

No. 22/24/2012-2Trg.
HARYANA GOVERNMENT
CHIEF SECRETARY'S OFFICE
TRAINING BRANCH

Dated Chandigarh, the 13th July, 2020

To
All Administrative Secretaries in Haryana State

Subject:- **Haryana State Training Policy, 2020.**

Respected/Sir/Madam,

I am directed to refer to the subject noted above and to inform you that realizing the need for development of human resources to meet the challenges, Government of India issued the National Training Policy, 2012, which inter alia, recommended that each state should formulate a training policy based on or similar to the National Training Policy.

The Haryana State Training Policy, 2020 has been formulated to fulfill the need for a formal, articulated framework within which training needs to be conducted at the State level.

Therefore, copies of Haryana State Training Policy, 2020 (both Hindi & English, at Annexure-A & B) have been circulated on website of <http://csharyana.gov.in> and also forwarded to you for its circulation & implementation in all the Departments/Boards & Corporations and further necessary action accordingly.

Yours Faithfully,



Superintendent, Training,
for Chief Secretary to Govt., Haryana-^{AK}
13-7-20

Endst. No. 22/24/2012-2Trg.

Dated Chandigarh, the 13th July, 2020

A copy is forwarded to the following for:-

1. The Director General, Haryana Institute of Public Administration, HIPA Complex, Plot No. 76, Sector-18, Gurugram w.r.t her D.O. No. **DHIPA/937** dated **24.7.2018** with the request to take all the required further actions in the matter at their own level.
2. The Secretary, Council of Ministers (in Cabinet Branch) w.r.t. their U.O. No.9/98/2020-2 Cabinet dated 06.07.2020 for information.



Superintendent, Training
for Chief Secretary to Govt., Haryana.

AK
13/7/20

HARYANA STATE TRAINING POLICY 2020

1. PREAMBLE :

The Government of Haryana is committed to provide efficient, transparent and time bound governance of high quality to the people of Haryana. For this purpose Government of Haryana is also committed to maintain a high degree of efficiency, integrity and skill of the human resources at all levels of the hierarchy. Training is the most effective and time tested tool for bringing about good governance, enhancing the performance levels of employees and for taking the State to greater heights. In addition to training the employees, it is also necessary to upgrade the skills and improve the attitude of citizens so that they can play a more effective role in the governance of the State. The State Training Policy envisages the ultimate objective of achieving 'Training for All' and to provide the necessary infrastructure, institutions and personnel for achieving this objective.

2. BACKGROUND:

- 2.1 Government of India had issued a National Training Policy in 1996 through a set of operational guidelines for the development of the human resources of the Government. Subsequently there have been major changes in the country in terms of rapid economic growth, devolution of funds and functions to the Panchayats and Municipalities and enhanced transparency through the enactment of the Right to Information Act and Right to Services Act, globalization, climate change and threats to internal security. This has multiplied the challenges before the civil services as they have to meet the increasing expectations and needs of the citizens and have to keep on upgrading their knowledge and skills continuously.
- 2.2 Realizing the need for development of human resources to meet the challenges, Government of India issued the National Training Policy, 2012, which inter alia, recommended that each state should formulate a training policy based on or similar to the National Training Policy. The Haryana State Training Policy, 2020 has been formulated to fulfil the need for a formal, articulated framework within which training needs to be conducted at the state level.

- 2.3 The Department of Personnel & Training circulated a Model State Training Policy for adoption by the states. The Haryana State Training Policy has been drafted with this model as the basis.

3. TRAINING OBJECTIVES :

Through the State Training Policy, the Government of Haryana shall aim at the following:-

Develop a professional, impartial and efficient civil service at all levels to enable it to be responsive, committed, result oriented, transparent, accountable and change-oriented towards inclusive growth and empowerment of citizens.

Equip all functionaries of the government and Urban Local Bodies/Panchayati Raj Institutions with adequate knowledge and skills, bring about positive attitudinal changes, and build their capacity to enhance performance at individual as well as organizational levels with a view to bringing about good-governance. To inculcate in the functionaries ethical values, positive attitude, commitment to work and empathy towards vulnerable sections of society.

