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| <p>अपर महानिदेशक (प्रशि. कम आर एंड डी) राष्ट्रीय सी. पी. डब्ल्यू. डी. अकादमी कमला नेहरू नगर, गाजियाबाद (उ.प्र.)-201002 टेलीफोन नं.: 0120-2718761</p> |  | <p>Additional Director General (Trg. cum R&D) National CPWD Academy Kamla Nehru Nagar Ghaziabad (U.P.)-201002 Telephone No. 0120-2718761</p> |
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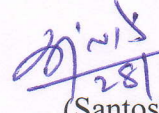
No. NCA/Taining Policy/2019-20/ 40 (E)

Date : 28/10/2019

Office Memorandum

Subject : CPWD Training Policy Regarding.

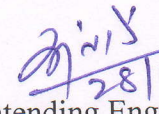
CPWD Training Policy has been finalized by the Competent Authority and released by DG, CPWD on 23rd October 2019 at Nirman Bhawan, New Delhi and the same is uploaded herewith for information and guidance of all officials.


28/10/19
(Santosh Kumar)

Superintending Engineer (Trg.)-I

Copy to:

1. All officers of CPWD. (through CPWD website)


28/10/19

Superintending Engineer (Trg.)-I



Skill India
कौशल भारत - कुशल भारत

TRAINING policy

OCTOBER, 2019



**DIRECTOR GENERAL
CENTRAL PUBLIC WORKS DEPARTMENT
NEW DELHI - 110001**





PRABHAKAR SINGH
Director General



भारत सरकार
Government of India



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FOREWARD

The CPWD Training Policy Document has been envisioned as a framework document to implement the National Training Policy of the Government within CPWD. It has been designed as per the needs of the ever growing organization to update and equip its officers with the tools to help achieve these goals. The various types of trainings the National CPWD Academy conducts help the most vital resource of CPWD, the manpower, to improve and in turn take the organization forward.

This Policy document opens up new venues for how trainings are conducted within CPWD. Introduction of Competency Framework will ensure that the right kind of qualified manpower is allotted as per requirement. The Academy has also started to take in trainee Engineering and Architecture students so as to help in building the Nation's future.


Introduction of the Research and Development Unit in the National CPWD Academy has made it an even more suitable place to impart trainings on topics related to the cutting edge advancement in the field.

I am pleased to note that the Academy has made the courses more accessible to everyone by opening it up to employees of the Central and State Government Departments free of cost and on minimal payment basis for PSU's.

The Annual Training Calendar 2019-20 has also been redesigned to make it more user friendly and to include all the course details so that the prospective trainee can take a more educated call to attend as per need. All necessary information regarding the Courses, Fees, Infrastructure etc. have been clearly shown in the calendar.

Enactment of this CPWD Training Policy will ensure that the legacy of the Training that has been in place, in CPWD since years, continues to improve and grow to match the pace the industry is growing in.

I wish to place on record my deep appreciation to Shri M. K. Sharma, ADG (Research & Training) & his team of officers, Shri Manish Kumar, Director (S&D) and Shri Yashpal, Executive Engineer (S&D) for putting enormous efforts in bringing out this very useful Training Policy Document of the Department.


(Prabhakar Singh)



मनोज कुमार शर्मा
अपर महानिदेशक (प्रशिक्षण एवं अनुसंधान)
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भारत सरकार
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Preface

Training plays important role in the development of human resource to meet organizational aim. The National CPWD Academy plays a vital role in developing the knowledge, skill, attitude and competence of CPWD officials at induction and during the course of service.

The Academy has always been acting as a liaison between the Industry and the Academic institutions. Research and Development Unit established at the Academy, is a concrete step towards making these relationships structured and more responsive. MOU's with renowned institutions like IIT Gandhinagar, SPA's and TERI SAS etc. have already entered into for collaboration. This will ensure Academy to act as Research and Development hub to keep CPWD abreast with the latest technological advancements happening in the field.

The National Training Policy, 2012 assigns responsibility to controlling officers in the Organization for identification of competency gap of an officer and their nomination to suitable courses. The CPWD Training Policy Document shall ensure that the standard and quality of trainings imparted to the Officers of CPWD from their induction to retirement, is properly structured to ensure improvement in work performance, while, ensuring overall professional and personal development to achieve Organization's goals. The Cadre training plans include all the Foundation and Mandatory trainings which are as required by the Recruitment Rules of the specific cadre. Training Policy would be revised every 3-5 years so as to make it update with the development occurring in the field.

