

Cadre Training Plan for IP&TAFS Gr. 'A'

In view of the charged environment in all the spheres of governance and emerging challenges being faced by the Civil servants, it was decided by Govt. of India to have relook at the existing capacity building measures for the Civil servants and to further strengthen the institutional mechanism. Accordingly the National Training Policy 2012 (NTP 2012) has been approved by the Government. Due to very fast changing scenario in Communication sector the above requirement of governance has become more relevant for the Ministry of Communications and IT.

“Competency Framework” is the key issue of National Training Policy 2012. Fundamental principle of the competency framework is that each job should be performed by a person who has the required competencies for that job. So far in the Ministry of Communications and IT, the issue of whether an individual has the necessary competencies to be able to perform the functions of a post has not been addressed.

In view of guidelines issued vide National Training Policy, for moving to a competency based approach it would be necessary to classify the distinct types of posts as well as the area of work and to indicate the competencies required for performing work in such posts. The cadre Training Plan for IP&TAFS Gr. 'A' has been planned to address the gap between the existing and the required competencies and provide opportunities to the employees to develop their competencies. DOPT vide O.M. No. 12021/1/2012-trg.I dtd. 4th July 2012 also conveyed to all the Ministries of Government of India that implementation of competency Framework concept would bring to light the various competency gaps of employees that need to be bridge through a range of 'Training Interventions' to enhance their performance. Accordingly all the Cadre Controlling Authorities were directed by the DOPT to develop **Cadre Training Plan (CTP)** for their respective Cadres for their current and further Jobs.

For Indian Post and Telecom Accounts and Finance Service (IP&TAFS) Group 'A' officers posted in Deptt. of Telecom and Deptt. of Posts the job requirements are listed below with the competencies required.

Office / Area of Work

Competencies Required in terms of knowledge, skill and attitude

Deptt. Of Telecom

(A) Directorate

- (i) LF Function - Accounting, Finance, Legal, Computer, Management, International best practices, regulation, dispute settlement mechanism, RTI.
- (ii) S.C. Function - Accounting, Finance, Legal, Computers, Management, International best practices, Auctioning of Natural Resources, Regulation, RTI.
- (iii) Accounts and TPF - Accounting, Compact package, companies Act, Computer, RTI
- (iv) Finance Establishment and Budget - FA charter, FA in Govt., GFR, establishment rule, HR Management, budgeting and its review, RTI,
- (v) USOF - Subsidy schemes in Govt, digital divide and Rural Communications, Monitoring of Project and Project implementation, Auditing of Central Govt. Sponsored Schemes, RTI.

- (B) Field Units- CCA - Accounting with special emphasis on analysis of Financial statements. Assessment of LF, Audit, Law, Arbitration, Asset Management, Accounting, Finance, regulation, International best practices, Good governance, e-governance, computer, GFR, Establishment and Administration, HR Management, Budget preparation and its effective utilization, Rural Telephony, Subsidy schemes under USOF, Project Management and Monitoring of Projects, auditing, Public relation, constitution of India, O.L. Act, Reservation and Promotion, RTI, Procurement Process in Govt. office Management, OLQ etc.

- (C) Training Division- NICF**
- National Training Policy, HR Management, International best practices in HRM and training, TOT and other modules of Trainers Training, Project management, Research and analysis, Feedback Mechanism and all the areas where training is to be imparted for the benefit of officers of Ministry of Communications and IT.

Deptt. of Posts

(a) Directorate

- (i) Accounts & finance - Accounting, FA Charter, Establishment and Administration, Budget, RTI.
- (ii) Business Development - Business Strategy, Business Administration, marketing
- (iii) Asset management - Computerisation, Asset management

(B) Field unit GM, PA/DAP

- Accounting, FA Charter, GFR. Est. and administration, Law, Business Administration, RTI, HR Management, good Governance, e-governance, Budget, Auditing Procurement Process in Govt.

