Government of Odisha (GOO)
Chief Engineer, World Bank Projects, Odisha
Odisha State Roads Project

Consultancy Services for
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DRAFT OWD
HUMAN RESOURCE DEVELOPMENT
POLICY

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and Technocrats Pvt Ltd

In joint venture with
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Advisory Pvt. Ltd.

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Table of Contents

H UMAN R ESOURCE D EVELOPMENT P OLICY

Human Resource Development Policy

1   Preamble

The main objective of ODISHA WORKS DEPARTMENT (OWD) is to develop and maintain an extensive road network in the state, formulate policies and make comprehensive plans for the infrastructure sector, which is a major pre-requisite for economic development. Above all, good roads improve the accessibility of the rural areas to markets and facilitate better delivery of services. Therefore, the Government strategy in this sector is to provide all weather road linkages to rural settlements. OWD also has an important role of constructing and improving buildings in the State. Construction of new building/maintain the existing one and above all planning for the upcoming building projects is carried out through long term master planning or developing short term strategies.

State Government has assigned OWD public works such as construction of roads, bridges, cross drainage works, buildings including public health etc. This involves planning, design, engineering, procurement, construction, operation and maintenance, management of personnel and finance, revenue collection etc., each a critical task in its own right.

Trained manpower is required at every stage of the above mentioned tasks. OWD considers its human capital as one of the key resources. With time, Human resources have assumed strategic importance in the achievement of organisational growth and excellence. Regular updating of skills and knowledge of the employees with the advancements taking place in respective areas is essential to achieve better productivity, efficiency and sustainability to make OWD a successful modern contemporary organisation.

In view of the increasing consciousness as well as expectations of people, OWD officials need not only be proficient in engineering tasks but equally as good managers, administrators in public relation domain. It is therefore necessary to upgrade the competencies of every official of OWD irrespective of his cadre and discipline in a systematic, formalised and coordinated manner. This can only be achieved through well organised training in technological, managerial and administrative areas besides stakeholder management. This should tone up the efficiency, effectiveness and economy of operation of the department in general, which should ultimately lead to provision of quality 'infrastructure sector' services on a sustainable basis to support and ensure higher productivity at the field level.

1.1   OWD Vision

Example Statement 1 - "To Provide and Expand Quality Infrastructure for Adequate, Equitable and Reliable provision of Road Network in an Efficient, Effective and Economic manner for Promoting Sustainable Economic Development and Reduce Poverty."

Example Statement 2 - "In the roads sector, Government of Odisha is aiming for more effective capabilities and performance, to provide improved services to road users and thereby facilitate the state's economic development."

1.1.1 OWD Human Resource Management Vision

Example Statement - "To attain Organisational excellence by developing and inspiring the intrinsic potential of OWD's human capital and providing opportunities for professional growth, innovation and enrichment."

1.1.2 Human Resource Development (HRD) Vision

Example Statement - "To attain Organisational excellence by developing and inspiring the intrinsic potential of OWD's human capital and providing opportunities for professional growth, innovation and enrichment."

1.2 Human Resource Development Philosophy

The HRD philosophy emanating from an envisioned OWD refers to holistic development of employees through components like:

- Induction of strong human values
- Building learning and motivating environment
- Equipping employees with the latest technical and managerial techniques and tools
- Developing employees for multi-tasking
- Attitudinal change process
- Optimum utilisation of human resources
- Customer/stakeholder service orientation

2 Policy Guidelines

2.1 Objectives

The objectives of the policy are to:

- Make learning one of the fundamental values of the staff in OWD
- Make performance improvement an essential requirement in every sphere of work within OWD.
- Ensure value addition through training to the overall business process
- Institutionalise learning opportunities that supplement work experience
- Integrate organisational and individual developmental needs
- Enable employees to keep abreast with the latest knowledge and skills and enable them to undertake current and future responsibilities in a more effective manner.
- Provide linkages of training activity with overall HR function

2.2   Coverage

The Training Policy shall cover all regular employees of OWD and affiliate organisations.

2.3   Definitions

2.3.1 Training

Training shall include a training programme, seminar, convention, workshop, symposium or any other structured learning or developmental programme based on organisational needs and/or Training Need Analysis.

2.3.2 Training Year

Training year shall mean a period of 12 months commencing from 1st April till 31st March of the subsequent year.

2.3.3 In-house Training Programmes

A training programme designed, developed and conducted within OWD, exclusively for the staff with or without the assistance of external resource-person/agency(ies).