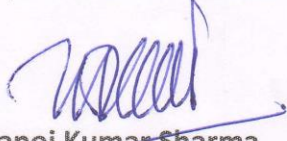
The Annual training plans would have refresher trainings to refresh and update the knowledge in service employees. This plan includes interventions required to develop Department specific competencies. Policy also covers the following aspects.

1. Short Term Thematic Courses: Trainings with a duration ranging from 1-5 days based on topics from the annual training calendar in house and also other institutions.
2. Long Term Courses: Training programs for the officers who would want to pursue higher qualifications.
3. Workshops, Conferences and Seminars: Officers shall be given opportunities to attend national and international Workshops, Conferences, Seminars to help stay enriched with relevant knowledge and latest developments in the field.
4. Foreign Trainings: Through the Domestic Funding for Foreign Trainings scheme the Officers would gain a very important global perspective.
5. Custom Trainings: Apart from trainings on fixed topics the Academy can also organize Custom trainings for CPWD and other Central & State Govt. Departments and PSU's etc. on payment of requisite fee.

It also introduces the idea of setting up a competency framework which helps in placing and training individual officers as per their competencies against vacancies suitable for their competency.

It is hoped that Training Policy 2019 will function as a guide to ensure that the training benefits the human resources which are backbone of an Organization. I acknowledge valuable contribution made by Shri DK Garg, CE(D&DM) , Mr Rajesh Khare , CE(HQ) , Mrs Indu Chowdhary , DDG (e-Gov.) , Shri Santosh Kumar, SE (T&R)I and Anil Kumar SE(T&R)II and other officers of the Academy.

Place: Ghaziabad
Date: 18-10-2019


Manoj Kumar Sharma
Additional Director General (T&R)

CPWD TRAINING POLICY DOCUMENT 2019

PREAMBLE

The National CPWD Academy solemnly resolves to identify training needs of working professionals and develop their knowledge skill and competence for achieving organizational goals by updating and honing skills.

CPWD TRAINING POLICY SUMMARY

National CPWD Academy, a National Resource Institute is looking after the training needs of Engineers, Architects, Horticulturists and workers of CPWD as well as other organisations.

The aim of this policy is to ensure that each and every employee, from the day they assume duty in CPWD until the end of their career, participate in a properly structured training process that will ensure that their work performance is maximized and potential fully developed by equipping all employees with the necessary knowledge, skills and to acquire development orientated professionalism and the appropriate competencies.

National CPWD Academy will impart Cadre training to direct recruit Group 'A' & Group 'B' officers recruited by UPSC, Regional Training Centre will also provide Cadre training to Junior Engineer and Group 'C' officials, workers and few short term thematic courses to Group 'B' Officers. Mid- career training of Two to Four week module has been made mandatory for all mid-level officers to be eligible for promotion. National CPWD Academy will facilitate mandatory mid-career training linked with promotions as per recruitment rules as well as other regular career up-liftment trainings in the Institutes of repute located inland and overseas.

The focus of training is to provide techno managerial and practical skills to all serving Engineers, Architects, Horticulturists & Workers of CPWD and on request from outside CPWD as well and skilling of Contractor's Workers, which helps individuals and groups to achieve a higher level of accomplishment and efficiency.

Academy will make available training course material on its website for anywhere learning. Apart from in house courses, Academy will also sponsor officers for customized courses in other institutions.

Training Evaluation will be done by way of seeking feedback from controlling officers on changes in trainees in the job behavior that resulted from the program and its impact on organizational effectiveness and improvement in the satisfaction level of clients apart from seeking feedback from trainees on quality of training programme.

Based on the concept of "once a trainer, always a trainer" as enunciated in NTP 1996, prior work experience in Training and research will also be considered for selection of manpower in NCA and RTIs apart from qualification & knowledge.

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CPWD TRAINING POLICY

1.0 INTRODUCTION:

The Central Public Works Department is functioning under Ministry of Housing & Urban Affairs and it is entrusted with construction and maintenance of buildings for most of the Central Government Ministries / Departments, Public undertakings and Autonomous bodies.

