

STATE TRAINING POLICY:

EMPOWERING THROUGH PERSONNEL

GENERAL ADMINISTRATION DEPARTMENT

GOVT. OF BIHAR

State Training Policy

I. Preamble

The fundamental objective for governments in democratic polities becomes abundantly clear in the most commonly known definition of democracy. It is the 'of the people' component which explains the rationale. People's needs, aspirations and developments, therefore, determine the objective of governance. Given the fast-paced nature of changing times, goals and processes of administration also need to keep pace with times.

Therefore it is imperative for the government to ensure that its administrative machinery fulfills socio-economic aspirations of its people, while being cognizant of the dynamic processes of development. This is possible when human resources available to government, are fully locked into the objectives of government and also equipped to attain them. This translates into equipping all new entrants of various civil services with required skills, knowledge and attitudes. It also entails re-training or suitably modifying and upgrading skills, knowledge base and attitudes of those already employed.

It calls for a concerted effort and well-conceived policy for human resource development of Government personnel transforming them into an effective and efficient tool of governance for meeting challenges of development - Social, Economic and Political. A well-crafted training policy is necessary for performance enhancement, as well as upgradation of knowledge and skills of all personnel. It would address current and future economic and social concerns, infuse modernity in thinking, while enabling reorientation of administrative systems.

II. Vision

The state's training policy envisages developing its human resources to successfully address social, economic and political challenges of current times as well as those of future. The future is as important as the present in a situation in which policy interventions become outdated if they are tuned only to addressing present day's problems. Necessarily, governments have to plan for tomorrow in addition to grappling with the numerous problems of today.

Translating policy statements into actionable and doable programs is the task of public administration and the human resources that comprise it. Preparing them to discharge their responsibilities is the purpose of this training policy. Capacity development of the state's human resources is

110

therefore, an essential requirement for fulfilling people's aspirations, delivery of services, and ensuring all-round development while providing good governance.

III. Objectives

The fundamental premise of this training policy is that better governance and improved service delivery is possible by empowering public officials to be principal catalysts for holistic and equity-based development. At a systemic level, a well-designed training policy will enable coordination among different stakeholders and create synergies. Cutting across all organizations and levels, it will also engender a common organizational culture as well as a commitment to common organizational goals.

The objectives of the Training Policy are

- (i) Competency development in knowledge & skills
- (ii) Imbibe right attitudinal orientation
- (iii) Develop professionalism in the administrative machinery
- (iv) Ensuring a citizen-friendly approach of civil servants making them a sensitized, accountable, effective and efficient work force
- (v) Transform bureaucracy into Change Managers
- (vi) Make the work force tech-savvy and receptive to new ideas and delivery methods
- (vii) Enhance commitment and ensure buy-in into State's perspective plans.

At the core of this policy is the objective of creating a citizen-friendly administrative machinery. In addition to making it an effective and efficient pool of human resources, the policy is also aimed at enhancing sensitization towards people's needs and aspirations

The fundamental objective of the Training Policy is to imbue the entire work force with the knowledge, skills and attitudes required for carrying out State policies of today and the future. The policy aims at developing professionalism among all the personnel. It aims to engender an appreciation for sectoral specialization as well as professional attitudes towards work.

The policy is geared towards enhancing competencies and capacities to further State goals. The process is continuous, which begins at an employee's induction and continues throughout his/her career span. The policy is also designed to revise skills, knowledge and attitudes of serving personnel on a continuing basis to ensure their enduring commitment. In addition, the policy also provides for refresher training whenever any staff assumes new responsibilities on transfer or promotion.

IV. Scope

The State Training Policy is comprehensive in its coverage. All important stakeholders are included as partners in the state's quest for all-round development. Extending coverage across all wings of government and all levels of personnel, training is sought to be imparted to all in Civil Services, from the front-lines at cutting-edge to those involved in policy making, from lowest rung to the highest echelon.

Training is designed to address the appropriate level of Civil Services, which can be broadly divided into three levels:

- i. The lower level functionaries, comprising mostly members of Group 'D' services and lower ranks of Group 'C' services.
- ii. Supervisory and middle management personnel, (mostly members of Group 'B' services, but including higher rungs of Group 'C' at one end and lower ranks of Group 'A' at the other).
- iii. Group 'A' services and members of All India Services, who constitute senior management levels of administration.

