

## **STATE TRAINING POLICY OF ASSAM, 2012**

### **❖ PREAMBLE:**

The Government of Assam is committed to the inclusive growth and development of the state of Assam. The aim of the state government is to take governance to the doorsteps of the people. Therefore, the right blend of knowledge, skills and motivation in the civil-services is of paramount importance. The fact however remains that most of the cutting edge and supervisory level personnel of the government have not been imparted training during their service life. Training interventions which are organized for middle management are not always based on a systematic approach to training. Even today training activities are supply driven instead of being demand driven. The present training infrastructure and the institutional training capacity is inadequate to meet the increasing demands of the times. In order to utilize the vast manpower with the government of Assam productively, an appropriate policy for upgrading knowledge, skills and attitude is the need of the hour. Training is needed to be used as an effective and tested tool for managing change, enhancing performance and bringing about good governance. The infusion of sustained and systematic training interventions for the civil services will enable the government to successfully move towards a competency-based approach which, in turn, will pave the way for a more efficient and effective civil-service. The policy envisages the ultimate objective of achieving “Training for All” whereby training will be imparted to all categories of civil servants.

### **❖ THE MISSION:**

2. To develop a professional, impartial and efficient civil service to enable it to be responsive, committed, result oriented, transparent, accountable and change-oriented towards inclusive growth and empowerment of citizens.

### **❖ OBJECTIVES:**

3. Through the State Training Policy, the Government of Assam shall aim at the following:
  - (a) Equip all functionaries of the government with adequate knowledge and skills, bring about positive attitudinal changes, and build their capacity to enhance performance at individual as well as organizational levels with a view to bringing about good-governance.
  - (b) Develop capacity of government departments and organizations and prepare government functionaries to meet the challenges of the changing social, political, economic, environmental and technological conditions.
  - (c) Promote organizational responsibility, commitment and accountability towards training and capacity building in government departments and organizations.

- (d) Build capacity of appropriate non governmental and civil society organizations/private organizations partnering the government endeavour and develop synergies with them for the purpose of imparting training and sharing of resources, including manpower.
- (e) Creating an enabling environment for continuous learning and capacity building.
- (f) Transforming the civil-service by moving towards a strategic human resource management system which would look at the individual as a vital resource to be valued, nurtured, motivated and developed to achieve the mission and objectives of the government.
- (g) Strive to match the individuals' competencies with the duties they are to perform and bridge competency gaps for current and future roles through training.
- (h) Fulfill the short and medium-term training and capacity building requirements of the departments and organizations through comprehensive strategic-planning comprising a set of effective measures designed to achieve the desired objectives within a stipulated time-frame.

❖ **TRAINING CONCERNS:**

**3.1** Social, political and economic ambience is subject to constant change. The government machinery would have to be continuously attuned to the changing needs. Training interventions for the Civil Services would, therefore, focus on:

- (a) **Responsiveness** to the diverse and changing needs and expectations of the citizens and organizational, technological, economic and political developments.
- (b) **Commitment** to constitutional provisions, ethical values and good governance.
- (c) **Awareness** of technological, economic, environmental, social, legal and administrative developments
- (d) **Transparency** in public service and governance to ensure probity in public life.
- (e) **Accountability** to ensure high performance in every professional field and cost effective methods of delivery

❖ **COMPETENCY FRAMEWORK:**

**3.2** Competencies which encompass the knowledge, skills and attitude required in an individual for effectively performing the functions of a post may be broadly divided into those that are core skills which civil servants need to possess with different levels of proficiency for different functions or levels, like leadership, financial management, man-management, project management, communication skills, Information & Communication Technology etc. and professional or specialized skills such as

building roads, irrigation projects, taking flood control measures, civil aviation, medical care, etc.

The fundamental principle of the competency framework is that each job should be performed by an individual who possesses the required competencies for that job.

In order to move towards a competency-based approach, it would be necessary to classify the distinct types of posts and to indicate the competencies required for performing functions in such posts, and once these are laid down, an individual's development can be 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 competencies to those required for a post and the training plan of each department/organization needs to address the gap between the existing and the required competencies and provide reasonable opportunities to the officers and employees to develop and hone their competencies.