Promote organizational responsibility, commitment and accountability towards training and capacity building in government departments and organizations.

To establish a link between the career progression of employees and capacity building.

To impart necessary skills to citizens as well as civil society organizations and to bring about attitudinal changes among them so that they can become partners in the development process of the State.

To sensitize employees and citizens of Haryana towards social issues, such as gender disparity, treatment of deprived sections of society, etc.

To coordinate, promote and facilitate training and understanding of roles and responsibilities of elected representatives of Panchayati Raj Institutions and Urban Local Bodies.

To identify the gaps in the competency levels of individuals and organizations and to use training as an effective tool for bridging the competency gaps for their current and future roles.

4. TRAINING CONCERNS AND TARGET :

(A) TRAINING CONCERNS:

Social, political and economic ambience is subject to constant change. The government machinery would have to be continuously attuned to the changing needs. Training interventions for the Civil Services would, therefore, focus on:

- (a) **Responsiveness** to the diverse and changing needs and expectations of the citizens and organizational, technological, economic and political developments.
- (b) **Commitment** to constitutional provisions, legal and ethical values and good governance.
- (c) **Awareness** of technological, economic, environmental, social, legal and administrative developments
- (d) **Transparency** in public service and governance to ensure probity in public life.
- (e) **Accountability** to ensure high performance in every professional field and cost effective methods of delivery

(B) TRAINING TARGETS:

- 4.1 All employees of Government of Haryana, State undertakings, State funded co-operative institutions including Panchayati Raj Institutions and Local Bodies shall be provided with training to equip them with the competencies for their current and future jobs. Such training will be imparted:
 - a. At the time of their entry into service,
 - b. At appropriate intervals in the course of their careers.
- 4.2 **Training for all:** Training will be imparted to all categories of civil servants from the lowest to the highest levels.
- 4.3 Induction Training at the time of entry into service shall be imparted in the following manner:
 - i. Haryana Civil Service officers: **six months** including **three months** district training, on-the-job secretariat training and practical revenue training
 - ii. Other Group A officers: **Six months** including on-the-job training

- iii. Group B officers: One to three months including on-the-job training
 - iv. Group C officials: Four weeks including on-the-job training
 - v. Group D officials: Four weeks including on-the-job training
- 4.4 A combined foundational course for all officers of HCS and allied services shall be conducted by HIPA. 'Pride of My State' should be part of the JFC and other long term training programs to be organised by HIPA & other training institutes. Messages by the Hon'ble Chief Minister should be a part of every training program covering various aspects of Public Administration & Governance.
- 4.5 Training interventions would be prepared on the basis of requirements of each level, encompassing, inter alia, functional skills, professional skills, interpersonal, behavioral and public relations skills, organizational skills, policy formulation, planning and policy analysis etc.
- 4.6 Facilities of training shall be made available to all employees to meet the needs of individuals and organizations as and when they arise through a mix of conventional courses, distance and e-learning.
- 4.7 Departments/Organizations shall provide suitable training to employees before or after promotion to posts of higher responsibility for a period adequate to equip such employees with the competency to handle the additional responsibilities. Similar training shall also be imparted to employees coming on deputation from other organizations.
- 4.8 Training and Capacity building in the areas of Urban and Rural Development is of paramount importance especially in the backdrop of the 73rd and 74th Amendments of the Constitution which have brought about a radical change in the status and functioning of the Panchayati Raj Institutions and Urban Local Bodies. It is imperative that the officers and staff are sensitized in the functioning of the grassroots institutions of rural and urban governance.