- 1.1 National CPWD Academy, a National Resource Institute looks after the training needs of Engineers, Architects, Horticulturists and workers. The Academy is located at Ghaziabad. Regional Training Institutes and Workers Training Centers are located in the four metros i.e. New Delhi, Mumbai, Kolkata and Chennai.
- 1.2 The Academy is located in a lush green, serene, salubrious and pollution free environment spread over 30 acres of land in Kamla Nehru Nagar, Ghaziabad. The Academy has well equipped classrooms, Computer labs, indoor & outdoor sports facilities and well-equipped hostel for boarding/lodging of the participants. The Academy imparts training/refresher courses in all the aspects of public works. The Academy conducts training programs, workshops, brain-storming sessions, seminars etc. to upgrade the techno-management skills of CPWD officers as well as other Central Govt. Departments, State Govt., PSUs etc.

1.3 Regional Training Institutes:

The Regional Training Institutes are located at National CPWD Academy, Ghaziabad, New Marine Lines, Mumbai, Salt Lake City, Kolkata and K. K. Nagar, Chennai. The Institutes impart Cadre training to Junior Engineer and Group 'C' officials and some short term thematic courses for Group B officers. Worker's Training Centers also work as part of Regional Training Institutes. They impart skill improvement training to workers.

2.0 VISION

To excel as Academy for state of art capacity building of working professionals for client satisfaction through quality, timely delivery and transparency in effective execution of work and delivery of services while adhering to the principle of sustainable development.

2.1 MISSION

- I. To formulate, update and implement CPWD Training policy in line with National Training Policy of Government of India.
- II. To identify training needs of CPWD officers to develop and update their competence to meet Organizational goals.
- III. Mandatory training programmes for entry level and at promotion stage level due to change of responsibility for officers.

- IV. Refreshers training programmes for updating and honing skills of officers.
- V. Sponsoring officers to internal, external seminars and conferences to keep them abreast with latest development in the field.
- VI. Sponsoring officers to external short term and long term inland/foreign programmes for specialized courses.
- VII. Conducting departmental examinations for CPWD officers as per recruitment rules.
- VIII. To Train Engineering students.
- IX. To develop specialized centers in various fields e.g. to take up green rating TPQA, heritage conservation, consultancy and repair & rehabilitation studies for setting benchmark and offer services i/c consultancy services in the field of specialization for a fee which could be waived as per the government policies.
- X. To develop Academy as an Independent Institution having budgeting and infrastructure development teams under it.
- XI. To take up research and development activities followed by prototype studies for their transfer to field.

2.2 VALUES

Academy has adopted Excellence, Integrity, Accountability, Transparency, and Empathy as core values.

3.0 POLICY STATEMENT

Human Resources are most important asset and essential for an effective organization, and to this end CPWD recognizes the important contribution that training and development makes, for both effective and efficient service delivery and career development of individual officers.

3.1 COMPETENCY FRAMEWORK

1. Competencies encompass knowledge, skills and behaviors which are required in an individual for effectively performing the functions of a post. Competencies may be broadly divided into core skills which officials need to possess with different levels of proficiency for different functions or levels. Some of these competencies pertain to leadership, financial management, personnel management, information technology, project management and communication. The other set of competency relate to the professional or specialized skills which are relevant for specialized functions such as Design work, Project management, building specialized structures etc.
2. A fundamental principle of the competency framework is that each job should be performed by a person who has required competency for that job. Training shall be based on the duties that are to be performed in a particular post.

3. For moving to a competency based approach, distinct types of posts and competency required for performing work in such posts shall be classified. Thereafter, an individual's development shall be linked to the competency needed for the current or future jobs. Career progression and placement shall be based on matching the individual's competency to those required for a post. The training plan shall be prepared to address the gap between existing and the required competencies and provide opportunities to the employees to develop their competencies.

3.2 TRAINING OBJECTIVE, GOAL AND TARGET

The objective of training will be skill upgradation to develop professional competence of officers and workers in CPWD to meet organizational goal. The competency framework will be used to ensure that officials have the requisite knowledge, skill and attitude to effectively perform the functions they are entrusted with.