2.3.4 Advertised Training Programme

A training programme designed, developed and conducted within India/abroad, by an outside agency, not exclusively for the employees of the Department and to which one or more employees may be nominated.

2.3.5 Customised Training Programme

An external training programme specifically designed to meet OWD needs, to improve certain specified competencies, as felt necessary by the Department.

3   Training Cell - Management and Monitoring

The management and monitoring of the 'Training Policy' shall be done by the Training Cell headed by a Chief Engineer in the office of Engineer-in-Chief. The Chief Engineer will be supported by officers of the rank of Executive Engineers, both with-in the Training Cell as well as at the Circle level.

4   Coverage Target

OWD shall endeavour to provide a minimum of 15 days 'need based' training to at least 50% of staff in a training year to start with and this percentage shall increase progressively in subsequent years depending on the requirement.

5 Training Budget

Adequate funds for training and development activities shall be allocated. A minimum of 1% of salary budget shall be provided initially, progressively increasing to a level of 1.5% within the next five years.

A within the next five years. be allocated. A minimum of 1% of salary budget shall be provided initially, progressively increasing to a levbe utilised for training and study tours only.

6 Training Needs Analysis

The objectives of training need analysis are to:

- Systematically identify developmental needs of employees

- Integrate the identified individual needs with Organisational needs

- Enhance relevance and acceptance of training programmes

Training Needs Analysis, in a systematic manner, shall be conducted once a year by the Training Cell in the Engineer-in-Chief office with or without the assistance from external professionals. Circle heads and CE's will communicate the training needs of the staff in their respective units to the training cell before 31st of December each year.

Training needs would be classified as 'Essential' and 'Desirable' along two time frames of short-term (for immediate job performance) and long term (for future job performance over the next 5 years).

The identified needs would be prioritized as under and would be addressed accordingly:

Priority-A	Essential short-term
Priority-B	Essential long-term
Priority-C	Desirable short -term
Priority-D	Desirable long-term

6.1 Template Courses

Training Cell will design templates (with or without associating external professionals) for Induction training, Personal Skills training programmes like Management Development Programmes, Attitudinal training, Basic Information Technology, etc. for bringing about uniformity across OWD.

6.2 Training Programme for Career Growth

Training cell shall arrange the delivery of these types of training (Post Graduate programmes) envisaged under HR policy for career growth. The selection of participants for such courses shall be based on seniority/those who are in the promotion zone. It will be based on requirements (type of training verses succession planning) in the H.R. Policy of the Department.

7 Training Calendar

Training cell shall prepare the 'Training calendar' containing programme title, learning objectives, target participants, broad course contents, duration/dates, batch size, venue, programme coordinator etc. by March 1st of preceding year and place it on OWD website. This shall also be communicated electronically to heads of all units up-to the level of Executive Engineer.

8 Nomination of participants

8.1 Nomination Objectives will be

- To ensure that staff are nominated to training in areas which are relevant to their current/future responsibilities (and tasks) or specifically related to the identified personal "developmental" needs.

- To encourage equal opportunities to all staff irrespective of cadre, caste and gender.

- To achieve the target of 'Fifteen-training-days' per employee per training year (average).

8.2 Nomination Process

Training cell shall initiate the process of nomination 45 days prior to the start date of each training programme. The selection will be finalised by the competent authority and participant list prepared 15 days prior to the start date.

8.2.1 Information

The selected employee will be informed by the Training Cell directly telephonically, plus through electronic mail; additionally the information will be routed through her/his controlling officer. Nomination information should reach each participant, preferably, 5 days in advance in case of local programmes and 10 days in advance for out-station programmes.

8.2.2 Training for SC/ST and Female Employees

Training Cell shall ensure that employees belonging to SC, ST and female categories are adequately and form 25 % strength of the nominated participants.

8.2.3   Authorities Competent to Nominate

External Training Programmes within India

Class I officers	E-i-C	Orders issued by Training Cell HQ
In respect of all other employees	Respective C.E.	Orders issued by Training Cell HQ

In-House Training Programmes

Class I officers	E-i-C	Orders issued by Training Cell HQ
Class II officers	Respective C.E.	Orders issued by Training Cell HQ
In respect of all other employees	Respective SE / HR Manager	Orders issued by Training Cell HQ

With a view to ensure that opportunities to attend training programmes are made available to maximum number of employees, the Training Desk at the office of each Circle as well as at the offices under E-in-C will periodically prepare a list of employees, cadre-wise, who have not attended any training programme or have not yet completed the target of 'ten-training-days' per employee per training year. Nominations shall generally be based on this list.

