

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

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

Dated, Kohima 19<sup>th</sup> 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 man 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 emphasise 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 run away 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.

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

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

Dated, Kohima 19<sup>th</sup> 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,

**( V.N. GAUR )**

Principal Secretary to the Govt. of Nagaland.

Dated, Kohima 19<sup>th</sup> August, 2004

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Copy for information to :-

1. The Special Secretary to the Governor of Nagaland, Raj Bhavan, Kohima.
2. The Principal Secretary to the Chief Minister, Nagaland, Kohima.
3. The PS to Speaker/Deputy Speaker, Nagaland Legislative Assembly, Kohima.
4. The PS to all Ministers, Nagaland, Kohima.
5. The PPS to Chief Secretary, Nagaland, Kohima.
6. The Secretary, Nagaland Legislative Assembly/NPSC/Vigilance Commission.
7. The Resident Representative, Nagaland House, New Delhi/D.R.C. Nagaland Houses, Kolkatta/Guwahati/A.R.C. Nagaland House, Shillong.
8. All Deputy Commissioners/Addl. Deputy Commissioners.
9. The Publisher, Nagaland Gazette, to publish in the official Gazette.
10. Office copy/Guard file.

**( V.N.GAUR )**

Principal Secretary to the Govt. of Nagaland