The focus of National CPWD Academy is to provide techno managerial and practical skills to all serving Engineers, Architects, Horticulturists & Workers of CPWD and on request from outside CPWD as well and skilling Contractor's Worker, which helps individuals and groups to achieve a higher level of accomplishment and efficiency.

The goal is to enhance efficiency through knowledge sharing by motivational & practical ways of imparting training not only in house but also by sponsoring officers of various cadres for training in other important institutes in India and abroad. Priority will be given to the training of frontline staff including training of soft skills so as to improve customer orientation as well as quality of service delivery to the citizens.

4.0 TRAINING PLANS

4.1 CADRE TRAINING PLAN (CTP)

A comprehensive training plan for the employees of different cadres shall be developed and implemented under cadre training plan incorporating suitable training intervention after taking into consideration the various duties and responsibilities to be performed by them from the stage of recruitment to retirement. Cadre training plan shall be reviewed in a period of 3 – 5 years to ensure that it meets the needs of the Department.

4.2 ANNUAL TRAINING PLAN (ATP)

Annual Training Plan shall be prepared annually, latest by 31st January for all the employees working in the Department during that period irrespective of the cadre / service of such employees. This plan includes training interventions required to develop Department specific competencies in those employees who are posted in the Department on a tenure basis, e.g., Accounts officers etc.

5.0 TRAINING INTERVENTIONS

5.1 ENTRY LEVEL TRAINING

It shall be imparted to all employees before they are assigned duties / responsibilities of any post after recruitment to provide deeper understanding of functioning and to fully prepare the new recruits for specific responsibilities.

5.1.1 FOUNDATION TRAINING FOR DIRECT RECRUIT GROUP 'A' & GROUP 'B' OFFICERS:

Direct recruited Group „A“ Officers are designated as Assistant Executive Engineer (Civil), Assistant Executive Engineer (Elect), and Dy. Architect. Direct recruited Group „B“ Officers are designated as Assistant Architect, Assistant Director(Hort). They are recruited through UPSC and provided with foundation training according to the relevant recruitment rules. Foundation training modules are revisited time to time to remain relevant with the changing work environment. The foundation training modules of 35 weeks includes classroom training at Academy, field attachments, and specialized trainings at other institutions.

5.1.1.1 CLASS ROOM TRAINING:

In house training for 19 weeks will be provided to direct recruits covering introduction of various units of CPWD, CPWD Accounting systems, Computerization in CPWD, Web based management systems, construction procedure in CPWD, maintenance management, CPWD manual & Specifications, DSR, Analysis of Rates, Upkeep of Heritage Buildings etc. Duties and responsibilities of various level officers, work ethics, Administrative vigilance, contract clauses, contract management, e- tendering, e- governance, conduct rules, financial powers etc.

5.1.1.2 FIELD TRAINING:

The trainees are sent to various units of CPWD Offices, sites & manufacturing plants to impart them first-hand knowledge of working in different positions.

5.1.1.3 TRAINING AT NATIONAL ACADEMIES OF ADMINISTRATION.

Trainees are sent to IIPA for training in public administration, Constitution, Law, economics, Organization behavior etc. Sometimes trainees are also sent to various academies located at Bhopal, Nagpur, and Hyderabad for class room and field training along with Civil service probationers.

5.1.2 FOUNDATION TRAINING FOR NEWLY RECRUITED JEs and GROUP 'C' EMPLOYEES:-

Regional training Institutes located at Ghaziabad, Mumbai, Kolkata and Chennai organizes foundation training course for newly recruited JEs and Group 'C' officials as per the relevant recruitment rules. Employees are introduced to their working environment and imparted specific skills to carry out their tasks.

5.2 MID-CAREER TRAINING

It is career linked mandatory training provided to all employees at various levels / stages of their career before they are promoted to positions of higher responsibilities. The design of curriculum, pedagogy, institutional partners and faculty resources at each stage of programme will be finalized after analyzing the needs of the officers and to build their next level competencies. The duration of programme varies between 2 to 4 weeks and may have domestic and foreign components. The pay / service rules pertaining to grant of grades, scales and increments of the respective services shall be governed by the relevant Recruitment Rules. The training in this category is mandatory which is linked with the promotions of the Officers viz Assistant Engineer to Executive Engineer, Executive Engineer to Superintending Engineer and Superintending Engineer to Chief Engineer level officers.

