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Orientation Training for Training Managers (OTTM)

Course Guide





Practice is the hardest
part of learning, and
training is the essence of
transformation.





The Course Guide

Training ensures performance on the job. A Training Manager who is placed in an organization is best to ensure learning for desired performance by individuals. It is in this context that the National Training Policy promulgated by the Government of India stipulated appointment of Training Manager. They are expected to be the nodal person for implementation of the training function in that Ministry / Department. The NTP also desires creation of Training Cell and appointment of HR and capacity building professionals to assist the Training Manager.

In effect, implementation of training function is the responsibility of the Training Manager. However, he/she needs to be equipped to handle this responsibility efficiently. It is in this background, that the OTTP for Training Managers has been conceived. The Course Guide prepared as one of the documents leading to the implementation of the National Training Policy directive provides a bird's eye view of the Workshop.

The Course Guide contains various aspects of training like the source which requires the functions to be performed by Training Managers and the knowledge, skill and attitude to be provided to him/ her to enable optimal achievement of the responsibilities entrusted.

The Course Guide states the purpose of the workshop, aim of the workshop, the target group, duration, objectives, key features, style of the course, resource kit, assessment and time-table. The Course Guide captures the overall essence of the Course and is truly a curtain raiser to the fresh workshop launched by the Government of India now.





Introduction

Indian Public Services set-up has a dynamic structure, specifically categorized under several Cadres of Civil Servants. The responsibilities in each Cadre can be justified with the pre-defined service delivery, though the entire system is linked in some way or the other. Service delivery cannot provide public satisfaction without an efficient and effective manpower in the entire system.

As per the National Training Policy 2012, all civil servants will be provided with training to equip them with the competencies for their current or future jobs. Such training will be imparted:

- At the time of entry into service; and
- At appropriate intervals in the course of their careers.
- Such training will be made available for all civil servants from the lowest level functionaries to the highest levels.
- The opportunities for training will not be restricted only at the mandated points in a career but will be available to meet needs as they arise through a mix of conventional courses, distance and e-learning.
- Priority will be given to the training of front-line staff, including training on soft skills, so as to improve customer orientation as well as quality of service delivery to the citizens.

To achieve this, while defining the 'Role of Ministries/Departments', it is stipulated that –

Each Ministry/Department shall adopt a Systematic Approach to Training and shall,

- (i) Appoint a Training Manager who will be Nodal Person for implementation of the training function in that Ministry/Department;
- (ii) Create a Training Cell with HR and Capacity Building Professionals to assist the Training Manager



Purpose of the Course

It is expected that the **Orientation Training for Training Managers (OTTM)** will equip the Training Managers in the Central Ministries/Departments with the requisite skills to –

- Implement the National Training Policy; and
- Impact the Capacity Building and Service Delivery in Public Services.

Aim of the Course

To equip Training Managers with skills to perform their functions as per National Training Policy

Designed For

Training Manager of the Central Ministries/Departments, designated as per National Training Policy

Duration and Design

- Duration: 2 - Day
- Design:

2-day training for Training Manager of Central Ministries/Departments

- Familiarize them with the broad contours of the NTP and Role of Training Managers; equip them with skills to prepare and implement Training Plans

Facilitators

- Training will be delivered by a pool of facilitators from the Master Trainers and Recognized Trainers accredited to the Department of Personnel & Training, GOI





Key Features

Key Functions of the Training Manager which will be covered:

1. Create an environment of acceptance of training interventions in the organization
2. Suggest training strategy
3. Have the training needs of staff assessed through appropriate Training Needs Analysis
4. Develop a Departmental Training Policy
5. Prepare a Training Plan for the short-term as well as the strategy for the long term
6. Formulate and implement Cadre Training Plans
7. Have the Designs prepared for appropriate training
8. Encourage and support the development of training material
9. Organize in-house Training/ Seminars/Workshops
10. Nominate personnel for training
11. Arrange adequate funds for training and estimate costs
12. Liaise with Training Institutions
13. Organize On-the-Job Training
14. Draft different kinds of contracts for training, studies, consultancy, etc.
15. Have Training Management Information System developed and maintained
16. Organize training impact studies and evaluation
17. Manage training resources like finance, human resources, institutions, infrastructure, etc.
18. Link training with career management
19. Implement National Training Policy/Guidelines
20. Building a citizen centric and inclusive attitude in the organization
21. Developing, ethics, empathy and sensitivity in personal and professional life
22. Encouraging application of competencies in Job-functions
23. Service delivery issue to be embedded in training

(The illustrative list of functions was circulated by the Training Division, Department of Personnel & Training in December, 1998)



Style of the Course

The Course is intended to help participants develop as Training Managers.