V. Policy Initiatives

The training policy is comprehensive, which addresses the complete requirements of the State. Several parts of the policy are novel and are aimed at not only devising a comprehensive training coverage for all civil servants of Bihar but also change and modernize the manner in which it is imparted. Coverage and training infrastructure has been conceived in a totally comprehensive manner.

- 1. All officers and employees of government to receive induction training at the time of joining service, whether by direct recruitment, promotion or lateral selection.
- 2. While deciding inter-se seniority of State Civil Servants, due consideration to be given to their performance during induction training.
- 3. In-service training is mandatory for promotions, especially between different grades. This is particularly true of all promotions that are selection-based. Before every promotion, it shall be mandatory for

all personnel to attend a short-term, sector specific training course for preparing them to handle higher responsibilities.

4. Continued emphasis is placed on in-service training. All officers and employees shall receive in-service training at suitable intervals, not exceeding ten years. A minimum of 3 weeks training for the lowest category of government employees to a maximum of 104 weeks for higher levels, spread over the entire career span, is proposed to fulfill training objectives. At the lowest level, a week's training, once in at least one decade of service, is deemed to meet the minimum requirement.
5. Prior to designing specific training programmes, every department/organization will conduct preparatory exercises eg. analysis of goals and objectives, training need analysis, etc. for determining training interventions.
6. In consultation with BIPARD and, as required, other consultants/experts, every department/organisation is expected to prepare training programmes, specially designed to meet requirements of departmental services and officers, of different grades. Nodal officers will be appointed in each department and organization with specific responsibilities for ensuring implementation of the departmental/organizational training plan.
7. Work-flow templates shall be developed in every department and organization with training reserves, at all levels. Revised work allocations to be prepared without factoring training reserve, as if their numbers did not exist. Spatial and functional considerations to be addressed in the work flow reorganization.
8. Officers and employees belonging to specialist cadres shall receive training to improve specialized knowledge and skills.
9. Apart from specialized programmes, emphasis will also be on training for attitudinal changes, increasing the levels of commitment, self confidence and motivation.
10. For better utilization of training facilities and infrastructure, available with training institutes of different departments and organizations, BIPARD shall be a facilitator in framing departmental vision, objectives of training, and training needs analysis. BIPARD shall oversee and coordinate training activities in all departments.

11. Overseas training will be continued on an entirely need-based criteria and shall aim, predominantly, at drawing lessons from successful cross-country experiences. Only institutions of repute shall be used for this purpose. Overseas training will be arranged between 10th and 20th years of an individual's service.

The practice of funding most overseas training programmes through multilateral arrangements shall be continued. With a view to maximize gains from overseas training, adequate pre-training preparation and post-training follow-up will be mandated.

11. Training institutions shall be encouraged to diversify training, research and project activities to cater to growing requirements of organizations and functional groups inside and outside the Government, to enable them to attain self-reliance and rich institutional experience.
12. The concept of "once a trainer always a trainer" will be emphasized. Expertise developed as a trainer shall be utilized even after the individual returns to his/her parent department/organization, making him/her a resource person within his/her parent department/organization or outside.
13. Reputed NGOs, CBOs, and other institutions of renown shall also be used as training resources.
14. Training resources will be developed in a decentralized manner. Divisional headquarters are recognized as regional training hubs and adequate training infrastructure will be developed in these locations. Developing libraries and data centers at regional locations is also an important component of the policy.
15. Basic training infrastructure to be created in a decentralized manner through Extension Training Centers, as well as utilizing resources available with universities, colleges, and other academic and training institutions.
16. E-learning infrastructure to be created in districts and other field formations.
17. There will be increased emphasis on training activities in districts, sub-divisions, blocks and other locations. In-situ training will also be organized according to local requirements. Nodal officers to be appointed at district, to oversee training activities in the field.

18. Resource persons to be developed in districts, sub-divisions and, even blocks. In addition to master-trainers and trainers among government personnel, adjunct faculty will also be drawn from local educational institutions, NGOs and other facilities.
19. Distance learning will be widely encouraged. This will include satellite-based instruction and training as well as self-learning modules.
20. Master trainers to utilize e-learning capabilities, and will contribute to developing and using specially designed course material.
21. Course material, compendium of instructions to be developed for training and reference purposes.
22. Specialized regional institutions to be developed, as per requirement of certain departments and organizations.
23. Develop and create abiding relationships with institutions such as LBSNAA, IGNOU, NIRD, IITs and other institutions.