- 4.9 Refresher Training shall be imparted to all Group A, B and C employees for a period of no less than five days once in every five years.
- 4.10 IAS officers allotted to Haryana shall be given practical training in Revenue along with theoretical training.
- 4.11 The trainees who don't successfully complete the training programs may be relegated to attend the same training program again until they possess the required level of competency. The probation period shall be extended of those employees who do not pass the induction training programs. Some other actions like non-inclusion in foreign training programs may also be imposed upon the trainees who don't successfully complete the training program. Suitable incentives may be considered on completion of the Induction/ in-service training programs. The related provisions may be inserted in the corresponding Service Rules.
- 4.12 Training Programs on Ethics & Integrity, soft skills, Language & Etiquettes along with stress management etc. may be organized quarterly. In these (and others too) training programs, case studies with current examples should be taken up in the training of participants for motivation.
- 4.13 Training programs for JEs/ MEs and other engineering staff should be organized regularly at leading Engineering Institutes where the newer technology and the improved methods can be taught to the trainees.
- 4.14 Sanctioned Posts should make provision for training and leave reserve to ensure that efficiency of an establishment doesn't suffer while sending employees for training.
- 4.15 Senior retired officers with distinguished career record may be assigned for mentoring of the newly appointed officers to guide them towards public service.
- 4.16 Spiritual/ Yoga institutes should also be made partners in the training program for instilling ethics and positive attitude among the trainees.

5. TYPES OF TRAINING:

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

b. **Composition and implementation of technical training**

This type of training is undertaken by the concerned department and the primary technical work of the institutes affiliated to that concerned department under the supervision and control of HIPA. 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. 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 and inform HIPA of the details of the annual training programme and budgetary provisions for the same.

c. **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. The areas for such training include 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 HIPA 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 will be given training as indicated in the stages below for the durations to be decided from time to time. It will be necessary to determine the duration of the training for junior level staff in terms of hours than in days.

Types of Training:

- i. **Foundation Training**
- ii. **After promotion training**
- iii. **Refresher Training**
- iv. **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)

- v. **Orientation training**
- vi. **Foreign Training:** *(Detailed at Point No. 11 of this policy).*

6. TRAINING NEED ANALYSIS:

- 6.1 Every department/organization shall prepare a **training plan** which addresses the gap between the existing and the required competency and provide opportunities to the employees to develop their competencies on the basis of TNA in association with the STIs. Haryana Institute of Public Administration and other State Training Institutions (such as HIRD/ HRMI/ Patwar Training School/SCERT & DIETs) shall conduct **Training Need Analysis** every year in every/corresponding department(s) to determine the competency gaps and to formulate training programmes to bridge these gaps.
- 6.2 However, the Administrative Department can undertake Training Need Analysis by some other means regarding general or specific topic at its own level with approval of the Nodal Department at any time.
- 6.3 State Government may give responsibility to any other public/private or autonomous agency to conduct Training Need Analysis on general or specific topic, if it desires so.

- 6.4 Questionnaire for the Training Need Analysis will be circulated among the departments by HIPA to evaluate the training needs of all the departments for all the cadres.
- 6.5 HIRD in association with HIPA shall prepare the Training Need Analysis for elected Panchayati Raj Institutions functionaries.

7. TRAINING RELATED HUMAN RESOURCE:

7.1 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 regular trainer for purposes of training as well as suitable government officers are drawn to.

7.2 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 trainer development programmes for trainers, to extend opportunities within the country and abroad for administrative research. Suitable incentives shall be provided to trainers.

8. ROLE OF DEPARTMENTS AND ORGANIZATIONS:

Each Department/Organization of Government of Haryana shall adopt a Systematic Approach to Training (SAT) and shall:

- i) Ensure that the **Systematic Approach to Training (S.A.T.)** cycle, comprising the following stages are adhered to in all training interventions;
 - Identification of Training Needs
 - Planning and Designing of Training.
 - Development of Trainers
 - Development of Training Material