This is not a 'taught' Course but a highly experiential course encompassing a series of practical learning activities. The course is delivered through multiple media and styles and activities with a self directed learning approach. Therefore, participants are expected to take responsibility, both for their own learning and in helping the development of other participants. Participants will be encouraged to share their learning experiences with others, and to give and receive support and feedback.





Course Requirements

Workshop

The 2-day Workshop familiarizes participants with their key functions as Training Manager.

As the Workshop is based on an intensive series of team activities, it requires full-time commitment. Multi-media strategies and resources will include –

- Audio-visual aids
- Presentations
- Interactive content
- Group discussion
- Team exercises
- Management Games
- Simulations
- Hands on exercises and quiz



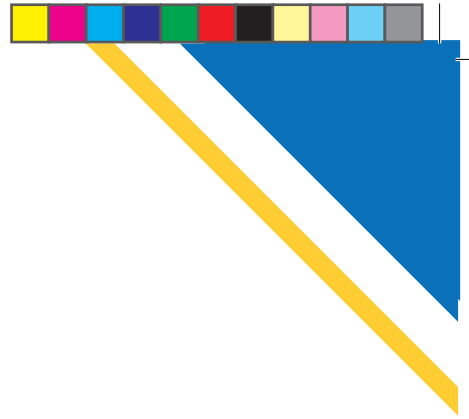
Resource Kit

The Resource Kit, which is the backbone of the course will provide assistance to the participants during the Workshop and on-job. In addition, following web-links will assist the Training Managers in performing their functions –

1. Introduction To Functional Manual
2. National Training Policy, 2012
3. Operational Guidelines dated 4th July, 2012
4. National Training Policy, 1996
5. Trainer Development Project (TDP) Brochure
6. List of Master Trainers/ Recognized Trainers

www.persmin.gov.in
(Training Wing)





Objectives

At the end of the 2-day Orientation Training, Training Managers in the Central Ministries/ Departments will be able to

1. Describe the broad features of the Functional Manual for Training Managers
2. Describe broad features of the National Training Policy (NTP) 2012 and the Operational Guidelines issued thereunder
3. Give an overview of the Systematic Approach to Training
4. Explain role of Training Manager of Central Ministries/Departments in the light of key functions for implementing the NTP
5. Describe concepts and use the checklists to manage training resources
6. Prepare an Action Plan for implementation of NTP in their Ministry/ Department

Assessment

The focus during the Course is to facilitate the participants to develop Training Manager's skills. Assessment is, therefore, concerned with informal feedback and advice to individual participant.



Course Schedule

Day: 1

DAY AND TIME	CONTENT
Day-1 9.00 - 18.00	Registration/ Introduction/Inauguration
	<i>How much do I already know?</i>
	What is in for me (WIIM)?
	Participants' concerns as Training Manager
	Course Guide
	Course Overview
	Introduction To Functional Manual
	Discussion on ' <i>How much do I already know?</i> '
	Salient Features of National Training Policy
	<i>Systematic Approach to Training</i>
	<ul style="list-style-type: none"> - Performance Gap - Training/Non-Training issues - Environmental, Motivational & Behavioural (EMB) Factors - Identification of Training Needs - Design - Training Material Development - Implementation of Training - Evaluation of Training
	Competency Framework
	<i>Team Activities</i>
	<ul style="list-style-type: none"> - Formation of Teams - Assignment of Topics - Briefing - Preparation for 'Team Presentations'

Course Schedule

Day: 2

DAY AND TIME	CONTENT
Day-2 9.00 - 18.00	Training Function
	<i>Role of Training Manager</i>
	Management of Resources
	Preparation of Cadre Training Plan
	Preparation of Annual Training Plan/Calendar
	Departmental Training Policy
	Developing Competency Framework
	Link Training to Career Development
	Training & Organizational Development
	Strategic Human Resource Management – (SHRM) Link to Citizen
	Citizen-centric Service Delivery System Training Management Information System



Vision of the Department of Personnel and Training

To Create an enabling environment for the development and management of human resources of the Government for efficient, effective, accountable, responsive and transparent governance.



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