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SCHOOL & MASS EDUCATION DEPARTMENT

RESOLUTION

The 11th October, 2014

**Sub: Formulation of Training Policy for specific orientation under School & Mass Education Department.**

Human Resource Management function has undergone a significant change. Organizations are attaching tremendous importance to the management and development of their people. There is an increasing recognition that the individual in an organization is a key resource and should not be simply looked upon as a cost.

Competencies encompass knowledge, skills and behaviour, which are required in an individual for effectively performing the functions of a post. Some of these competencies pertain to leadership, financial management, human resource management, information technology, project management, communication, monitoring and evaluation etc.

Fundamental principle of the competency framework is that each job should be performed by a person who has the **requisite skills for that job**.

Training has usually been based on the duties that are to be performed by an employee appointed in a particular post. School & Mass Education Department though have a detail training programme for the teachers, there has been no comprehensive review or classification of all administrative and managerial posts in accordance with functions that are to be performed and the competencies required thereto. Thus, the question arises whether an individual has the necessary competencies to enable him to perform the functions of the respective post. For moving to a **competency-based approach**, it would be necessary to classify the distinct types of posts and to indicate the competencies required for performing work in such posts. Once the competencies are laid down, an individual's development can be more 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 required for a post. **The training plan needs to address the gap between the existing and the required competencies and to provide opportunities to the employees to develop their basic skills for performing the assigned jobs with technical know-how.** Department will accordingly prepare a competency mapping and comprehensive modules based on the need, following would be the approach for training.

#### **A. Training for all:**

- ∅ Training would be imparted to all the staff starting from the lowest and cutting-edge to the highest in policy making, such as:—
  - (a) The lowest level functionaries, that is operative at the cutting edge, who are mostly members of the Group D services (e.g. motivational training) and that of Group C services;
  - (b) The supervisory levels and the middle management/ administrative level; (they are mostly members of the Group A and B services);
  - (c) Group A services comprising the administration/ management level.
    - Training programmes for functionaries at the cutting edge shall address themselves to functional skills and orientation of the attitude.
    - For the middle level, training shall help them to enhance the professional knowledge, understanding and skill also to widening the professional outlook.
    - For the higher level services, it will offer stimuli for expansion of the mental horizon and to achieve professional excellence. Besides, training shall also endeavor to sharpen perception of inter-relatedness of issues.

#### **B. Framework for training :**

- ∅ All categories of Govt. servants in managerial post shall obtain:—
  - (a) induction training at the time of entry into service; and
  - (b) in-service training at suitable intervals in their career preferably within a gap of two years.
- ∅ Attendance in training programmes shall be prescribed as a mandatory exercise with possible linkages with career progression.
- ∅ In order to improve the effectiveness of personnel at different levels and different sectors, area specific short-term upgradation/ sensitization programmes shall invariably be formulated by the Department.

- Ø At the time of movement of personnel from Group D to Group C, Group C to Group B and Group B to Group A, officers shall receive training for specific orientation and competence building. For this purpose, well-structured detailed programme and Action Plan shall be worked out by each Directorate/Organization.
- Ø Personnel recruited to the posts having less weightage shall obtain training to improve their capabilities of general management outside their chosen area of specialization.
- Ø The in-service training programme for Group C & D posts especially at the time of movement to a higher Group may also be provided in situ or through distance learning methods on a decentralized manner.
- Ø Training programmes will be specifically designed to meet the requirements of the target group by the organization in consultation with the institutions/consultants/experts.
- Ø Every organization shall analyze its achievement of its goals and objectives, needs of the training, job analysis etc. with a view to determine whether the training intervention needs to be preceded, accompanied/ succeeded by one or more non-training interventions. Such exercise will enable the organization for development of appropriate criteria for measuring individual and organizational performance and to fix an essential pre-requisite for the launching of an effective training programme.
- Ø Possession of the right attitude plays a pivotal role in improving the performance levels of individuals. As such, commitment of any employee improves his personality as well as capability. Training programmes aimed at creating self-awareness as well as team building within the organization shall be given utmost importance by every organization.

#### **1. Objectives :**

Training in S&ME Department shall strive to achieve the following objectives.

- ü To develop a database of training and development activities undertaken by Department and various Directorates.
- ü To analyze the gap between expected and actual level of competencies of DEOs, ADEOs, BEOs, ABEOs, Headmasters and other field functionaries including non-teaching staff.

- ü To provide induction training to the DEOs, ADEOs, BEOs, ABEOs, Headmasters and non-teaching staffs to develop their managerial/ leadership/ financial skill.
- ü To provide In-service training in every two years to educational administrators to upgrade their skills.
- ü To provide Induction/In-service training to the ministerial staff of Department/ Directorate/ District offices to develop their skills and to bring changes in attitudes of the employees for good governance.