5.3 SHORT TERM THEMATIC TRAINING AT NCA

National CPWD Academy shall bring out a training calendar every year latest by 31st January giving complete date wise schedule of all regular courses to be conducted for various levels all through the year. Calendar shall be published on the CPWD website for information within CPWD and for benefit of other Departments. The nomination facility shall be made available online. Controlling officers will assess the training needs of employees under their jurisdiction and nominate them for appropriate courses. Duration of these courses are kept in the range of 1 to 5 days as per course requirements & topics of interest. These courses are also open for officials of other organisations with nominal course fees, however trainees from central & state Government Departments are exempted from any course fee.

5.4 SHORT TERM THEMATIC TRAINING AT OTHER INSTITUTIONS

Academy sponsors middle and senior officers of Department to various courses/ seminars being run by various Institutes / bodies in India such as IITs, IIMs, CIDC and other similar Institutions. Collaborating with CIDC and other similar Institutions to become the Centre of training of Carpenters/Plumbers/Electricians/Masons to develop correct construction practice and impart required skill.

5.5 CUSTOMIZED COURSES

Customized training is an intensive programme specifically designed for officers working in a particular domain / sector with the objective of providing deeper knowledge, latest developments and understanding of the smart practices in that sector, and also facilitate experiential learning and sharing amongst the officer working in the same sector. Department has some specialized functions also & the employees handling such functions require customized training in relevant areas to enable them to contribute for better performance for the Department. The duration of these programmes would depend on the specific training needs and these shall be either inland or abroad.

Whereas Department / Academy sponsors officers customized courses in other centers, the Academy also designs and organizes special courses for other central & state Govt. departments and PSUs etc. catering for their training needs for in service new recruits on payment of requisite fee.

5.6 LONG TERM TRAINING

This training is to facilitate officers, especially younger ones to upgrade their knowledge and skills in the sector having relevance to their current or future assignments by acquiring higher qualification either in India or abroad thus enabling them to contribute for higher performance. The duration of programme would generally be more than 6 months e.g. Post graduate programme in public policy and management and other programmes.

5.7 WORKSHOP, SEMINARS AND CONFERENCES

Middle or Senior level officers shall be given opportunities to attend national and international workshops/seminars/ conferences, etc. These congregations invite academicians, practitioners and national/international experts on various contemporary subjects and issues and therefore, participants in such events will be enriched with relevant knowledge, latest thinking and technological developments, national / international policies, best practices, cost effective and sustainable approaches, etc. Further, they could share their own experience and knowledge in such forums for the benefit of others by way of presenting publishable papers. The participant officers shall be encouraged to institutionalize their learning through presentations and reports in the academy.

5.8 INDUSTRIAL TRAINING:

Such training is imparted to workers like mason, fitter, carpenters, electricians etc. The course focuses on skill development in a particular trade & techniques by hands on practices. The participants are judged by their trade tests.

5.9 DISTANCE AND E-LEARNING

Distance and e-learning provide unparalleled opportunities for meeting the training needs of large number of official disbursed across the country in different cities and towns. Technology provides the means to net available a vast resources of learning material and courses online providing individuals with enormous choice and flexibility in learning. Academy shall make available training course material through e-learning portals as well as through the more conventional modes of distance learning. The portal would be a platform to bring together the numerous government and other training institutions for providing a single point of access to the repository of training resources. The Academy shall also build up data base of the training resources available such as calendars of training programmes of different institutions, faculty in different subjects etc.

6.0 FOREIGN TRAINING

Foreign training fills a crucial gap in the training system. It provides opportunities for officers to gain exposure to the latest thinking on different subjects in some of the leading institutions of the world. It exposes them to experiences and best practices of different countries with differing models of development and governance. Since 2001, the scheme of Domestic Funding for Foreign Training (DFFT) has become the main source under which officers are now being sent for foreign training.

There is a need to continue and strengthen the DFFT scheme as well as other similar schemes of various cadre controlling authorities so that officers have the opportunity to attend both long-term and short-term programs to develop in-depth competencies in a range of subjects/areas or specific specialized subjects. This is particularly important for officers who are likely to hold positions at the senior most levels of Government where they need to be aware of, and take into account, the broader global context in policy formulation as well as international best practices.