In view of the above and after considering various duties and responsibilities to be performed by IP&TAFS Group 'A' officers from the stage of recruitment to retirement a comprehensive training plan is proposed below –

- (1) Entry level training – 2 years Probationary training
- (2) Mid career Training – Five stage MCT planned
- (3) Short term thematic training
- (4) Customized Training
- (5) Orientation training
- (6) Long term training
- (7) Workshop/Seminar/Conferences

1) Entry Level Training :-

As per 10th report of the Second Administrative Reforms commission the objective of Induction Training is manifold. It seeks, firstly, to instill, in the new recruit the ethos of Public service. Secondly, it seeks to facilitate an understanding of the structure of the government machinery and the role of its different component. Thirdly, it serves to impart the skill and knowledge necessary for performing a specific job.

The inputs for instilling the ethos of public service and explaining the structure of the govt. machinery administrative law etc. would be common for all services whereas the skills and knowledge required for the specific responsibilities of different services would vary. This justifies the current practice of having a common foundation course for several services and a separate professional course for each service.

The current Foundation Course for the group 'A' services especially as reviewed by the "Aiyar Committee" has been taken as a benchmark. A two year duration for the professional training programmes of all Group 'A' and All India Services also appears to be an appropriate period.

For IP&TAFS Group 'A' officers Induction/Probationary training is planned as under :-

| | | |
|---|---|--|
| (i) Foundation Course | - | 16 weeks at DOPT designated Training Institute |
| (ii) Transit | - | 01 Week |
| (iii) Professional Module | - | 44 weeks at NIFM Faridabad |
| (iv) Induction training various classroom and on the job training module on Telecom, Postal, Administration, RTI, USO, OL, Soft skill | - | 36 weeks at NICF Ghaziabad/New Delhi |

| | | | |
|------|----------------|---|----------|
| (iv) | Bharat Darshan | - | 06 Weeks |
| (v) | Valedictory | - | 01 weeks |
| | | - | 104eks |

Syllabus and modules being prescribed are reviewed on regular basis to make it more meaningful and relevant.

2. Mid Career Training

INTRODUCTION: Mid Career Training has been conceived by DOPT in pursuance of National Training Policy which stipulates in clear terms that “All categories of Civil servants shall receive:

- a) Induction training at time of entry into service; and
- b) In- service training at suitable intervals in their career. *Attendance in training programmes shall be prescribed as a mandatory exercise with possible linkages with career progression.***

For organized higher civil services, career span-specific training programme in each progressive decade of service shall be imparted to provide scope for competence building”.

At the time of initiating MCT concept for IAS, DoPT circulated a direction to all the Cadre Controlling Authorities to launch these programmes for their service officers also. DoPT letter No. AB-14017/85/2007-Estt (RR) dated 7th Dec 2007 addressed to all Secretaries suggests to make MCT mandatory. It is mentioned therein -

“As a part of the personnel related reforms it is considered essential that the Government officers forces necessary knowledge skills and attitude to discharge their responsibilities effectively as they rise higher up to different levels of responsibilities. Keeping this in view a mid career training for IAS Officers enclosed in this regard making the mid career training mandatory before promotion to JAG and SAG in Group A Central Services for which recruitment is made through common Civil services Examination conducted by the UPSC, is being considered as per the orders of the Prime Minister”.

PRESENT STATUS

Mid Career Training for IP&TAFS officers started in the year 2011-2012 as a plan activity. It is very necessary to train officers of various levels of seniority at different stages in their career as it helps to build “next level competency”. MCT will equip them with the necessary skills required for performing their jobs better. Thus it is proposed to introduce five- stage mid Career Training Programme for IP&TAFS officers.

Five Stage Mid Career Training For Group ‘A’ Officers of IP&TAFS :

The five stages in which compulsory Mid Career Training (MCT) may be provided to IP&TAFS officers are:

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|------------------|--|
| Stage I | Induction Training (2yrs. Probations for Direct Recruit IP&TAFSGr.'A')/Officers Promoted to Group A service from Group B service |
| Stage-II | Junior Level (6-9 yrs. Seniority) - Executive Development Programme |
| Stage-III | Middle Level (10-16 years Seniority) - Management Development Programme |
| Stage-IV | Senior Level (17-23 years Seniority) - Advanced Management Programme |
| Stage-V | Very Senior Level (24years & beyond Seniority) - Strategic/ Special Management Programme |

(Note : - Based on availability of officers and due to administrative reasons the years of seniority and stages can be merged/demerged/shifted)

The endeavour would be to equip the officers to handle conflicting interests and demands, to carry along multiple stakeholders and to interface effectively with policy makers. Further, sufficient emphasis will be given to leadership and decision making, Organizational Behaviour, HRD and Personnel Management issues. Finally, an intensive exposure to best practices in the international arena would be provided at

every stage. The MCT would be in several spells (combination of several courses over a period of time).