## **2. Policy Formulation and Coordination :**

One organization will be formed in the name of State Institute of Educational Management and Training (SIEMAT), headed by the Director, TE&SCERT as *ex officio* Director shall be set up for streamlining and conducting the training need of Department with the help of Consultants and Consulting Agencies. They will design training, implementation of training programmes, conduct pre and post evaluation of training programme and coordinate with various training institutions like Gopabandhu Academy of Administration(GAA) and Madhusudan Das Regional Academy of Financial Management (MDRAFM), Bhubaneswar; National University of Educational Planning and Administration (NUEPA), New Delhi; National Institute of Financial Management (NIFM), New Delhi; National Institute of Finance Management (NIFM), Faridabad; Xavier Institute of Management, Bhubaneswar (XIMB) etc. In addition to this, other selected Institutes of DoPT, GoI, G.A Department and Finance Department of State Government will be taken into account.

The Training Policy of Department shall be assisted by a High Powered Committee headed by Commissioner-*cum*-Secretary to Government, School & Mass Education Department along with Additional Secretary (Field Establishment), F.A-*cum*-Joint Secretary, President, Board of Secondary Education, Odisha, Cuttack, Director, Elementary Education, Odisha, Director, Secondary Education, Odisha, Director, TE&SCERT, Odisha, Director, TBP&M, Director, ELTI, SNO, (MDM), SPD, OPEPA and SPD, RMSA. The Committee shall generally oversee proper implementation of the Training Policy. It will also ensure that Training Plans are actually drawn up by Cadre Controlling Authorities, syllabi are prepared and proper planning of training activity takes place through preparation of Perspective Plans, Annual Plans and Quarterly Reviews.

### **3. Coordinating Bodies for Department and Directorates :**

One officer not below the rank of Joint Secretary from School & Mass Education Department (as will be decided by the Principal Secretary/ Commissioner-*cum*-Secretary) will be the Nodal Officer of the Department for monitoring the programmes. Besides, one officer not below the rank of Under-Secretary will be in charge of the programme in respect of the Department. The Desk Officer/ Section Officer of Field Establishment Section, Office Establishment Section and Finance Section will help the nodal officer to coordinate and monitor the training programmes of the Department. All Directorates will identify one nodal officer as 'Training Manager' and a committee under the Chairmanship of Director as will be formed for supervision and guidance.

### **4. Training Infrastructure :**

SIEMAT will be the nodal agency to undertake as well as facilitate all training programmes of the Department. It will be a registered body under the Society Registration Act, 1860. At present, this organization will be manned by the existing man-power available with OPEPA and the office will function in SIEMAT building in the premises of OPEPA.

The proposed institute shall implement the training policy of the Department with the following objectives.

- (i) To provide professional and resource support in educational planning, leadership and management of school education.
- (ii) To build the capacity of all functionaries of school education of the State through pre-service and in-service training on various aspects of educational management.
- (iii) To provide professional and resource support for educational finance.
- (iv) To provide professional and resource support and training for ensuring 'Education for Equity'.
- (v) To develop Head Teachers as effective education leaders to ensure good quality teaching and learning standards.
- (vi) To develop and manage a system of educational assessment and educational information.
- (vii) To conduct research and evaluation in planning and management of school education.
- (viii) To undertake, promote and co-ordinate various activities for improvement of school education as mandated under RTE.

- (ix) In the context of changing scenario of e-Governance, OSWAS, online data processing at different levels provide appropriate training in IT/Web enable environment.
- (x) Time management to bring an effective public delivery and grievance redressal system.
- (xi) To provide professional support and training for interpersonal skill and communication, stress management, negotiation and conflict resolution, team building.
- (xii) To establish a network with other Government and Non-Government organizations, institutions and agencies within and outside the State for training, research, monitoring and evaluation in the area of educational planning, management and programme assessment.
- (xiii) To document and disseminate State, National and International level information in School Education especially in areas of Educational Planning and Management.
- (xiv) To offer, on request, consultancy services to State Departments and other organizations on planning and management.
- (xv) To provide, on request, facilities for training and research in educational planning and administration to other States and organizations and collaborate with them in such programmes.
- (xvi) To offer, short term and diploma courses to both in-service and prospective personnel in areas of educational planning and management.
- (xvii) Induction and In-service training to educational administrators.

#### **5. Outside State Training :**

Outside State Training shall be entirely need based and shall predominantly aim at drawing lessons from successful cross-State experiences.

#### **6. Funding :**

Funds will be met from the State Budget for capacity building on recurring basis under State Plan as well as one time advance received from Govt. of India. Funding from other Government flagship programme/ schemes can also be dovetailed for imparting training to Department officials.

#### **7. Monitoring and Evaluation :**

- ü e-Governance Cell and Training Cell of S&ME Deptt. with SIEMAT shall monitor the implementation of training programme.
- ü Maintain a database of training and development activities undertaken by various Directorates/ Department. In this regard, profile of resource persons and

trainees will be developed. There will be pre & post evaluation of training programmes.

- ü Issue advisories from time to time so that training programmes are conducted based on '**Systematic Approach to Training**' and build capacity of the Department/ Directorates.
- ü Ensure that Training Managers are appointed in all Directorates, build their capacity and work in close co-ordination with the Department.
- ü The department will monitor and review on quarterly basis.

By Order of the Governor

USHA PADHI

Commissioner-*cum*-Secretary to Government