deputation from various services through a rigorous selection process conducted by the NPSC. The advantage of deputation is that only willing officers with aptitude to teach will opt for the posting in the training institutions who can always be reverted to their parent departments if not found suitable. 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 qualifications and experience while serving in the Training Institutions. It should be obligatory on their part to take up a few topics relevant to the State administration every year and publish research papers in addition to their normal lecture assignments which should also be specifically defined and quantified by the Director of the Institution. To make postings in the training institutions. Prestigious and lucrative, monetary and non-monetary incentives may be considered by the Government for the faculty members.

Sd/- V.N. GAUR

Principal Secretary to the Government of Nagaland

(11.2)

**Government of India
Ministry of Finance
Department of Economic Affairs
North Block, New Delhi-110001**

D.O.No.3/6/2011-PMU

New Delhi, 10th August, 2011.

Dear Sir

Please find enclosed herewith a copy of DEA'S OM of even number dated 27.07.2011 regarding the guidelines on foreign training programmes.

2. As you are already aware, Department of Economic Affairs (DEA) administers short term foreign training courses/ seminars/ workshops of duration up to four weeks. Based on past experiences and recent developments, and with a view to improve utilization of the programmes offered to the eligible candidates, the new guidelines have been issued, superseding the earlier guidelines.

1. Salient features of the new guidelines are:

- **Age limit** for training programmes enhanced to 58 years for programmes up to 2 weeks duration and 55 years for programmes of more than 2 weeks duration.
 - **Cooling off** period reduced: to 6 months for training programmes up to 1 week; 1 year for training programmes of duration 1 to 2 weeks; and 2 years for training programmes of duration more than 2 weeks.
 - **Debarment** conditions have been toned down to 1 year in case of failure to attend at nomination stage and 2 years in case of failure to attend after selection.
 - Significantly, it has been decided to permit willing officers to bear part funding of the courses, limited to travel and other such incidental expenses, with prior approval of Controlling Authority, in such cases where no governmental agency is willing to bear additional costs.
 - Restrictions on total number of training and officer can attend in his/ her career has been removed in the new guidelines. Subject to cooling off criteria and other eligibility conditions, an officer can attend any number of training programmes.
2. State Governments are required to submit nominations directly to DEA with due approval of the competent authority. Similarly nominations from central Ministers/ Departments are also required to be approved by the competent authority in the Ministry/ Department. It is desired that the nominated officer should be working in the area to which the court relates.

3. The documents listed here below may be sent to DEA in time to reach before the closing date given in the circular:
 - a) Applicants' details in the proforma prescribed by the sponsoring Agency
 - b) DEA proforma.
 - c) Vigilance clearance.
 - d) Undertaking to bear the cost of Airfare wherever necessary.
4. Central Ministers/Departments/State Governments/Agencies are responsible for ensuring that necessary clearances such as political clearance from MEA, FCRA clearance from MHA, cadre clearance from cadre controlling authority etc. These clearances may be obtained after the candidate is finally selected for the course and before he proceeds on foreign training.
5. I would also like to take this opportunity to apprise if the fact that we are in the process of streamlining Web enabled IT Application. It is being upgraded into an interactive application software which can be used not only for retrieving information but also for filling nominations. We will be posting you with the necessary details as soon as it commences. You will also appreciate that the new guidelines will require changes in Application proforma, including form for Vigilance clearance and undertaking for funding travel expenses. All these changes will be communicated at the earliest.
6. As explained above, the guidelines have been revised with a view to bring uniformity in the system and improve participation in foreign training programmes, administered on this department. We solicit your co-operation in this regard.

Yours sincerely,

Sd/-Prabodh Saxena

(Cont of 11.2)
No.3/6/2011-PMU
Government of India
Ministry of Finance
Department of Economic Affairs
(PMU & Training Section)

New Delhi, 27th July 2011.

OFFICE MEMORANDUM

Sub: Foreign training programmes administered by the Department of Economic Affairs.

Department of Economic Affairs, DEA, has been administering Foreign Training Programmes (FTP) up to duration of four weeks in accordance with guidelines **NO.1/13/03-PMU** dated February 27th, 2006. Based in the experiences and developments during the intervening period, and with a view to improve utilization of the programmes offered to the eligible candidates, the following revised guidelines will come in to force with immediate effect.

1. **Duration of FTP:** The FTP administered by DEA in terms of their duration can be categorized as under:
 - 1.1 Training Programmes of duration up to one week i.e. five working days.
 - 1.2 Training Programmes of more than a week and up to two weeks i.e. six to ten working days.
 - 1.3 Training programmes of duration more than two weeks i.e. eleven working days or more.
2. **Eligibility conditions:** The eligibility conditions for applying for trainings of the above durations are as follows:

2.1 Training Programmes up to one Week:

- 2.1.1 **Minimum service:** Officer should have completed 5 years of service on date of commencement of the FTP. Officer on central deputation to Ministry/Department in Government of India should have completed 1 year on date of commencement of the FTP.
- 2.1.2 **Upper Age:** Officer should be less than 58 years of age as on date of FTP.
- 2.1.3 **Cooling off:** Officer having attended a FTP of duration of up to 1 week will be required to complete a cooling off period of six months before such an officer can be considered again for any other FTP.
- 2.1.4 **Number of trainings:** Officer can attend not more than two FTP's of duration of less than One week in a calendar year.

