

**GOVERNMENT OF NAGALAND
PERSONNEL & ADMINISTRATIVE REFORMS DEPARTMENT
(ADMINISTRATIVE REFORMS BRANCH)
NAGALAND : KOHIMA**

NO.AR-3/GEN-326/15

Dated Kohima, the 27th July, 2026

OFFICE MEMORANDUM

Sub: Streamlining Trainings conducted by P&AR Department for Government Employees

A. Introduction

1. The State Government has adopted the State Training Policy (STP) as part of an endeavor to impart need based training to employees to equip them with the necessary skills and attitude for effective delivery of service and promotion of public welfare.
2. Hence, in pursuance of the State Training Policy, the State Government shall identify trainings that shall be mandatory and deemed important in the interest of good governance. The focus shall be on capacity building that will have real time applicability in governance and benefit the State Government by upskilling Government employees.

B. Scope

1. P&AR Department as the nodal department shall identify mandatory trainings under the STP and accordingly issue circulars inviting applications for these trainings with the nomination from the concerned cadre controlling authority.
2. P&AR Department shall also be authorized to unilaterally nominate Government employees for identified field aligned and domain specific skill trainings in consultation with the concerned cadre controlling authority.

Provided that P&AR shall not fund trainings for educational degrees that are prescribed as eligibility criteria under the respective service rules. Further, trainings which would deem the employee eligible for increments or financial incentive under the respective service rules shall not be covered.

3. Departments that do not have a training budget may submit proposals for trainings not identified for examination by P&AR Department in consultation with the Administrative Training Institute (ATI) and final consideration of the State Government.
4. Trainings on State specific general service matters or government procedures may be organized at the Departmental level with the prior consultation of the Administrative Training Institute, Nagaland, Kohima.
5. Employees on training shall be deemed to be on official duty during the period of training and shall not be assigned any other duties in the Department. Unauthorized absence shall be treated as dereliction of duty and action shall be initiated against such erring employees as per the provisions of the Nagaland Discipline and Appeal Rules, 1967 and recorded in the Service Book and APAR.
6. Prior approval of the Government is mandatory for exemptions sought on genuine grounds.

C. Funding

1. The cost of the trainings conducted under the scope of the State Training Policy by P&AR Department in coordination with ATI, both within and outside the State, shall be borne by P&AR Department.

2. For the shortlisted trainings that are to be conducted in training institutes outside the State, the accommodation and transport costs from the State to the institute and back, shall be borne by P&AR Department. Provided that any travel costs incurred within the State shall not be borne by P&AR Department.
3. Departments are encouraged to consider trainings beyond those identified by P&AR Department and nominate their employees for the same. Similarly, Government employees may apply for relevant trainings not identified by P&AR Department and seek NOC from their respective departments to attend the same. However, the cost of such trainings shall be borne by the respective departments which may be arranged from their budget and provisions like travel allowance entitlements as notified by Finance Department from time to time, shall be applicable.
4. In addition to the penal action under the Nagaland Discipline and Appeal Rules, 1967, employees who are nominated and fail to attend or complete the training without genuine reasons shall have to reimburse the training fee to the Government. Similarly, Departments that fail to send their nominated employees to the training without genuine reasons shall have to reimburse the training fee for their employees to the Government.

D. Evaluation and Monitoring

1. Government Employees who have undergone training as well as their respective Departments shall be required to submit reports to the P&AR Department. These reports shall serve as the basis of assessing the relevance and application of the trainings in the functioning of the department.
2. The employees shall submit their feedback report within two weeks of completion of the training in the prescribed format in Annexure I.
3. Departments shall submit their impact assessment report within six months of completion of the training in the format prescribed in Annexure II.
4. Departments that conduct their own trainings are also advised to use the same reporting format to assess the performance of their employees.

Sd/- **SENTIYANGER IMCHEN, IAS**
Chief Secretary to the Govt. of Nagaland
Dated Kohima, the July, 2026

NO.AR-3/GEN-326/15/125

Copy to:-

1. The Principal Secretary to the Chief Minister, Nagaland, Kohima.
2. The Joint Secretary to the Chief Secretary, Nagaland, Kohima.
3. The Director General, ATI, Nagaland, Kohima.
4. All Administrative Heads of Departments, Nagaland, Kohima.
5. All Heads of Departments, Nagaland.
6. The Director, IT&C to upload the OM on P&AR Department's website.
7. The Director, Printing & Stationery, Nagaland, Kohima for publication in the Official Gazette.
8. Office copy.


(**YONGCHINGKUMLA**) NCS
Secretary to the Govt. of Nagaland

Annexure I

Feedback Format by Employees

1. Basic Information

Name of Officer: _____
Designation: _____
Department: _____
PIMS ID: _____
Batch/Training Program Title: _____
Training Institute/Agency: _____
Mode of Training: (Classroom / Online / Blended)
Duration (Dates): _____

2. Training Objectives & Relevance

i) Key Objectives of Training (as stated by organizer):

- a) _____
- b) _____
- c) _____

ii) Relevance to Your Role (explain in 200-500 words):

3. Learning Outcomes

i) New Knowledge/Skills Gained (tick & elaborate):

- ☐ Policy/Administrative Skills
- ☐ Technical/Domain Knowledge
- ☐ Digital Skills (ICT, e-Gov tools)
- ☐ Soft Skills (leadership, communication)
- ☐ Others: _____

ii) Top 3 Key Takeaways:

- a) _____
- b) _____
- c) _____

4. Application to Work

i) Areas in your Department where this training can be applied:

ii) Immediate Actions you will take (within 3 months):

a) _____

b) _____

c) _____

Long-Term Impact (policy/service delivery improvement):

5. Feedback on Training Program

i) Course Content Quality: (Highly Beneficial/ Good / Average / Poor)

ii) Trainers' Effectiveness: (Highly beneficial/ Good / Average / Poor)

iii) Training Materials/Resources: (Highly Beneficial/ Good / Average / Poor)

iv) Relevance to Work: (Highly Beneficial/ Good / Average / Poor)

v) Infrastructure & Logistics (if applicable): (Highly Beneficial/ Good / Average / Poor)

vi) Suggestions for Improvement:

6. Peer & Institutional Sharing

i) Have you shared the learnings with your team/department? [Yes/No]

ii) If yes, how (presentation, circular, discussion, etc.)? _____

iii) Proposed Training Replication for Others in the Department: _____

7. Certification & Acknowledgement

Enclose copy of Training Certificate

Officer's Signature: _____

Date of Submission: _____

Training Impact Assessment Report by Departments

1. Name of Department
2. Name & PIMS no of employee trained
3. Designation of employee
4. Was the employee nominated for the training by the department?
YES/NO
5. Name of Training attended by employee
6. Role of the employee in the Department
7. How has the employee applied the learnings of the training in their current role? Give point wise.
8. Has the department assigned any specific task/role to the trained employee to ensure that the department is utilising the skills/learnings acquired in training, effectively?
YES/NO
9. If yes. What is the specific project/assignment/task allocated to the employee? On which specific aspect/skill/learning of the training was the assignment given?
10. Is there any area where the expected learnings of the training did not meet the expectation, requirement of the Department? Kindly give the details.