❖ **TRAINING FOR ALL:**

- 4.1** Training will be imparted to all categories of civil servants from the lowest to the highest levels.
- 4.2** Under the policy, every department shall broadly categorize the positions / posts into 4(four) categories or levels, in terms of their job descriptions, duties and responsibilities.
  - (a) Junior level
  - (b) Supervisory level
  - (c) Middle level and
  - (d) Senior level
- 4.3** Training interventions would be prepared on the basis of requirements of each level, encompassing, inter alia, functional skills, professional skills, interpersonal, behavioural and public relations skills, organizational skills, policy formulation, planning and policy analysis etc.
- 4.4.** Training and Capacity building in the areas of Urban and Rural Development is of paramount importance especially in the backdrop of the 73<sup>rd</sup> and 74<sup>th</sup> Amendments of the Constitution which have brought about a radical change in the status and functioning of the Panchayati Raj Institutions and Urban Local Bodies. It is imperative that the officers and staff are sensitized in the functioning of the grassroots institutions of rural and urban governance. Special emphasis will also be given to training and capacity building in Sixth Schedule Areas.

❖ **FRAMEWORK FOR TRAINING:**

**5.1** The following categories of training programmes will be designed and organized by administrative departments for cadres under their control:

- a) **Induction training** at the time of entry into the service comprising both institutional and on-the-job training. Training modules shall not only be classroom-based but will also involve hands-on practical skills.
- a. **In-service training** at suitable intervals with at least one training every five years for all levels.
- b. **Special training programmes** will be organized, as and when required for specific needs, orientation and competence building.

**5.2 All the Departments / Cadre controlling authorities** shall assess their training and competency needs within six months of approval of this training policy. They will also design training programmes and prepare annual training plans and perspective plans for each category of civil servants, in consultation with the Administrative Reforms and Training Department.

**5.3 Attendance** in training programmes of mandatory nature shall have linkages to career progression and all departments/ cadre-controlling authorities shall make necessary modifications in their Service Rules accordingly.

**5.4 Career-specific** training interventions on core areas of specialization shall be imparted for competence building.

**5.5 Personnel** belonging to technical cadres and line/works departments having administrative and supervisory responsibilities shall receive training to improve their capabilities of general management in addition to their chosen areas of specialization.

**5.6 All senior and middle management officers** may be allowed to attend one training programme of their choice once every two years at Assam Administrative Staff College or any other national-level or state training institute, specifically designed for this purpose by the concerned departments or cadre-controlling authorities. Such officers may also be considered for similar training programmes sponsored by the Government of India.

❖ **FUNCTIONS AND RESPONSIBILITIES OF ADMINISTRATIVE DEPARTMENTS:**

**5.7. Every department shall adopt a Systematic Approach to Training and shall:**

- a) Ensure that the **Systematic Approach to Training (S.A.T.)** cycle, comprising the following stages are adhered to in all training interventions;
- Identification of Training Needs
  - Planning and Designing of Training.
  - Development of Trainers
  - Development of Training Material
  - Implementation of Training
  - Evaluation and Assessment of Training
- b) Conduct **Functional Review** of the department and subordinate organizations so as to ascertain the gaps in services and competencies and prepare training programmes to meet these gaps.
- c) Chalk out its position-wise duties and responsibilities and classify all posts with a clear job-profile and competencies required.
- d) Conduct **Training Needs Analysis** and design training interventions based on it.
- e) Develop **cadre training plans** based on competencies required and training needs in order to ensure that all cadres under the department or its subordinate organizations have a clearly-articulated scheme for the development of their competencies while also indicating the programmes which are mandatory.
- f) Ensure that **non-training interventions** are suitably dovetailed with the training interventions as and when required. Departments must give due emphasis to ensuring that appropriate non-training interventions are provided for in order to ensure that training programmes are successful. These may include requisite training infrastructure, adequate financial support, appropriate ambience for training, etc.
- g) Incorporate appropriate provisions in all schemes for training of man-power to ensure proper implementation and sustainability of the schemes.
- h) Prepare **training manual** including an **annual training plan** and a **perspective plan** for all the cadres under its control and make suitable arrangements to implement the same in consultation with Administrative Reforms & Training Department.
- i) Allocate adequate funds to ensure that the training programmes are carried out as per the approved annual training plans.
- j) Review the implementation of the annual training plan and the functioning of training institutions under the department (including attached and subordinate

offices), look into the utilization of the training capacity and the quality of training conducted, adequacy of the physical and training infrastructure, faculty, finances and delegation of powers for carrying out the training mandate.