- Implementation of Training
 - Evaluation and Assessment of Training
- ii) Conduct **Training Needs Analysis** and design training interventions based on it. Undertake Functional Review, Design of Training and Training of Trainers, etc.
 - iii) Ensure that **non-training interventions** are suitably dovetailed with the training interventions as and when required. Departments must give due emphasis to ensuring that appropriate non-training interventions are provided for in order to ensure that training programmes are successful. These may include requisite training infrastructure, adequate financial support, appropriate ambience for training, etc.
 - iv) Incorporate appropriate provisions in all schemes for training of man-power to ensure proper implementation and sustainability of the schemes.
 - v) Allocate adequate funds to ensure that the training programmes are carried out as per the approved annual training plans.
 - vi) Review the implementation of the annual training plan and the functioning of training institutions under the department (including attached and subordinate offices), look into the utilization of the training capacity and the quality of training conducted, adequacy of the physical and training infrastructure, faculty, finances and delegation of powers for carrying out the training mandate.
 - vii) Ensure proper identification and development of training faculty and trainers and incentives for them.
 - viii) Incorporate a separate section in the Annual Administrative Report on action taken by all the departments, including the Administrative Reforms and Training Department, on the training and capacity-building activities undertaken during the year.
 - ix) Make all efforts to decentralize training.
 - x) Appoint a Training Coordinator who will be the Nodal Person for the implementation of the training function in that Department/Organization;

- xi) Every department with a strength of more than 500 employees will create a Training Cell to develop the Cadre Training Plans (CTP), based on the competencies required and training needs, for ensuring that all cadres under the Department/Organization or its attached/subordinate offices have a clearly articulated scheme for the development of their competencies while also indicating the programmes that are mandatory;
- xii) Classify all posts with a clear job description and competencies required; and to make Induction Training compulsory for all the cadres.
- xiii) To avoid the repetition of the trainees, trainings of the employees should be linked with HRMS portal.
- xiv) To ensure job specific trainings and development of competencies of individuals to their career progression and ensure this by suitably amending service rules/issuing administrative instructions;
- xv) Make the immediate supervisor/ Controlling Officer responsible and accountable in respect of the training of the staff working under him;
- xvi) Incorporate an appropriate provision in any new scheme to ensure that suitable training is imparted for its proper implementation and sustainability;
- xvii) Where feasible, use the services of the Training Institutions in developing the cadre training plans, outsourcing training, and/or providing advisory or consultancy services on training needs to the Department/Organization;
- xviii) Implement the Annual Training Plan, by using the institutions under it or outside, so that the limitations on internal training capacity do not constrain the implementation of the training plan;
- xix) Review the implementation of the Annual Training Plan and the functioning of Training Institution(s) under the Department/Organization (including attached/ subordinate offices) and in particular to look at the:
 - a. Utilisation of the training capacity;
 - b. Quality of training conducted;
 - c. Adequacy of the physical and training infrastructure, faculty, finances and delegation of powers for carrying out the institutes' mandate;

d. Training of the Group 'B' and 'C' staff.

- xiv) Incorporate a separate section in the Department's annual report on the training and capacity building activities undertaken during the year;
- xv) Efforts to be made to strengthen the function of Human Resource through Competency Framework as mentioned above. For this purpose, State level awareness for the competency based HRM shall be created through workshops at the Haryana Institute of Public Administration or other training institutes;
- xvi) Provide induction training to new entrants and prepare and upload training material on the website of the department for easy accessibility. Induction training will be mandatory for all the posts. Time bound Mid-Career training for all the posts will also be specified.
- xvii) Organize 'On the Job' and 'In-house' training as may be required. Master trainers may be developed for this purpose within the department.
- xviii) For the private training institutes of the State and the Training Institutes from other states per person per day or per training per person rates should be fixed / get approved by the Nodal Department.
- xix) Training Programs of Class-I & Class-II officers of all the departments would be approved by the Nodal Department.
- xx) Training of the Peons may be coordinated by HIPA in coordination with the IHM. This training should be consisted of office etiquettes.
- xxi) The maximum age limit of an employee would be 55 years for deputing the employee for attending the training programs.