Academy send officers for training courses and study tour to foreign countries.

7.0 MONITORING AND EVALUATION.

Evaluating the effectiveness of training is a very important but difficult aspect of training administration. The evaluation of training shall not be limited to post course questionnaire inviting trainees to comment on the course, trainer and training material. Evaluation in the training shall comprise to the quality of training programs, the learning derived by the participants and changes in the job behavior that resulted from the program and its impact on organizational effectiveness and improvement in the satisfaction level of clients.

8.0 HUMAN RESOURCE PLANNING AND ALLOCATION

This is a structured career development of an employee who is identified for a specific position aimed at future appointment, to that specific position. Two week module of training before promotion has been made mandatory for all mid-level officers by making provisions for the same in recruitment rules for officers of CPWD. The nomination for such training shall be done by cadre controlling authorities and individual performance of all trainees shall be evaluated to declare them successful or not. The successful completion of this training will be one of the criteria for their promotion.

9.0 DEPLOYMENT OF HUMAN RESOURCE AT NCA AND RTI

Suitable and selected officers shall be deployed in the NCA and RTIs. Selection of manpower in NCA and RTIs shall be based on qualification, knowledge and prior work experience in Training and research. The willing and competent officers shall be given preference.

Minimum tenure of posting in NCA/RTIs shall be 3 years. The deserving and willing officers may be allowed to continue for longer period with no maximum limit. Those working in the NCA/RTIs shall be considered zero period for tenure/outstation posting unless officer is found unsuitable for training work or the concerned officer submits unwillingness to continue after minimum tenure period of posting of three years.

9.1 RAINER DEVELOPMENT

The Trainer Development Programme (TDP) has been one of the most successful instances of transfer of learning under a donor project resulting in the development of a cadre of trainers. The concept of “once a trainer, always a trainer” that was enunciated in the National Training Policy, 1996 has aided to its success. The Trainer Development program is, however, based on curricula and content developed over the last three decades. While the core principles of learning have not changed, there are new developments in the field of training techniques and particularly in the use of technology in enabling and facilitating training for large numbers of people. There is an urgent need to identify the current international best practices in training skills and techniques and develop a cadre of trainers in such skills/techniques. National CPWD Academy has to identify such Officers for the purpose and equip them with all the requisite assistance and facilities to bring them up to the standard of good trainers.

9.2 DEVELOPMENT OF DOMAIN / SECTOR SPECIFIC TRAINERS

Trainer development programme shall be administered to develop a cadre of trainers in training techniques such as :

1. Training needs analysis
2. Design of training
3. Direct trainer skills
4. Evaluation of training

The fundamental concept of TDP is once a trainer always a trainer, i.e. once an officer has been developed as a trainer his/her services are utilized for imparting training throughout the carrier irrespective of the place in which he may be working. This ensures optimum utilization of developed resources. While recognizing the paucity of domain / sector specific trainers in the domain the policy envisaged the conversions of expertise available in training techniques with the subject matter expertise available with other departments and organizations to develop domain / sector specific trainers.

Further, the adoption of competency frame work by the department shall bring out the competency gap of employees leading to increased demand for training large number of employees in a wide range of subjects / areas. Moreover, successful implementation of providing quality service delivery is possible only if the concerned employees are provided with the requisite competence. To achieve the above objectives, training capacity shall be enhanced by way of developing adequate number of domain / sector specific trainers.

9.2.1 PROCESS OF DEVELOPING DOMAIN / SECTOR SPECIFIC TRAINERS

1. Identification of training population

Academy shall identify sectors / sub-sectors and assess the number of employees required to be provided training of specific skill set.

2. Identification of subjects

Once these sectors / sub-sectors and the training population are identified, a comprehensive list of subjects on which training is needed shall be drawn through conducting a training needs analysis.

3. Development of Modules

Once the subjects are identified high quality module which are scientific but easily understandable with logical flow of information and without compromising on the contents of the subject matter shall be developed.