VI. Training Budget

The training policy will be funded with adequate resources to fulfill its objectives. Each department/organisation shall allocate 1.5% of its salary budget to be used solely for the purpose of training. The numbers indicated are only illustrative to show that adequate funds have been earmarked. By definition, the funds so earmarked shall be used only for purpose of training and nothing else. Departments and organizations with large budgetary allocations may spend less than amount since the quantum of money available for training will be substantial and adequate.

The funds so earmarked shall be used for training which shall include classroom instruction, distance learning, field/exposure visits, seminars, workshops conferences, and attachments with NGOs/ Industries as well as for preparing instructional material, case studies, and other structured and un-structured modules.

VII. Training Content and Thrust Areas

Within the ambit of such training programs, there shall be differing emphasis based on level of trainees. Lower and middle level functionaries belonging to Group D & C services will be provided functionally useful skills, attitudinal orientation and also taught basics of multi-tasking. Functional skills will include office management systems, filing procedures, information technology and IT enabled services.

Those working at higher levels, belonging to higher ranks of Group C, Group B and the junior rungs of Group A services will be imparted training in supervisory skills, junior management skills, coordination, counseling and interpersonal skills.

Personnel at higher levels of Group A services or members of All-India Services will be schooled in personality building, professional excellence, leadership, policy analysis, strategic planning, and policy formulation, apart from being trained in GOI interaction as well as developing holistic perspectives.

All training institutions in Bihar shall work in specific areas to design and conduct training programmes in priority areas. Illustrative priorities include Land records and Revenue Administration, Natural Resource Management which encompasses water, soil and forest management as well as environment and climate change, Tax management and Resource mobilization, Social Sector programs for women, children, dalit and minorities, Disaster Management, Performance Planning and Appraisal, Right to Information, Human Rights, Right to Services, and Management of Training Institutes and their programs.

Cutting across all organizations and levels, certain themes and concerns are considered Thrust Areas in this Training Policy. They have overarching importance or relevance in the state's effort to face challenges and rise above them. They are

a) Information Technology

Considering the growing importance of Information Technology, the training programmes should contain significant course inputs on the use of information technology, especially focusing on its application for promoting departmental effectiveness, efficiency and quality of service.

b) Decentralized Planning and Development

Bihar is the first State to have granted 50% reservation for women in PRIs system. Hence, training on decentralization is necessary. Training programmes of all training institutions shall adequately focus on the conceptual and experiential aspects of decentralized planning and people's participation.

There is also a continued thrust towards associating and involving people in various government programs and processes. People's participation can take the form of NGOs, CBOs or popular involvement. Broad-based participation makes government policies more people-friendly in addition to demystifying them.

c) Procurement and Short-term Staffing

Traditional methods of procuring goods and services are not suitable in several sectors. Market practices are changing and the traditional method of tender and L1 is not found suitable in several areas. To keep pace with changing times and trends, and yet obtaining top-quality goods and services at optimal prices, requires a special focus on procurement and short-term staffing requirements of different departments and organizations.

d) Sunrise sectors and themes

Changing times brings new priorities. It is imperative for the state to be abreast of these changes and make use of them in the pursuit of its objectives. These could be the IT revolution of 90s, climate change in the new millennium, and so on.

e) Modern Management Concepts and Methods

It is imperative that different wings of Government are well-versed in modern management concepts and methods, including public management, HR concepts, etc.

f) Innovation

Every department and organization will constantly aim for innovation. In times of fast-paced change, the need to innovate is a constant consideration to aim higher, do things better and provide services more efficiently.

g) Ethics and Integrity in Governance

A constant theme of governance is to maintain highest levels of integrity and ethics. The message of ethics and integrity shall be constantly repeated and reinforced. The aim of governance is the delivery of goods and services in the most comprehensive and efficient manner. Without the process being perceived as clean and pure, public perceptions are likely to be distorted in case of corrupt and irregular practices. Hence, it is necessary to reinforce the message of ethics and integrity and correlate ends with the adoption of good means.

h) Awareness of Governmental Machinery and procedures

A fundamental knowledge about governmental functions and processes is essential in order to achieve optimal results. This involves knowledge about central government, state government as well as the various tiers of Panchayati Raj institutions.

i) Networking with Prestigious Institutions

A need to interact with institutions that are situated outside government is recognized for constant upgradation and pursuit of

excellence in governance. Networking with prestigious institutions enables government machinery to be abreast of the latest ideas and techniques, as well as get an idea about public perceptions, with third party feedback to government.

