

State Training Policy of Maharashtra

Government of Maharashtra
General Administration Department
GR No: TRN-09/Pra.Kra.39/09/12-A dated September 23, 2011

Refer to : (1) Office Memorandum of Department of Personnel & training,
Government of India, No. 13024/1/2008/TRG – 1, dated 05.09.2008.
(2) D. O. letter from the YASHADA Institute, No. BOST – ADM / 2011/ STP,
dated 06.04. 2011.

Introduction

Providing training to all employees in the state to increase efficiency at every level in the state Government service and to make the administration more dynamic has become crucial. Training has also become essential to face the challenges arising out of economic, social, political and technical changes and to attain flexibility in the administration necessary for the change. At present the function of extending training is being carried out at different levels and to introduce an element of uniformity in the training function of state as well as modernize the existing training institutes. In view of this, the issue of framing of the Training Policy was under consideration of the government of Maharashtra.

The Central theme of the State Training Policy includes:

- Training for all,
- Continuous training ,
- Need based training,
- Linking the training with the human resource development policy of the state,
- Augmentation of the existing training facilities,
- YASHADA to serve as the apex training institute,
- Affiliation of all training institutes to YASHADA for this purpose,
- Setting up of state ,divisional and district training institutes as required,
- Extending autonomy to all training institutes,
- appointments of training managers at all levels from the state to the local office,
- Linking training with service rules,

- Preparing a Calender for actual training,
- Providing the budget for training based on the design,
- Implementing the training policy scheme under planned scheme.

The Government has taken decisions as follows:

1. Arrangement to implement the Training Policy

1.1 A State Training Task Force is being set up under the Chairmanship of Hon. Chief Secretary, of Government of Maharashtra to implement the policy. The State Training Task Force will comprise following members:

Chief Secretary – Chairman

Additional Chief Secretary/ Principal Secretary (Service), General Administration - Vice chairman

Additional Chief Secretary/ Principal Secretary/Secretary. General Administration - Member

Additional Chief Secretary/ Principal Secretary / Secretary, Rural Development Department - Member

Additional Chief Secretary/ Principal Secretary / Secretary, Urban Development - Member

Additional Chief Secretary/ Principal Secretary / Secretary, Revenue - Member

Additional Chief Secretary/ Principal Secretary / Secretary, Finance - Member

Additional Chief Secretary/ Principal Secretary / Secretary, Planning, Public Health - Member

Additional Chief Secretary/ Principal Secretary / Secretary, School Education - Member

Director General, Police – Member

Principal Chief Forest Conservator, (Forest Force Head) – Member

Director General, YASHADA – Member Secretary

The role of the Task Force will be as follows and any meeting of the Task Force will be held as decided by the Chairman. The Task Force will meet at least twice a year.

- (A) To try to secure suitable status to the Training Policy in the development of human resources of the state,
- (B) To promote modernization of the administrative machinery of the state through training,
- (C) To evaluate as the apex Task Force, the training process in administration and to take decision in terms of the policy
- (D) To function as the main body to raise money at the national and international level to strengthen the training capacity of the state.

- 1.2 All training institutes in the state are being affiliated to YASHADA which will serve as the Apex Training Institute. YASHADA will determine the various standards for quality of the training institutes; chalk out the syllabus for foundation and post promotion training; provide guidance on the content, provide guidance for action based research; organize Trainers training for effective training programmes; carry out evaluation etc.
- 1.3 The State Training Planning & Evaluation Agency (STPEA) is being set up in YASHADA, and YASHADA will be responsible for planning and evaluation of training in the state. This agency will undertake regular annual evaluation of the training institutes of the departments, and the Administrative training institutes.
- 1.4 All training institutes in the state will set up a Training Planning and Monitoring Cell (TPMC). The Cell will be responsible for the planning of training, as well as training input, processes and outputs.
- 1.5 Every government department, Panchayat Raj Institution, Corporation and Mission Units will take action to appoint a training manager in every office from the state to the local level, who will possibly control the establishment. The Training Manager will co-ordinate the training programme of the concerned tier of the staff and officers of the concerned department; do a primary survey of the institute; ascertain if there is financial provision for every scheme and to organize training under the scheme; prepare proposals to procure budgetary provision for arranging training within the Department; prepare an outline of training programmes for five years and prepare an annual training plan; prepare Training need analysis for each job. Functions such as selection of the staff for a suitable training programme; preparing a procedure for entry into service, promotion and transfer as well as one revision programme in 5 to 7 years as well as implementing the same; monitoring training by discussing with trainers of a programme already completed; identifying good trainers from the trained public servants and forming their team, organizing training of the experts in the institute and certifying them to train others; selecting consultants and experts and getting handbooks and training material produced from them as well as attempting to hold on the job training ; co-coordinating programmes and their actual conduct also fall under the job profile of the training manager.