4. Selection of Developers

A team comprising a subject matter expert and a practitioner working in Academy or Department shall be entrusted with the responsibility of developing each module in order to develop effective modules in addition to the command over the subject. The developers of the modules shall be selected having knowledge of process and techniques of developing the modules. Members of the said team shall undergo various DOT courses sponsored by the DoPT. The module developed by the team shall be validated and pilot run before the roll out. The team shall also have responsibility of training the trainers as well as developing the material for use by the trainers such as power point presentations, process sheet, handouts, flipcharts, etc. The team shall also refine the module and other training material periodically based on the latest development in the subject. The member / team that has developed the module shall be certified as Master Resource Persons and trainers developed by them shall be certified as Resource Persons in that particular module.

5. Selection of Potential Trainers

Potential trainers shall be selected from the Department / outside experts / retired officials having following qualities:

- i) Role model in the line function and open to new ideas
- ii) Willing to learn and share knowledge
- iii) Possess good communication and interpersonal skills
- iv) Abundant patience with positive and helpful attitude

6. Certification

The potential trainer after having undergone

- i) Training in the content of the select module by the MRP;
- ii) The DTS course of DoPT to upgrade instructional skills, and
- iii) After satisfactorily delivering the module

before the panel constituted by the Department / Academy will be certified as a Resource Person in that particular module. While such certification will be valid for two years, renewal of certification shall be linked to conduct of certain minimum number of training in that modules in every year and also on upgrading his / her knowledge in that subject periodically.

7. Incentive for Trainers

Apart from treating the time spent by MRPs and RPs on imparting training as on duty they shall be given appropriate honorarium for developing modules and imparting training. At the same time they shall be given opportunities to undergo courses in upgrading their knowledge and polishing their training skills at Centers of Excellence including developing themselves as DoPT certified trainer in various training techniques. The details of MRPs and RPs shall be placed on the website of the department / academy.

10.0 ANNUAL BUDGET AND FUNDING

Budget is the Annual Financial Statement of all transactions including estimated receipts and expenditure occurring during the year in which the statement is prepared as well as during the ensuing year. The training budget, which is submitted annually for consideration, should take into consideration all training interventions to ultimately satisfy the identified training needs.

The National Training Policy of 1996 had recommended that 1.5 percent of the salary budget be set aside by each Department to be used solely for the purpose of training. Given the likely increase in the need for training by moving to a competency based system, it was recommended that each Ministry/Department/Organization set aside at least 2.5 percent of its salary budget for training.

11.0 TRAINING POLICY: Miscellaneous

- (a) Apart from foundation courses & mandatory courses, every employee up to the level of SE will attend minimum 10 days (minimum 5 days in first half of the year and balance days in second half of year) of short term thematic (refresher) courses / workshop / seminar every year. This shall be mandatory as per the relevant Recruitment Rules. Employee may select topic of refresher Courses as per their work requirement and aptitude and submit option to controlling officers for nomination. Nominations shall be completed by the controlling officers at least one month prior to the start of course and sent to the course co-ordinator.
- (b) All employees will keep record of their participation in thematic training / workshop / seminar during the year. Immediate controlling officer shall be responsible and accountable for the training of the staff working under him. Officer will mention to this effect in para 2.4 of APAR while submitting his self-appraisal. The controlling officer shall also record a note to this effect in his self- appraisal that all officers in his jurisdiction have been imparted the necessary training. However on the event of transfer of an employee in the middle of year, he will apprise the status of his training to the new controlling officer so that training target can be met.
- (c) For enhancing the capability at individual level, basic training on all the topics will be provided for each discipline for meeting general work requirement. For enhancing the capability at organizational level advance level training on the specialized skills will be provided to selected employees under competency framework.
- (d) Faculties of outstanding credentials depending on their experience, qualification and research, publications, teaching experience etc. shall be designated as eminent faculty and will be eligible for enhanced honorarium. Selection and honorarium of eminent faculty will be approved by ADG (T&R).

11.1 CERTIFICATION OF TRAINING.

NCA shall issue certificates for employees who successfully completed internal training program after evaluation. With regard to courses offered by external training providers, the office of the Administration of external training provider shall ensure such certificate.

12.0 TRAINING RECORD AND REPORTING.

- (i) The NCA/RTI shall keep record of Participants and Courses
- (ii) The NCA shall compile an annual report of all training activities in NCA and RTIs for each quarter and the report will be submitted latest by 10th day of following month to the CPWD Directorate.