

No. A-33011/1/2013-Coord.  
GOVERNMENT OF INDIA  
MINISTRY OF WATER RESOURCES

*Chauhan*  
5/3/14  
C B (M/RM)

Shram Shakti Bhawan, Rafi Marg,  
New Delhi, dated March, 2014

**OFFICE MEMORANDUM**

04 MAR 2014

Subject: Training Policy of Ministry of Water Resources -reg.

The undersigned is directed to forward herewith a copy of the Training Policy 2014 of Ministry of Water Resources for information and guidance.

2. The addressees are requested to take necessary action for the implementation of the Training Policy in your respective organisation and prepare Annual Action Plan for 2014-15 and send the same to this Ministry at the earliest. Simultaneously they may also prepare Induction Material in brief on the activities being undertaken by them so as the same could be included in the training curriculum/programme.

**Encl: As above.**

*Arun Kumar*  
(Arun Kumar)

Under Secretary to the Government of India  
Tel No. 2371689

To

1. Chairman, Central Water Commission, Sewa Bhawan, R.K. Puram, New Delhi
2. Chairman, Central Ground Water Board, Jamnagar House, New Delhi.
3. Director, Central Soil and Materials Research Station, Olof Palme Marg, New Delhi
4. Director, Central Water & Power Research Station, Khadakwasla, Pune-411024
5. General Manager, Farakka Barrage Project, P.O. Farakka Barrage, Dist. Murshidabad West Bengal-742212.
6. Chairman, Upper Yamuna River Board, 202, "S", Sewa Bhawan, R.K. Puram, New Delhi-110066
7. Chairman, Ganga Flood Control Commission, Sinchai Bhawan, IIIrd Floor, Patna.

Copy to:

1. Director E-I/Director E-II/Director E-III/Sr. JC(PP)/Director -GWE/DS(Admn)
2. Director (NWA), CWC, Sewa Bhawan, R.K. Puram, New Delhi
3. Director (RGI), Central Ground Water Board, Behind Pujari Park, Tagore Nagar, Raipur (CG)-494001.
4. Director, National Institute of Hydrology, Roorkee-247667, Uttarakhand
5. Director General, National Water Development Agency, 18-20, Community Centre, Saket, New Delhi-110017.

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# TRAINING POLICY, 2014

MINISTRY OF WATER RESOURCES

## MINISTRY OF WATER RESOURCES SHRAM SHAKTI BHAWAN, NEW DELHI

3.4 To impart a global outlook and an international perspective through participation in various training programmes being conducted by regional institutions abroad.

### 3. Target Groups

3.1 The target groups will be all eligible Group 'A', 'B', & 'C' officers/officials in the Ministry and its attached/subordinate offices. The officers posted in the Ministry of Water Resources under Central Staffing Scheme will be eligible for training provided they still have at least a minimum period of 2 years of service left in the Ministry.

National Water Development Authority (NWDA) and National Institute of Hydrology (NIH), being autonomous societies, may adopt the training policy with the approval of their Governing Bodies.

3.2 Emphasis should be laid on imparting training to eligible officers who are likely to be involved in policy making, implementation of programmes of the Ministry.

3.3 Efforts should also be laid on imparting training to both technical and non-technical officers/officials in financial management, information technology, project management, etc. For technical officers/officials emphasis should be laid on providing training in technical areas also such as irrigation, flood management, rain water harvesting, etc.

3.4 The opportunities for training should not be restricted to only mandated points in a career but should be available to meet needs as they arise through a mix of conventional courses, distance and e-learning, etc.

3.5 Training Institutes under the Ministry like the Rajiv Gandhi National Ground Water Training & Research Institute and National Water Academy will be developed as Centres of Excellence and these institutes will develop training programmes for both technical and non-technical employees of the Ministry. These institutes will also prepare Customized Training Programmes for providing in-depth knowledge and in-sights into the latest technological advancements, etc. on issues related to the Water Sector for both technical and non-technical officers/officials:

#### 4. Competency Framework

Competency framework will be developed by the Ministry and its attached and subordinate offices. The competency gaps are required to be identified for each cadre and planned to be bridged through range of training interventions to enhance their performance. Some examples of competencies pertain to leadership, financial management, information technology, project management, communication, irrigation projects, planning & implementation of flood control measures, RTI matters etc.

#### 5. Training Manager

5.1 An officer of the rank of Joint Secretary or Director/Deputy Secretary in the Administration Wing in the Ministry will be appointed as the Training Manager, who will take all necessary initiatives to implement the Training Policy of Ministry of Water Resources and coordinate with the Training Division, DOPT to implement the recommendations of the National Training Policy (NTP), 2012. The specific function of the Training Manager will be as per the guidelines contained in the DoP&T OM No. 12021/1/2012-Trg. I dated 4<sup>th</sup> July, 2012.