VIII. Roles and Responsibilities

The operationalisation of Training Policy is the responsibility of several departments of the Government of Bihar. Each of them have clearly earmarked action points and are duty bound to carry them out for its successful implementation.

1. General Administration Department

- Establish and periodically review standards of competence for each category of post in public service;
- Design incentives for receiving and imparting training;
- Incorporate changes in Annual Performance Appraisal formats to identify training needs of each personnel for professional and organizational growth;
- Ensure departmental interest and investment of time and effort in Human Resource Development; and
- Amend service rules to establish benchmarks for each service and cadre, determine priorities in postings, relate training with postings and promotions, and make training mandatory.

2. Finance and Planning Departments

- Earmark budget for training and education for each department as a percentage of personnel costs;
- Place a corpus fund at the disposal of BIPARD, and to replenish funds in the corpus on an annual basis; and
- Assist BIPARD and other training institutions to obtain technical assistance from external institutions and agencies.

3. All Administrative Departments/PSUs

- Draw up an organizational training vision and strategy, linked to its key transformation goals, in consultation with stakeholders;
- Translate training strategies into actionable training plans for each category of public officials;
- Undertake gap analysis and training needs analysis, organizational and individual;
- Initiate personnel development plans which address training and capacity building for every member of the organization;

- Draw up training plans within nine months from the adoption of State Training Policy, based on a detailed assessment of individual and organizational training needs, and skills audit;
- Ensure integration of training plans into HR and organizational development strategies, as well as the budgetary process;
- Review Mission Statements and Action Plans of the specialized Training Institutes attached to the department;
- Create training division/cell/unit in each department/organization, nominating a nodal officer as training coordinator, identify and induct resource persons, and prepare training material in consultation with BIPARD;
- Formulate training reserve policy and revise work flow templates with estimation of available personnel; and
- Make it difficult for personnel to avoid training, by laying down tough criteria for obtaining waivers.

4. BIPARD

- Provide leadership in training, as nodal institution of the State Government;
- Assist GAD in operationalizing the Training Policy. Undertake module mapping for different components of the Training policy;
- Catalogue best practices, training materials and manuals;
- Facilitate departments and organizations and their training organizations in strengthening and upgrading common/specific infrastructure, preparing special programmes, creating new training modules, organizing Training of Trainers programmes, etc;
- Provide incentives for enhancing capabilities of all trainers;
- Coordinate activities of all State Level Training Institutes to create synergies in the state's human resources;
- Undertake institutional networking with LBSNAA, NIRD, IIPA, SIRDs, ATIs and other institutions of repute;
- Develop a pool of trainers, evaluators and other resource persons;
- Take up training of trainers and management of training courses;

IX. Creation of State Training Council

The State Training Policy will be overseen by a high-level committee called the State Training Council. Its task is to oversee operationalization of the Training policy as well as to monitor its progress. It shall also ensure that Training Plans are drawn up by Cadre Controlling authorities, syllabi are prepared and training activity take place according to Perspective Plans, Annual Plans and periodic reviews.

1101

The State Training Council shall identify benchmarks of the transformation objectives, and also rely on surveys of public perceptions as required. It shall monitor and evaluate outputs and outcomes of training, approve reports and returns and periodically review and assess training methods, curricula and content. Further, it shall enable emergence of knowledge networks.

The creation of State Training Council is the responsibility of General Administration Department, Govt. of Bihar. The State Training Council shall be headed by Chief Secretary and shall include senior public servants, non-governmental experts and other eminent personalities. In addition to the Chief Secretary as the Chairman of the Committee, other public servants shall include, at a minimum, Development Commissioner, Principal Secretary/Secretary of General Administration, Finance Departments as members. Director General, BIPARD will be Member Secretary and will be notified as Secretary/Principal Secretary, Training.