- k) Ensure proper identification and development of training faculty and trainers, incentives for them and stability of their tenure.
- l) Incorporate a separate section in the Annual Administrative Report taken out by all the departments, including the Administrative Reforms and Training Department, on the training and capacity-building activities undertaken during the year.
- m) Make the controlling officer responsible and accountable for the training of the personnel working under him in respect of training programmes approved by the administrative departments or cadre-controlling authorities.
- n) Make all efforts to decentralize training.
- o) Undertake Functional Review, Training Needs Analysis, Design of Training and Training of Trainers, etc. in consultation with Administrative Reforms and Training Department and Assam Administrative Staff College.
- p) Outsource expertise and infrastructure for training interventions as per their training needs and requirements in consultation with the Administrative Reforms and Training Department and Assam Administrative Staff College with a view to overcome internal constraints.

❖ **TRAINING MANAGERS:MANAGEMENT OF TRAINING:**

- 6.1 Management of Training within the department is an internal necessity for performance enhancement at all levels.
- 6.2 In order to facilitate effective discharge of training functions and responsibility, the heads of each department/organization, from department to district level, will designate a senior officer, as **Training Manager**, in addition to his normal duties, to plan, develop, organize, implement, monitor, evaluate and follow-up on training activities under the overall supervision of the Controlling Authority. The Training Manager shall maintain manpower database, which will contain all relevant information regarding educational background, postings, trainings, suitability and trainer potential of all officials of the department/organization. He shall also ensure an integrated approach to training with a view to improving overall performance of the department or organization.
- 6.3 All Departments shall designate Training Managers at appropriate levels upto district level under intimation to Administrative Reforms and Training Department.
- 6.4 Training Managers will be responsible for identifying potential trainers with the approval of the controlling authorities.

❖ **TRAINING INFRASTRUCTURE:**

**7.1** All administrative departments, in consultation with the Department of Administrative Reforms and Training, shall endeavour to set-up Training Centres / Institutions with adequate training infrastructure for developing the capacity of their departmental personnel and functionaries.

**7.2 ZONAL/DISTRICT TRAINING CENTRES:**

Peripatetic and decentralized training interventions for the cutting edge and supervisory levels of civil servants at the zonal/district level will need to be organized. Priority will be accorded to the establishment of training facilities at the zonal/district level by all departments of the government, in consultation with the Administrative Reforms and Training Department.

❖ **FUNCTIONAL AUTONOMY:**

**7.3** Major state-level training institutes like Assam Administrative Staff College shall be conferred requisite functional and financial autonomy to enable them to be at par with the best training institutes of national and international standards.

**7.4 ASSAM ADMINISTRATIVE STAFF COLLEGE (ATI- ASSAM) : ITS ROLE AND STATUS:**

- a) The Assam Administrative Staff College would act as the Apex Training Institute of the State and by virtue of this status, it shall when requested by the Government in the Administrative Reforms and Training Department, provide advice on training- related matters of various training institutes under Government of Assam and also facilitate training across sectors and departments. It shall provide need-based advice and guidance to other departments and state-level training institutes in the areas of Functional Review, Training Needs Analysis, Design of Training, Evaluation of Training, etc. through its available in-house faculty as well as by outsourcing expertise from other organizations and agencies if required.
- b) Assam Administrative Staff College, being the premier training institute under the Government of Assam, will continue to be the mainstay in the realm of training of civil servants, and towards this end, it will strive to function as a repository of learning and best practices in the fields of governance and public administration. It shall also provide the requisite support, inputs and consultancy to government departments and organizations in the implementation of this training policy, when requested by the Government in the Administrative Reforms and Training Department.
- c) Assam Administrative Staff College shall build and sustain a training network with various state training institutes and centres for convergence and synergy in order to ensure optimal utilization and sharing of learning resources, experience and expertise. It shall also endeavour to establish networks with other reputed regional, national and international institutes and organizations, which will enable it to

participate in collaborative activities and also to hire and engage world-class faculty and domain experts across a wide spectrum of subject-areas.