2. Types of Training

- 2.1 State government employees will receive technical training, administrative and in-service training, and for selected categories foreign training also.

2.2 Composition and implementation of technical training

This form of training will be related to the concerned department and to the primary technical work of the institutes affiliated to that concerned department. Every department and existing training institute will be responsible for design, development, planning, coordination, and implementation of technical training as well as for evaluating the trainees and certifying them. Such institutes will be granted autonomy and rights to augment themselves. It is necessary for the departments to extend compulsory training to such officers who have been appointed after transfer and who need specialized knowledge to carry work as per the nature of the job. The concerned departments should prepare an annual training programme for technical training and make budgetary provision for expenditure.

2.3 Composition and implementation of administrative and in service training

This form of training aims at making suitable change in knowledge, skills and attitude. Such training is necessary for the staff of all departments. (Public administration, social responsibility, project management, good governance, management skill, financial issues, human resource development, establishment, related laws, computer training etc.)

This training being important for general capacity building of the administration and for motivation and suitable functioning, that must be compulsorily given to employees on all posts. The responsibility for this training will lie with YASHADA as it is the apex training institute as well as that which will build up, plan, prepare expert trainers, evaluate, organize examinations and grant certificates, and also with Divisional administrative institutes and district administrative training centres. This training will be compulsory to the staff, particularly after the staff is appointed.

Officers/staff belonging to all Cadres in Maharashtra state will be given training as indicated in the stages below. It will be necessary to determine the duration of the training for junior level staff in terms of hours than in days.

(A) Duration of Foundation Training

- Group A-Six weeks
- Group B-Six weeks
- Group C-Two weeks
- Group D-One week

(B) Duration of After promotion training

- Group A-Two weeks
- Group B-Two weeks
- Group C-One weeks
- Group D-Three days (21 hours)

(C) Duration of Refresher Training

This training shall be extended once in at least five to seven years for five days but this training will be granted to only those officers and staff who have not undergone any training during this period.

(D) Duration of After transfer training

This training will be extended to only such officers and staff who have being transferred outside their department and whose nature of work has changed after the transfer. The duration of this training will be between 1 and 3 days. (7 to 21 hours)

(E) Orientation training

The duration of this training will be between 1 and 3days (7 to 21 hours). The orientation training may be granted to officers in Class A and Class B after minimum four years but before completion of 6 years after they have been given the basic training. It is expected that special training is also organized to orient with new subjects.

2.4 Foreign Training

The State Training Task Force under the Chairmanship of Hon. Chief Secretary will decide on the policy regarding Foreign training for certain cadres and will take the final decision.

3. Arrangement for imparting Training and Functions of Training Institutes

3.1 Training institutes at all levels of Government Departments will undertake functional studies as per requirement, conduct Departmental and professional examinations, hold workshops to include people at all levels in the programmes and schemes of the department, prepare manuals and training material , organise training as per the subject for trainers of the Department, conduct research in the subjects related to the department, evaluate the programmes and schemes of the Department on behalf of the head of the department, undertake Business Process Re-engineering, and recommend suitable changes in Government policies, schemes and programmes. These training institutes will be under the control of the head of the department of the concerned level. YASHADA, as the apex body, will evaluate the training institutes of all Departments.