PROPOSED PLAN:

A. In all the services the respective National Training Institutes is entrusted with co-ordinating MCT in collaboration with reputed institutes. For example- LBSNAA for IAS, ISTM for CSS, PSCI for Indian Postal Service Officers etc. Hence, National Institute of Communication Finance (NICF) has been entrusted with the job of coordinating the MCT Programme of IP&TAFS.

B. For large size batches the delivery of the programme needs to be of a very good quality. In order to ensure this, the programme would be conducted in prestigious institutions of excellence and having substantive multi disciplinary faculty.

- The institutes should have a long term commitment for conducting the courses and an expertise in public finance, Public Administration.
- The institute should also have a record of Research and Publication like IIMs, IIPA, MDI, NIFM, NIAR etc.
- The institutes should have tie-ups with International Institutions and Industries.
- The institute should have residential facility for the participants.

Keeping in view the above criteria, a panel of institutes has been prepared for carrying out mid career training at different stages and submitted for further approval of the Cadre Controlling Authority.

C. Tie up with Institutes for tailor made training

* For smaller batches/medium size batches such institutes which already have tie ups for Mid Career Training with IAS, CSS, IRS, IES and other civil services shall be contacted by NICF.

NICF would also initiate case for direct tie up with international institutes/organizations (with which the other National Academies e.g. LBSNAA, PSCI, RSCI, ISTM, NIFM etc. have also directly tied up). This mode would facilitate

considerable savings as the intermediary charges otherwise payable to Indian Partner Institute would be avoided.

D. In addition to above, it is proposed to send officers to the courses announced at frequent intervals by the reputed institutes. Such courses are open and officers get an opportunity to interact with professionals & civil servants of other departments, academicians, technocrats etc. The courses would be selected keeping in view the requirements/ objective of the various stages

(3) Short Term Thematic Training :-

To build Professional competencies in relevant theme Thematic Training has been planned for officers of IP&TAFS Group 'A'. Input for soft Skill development for desirable personal attributes may also be given This Training should be given to all the IP&TAFS Group 'A' officers at least once in two years with duration of 01 to 02 weeks. Some of the thematic and soft skill training for IP&TAFS Group 'A' officers are recommended below :-

- (i) E-Governance
- (ii) Transparency in Governance.
- (iii) Project Management
- (iv) Office Management
- (v) Leadership Development
- (vi) Stress Management
- (vii) Ethics and values in Public Administration
- (viii) Vigilance Awareness
- (ix) Human face of Administration
- (x) Change Management
- (xi) Time Management
- (xii) Negotiation skill
- (xiii) Gender Budgeting
- (xiv) Self Management etc.

As per DoPT OM No. 12021/1/2012-Trg.Fin dtd. 04.07.2012. The above proposed training may be conducted with the help of Centres of Excellence in those areas either within India or abroad.

(4) Customized Training :-

Both Department of Telecom and Department of Posts under Ministry of Communications and IT have same specialized functions IP&TAFS Group 'A' officers, handling such functions require customized training in their core area of work to enable them to contribute better performance of the department. National Institute of Communication Finance has already designed a series of such customized training with the objective of providing deeper knowledge, latest development and understanding of

the smart practices in the sector. These types of in-service training facilitates experiential learning and sharing amongst the officer working in the same sector.