- d) Assam Administrative Staff College shall undertake Training of Trainers Programmes on identified areas of governance in order to bring about decentralization of training.
- e) Assam Administrative Staff College will play a lead role in developing the competencies of the Training Managers in the departments so that they are better equipped to provide the necessary guidance and support to their respective departments in the design and implementation of the capacity- building schemes.
- f) Assam Administrative Staff College shall undertake induction, in-service and special training programmes as decided by the Government.
- g) Assam Administrative Staff College will strive to become a model of excellence in the quality of training it imparts and as a learning organization through a process of self-assessment and bench-marking.
- h) Assam Administrative Staff College shall constantly review and modify its training modules, content and training methodologies in keeping with the training feedback and the needs of clients.
- i) Assam Administrative Staff College will play a pivotal role in the process of shifting to a competency-based framework for training.
- j) Assam Administrative Staff College will facilitate the development of domain- specific trainers and provide reasonable opportunities for faculty development.
- k) The infrastructure and faculty of Assam Administrative Staff College will be strengthened and upgraded on priority basis to enable it to shoulder the extended domain of its activities and to cope with the ever-increasing demand for client-specific and quality training interventions in all areas of governance and administration.
- l) Assam Administrative Staff College shall act as an advisory body to all departments on matters pertaining to outsourcing of training activities, training expertise and training related infrastructure.

❖ **7.5 ROLE OF ADMINISTRATIVE REFORMS AND TRAINING DEPARTMENT:**

- a) Administrative Reforms and Training Department will act as the nodal department for training and capacity-building activities of all administrative departments under the Government of Assam and thereby enable them to cope with the diverse needs and demands of citizens. It shall constantly endeavour to develop and improve the capacity of state civil servants and also monitor the impact of training and capacity - building programmes on their performance over time.
- b) Administrative Reforms and Training Department shall, through the Director General/Director of Training provide guidance to all departments in the preparation of training manual, annual training plans and perspective plans.



- c) Administrative Reforms and Training Department shall, through the Director General/ Director of Training endeavour to provide the requisite support to the concerned departments and the major training institutes in the process of development of need-based training programmes and in the creation and augmentation of training infrastructure.
- d) Administrative Reforms and Training Department shall, through the Director General/ Director of Training take all necessary steps to supervise and coordinate the creation of a decentralized training infrastructure and to facilitate the development of trainers at all levels.
- e) Administrative Reforms and Training Department may issue appropriate guidelines for the strengthening of major departmental Training Institutes including determination of faculty requirement, engagement of faculty and their development.
- f) Administrative Reforms and Training Department will be the nodal department for the formulation and implementation of the State Training Policy and towards this end, it may issue appropriate guidelines to be adhered to by all departments in respect of training and capacity- building. The scope and ambit of the Training Policy and the applicability and interpretation of its provisions and recommendations will be determined by the Administrative Reforms and Training Department.

❖ **ICT AND MIS IN TRAINING MANAGEMENT:**

**7.6** Satellite - based learning programmes, use of multimedia and Video Conferencing, Distance Learning, ICT (Information and Communication Technology) and other emerging technologies shall be encouraged.

Every training organization shall endeavour to maintain a **Training Management Information System (TMIS)**, aimed at maintaining data base of training resources, monitoring of training processes and evaluation of training outcomes with a view to achieving optimal utilization of training resources and better time management. Assam Administrative Staff College will ensure that a comprehensive and updated TMIS, customized to cater to the specific needs of the institute, is put in place at the earliest and will also share it with other training institutes.

❖ **PERFORMANCE ASSESSMENT OF TRAINING INSTITUTIONS:**

**7.7** Director General/ Director of Training will make an assessment of all existing training institutions and centres based on criteria such as learning outcome, manpower, infrastructure, activities and training network vis-a-vis their mandate at least once in every five years. It will evaluate the performance of the Training Institutes and submit the assessment report to the Department of Administrative Reforms and Training, which in turn will place it before the State Steering Committee for taking necessary follow-up action by the concerned administrative departments. This assessment of training institutions would include, inter-alia, appraisal of existing trainers and faculty,

the existing training infrastructure and the training programmes. High performers in the area of training would be given suitable recognition.