Nominations for a training programme from all Circles/offices shall be received by the Training cell within the time prescribed for further processing and finalising.

9   Resource Selection Criteria

9.1   Training Agency/Institution

The selection of training agency/institution should broadly be based on the infrastructure, facilities available, experience in managing similar type of training, quality and quantity of resource persons, location of the institution, past training history, financial status, fee structure etc. Training Cell will call for empanelment of such institutes and review the list every four years.

NOTE: *In addition, efforts would be made by the training organisation so as to   maximise the use of internal resource persons from OWD.*

There are a number of Central/State Government Training Organisations providing training without any training fee. However, before selection, they should be assessed from the perspective of quality of trainings delivered by them. The "zero" training fee, though considered attractive must be weighed against the direct costs (travel, per diem etc.) and "time" (indirect cost) of OWD officials.

9.2   Resource Persons

The broad parameters to be employed in identification of resource persons shall include educational background, experience in the core area, total years of experience in teaching/training, types of programmes delivered, organisations served/being served as a resource person, level of participants trained, present location, training equipment (audio-visuals) used, familiarity with specific training methodologies, professional fees, project works carried out (if any), details of publications (if any) etc. Training Cell will call for empanelment of such resource persons and review the list every alternate year.

NOTE: *To maximise the use of OWD Resource Persons, and to create an internal pool, it is suggested to conduct "Training of Trainers" programmes for staff interested in training/coaching function apart from their core responsibility. The programme must include topics like principles of adult Learning, Presentation Skills, Communication Skills, etc.*

10   Training Academy

The existing Construction Academy, Gopalpur will be used for all centrally organised In-house training sessions/workshops (e.g. all Induction training programmes, Management Development programmes). Training cell will manage the day-to-day operations of the Construction Academy.

11   Training Evaluation

The objective of training evaluation is to improve, building on present strengths and removing shortcomings for further improvement; to measure the impact of training on job behaviour. Training evaluation shall be done at three levels.

11.1   Pre-training evaluation

Pre-training assessment is aimed at detecting and re-focusing the programme-design before the commencement of the programme to make it most suitable for the participants. Training provider shall review the programme design, content etc. in the light of the feedback obtained from the participants. The training cell will facilitate the evaluation for each training.

11.2   Programme evaluation

Training Cell shall seek participant feedback at the end of the training programme, in the prescribed format covering course objectives, trainers, training material, plus logistics, for undertaking modifications/improvements in future programmes.

Evaluation of the performance of Resource Persons as well as Implementing Agencies will be based on the participants' feedback. It is essential to assess their effectiveness in delivering quality programmes.

Training Unit will ensure that the feedback data from the prescribed format are linked to the payment of the Resource Persons as well as Implementing Agencies and the information is archived for future use.

11.3   Impact Assessment

It involves measuring the change in job behaviour of the employee based on the learning from the training. The measurement indicators will be derived from the pre-defined programme objectives. The impact assessment shall be carried out after completion of a specified period as decided by the Training Cell.

12   Absence

Absence from training, for which staff has been nominated, will be allowed only on the basis of approval by the authority mentioned below, for reasons to be recorded:

Engineer-in-Chief	All Class I and Class II Officers
Chief Engineer concerned	All Class III and IV employees

Communication regarding inability to attend the training programme should reach the Training Cell, with the approval of the notified authority, at least 5 days before the programme starts. However, onus of finding a suitable replacement participant (in lieu of) lies with both, the nominated participant seeking leave of absence and the approving authority.

Where staff has been nominated but has absented himself or withdraws in the midst of the programme without giving adequate notice/reasons, the cost of the programme shall be recovered from the salary of the staff. All such cases will be processed in the Training Cell and approval obtained from Engineer-in-Chief. The number of installments for recovering the cost will be decided by the Engineer in Chief.

13   Knowledge Sharing

Participants will submit a written report on 'lessons learnt' to the training cell, through their reporting officers, with-in one week of returning from the training. Besides submitting a report staff shall be required to share the salient features of their learning with their colleagues by way of a short duration presentation. Training Cell and the Circle level Training Officer will provide necessary assistance in organising the presentation session.

14   Honorarium

Honorarium for resource persons, both internal and external, for training programmes would be regulated as per the guidelines framed by the training cell. Honorarium should be a respectable

amount to attract effort by the recipient. Engineer-in-Chief would be the competent authority to approve the rates of honorarium.