3.2 The process of administrative and in-service training will be implemented at three levels.

(A) YASHADA will function at first level means at state level as a State Apex Training Institute with responsibilities as follows: Organizing trainings of

trainers for various subjects; extend intensive training to Training Managers; serve as the main institution to offer decentralized training in Computers and IT as also offer Policy advocacy for state sponsored research; serve as the State Resource Center; prepare and disseminate documents and training material; serve as the virtual academy for Maharashtra state and state machinery for distance and e- learning; function as the repository for the information database prepared by all Departments of the State Government. Status of Deemed University to YASHADA will be give in future, for this necessary action will be taken and extra land be given; YASHADA will take review on behalf of Government and conduct evaluation of government scheme and also play important role in evaluation of training and will make recommendations, undertake Business Process Re-engineering of department, and propos suitable changes in department work. Department having public interface will be given priority.

(B) At the second level, Divisional administrative training institutes will be set up at par with Divisional headquarters. The main functions of these institutes will be as follows:

Conducting training programmes for public servants of Class B and Class C employees in the Divisional headquarters; organizing special department wise workshops for selected groups to implement special schemes and programmes, making available training facilities to field level institutes to satisfy training needs of local self government institutes and government undertaking in the respective Department; compiling information for research at the state level; communicate with YASHADA and the state government, to evaluate.

These training institutes will function under the control of respective Divisional commissioner.

(C) District administrative training centres in all districts will form the third and the final tier in the training process. The district training team will look after decentralized training and their role is given below.

Every district administrative training centre will have a group of subject matter experts. Taking into consideration the background and the need of the district, a list of district oriented training subjects will be determined and district training institutes organize team accordingly. Training of this team will be held in YASHADA, Divisional training institutes or various training institutes. Participant's Representatives of YASHADA and trainers recognized by YASHADA will guide the district training centres and also report on the

work of the team to the respective regional administrative institute and YASHADA.

YASHADA will evaluate all training centres following under the district. Training institutes at the district level will work under the control of respective District collector.

- 3.3 The above mentioned three tiered training institutes will be set up in stages. In Divisional head quarters or district head quarters where no administrative academy exists at present existing training centres, university, other autonomous institutes or private institutes will be granted a temporary or permanent status as an administrative training centre. Where a temporary status has been granted to institutes, independent administrative training institutes will be established in their place initially in first phases. The government will make available land to the concerned institutes while financial provision required will made available by the general administrative department. Training institutes will be set up for all departments in later stages. The government will make available land to these concerned institutes and the concerned department will make financial provision.
- 3.4 All training institutes will be registered under the Societies Registration Act, 1860 or under Mumbai Public Trust Act, 1950 & granted autonomy. To retain the quality of training there will be representative of the Government and YASHADA on the board of governance and executive committee of all autonomous training institutes. These institutes will be given grant in aid from the government. However, it is expected that these institutes ensure the curtailment in their expenditure and also be active to raise funds through sponsored training programmes, projects and consultancy services.
- 3.5 It is implied that the state apex training institute and state level institutes of department do not limit themselves to being only training institutes but also function as important recourses centres, think-tank, research and documentation centres for administrative and departmental work, technology extension centers, as a Agency to evaluate schemes of the government, institutes undertaking business process reengineering of the department, and Policy advocacy institute based on facts. Administrative/departmental training institutes at the Divisional level as well as the district level will assist the state apex training institute and the state level departmental institutes in above-mentioned works.

4. Distance Training System

As a State Development Institute and Audio visual Academy, YASHADA will organize training classes through training institutes of related Department. As it is proposed that training should be made compulsory for Groups A, B, and C & the number of employees who would take conventional /general training will be high. Thus distance

training system will be more effective. Training institutes based at regional and district levels can serve as distance education centers through video conferencing, computer based training i.e. e-learning, computer assisted evaluation, issuing of certificates etc. can be done. YASHADA will serve as a virtual academy.

5. Training related Human Resource

5.1 It is necessary that all departments must take special care to maintain quality of human resources related to training. Thus procedure to select qualified and efficient candidates both as regular trainers and trainers on deputation and to extend motivational benefits needs to be established so that those who have M.Phil, Ph.D degrees or have cleared NET or SET, and have training experience are willing to be a regular trainers as well as suitable government officers are drawn to these services on deputation.