❖ **TRAINING RESOURCE, RESEARCH AND DOCUMENTATION:**

- 8.1 All processes, systems, case studies and materials developed for training shall be properly documented and maintained by the respective departments/organizations and training institutes. Copies of all such training material and documents shall be sent to Assam Administrative Staff College to be kept as record in the form of a centralized data-base for future use and reference.
- 8.2 The training institutions / centres shall endeavour to develop capabilities to undertake research and analysis on their areas of focus as well as on areas identified by the Government with a view to providing inputs for policy-making and to improve and upgrade the training programmes in order to make them useful and relevant in keeping with the emerging trends and latest developments. Assam Administrative Staff College shall endeavour to function as a Centre of Excellence and act as a think- tank for the Government in the overall process of policy-formulation. Towards this end, it shall be empowered and strengthened in terms of infrastructure and manpower.
- 8.3 Innovations, special initiatives, best practices and success stories of various departments and civil servants will be documented and disseminated through State / District level workshops by Administrative Reforms and Training Department and Assam Administrative Staff College in partnership with concerned departments / organizations and training institutions.

❖ **DEVELOPMENT OF TRAINERS:**

- 9.1 The administrative, training and academic positions of the training institutions will be filled with utmost care from eligible persons considering their aptitude, merit and competency.
- 9.2 Each department shall accord the highest priority to the development of trainers including **Recognised Trainers** and **Master Trainers** within their cadres and organizations. A strategy for developing trainers shall be chalked out after identifying the needs and priorities of departments in consultation with Assam Administrative Staff College.
- 9.3 All administrative departments shall identify potential trainers within their organizations.
- 9.4 A minimum tenure of three years to the heads of training institutions and of five years to the academic and training faculty of the training institutes shall be offered.
- 9.5 Every department/organization shall maintain a data-base of competent resource persons comprising subject specialists and trainers on the identified areas of training.
- 9.6 **Opportunities** for the development of expertise in core and domain -specific areas and trainer-skills shall be provided to trainers through training interventions in institutions

of excellence at State / National/International level. They may be provided exposure to the best and latest practices in training skills and techniques.

- 9.7** The concept of **‘once a trainer always a trainer’** shall be encouraged. Expertise developed as a trainer shall be optimally utilised both within and outside the organization irrespective of his posting and the concerned departments will normally release trainers for trainer development programmes and also for conducting training programmes of other departments within the state as and when their services are sought for. These officials deputed for such training programmes shall be treated as **‘on duty’** during the entire period of training; however, they shall also ensure that their normal duties are not affected.
- 9.8** A data-bank shall also be created to record the data- base of the trainers within the state, which would not only comprise the Master Trainers and Recognised Trainers, but also the **domain-specific** trainers in diverse areas of public administration and governance. Department of Administrative Reforms and Training may evolve suitable norms and standards for declaration of trainers as **State Training Resource**. The specific purpose of these trainers would be to train and develop others and they would be the key resource persons to achieve the goal of ‘Training for All’ set out by the National Training Policy of the Government of India.
- 9.9** It is imperative that suitable opportunities are provided to develop cadres of trainers in different **sectoral** and **functional** specializations and all departments and organizations will need to take initiatives to develop such trainers in their respective areas of responsibilities.

❖ **OVERSEAS TRAINING:**

- 10.1** State civil servants will be encouraged to participate in overseas training programmes sponsored by the Government of India, subject to eligibility criteria, in order to upgrade their knowledge and skills and expose them to international best-practices and different models of development and governance.
- 10.2** State Government-sponsored overseas training programmes may be organized by administrative departments subject to availability of budget provision and concurrence of Finance Department and also Planning and Development Department if the programme is funded under State Plan. All such programmes shall require the prior approval of the Administrative Reforms and Training Department. These training programmes shall be entirely need-based and predominantly aimed at drawing lessons and learning from successful cross –country experiences.
- 10.3** The Government in the Department of Administrative Reforms and Training may issue necessary guidelines and directives to all heads of administrative departments and cadre controlling authorities to ensure that adequate pre-training preparation and post-training follow-up is arranged in order to maximize the gains from all such State sponsored overseas training interventions and to facilitate proper

dissemination and percolation of learning and knowledge from such overseas exposure.