2.2 Training Programmes of 1 to 2 Weeks Duration:

- 2.2.1 Minimum service:** Officer should have completed 7 years of service on date of commencement of FTP. Officer on central deputation to Ministry/Department in Government of India should have completed 1 year on date of commencement of FTP.
- 2.2.2 Upper Age:** Officer should be less than 58 years of age as on date of FTP.
- 2.2.3 Cooling off:** Officer deputed for FTP of duration of up to two weeks are required to complete a cooling off period of 1 year for any FTP.
- 2.2.4 Number of Trainings:** Officer can attend not more than one FTP of duration of 1 to 2 weeks in a calendar year.

2.3 Training Programmes of more than 2 Weeks Duration:

- 1.3.1 Minimum service:** Officer should have completed 9 years of service on date of commencement of training course. Officer on central deputation to Ministry/Department in Government of India should have completed 2 years on date of commencement of the FTP.
- 2.3.2 Upper Age:** Officer should be less than 55 years of age as on date of FTP.
- 2.3.3 Cooling Off:** Officers deputed for FTP of duration of more than two weeks are required to complete a cooling off period of two years before being considered for any FTP.
- 2.3.4 Number of Trainings:** Officer can attend only one FTP of duration more than 2 weeks in a period of two calendar years.

- 2.** The eligibility conditions mentioned above are also subject to any specific eligibility criteria/ qualifications prescribed by the sponsoring Government / Institution in terms of work experience, age limit etc.

3. General Conditions:

- 1.1 Debarment:** In case an officer fails for any reason to complete the necessary formalities and avail the FTP after being duly nominated, he/she may be debarred from being considered for any DEA sponsored FTP for one year. Officers, who fail to attend the said training course after being selected, may be debarred for two years.
- 1.2 Deputation:** Project-related training/ official visits abroad are exempted from the provision of cooling off.
- 1.3 Nomination of SC/ST & Women Officers:** Names of suitable officers belonging to SC/ST as well as women officers for FTP may also be forwarded in sufficient numbers so that due representation can be given to them.

4.4 ***Funding:*** Many of the FTPs offered by sponsoring Countries/ Institutions do not cover travelling charges or other expenses. The funding in such cases has to be borne by the concerned Ministry/ Department/ State Government. In case an officer is willing to arrange for his/her own financing with approval of competent authority, DEA may consider the applications of such candidates on merits, provided their application is recommended by the competent authority and duly sponsored candidates are not available.

4.5 ***Tenure requirements for officers serving under Central Staffing Scheme:*** Officers serving in Ministry/ Department of Government of India on Central Deputation from State Governments or under Central Staffing Scheme will be governed by DoPT Guidelines on the subject. Relevant extract from DoPT Guidelines No. 12037/37/2010-FTC Dated October 8, 2010 is provided hereunder:

4.5.1 The officers whose tenure under the Central Staffing scheme is due to come to an end within two months prior to the commencement of the FTP, or during the currency of the FTP, should be nominated by the respective Ministries/ Departments of Government of India only after securing the clearance of the respective State Governments/ Cadre controlling authorities on whose strength the officers are borne. In the event of nomination and final selection of such officers for FTP, the Ministries/Departments would be required to send a formal proposal for extending the Central Deputation tenure of the officers approved for nomination for FTP, up to the end of the FTP, to the establishment officer for obtaining the approval of the competent authority, so that they could draw their salary from the Central Government during the period of training. On return from training such officers would revert to their cadre and the Central Ministries/ Department shall not grant any leave in their cases.

4.5.2 Officers whose return is due to come to an end more than two months before the commencement of the FTP and thus, are due to revert to cadre, the Ministry/ Department may sponsor such officers only with the concurrence of the cadre controlling authority concerned. Such officers, if selected for the FTP, would be proceeding on the FTP from their cadre.

5 Selection of the Suitable Candidates:

5.1 For FTP up to 2 weeks duration selection of candidates will be done by a committee headed by SS/AS/(EA) and JS (in-charge of Training).

5.2 For FTP of more than 2 weeks duration, the selection of candidates will be finalized by a committee headed by FS/Secretary (EA); SS/AS (EA) and JS (in-charge of Training).

5.3 The committee may meet periodically or finalize the candidates through circulation of file.

5.4 The committee is competent to relax any of the eligibility conditions provided the committee is satisfied with the merits of individual case and after recording its

reason for doing so; subject to the restriction that an officer cannot attend more than two training programmes abroad (irrespective of the duration) in a calendar year.