5.2 Each attached/subordinate office will appoint a Training Manager for their respective organisation not below the rank of Deputy Secretary / Director.

#### 6. Training Cell

6.1 A separate Training Cell/Division in the Ministry under one Deputy Secretary/Director level officer will be created who will be responsible to oversee the implementation of Training Policy in the Ministry, from amongst existing manpower.

6.2 Each attached/subordinate office will create Training Cell for the organization from amongst the existing manpower.

#### 7. Types of Training and Duration:

7.1 **Short-Term Trainings:** The training programmes of duration upto six months are treated as Short-Term.

- a) *Orientation Training* for officers/officials who are newly posted either on direct recruit basis or on promotion in the Ministry of Water Resources or its attached or subordinate offices. The objective of this training is to familiarise them with the goals and overall functioning of the Ministry and its attached and subordinate offices. The duration of this training would be upto two weeks which may include short field visits wherever feasible.
- b) *Induction Training* mandatory to the officer/official immediately on selection/recruitment in the Ministry and its attached and subordinate offices to have sector knowledge before they are tasked with the responsibilities. The domain knowledge, familiarity with the activity / programme and policies will help them to integrate with day-to-day working of the Ministry/ organisations in understanding and evaluating proposals, formulating policies and programmes leading to decision making e.g. mandatory induction training for CWES officers of Central Water Commission and Group "A" & "B" officers of Central Ground Water Board. Induction training may also be considered for other direct recruit officers/officials.
- c) *Mid-career training* for eligible officers/officials at various levels/stages of their career. The duration of the programme may vary between 4 to 8 weeks. The design, curriculum, pedagogy, institutional partners and faculty, resources, etc., of each case of the programme is intended to be finalised by the respective cadre controlling authorities, after analysing the needs of the officer/ official and to build their next-level competencies.
- d) *'On the job' and 'in-house' training programmes* should be conducted in required areas at the work place. These training programmes may be conducted with the help of officers from the Ministry or Faculties from reputed Training Institutes like ISTM, etc. The suggested duration of the training is one week. It may be for full day or specific hours of a day, e.g. computer training, noting and drafting, practical skill training for technical officials, etc.

e) *Short-Term Thematic Training* for officers/officials preferably once in two years with an objective to build their professional competencies in relevant themes. This will inculcate desirable, personal attributes by exposure to such courses e.g. leadership development, stress management, ethics and values in public governance, project management, e-governance, finance, administration etc. This may be conducted with the help of Centres of Excellence in those areas either within India or abroad. The duration of this training would be generally one to two weeks. This may also include short term training courses under DFFT.

f) *Customised Training* is an intensive programme to be conducted in a centre of excellence and specifically designed for officers/officials working in a particular domain with the objectives of providing deeper knowledge, latest development and understanding of the smart practices in that sector; and also to facilitate experimental learning and sharing amongst the officers working in the same sector. The duration of this programme would depend on the specific training needs and could be either in India or abroad.

Examples – customised training in the sector of water harvesting and managements , Project Finance etc.

## 7.2 Long Term Training Courses:

The training programmes of duration of six months or more are treated as Long-Term. These may be both technical and non-technical.

a) Eligible officers may be considered for deputation undergoing long-term advanced training courses in reputed universities, colleges, institutions both in India and abroad in areas such as water conservation, management, water quality, desalination of seawater and flood management, etc. The training will facilitate officers, especially younger ones to upgrade their knowledge and skills by

acquiring higher qualification either in India or abroad thus enabling them to contribute for higher performance in Government.

- b) Similarly eligible officers may also be considered for advanced training courses on Administrative/Managerial topics in India and abroad in areas related to Management, Public Policy, Financial Management, etc. at IIMs, MDI, Gurgaon. This will also include long-term training courses under the Domestic Funding on Foreign Funding (DFFT).

### 7.3 Other Types of Training

- a) *Distance and E-Learning Training Programme:* This programme provides unparalleled opportunities for meeting the training needs of the employees.

Officers/officials may be encouraged to enrol themselves for Distance & E-Learning courses in Universities/ Institutions approved by DoP&T particularly on subjects relating to water conservation/ water management, rainwater harvesting etc., as per guidelines/rules of DoP&T. e.g. Distance & E learning courses conducted by IGNOU etc.