15   Entitlement Regulation (TA/DA)

Entitlements of staff on Training relating to TA/DA shall be regulated as per the existing TA/DA rules of OWD.

16   Overseas Study Tours/Programme

16.1   Definitions

-   **Study Tours/Programmes** - Courses conducted abroad by International reputed agencies with a view to enhance managerial and technical competencies. This would also include pro-bono courses offered by international bodies.

-   **Conferences, Seminars, Workshops:** Organised by reputed international bodies abroad with a view to disseminate knowledge and exchange views, presentation of papers by experts and other world class leaders in the field of management and technology which are relevant to the sector.

16.2   Categorisation

Based on duration, training programmes are categorized as under:

Short term	up to 2 weeks
Medium term	More than 2 weeks but less than or equal to 4 Weeks
Long term	More than 4 weeks

16.3   Selection Criteria

16.3.1 Minimum years of service

An employee should have completed a minimum of 10 years of regular service in OWD before being considered for foreign training programmes.

16.3.2 Age limit

An employee should be nominated for a foreign course only if she/he has at least three years of service left before retirement (under present circumstances she/he should not be more than 55 years of age on the date of commencement of the course). However for attending workshops, seminars and study visits, there shall be at least one year of service left before retirement.

16.3.3 Performance criteria

The employee being nominated should have prior experience of having worked in the area in which training is being organised. There should be ample justification that the subject training would facilitate improved performance of the participant/s. The Annual Confidential Report (ACR) *of the participant* should indicate high level of performance consistently for the past 5 years and possess adequate potential for taking on additional higher responsibilities.

16.3.4 Vigilance clearance

The employee should not have any vigilance or disciplinary case pending or contemplated against her/him at the time of deputation on foreign training. Staff who have been awarded punishment under any disciplinary proceedings can be considered for a foreign training only after a lapse of 5 years from the date of award of punishment.

16.4   Nomination Process

Proposal for any foreign training would be processed by the Training Cell as per the guidelines mentioned above. The selection of candidate for deputation shall be done by a committee consisting of the following members:

Engineer-in-Chief Cum Secretary	Chairman
Engineer-in-Chief (Civil)	Member
One of the CE nominated by the E-in-C	Member
CE (Training Cell)	Member
EE (Training Cell) at HO	Member-Secretary

16.4.1 Approval of Nomination

Proposal shall thereafter be sent by the Training Cell through Engineer-in-Chief to **GoO** for approval. Proposal invariably shall include nomination of 33% extra candidates (minimum 1) as reserve candidates to be used in the event of failure of the selected candidates to proceed for any reason.

16.4.2 Entitlement of TA/DA

The entitlement of TA/DA of employees nominated for foreign training shall be governed as per GoO rules and RBI guidelines.

16.5   Training Report

Staff sent abroad for training/conferences will have to submit a report on 'lessons learnt' reflecting effectiveness/utility of programme, to the Training Cell, within fifteen days of their return from deputation abroad.

17   Training Database

Training data will be maintained and managed under CE (Training Cell) by the supporting Executive Engineer, both at the Head Quarter level and at Circle level. Training code directory, listing out codes for various training courses/programmes shall be evolved, maintained and circulated by the Training Cell. The information related to training activities shall be maintained as a part of HRMIS (Query examples- Total number of employees trained during a particular period, Training details - program wise, cadre wise, employee wise, gender wise, category (SC/ST/OBC/Female/General etc.) wise, budget allocated and utilised etc.)

18   Deviations

Engineer-in-Chief cum Secretary shall have the power to relax or waive off any of the guidelines in the Training Policy, in deserving cases. The reasons/justifications shall be recorded.

19   Training Policy Review

The Training Policy shall be reviewed every five years, by a committee approved by Engineer-in-Chief cum Secretary, consisting of Engineer-in-Chief (Civil) as the chairperson, one CE, CE (Training Cell), one field SE, SE-Administration and Executive Engineer (Training Cell), to keep it in line with the latest trends in the area of Training and Development. The Training Policy approved by Engineer-in-Chief cum Secretary shall be circulated as well as disseminated using OWD Web page.

Engineer-in-Chief reserves the right to modify, cancel, add or amend any of the provisions in the Training Policy, at any time. Engineer-in-Chief cum Secretary may also review/issue administrative guidelines from time to time regulating the Training Policy.

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