6 Filing of Applications:

- 6.1** Applicants are required to file nominations in proforma prescribed for each FTP, along with DEA proforma and vigilance clearance.
- 6.2** The proforma can be downloaded from the training website at <http://finance.nic.in>. In addition Proforma for each FTP is circulated to respective Ministries/ Departments/ State Governments.
- 6.3** Both the DEA proforma and FTP proforma should be complete in all respect. The application forms should necessarily be ink signed and stamped by competent authority.
- 6.4** Incomplete proforma including proforma not counter signed or not accompanied with vigilance clearance and those received after due date will not be considered.
- 6.5** FTPs are essentially government programmes. Direct application to Sponsoring Agencies is strictly prohibited. Further, all correspondence to DEA, in this regard, also should necessarily be routed through competent authority in respective Ministries/State governments.
- 6.6** Hard copy of the filled in proforma should be forwarded through regular channel while advance copy can be scanned and mailed by respective Central Governments/Departments/State Governments.

7 Procedure to be followed:

7.1 Administration of Training Programmes in DEA:

All matters of administration of FTP will be handled by PMU section of the Bilateral Co-operation Division in the Department.

7.2 Nominations:

7.2.1 Officials working with Central Government/ Department in GOI should send nominations through the concerned Central Ministries only.

7.2.2 State Governments may submit their nominations directly to DEA subject to the condition that the nominations should have been approved by the designated competent authority in the State Government.

7.2.3 In case there is more than one nomination for a particular course, the nominating State Government/ Central Ministries should clearly indicate the prioritization of the nominees.

7.3 Clearances:

7.3.1 Vigilance clearance should be conveyed at the time of sending the nomination to DEA. Applications without vigilance clearance from respective controlling authorities at the time of nomination will not be considered.

7.3.2 Central Ministries/ State Governments/ Departments/ Agencies will be responsible for ensuring the necessary clearances such as political clearance from MEA, FCRA clearance from MHA, cadre clearance from cadre controlling authority etc. are in place, after the candidates is finally selected, but before the candidate actually proceeds on FTP.

7.4 Dissemination of Schedule:

7.4.1 In order to ensure greater transparency in to the system and proper dissemination of information regarding foreign training programmes, DEA hosts training schedules and proforma required to be filled in the web page: <http://finance.nic.in>.

7.4.2 Information is uploaded as soon as it is received from the sponsoring agencies.

7.4.3 The site can be utilized for down loading required forms and guidelines.

Nominating Central Ministries/ State Governments/ Departments should ensure that following instructions on foreign training programmes are strictly adhered to.

Sd/-

(Prabodh Saxena)
Joint Secretary

DEA PROFORMA FOR FOREIGN TRAINING

1. Name :
2. Date of Birth :
3. Educational Qualifications:
4. Phone Number (with STD Code) :
5. Fax Number (with STD Code) :
6. E-mail :
7. Service to which officer belongs :
8. Year of appointment :
9. Present post with date :
10. Details of posts held during the last five years (starting from present):

Sl. No.	Post held	Ministry/ Department	Nature of Work

11. Relevance of the courses to the candidate (Maximum 100 words):

12. Papers etc., published by the candidate (please attach separate sheet, if necessary).

13. List of training coursed attended abroad during the last two years.

Sl. No.	Dates & Duration of training.	Subject/ Title of training	Name of the Training Institution.	Source of Funding

Signature of the candidate

Shri/ Ms_____ is cleared/ not cleared from vigilance angle.

Countersigned by:

Signature of Competent Authority
Name, Designation (with seal)

To be filled only in case the Training Programme is not fully sponsored

UNDERTAKING

- (A) This is to certify that in the event of selection, Ministry/ Department/
State Government of _____ undertakes to bear the cost of round trip
airfare in respect of Shri / Ms. _____
Designation _____ working in this Department / Ministry / State
Government for attending Training Programme sponsored by _____ from
_____ to _____.

Signature of Competent Authority
Name
Designation
(SEAL)

UNDERTAKING FOR SELF FINANCING

- (B) This is to certify that in the event of my selection, I _____ holding the
post of _____ in the Ministry / Department / State Government of
_____ undertake to bear the cost of round trip airfare and other related expenses
for attending Training Programme sponsored by _____ from
_____ to _____.

This issues with the approval of the Competent Authority.

(Signature of the Candidate)
Name, Designation(with seal)

Countersigned by:

Signature of Competent Authority
Name, Designation (seal)

(11.3)
Government of Nagaland
Planning & Coordination Department
Nagaland: Kohima

PLN-87/2012

Dated, Kohima, the 22nd February, 2016.

OFFICE MEMORANDUM

The Governor of Nagaland is pleased to designate the Administrative Training Institute (ATI) of Nagaland as the Nodal Centre on Gender Budgeting for Nagaland. The Nodal Centre shall function as an institution for overall training needs of the State and provide necessary inputs on concepts related to Gender and Gender Budgeting to institutionalize Gender Sensitive Planning & Budgeting.

Sd/- PANKAJ KUMAR, IAS
Chief Secretary to the Government of Nagaland