9. ROLE OF TRAINING INSTITUTIONS:

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 and organise training as per the subject for trainers of the Department. These training institutes will be under the control of the head of the department of the concerned level. HIPA, being the apex body, will evaluate the training institutes of all Departments. The Government Training institutions should:



- i. 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.
- ii. Have the requisite staff, infrastructure and finances to perform their functions;
- iii. Move to becoming models of excellence in the quality of the training they impart and as learning organizations through a process of self-assessment and benchmarking;
- iv. Provide technical assistance and advice in preparation of annual training plans for the Departments/Organizations and in outsourcing training, if required;
- v. Play a key role in assisting the Departments/Organizations in the process of shifting to a Competency based-framework for training;
- vi. Assimilate technologies with a view to enabling learning anywhere, anytime for their clients;
- vii. Supplement their current programmes with distance and e-Learning courses;
- viii. Conduct field studies and research as part of the process of becoming repositories of knowledge in the areas of their sectoral or functional specialization;
- ix. Develop case studies on various topics of relevance to human resource development and share them with each other. These case studies shall be made freely available to employees for their guidance.
- x. Identify gaps in the expertise of in-house faculty and identify guest faculty from among academicians, serving and retired officers, civil society functionaries, etc. Prepare a guest faculty data bank and periodically update it.
- xi. Organize seminars on selected topics at regular intervals and, wherever possible, compile and publish the papers presented in the seminars .
- xii. Provide advisory and/or consultancy services;
- xiii. Constantly review and modify their curricula, content and training methodologies to take account of training feedback and the needs of clients;
- xiv. Network with other institutions to share learning resources, experience and expertise;

- xv. Facilitate the development of domain specific trainers and provide stability of tenure and opportunities for faculty development;
- xvi. Put in place a rigorous system of evaluation of training programmes and assessment of their impact on individuals' performance over time; and
- xvii. Ensure that all trainers who join the institute are deputed at the earliest possible opportunity to undergo programmes for 'Training of Trainers'.
- xviii. Develop productivity norms for its training faculty.
- xix. For the training programs (without foreign training component) being imparted by the State Training Institutes for the Class-III & IV employees, there would be no need to get prior approval of the Nodal Agency.
- xx. Audio/ Video wing with Studio would be set up in HIPA for developing online courses through broadcasting, you-tube channels etc. HIPA would consider developing its own training channel.
- xxi. Documentation of the good practices and innovations is very important. HIPA would ensure that all these are documented.

10. ROLE OF TRAINING COORDINATORS AND MASTER TRAINERS:

- 10.1 The Training Coordinators appointed by the Department/Organization shall, in addition to their normal duties, work in close collaboration with the relevant training institutions to plan, development, implementation and monitor training activities of all employees of the departments/organizations and sent reports to the head of the departments/organization about training activities periodically. They shall maintain a manpower data base containing all relevant information about the educational background, postings, training and training needs of all employees of the department/organizations.
- 10.2 The Training Coordinators shall also be responsible for creating a pool of Master Trainers with the help of appropriate training institutions. They will arrange for the Master Trainer to undergo Training of Trainers programmes relevant to their area of expertise.

- 10.3 The State Government shall provide suitable incentives including assured tenure to Training Coordinators, Master Trainers and State Government Officials on deputation to training institutions so as to attract the best possible talent to the training function.
- 10.4 All the Training Coordinators shall report to Director, Training / Nodal Agency regarding the matters related to training. Director, Training/ Nodal Agency will monitor the training activities in the entire department through the Training Coordinators.
- 10.5 As a lot of trainers are required for training of employees of a department. Therefore, employees with the potential of a Trainer be identified within the departments and these employees should be trained earlier so that they can become master trainer resource in the department.
- 10.6 Panel of the Trainers would be compiled, used and upon feedback from the trainees, the panel of trainers should be changed consistently.
- 10.7 Empanelment of the experts would be done at various levels depending upon their experience, expertise and general reputation.
- 10.8 The Honorariums/ wages to be given to the Trainers/ Subject Experts would be linked with inflation.