To maintain consistency in training, the training institutes should be prompted to appoint regular trainers up to the extent of 25% and those with field experience as trainers on deputation to the extent of 25%, and the remaining 50% through external trainers. The last group will consist of retired officers, trainers on contract and guest faculty. Similarly, the training institutes should be induced to organize regularly trainer development programmes for trainers, to extend opportunities within the country and abroad for administrative research, and to make available leave for educational enhancement.

5.2 Trainers on deputation to training institutes are eligible to receive a training allowance which will be 30% of their basic salary. However, these trainers will not be eligible for deputation allowance.

6. Officers/Staff Training linked to Service Rules

It is necessary that training, and professional progress of employees and officers are linked purposefully. Thus, an officer/employee should be considered as not being on a regular post but on probation until the officer/employee does not complete Foundation training. It is necessary that at least a 5- day training has been undertaken in each time slot of 5 to 7 years. It is also necessary to taking into consideration while granting increment every year whether the employee has successfully completed the necessary training.

Disciplinary action should be taken by a competent authority as per the provisions of Maharashtra Civil Service (Discipline and Appeal) Rules, 1979, if a person remains absent for training (except under exceptional cases and without seeking approval for

exemption from a competent authority) in spite of being nominated for the training from the seniors. Similarly, an amount equivalent to the expenditure of one trainee for the related training should be deducted from the salary of the defaulter, the recovery be deposited in the accounts of the training institute by the seniors and record of the recovery shall be made in the service book of the defaulter. It will be essential for the concerned departments to include the above mentioned mandatory clauses in service rules in due course. It will be compulsory to evaluate the performance of the trainee at the end of the training and certify the success. A trainee who fails to obtain the prescribed marks will have to undergo the training at his own cost. A feedback system will also be initiated to receive evaluation from a trainee on every trainer, overall training, lodging and other facilities on the last day of the training.

A trainee would be required to sign a bond with a competent authority in advance in case of a training of long duration and training abroad. In case the trainee leaves his job, the amount spent on the training will be recovered from the trainee and deposited in the treasury. It is necessary to complete the above mentioned related training for special training to be taken in the country or abroad, for continuous education and for research opportunities.

Disciplinary action should be taken by a competent authority on the concerned officer as per the provisions of Maharashtra Civil Service (Discipline and Appeal) Rules, 1979, if training institutes invite nominations and the department fails to nominate him except in case of disasters, elections, census, law and order condition, or without seeking approval for exemption from a competent authority (competent authority being defined as the senior office of the concerned department/office).

The STTF will have the right to decide policy on study leave for government officers/employees.

7. Training of Public Representatives

It will be necessary for training institutes of that relevant level to conduct training for representatives of Panchayat Raj Institutions, members of the legislatures and ministers. Detailed instructions will be issued from time to time.

8. Financial Provisions

Every training institute will prepare a training plan at the beginning of the year and accordingly make a provision in the budget of that government department in the financial year. The general administration department will make financial provision for state training Planning and evaluation Agency as well as for administrative and in service training and examination/certificate of the trainees to YASHADA and Divisional administrative institute as well as district administrative training centres. This training policy scheme will be implemented as scheme under plan scheme.

9. This government decision is available on the website of Maharashtra government and its computer index number is 20110923172135001.

By order and in the name of the Governor of Maharashtra,

Sd/-
(Ratnakar Gaikwad)
Chief Secretary

cc to:

Accountant General, Maharashtra-1 (Accounts and ***anudyeyata), Mumbai
Accountant General, Maharashtra-2(Accounts and ***anudyeyata), Nagpur
Accountant General, Maharashtra-1 (Audit), Mumbai
Accountant General, Maharashtra-2 (Audit), Nagpur
Additional Chief Secretary/ Principal Secretary/ Secretary, Mantralaya, Mumbai
Director General, Police, Mumbai
Principal Chief Forest Conservator, Van bhavan, Ramgiri Road, Civil Lines, Nagpur 440 001
Principal Secretary /Personal Secretary of Hon Chief Minister
Principal Secretary /Personal Secretary of Hon Deputy Chief Minister
Personal Secretary/ Personal Assistant of Hon Ministers and *** Ministers
Personal Assistant of Chief Secretary, Mantralaya, Mumbai
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All departments of the Mantralaya, and offices, training institutes under the purview
of these departments, 12-A, General Administration Department, Mantralaya, Mumbai
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