A List of proposed customized training for IP&TAFS Group 'A' Officers are as under :-

- 1) Revenue Management in DoT & DoP
- 2) Assessment of Licence Fee and Spectrum Charges
- 3) Spectrum Auctioning and Spectrum Pricing
- 4) Deduction Verification for determining GR/AGR
- 5) FA Charter and Role of FA in Govt.
- 6) COMPACT and e-Lekha
- 7) E-Payment
- 8) Performance evaluation of Telecom PSUs
- 9) Office Management
- 10) USOF Schemes in India
- 11) Impact Assessment of USOF Schemes and lessons learnt
- 12) Procurement Process in Govt. and CVC guidelines
- 13) Vigilance Functions in Govt.
- 14) Asset Management in Govt
- 15) Handling of Legal Cases
- 16) Arbitration for Telecom disputes
- 17) Fraud Management in DoP
- 18) Internal Audit in DoT and DoP
- 19) Technology familiarization etc.

Duration of these customized training should be from One to Two weeks. This training should be continue to be organised by the Apex training institute of Ministry of Communications & IT - National Institute of Communication Finance with the help of departmental officers, Retired officers and eminent subject experts including Master Trainers of Department of Personnel and Training.

(5) Orientation Training :-

This training is for the IP&TAFS Group 'A' officers returning from long term training, deputation etc as well as for the officers coming on deputation from other organised services. The objective of this training is to make the officer familiar with overall function of the department and organisational structure. It will be helpful to know the role and responsibility of the post where the officer is posted and suppose to perform.

The Orientation training would familiarize the officer with various terms used in the Ministry/department, different organisations under it, their role, purpose, funding, financial management and control etc. Orientation training is strongly recommended to avoid trial and error by the officer joining the department as a new one or after returning in the department after a long gap. Due to fast changing environment in the communication sector in India, regular orientation course should be organised to make full use of officers coming on deputation from other service as well as IP&TAFS officers returning from long term deputation/training etc. This orientation training is necessary for IP&TAFS officers as they are liable to be posted either in DOT or DOP for a longer period. Officers coming from DOT to DOP or vice-versa needs orientation training of the department where he is posted as role and responsibility of the IP&TAFS Group 'A' officers in DOT and DOP are different.

This training in the form of refresher/orientation training is already being organised by NICF. Establishment and Administration branch should ensure that all the target population must be given orientation training within three months of their posting at new place. The orientation training should be of one or two weeks at NICF.

(6) Long Term Training :-

As per DOPT OM dtd. 04th July 2012 in reference to implementation of National Training Plan 2012- " Long Term 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 qualifications either in India or abroad, thus enabling them to contribute for higher performance in government."DOPT

has further given examples of PGPPM of IIMB, MDI and Public Policy Programmes abroad.

IP&TAFS Group 'A' service being a young service should implement the guidelines of DoPT for long term training in letters and spirit so that professional approach required to perform the job can be developed. Following action plan for Long Term Training is suggested.

- (a) 1990 and its downward batches of IP&TAFS Group 'A' officers who have got higher responsibility by getting J.S level posts in Government of India should be identified for Long Term Training in the year 2013 and in the subsequent years. Subsequently, all the batches promoted to SAG should be given chance to go for long term training. Maximum age for undergoing this training should be fixed as 50 years.
- (b) To get the best available training for the Long Terms segment following area are identified
 - (i) Post Graduate in Public Policy
 - (ii) MBA (Finance/HR)
 - (iii) Law
- (c) NICF should be authorised to tie-up with reputed Institutes in India and abroad for these long term training for IP&TAFS Group 'A' officers.
- (d) Deptt. of Telecom being Cadre Controlling department would bear the cost of training for the officers.
- (e) The officer selected for training should be treated on duty as being done in case of long term training at NIFM Faridabad. Retention of govt. Quarter and RSTC facilities etc. Should be permitted to have minimum inconvenience to the officer.

(Note :- A sample of DoPT Training Circular is enclosed for long Term Training course marked as Annexure - 1)

(7) Workshops/Seminars/Conference :-

Middle and Senior level officers may be given opportunities to attend national and International level Workshops/seminars/Conference etc. NICF may organise such national/international level seminar in India. Similarly Training Finance branch should encourage officers to attend various

workshop/seminars/conferences organised by other National/International level training institutes/ITU/UPU/ATP etc.

Officers/Academicians/Subject experts and Industry representative may be invited to participate in workshop/seminar/conference etc. Further, while organising workshop/seminar etc. Sectoral need should also be taken into consideration.