11. FOREIGN TRAINING AND TRAINING IN OTHER STATES:

- 11.1 In order to provide opportunities for officers to gain exposure to the latest developments and thinking on different subjects and to gain firsthand knowledge of best practices elsewhere, the Departments/Organizations may identify leading institutions in India and abroad. Such training shall be imparted to officers keeping the future needs of governance of the State in perspective with approval of the Director Training.
- 11.2 With approval of the Nodal Department, the Administrative Departments & the training institutions of the State may enter into collaboration with such institutions

and arrange sharing training and training materials. Help of UNDP may also be availed for identification of the foreign training institutes.

12. ROLE OF THE TRAINING DEPARTMENT:

12.1 The Training Branch in the Chief Secretary's Office shall act as the Nodal Department for training and capacity building activities of the departments of Government of Haryana. The Training Branch shall be the Administrative Department for implementation of this Policy and shall also provide guidelines to all departments/ Training Institutions in the preparation of training manuals, annual training plans and perspective plans.

12.2 The Training Department shall also approve the Annual Training Plans upto the prescribed budget limits, issue orders necessary for the implementation of this Policy, including provision of incentives to the Training Coordinators, Master Trainers and officers of deputation to training institutions.

12.3 If expenditure goes beyond the prescribed training budget, prior approval of the FD will also be obtained.

12.4 A Training Cell will also be created in the Training Branch to develop as the Nodal Agency in the due course of Time before initiation of the proper Directorate of Training under the Secretary, Personnel & Training. Some retired Government officers who have dedication, enthusiasm and knowledge required for the job may also be engaged for this purpose.

12.5 This Training Cell will be equipped with adequate infrastructure and finances, to be disbursed with approval of the SPS/Director Training.

12.6 It will take all necessary steps to supervise and coordinate the creation of a decentralized training infrastructure and to facilitate the development of trainers at all levels.

12.7 A web-portal, in the Training Cell, would be created for monitoring, reporting, feedback, analysis of the training programs organized/ to be organized by various departments and training institutes.

13. TRAINING FOR URBAN AND RURAL DEVELOPMENT:

- 13.1 The 73rd and 74th Amendments of the Constitution resulted in a radical change in the status of the Panchayati Raj Institutions and Urban Local Bodies by prescribing constitutionally mandated devolution of powers and resources to them as the third tier of Government. These institutions are critical for the development of the rural and urban areas as well as delivery of many essential services to the citizen. The national level flagship programmes for rural and urban development have highlighted the need for capacity development in the rural and urban level institutions for effectively implementing the programmes.
- 13.2 Rural and Urban Local Bodies' functionaries need to have the competencies to be able to perform their work efficiently and their training is, therefore, of paramount importance. As the officers of the State Civil Services play an important role in the administrative set up at all levels, they need to be familiarised with grassroots institutions of rural and urban governance. Officer Trainees of the State Civil Services may be given 'hands-on-experience' of grass-root level administration in Panchayati Raj Institutions and Urban Local Bodies by placing them as Executive Officers of Gram Panchayats/Municipalities for a suitable duration.
- 13.3 Suggested areas for capacity building in rural and urban development:
- i. Rural Development: Rural Sociology, Rural Development/Welfare Programmes, Rural Planning, Agricultural Marketing and Agricultural Finance, Rural Industries, role of N.G.Os in rural development, Rural Co-Operatives, Conflict Management in Rural Areas;
 - ii. Urban Development: Decentralization and Urban Governance, Urban Land issues, Urban Environment, Urban Transport, Urban Planning and Infrastructure Development, Urban Poverty and Social Development, Municipal Accounts and Finance, e-Governance for urban development.

14. IMPLEMENTATION, MONITORING AND COORDINATION:

- 14.1 To ensure effective and efficient implementation of the State Training Policy the overall monitoring and coordination is assigned to the State Training Department which would also be strengthened both physically and financially.