**10.4** Nomination of officials for these training programmes shall be made by the concerned administrative departments or cadre-controlling authorities, as per the guidelines issued by the Administrative Reforms and Training Department. Due care shall be taken by the departments to nominate officials on the basis of a standard framework of selection by matching their job-profiles and competencies with the objectives and modules of the training programmes.

❖ **FUNDING:**

**11.1** Each department of the State Government shall set aside an amount equivalent to at least 0.5% of its total salary budget for training showing separately in the Budget under appropriate Head of account for initial period of three years. Thereafter, the position will be reviewed by Government and the amount to be earmarked for training will be decided after ascertaining the training needs and requirements of the concerned departments.

**11.2** State Plan support will be provided annually for building, developing and sustaining training infrastructure.

❖ **TRAINING ALLOWANCE:**

**12.** Training Allowance be granted to the personnel of Assam Administrative Staff College and all other eligible state- level training institutes, as per existing State Government rules and Government of India guidelines.

❖ **POLICY FORMULATION AND COORDINATION:**

**STATE TRAINING COUNCIL:**

**13.1** There shall be a State Training Council to advise and review matters relating to training policy and all matters relating to training. The composition of the State Training Council shall be as follows:

Chief Minister	Chairperson
Minister, AR & Training Department	Vice
Chairperson	
Chief Secretary	
Co-Vice-Chairperson	
All Additional Chief Secretaries	Members
Senior Most Secretary, Personnel Deptt.	Member
Senior Most Secretary, Finance Deptt.	Member
Senior Most Secretary, P & D Deptt.	Member
Senior Most Secretary, Revenue and Disaster Management Deptt.	Member
Senior Most Secretary, Home Deptt.	Member
Senior Most Secretary, Environment and Forest Deptt.	Member
Senior Most Secretary, Education Deptt.	Member
Senior Most Secretary, Rural Dev. Deptt.	Member
Senior Most Secretary, Health Deptt.	Member
Senior Most Secretary, Public Works Deptt.	Member
Director General of Police, Assam	Member
Principal Chief Conservator of Forest, Assam	Member
Joint Secretary (Training), Department of Personnel and Training, Government of India	Member
Senior Most Secretary, A.R & Training Deptt.	Member
Secretary	–

**Special Invitees (State Training Council):** Vice- Chancellor of any University in the state, Representative of one State Administrative Training Institute, National and State level Experts, Director IIT Guwahati, etc. as decided by the Chairperson.

❖ **STEERING COMMITTEE:**

**13.2** The State Training Council will be assisted by a Steering Committee chaired by the Chief Secretary to oversee implementation of the State Training Policy

including the budget provisions and to submit reports to the State Training Council. It shall also ensure, inter alia, that Annual Plans and Perspective Plans for training are prepared, and infrastructure / training institutions are identified for every category of civil service by the administrative departments. It will also undertake annual review of action taken by the departments and their organizations and ensure inter-departmental coordination in the formulation and implementation of training plans. The Steering Committee shall comprise the following:

SL.NO.	NAME	DESIGNATION
1	Chief Secretary	Chairperson
2	Senior most Secretary, Administrative Reforms and Training Department	Member
3	Senior most Secretary, Personnel Department.	Member
4	Senior most Secretary, Panchayat and Rural Development Department	Member
5	Senior most Secretary, Finance Department	Member
6	Senior most Secretary, Revenue and Disaster Management Department.	Member
7	Senior most Secretary, Home Department	Member
8	Senior most Secretary, Environment and Forest Department	Member
9	Senior most Secretary, Planning and Development Department	Member
10	Senior most Secretary, Public Works Department	Member
11	Cadre Controlling Authorities of any 4 Major administrative Departments	Members
12	Principal Chief Conservator of Forest, Assam	Member
13	Director General of Police, Assam	Member
14	Director General or Director of Training.	Member-Secretary (ex-officio)

**Special Invitees:** Academicians, Professionals, National & State Level Experts, etc as decided by the Chairperson

❖ **DEPARTMENTAL AND ORGANIZATIONAL COMMITTEE ON TRAINING POLICY**

**13.3** Every Department shall constitute a Committee comprising of its heads of departments and heads of subordinate organizations/agencies to implement the Training Policy with immediate effect and to submit progress report to the Steering Committee, annually. Similar committees shall be constituted at the district level and guidelines in this regard would be issued by the Department of Administrative Reforms & Training.

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