- b) *Training for Trainers:* There is a need to identify the current international best practices in training skills and techniques and develop a cadre of trainers in such skills/techniques, especially, in the development of domain specific trainers. Given the plethora of training institutions in the diverse areas of Government functioning, it is desirable to develop a pool of trainers in different sectors and functional specialisations. Once potential trainers are identified by the Ministry and its attached/subordinate offices, the expertise available with the DoPT in training techniques may be availed.

- c) *Workshops/seminars/conferences:* This would provide opportunities for eligible middle or senior level officers for attending national and international workshops/ seminars/ conferences. These congregations invite academicians, practitioners and national/international experts on various contemporary subjects and issues and, therefore, participants in such events will be enriched with relevant knowledge, latest thinking and technological developments. The participant officers may be encouraged to

institutionalise their learning through presentations and reports to the concerned Ministry/Department.

## 8. Training Action Plans

This comprises of an annual training plan for all cadres/officials to be prepared by the Ministry and each of subordinate/attached offices.

8.1. The annual training programme is to be prepared for both technical and non-technical officers by the Training Cell in the Ministry as also by the Training Managers of each attached and subordinate office.

8.2. Initial steps in formulating the Training Action Plan would include the training need analysis – to determine the gap in the training need and individual competencies. Identification of Training needs and gaps of every employees as well as each target group is to be done. For this database of all employees should be prepared for which a suitable format would be devised.

8.3. Endeavour should be made to cover trainings (both short-term and long-term) to every eligible officer/official of the Ministry and its attached/subordinate offices, to the extent possible.

8.4. The Training Action Plan should link the training programmes of each target group and each individual employee to the needs and the identified courses planned for the year, preferably, as per training calendar.

8.5 a) Training Action Plan should include mandatory induction training programme and preferably mandatory mid-career training for direct recruit CWES officers.

b) Similar induction/mid-career training programme should also be considered for Group A & B officers of CGWB/ CSMRS/CWPRS, etc.

8.6. The Training action plan is intended to cover various types of training interventions for various target groups. This should also preferably include modules on familiarisation for grass-root institutions on rural and urban governance e.g. PRIs, WUAs etc.



## 9. Training Modules:

- 9.1 The modules are to be identified, which are scientific but easily understandable with logical flow of information and without compromising on the content of the subject matter. Modules are to be developed for each subject at each level for each target group. Each module should cover inter-alia objectives to be achieved through modules/methodology, time-frames, etc.
- 9.2 A two member team comprising a Subject Matter Expert (SME) and a practitioner working in the Ministry and its attached and subordinate offices or connected training institutions may be entrusted with the responsibility of each module which may be reviewed by a Committee for final approval.
- 9.3 The respective attached and subordinate offices and Training Institutes under the Ministry of Water Resources will develop their training curricula, training modules, training durations for eligible officers & officials (Group 'A', 'B' & 'C') for cadres under their control.

## 10. Training Calendar

A training calendar shall be prepared by the Training Institutes of the Ministry at the beginning of each financial year for the courses to be conducted by the institutes. Each training institute i.e. NWA and RGI should prepare training calendar covering courses planned for various target groups including mandatory induction training course, mid career training course, specialised professional courses, customised courses, thematic and other short-term training courses.

## 11. Training Evaluation

Effectiveness of training and development is significantly increased if the monitoring and evaluation of training programmes is systematically undertaken. There should be post-training evaluation after each training course.

## 12. Eligibility/other conditions

- 12.1 Each Training course will be subject to the eligibility conditions as also upper age limit as prescribed from time to time by the DoPT/Ministry.
- 12.2 Preference should be accorded to officers/employees who have not attended any long-term or short-term training programmes in India or abroad, whichever is applicable.
- 12.3 In the matter of officers deputed on long term specialized training courses, on return from training, efforts should be made to post/utilize such officers preferably in the area of specialization for which they have been sponsored for the training.

## 13. Foreign Training

Proposals/ nominations for foreign training and conferences/ seminars / workshops abroad would require prior approval of the Competent Authority in the Ministry, and can not be deemed as a matter of right.

## 14. Funding

Sufficient provision of funds should be made in Annual Budget of Ministry/attached and subordinate offices.

Similar provision may also be made by the Autonomous Institutions i.e. NWDA & NIH in case the policy is adopted by these Institutions with the approval of their Governing Bodies.

## 15. Outcome

- The outcome of the Scheme will be Human Resource Development through enhancement of domain knowledge with a view to improving efficiency in the tasks assigned to them in various areas of Water Resources policy planning & governance.
- It will accelerate the learning of the officers/ participants for optimum performance and improve their ability to appreciate the ground realities to be taken into consideration while processing the cases in the Ministry and its attached and subordinate offices.