- 14.2 Haryana Institute of Public Administration shall be the Apex Training Institution of the State and shall, for the time being, be the nodal agency for the implementation of this Policy. Haryana Institute of Public Administration shall, in consultation with other Government training institutions of the State, issue appropriate guidelines to amplify and facilitate the implementation of this Policy. A common forum of Government training institutions of the State (such as HIRD/ MRMI/ SCERT/ PTS, DIETS & others) may be created with Director General, HIPA as the Convenor to discuss and develop the Training Program of various departments (to be approved by the Nodal Department).
- 14.3 To identify specialized training institutes like Swarn Jayanti Haryana Institute of Fiscal Management, Accounts Training Institute (Sinchai Bhawan, Panchkula) , Revenue Training Institute, Panchkula and others for organizing training programs on the specific subjects. Training of specialised subjects be undertaken by these institutes.
- 14.4 Departments/Organisations may take support of the Government / Non-Government training institutions in the development of need based training schemes.
- 14.4 The Government Training institutions of the State will be equipped to use advanced technology to facilitate e-learning on various subjects relevant to the needs of the employees. On-line training programs in the offices should be encouraged. The Training Institutes should identify good on-line courses related to it in coordination with HIPA providing good contents for these courses. The common/ specific courses should be identified and documented separately. E-learning & distance learning should also be encouraged.
- 14.5 Standard training modules on common topics such as Right to Information Act, Role of Law, Human Resources, Right to Services, Ethics in Governance and Flagship Programmes of Government of India and Government of Haryana will be developed jointly by various Training Institutions (such as HIPA, HIRD, HRMI, SCERT, Patwar Training School & DIETs and others) in the common forum to be formed in compliance of 14.1.

- 14.6 The State Government shall take steps to strengthen existing training institutions and establish as many new training institutions in the state as required to meet the training requirements as envisaged in this Policy.
- 14.7 The State Government shall encourage the training institutions to attain national standards of excellence and can even attain international standards.
- 14.8 Premises of HIPA, Panchkula should be used by other departments also for training purposes.
- 14.9 Conference halls of all the departments in field and at Headquarter may be equipped with the latest equipments to hold training programs through Video Conference by any Government Department.
- 14.10 A list of all the Training Institutes of the Government of Haryana will be compiled and kept updated by the Nodal Agency and the Apex Training Institute.

15. FUNDING:

The National Training Policy, 2012 had recommended that each state set aside at least 2.5 per cent of its salary budget for training. Accordingly, each Department/Organization should earmark 2.5 per cent of its salary budget for training. The infrastructure and manpower will be created suitably in the Government Training Institutions by the State Government.

16. STATE TRAINING COUNCIL:

- 16.1 There shall be a **State Training Council** to advise the government on all matters relating to this Training Policy and all other matters relating to training. The composition of the State Training Council shall be as follows:-

1. Chief Secretary	:	Chairperson
2. All the Administrative Secretaries	:	Members
3. Director General of Police	:	Member
4. Secretary, Political, Services & Training	:	Member Secretary
5. Director General, HIPA	:	Member
6. Directors of all Govt. Training Institutions	:	Members
7. VCs of State Universities in the state	:	Members

- 16.2 The Chairperson/Member Secretary may also invite any other national or state level experts/ institution as special invitees.
- 16.3 The State Training Council shall meet at least twice a year.
- 16.4 In the absence of the Chairperson, the senior most member present may preside over the meeting.
- 16.5 The State Training Council may appoint one or more subject committees to oversee the implementation of the State Training Policy.
- 16.6 Functions of the State Training Council:**
- i. To promote modernization of the training machinery of the state
 - ii. To evaluate the training process in administration and to take decision in terms of the policy
 - iii. To function as the main body to raise money at the national and international level to strengthen the training capacity of the state.
- 17. Power & Procedure for the amendment in the State Training Policy:**
- 17.1 For the minor alterations like change of period of the Inductions & Mid - Term training, giving responsibility regarding a specific training program/ procedure/ function the Chief Secretary to Government of Haryana will be the competent authority.
- 17.2 For changing any of the basic structure of the policy on recommendation of the State Training Council, approval of the Hon'ble Chief Minister will be required.

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