GOVERNMENT OF KERALA

Abstract

Finance Department – Lifelong Learning Concept Based Training and Development Strategy for the Personnel of Finance Department– Approved – Orders issued

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FINANCE (TRAINING &DEVELOPMENT UNIT) DEPARTMENT

G.O (Ms) No.237/10/Fin **Thiruvananthapuram, Dated: 16th April, 2010**

Read: 1. G.O (Ms) No.528/2009/Fin dated 25/11/2009
2. G.O (Ms) No.06/2010/Fin dated 05/01/2010

ORDER

1. As per G.O read as 1st paper above an IT Division has been created in Finance Department. As per G.O read as 2nd paper above the Training and Development unit of the Division has been mandated to arrange training and development programmes for Finance and its Line Departments. Accordingly the T&D Unit has developed a draft Lifelong Learning Concept Based Training and Development Strategy for the Personnel of Finance Department containing vision, mission, objectives, strategy and the steps for implementing the strategy.

2. Government have examined the matter in detail and are pleased to approve the Lifelong Learning Concept Based Training and Development Strategy for the Personnel of Finance Department as appended to this order. The Training and Development Unit of Finance Department will facilitate the implementation of the strategy by:

   A. Conducting Training Needs Analysis (TNA) based on the Strategy.

   B. Developing and implementing Training and Development Programmes internally as well as in association with IMG and other Government/Public Sector Training Institutes based on the TNA.

   C. Developing a Learning Management System internally using Free and Open Source Software.

   D. Regularly reviewing the Training and Development programmes to ensure effectiveness.

   E. Facilitating immediate remedial action to rectify shortcomings if any and regular research to keep the Training and Development programmes always relevant and up-to-date in content, methodology, and technology.

BY ORDER OF THE GOVERNOR

V. RAJAPPAN
ADDITIONAL SECRETARY (FINANCE)

To

The Principal Accountant General (Audit), Kerala, Thiruvananthapuram
The Accountant General (A&E), Kerala, Thiruvananthapuram
All the Officers and Sections in Finance Department
The Director, Institute of Management in Government, Thiruvananthapuram
The Director (Information Systems), IT Division, Finance Department
The Director of Treasuries, Thiruvananthapuram
The Director of Local Fund Audit, Thiruvananthapuram
The Director of State Insurance, Thiruvananthapuram
The Director of National Savings, Thiruvananthapuram
The PA to Additional Chief Secretary (Finance)
The PA to Secretary (Expenditure)
The Stock File/ Office Copy

LIFELONG LEARNING CONCEPT BASED TRAINING AND DEVELOPMENT STRATEGY

for the Personnel of Finance Department, Govt. of Kerala

Training & Development Unit
Finance Department
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LIFELONG LEARNING CONCEPT BASED TRAINING AND DEVELOPMENT (T&D) STRATEGY FOR FINANCE DEPARTMENT

I. VISION: SERVICE EXCELLENCE through systematic training and development.

II. MISSION: Establishment of a state-of-the-art Lifelong Learning system for training and development of Finance Department personnel throughout their career in the Finance Department by blending the conventional training/development methods with technology mediated open distance learning.

III. THE OBJECTIVES OF THE TRAINING AND DEVELOPMENT (T&D) STRATEGY

1. The general objectives of the Training and Development Strategy for the Personnel of Finance Department are;

   i. To impart basic knowledge of office procedures, systems and departmental functions to the new entrants and enable them to commence their career smoothly and by upholding the ethics of public service.

   ii. To equip personnel to meet the advanced as well as changing requirements of Financial Administration like project funding, professional monitoring and evaluation of project/plan implementation, support Administrative Departments to achieve plan/developmental objectives of the government etc.

   iii. To develop supervisory and managerial skills.

   iv. To teach the employees about the new techniques and ways of performing the job with always increasing efficiency levels.

   v. To ensure IT readiness of the entire personnel of Finance and its Line Departments.

   vi. To capacitate personnel for higher level tasks and capacitate them to help the department to prepare for the future.

IV. INTRODUCTION

2. Training and Development (T&D) of the personnel is of utmost importance for the successful functioning of any organization. Modern human resource training and development systems are being developed based on the Lifelong learning concept. The lifelong learning envisages engaging of personnel in continuous learning and development process through out their career. The career and learning progress in a mutually supplementary/complementary manner. Since no organization/department can keep their employees away from their mainstream activities frequently and for long durations for conventional face to face training, and also because of the escalating costs for running

conventional training programmes, lifelong learning systems are being developed as a blend of conventional face-to-face learning and technology mediated Open Distance Learning (ODL). The technology mediated Open Distance Learning is carried out with the support of Learning Management Systems that can be accessed through Computer Networks/ Internet. In a Lifelong Learning System, face-to-face training sessions are arranged either in the in-house facility or at the training centres mostly to introduce new/major topics, provide guidance, promote interpersonal communication skills, provide hands-on-training in IT applications etc. Continued learning, assessment of effectiveness of T&D activities, self appraisal, review by seniors etc are being facilitated with the support of a Learning Management System.

3. At present following are the major sources of training in Finance Department:

   A. Institute of Management in Government (IMG), Kerala

   B. National Agencies like Institute of Secretariat Training & Management (ISTM), National Productivity Council (NPC) etc.

   C. Department's own arrangements for training /workshops on specific topics being handled either by the senior officials of Finance Department or Guest Faculties.

4. The existing systems provide little facility for post-training follow up/assessment of effectiveness by the department, continued learning, self appraisal, and review by seniors etc, which are vital to the personnel development process. Hence the following strategy.

V. THE STRATEGY

5. The strategy for Training and Development to the personnel of Finance Department will be based on Lifelong Learning concept as explained in the para 2 above.

6. The principal method of learning will be BLENDED LEARNING, which would effectively exploit the merits of both conventional face-to-face learning offered by Training Institutions and modern technology mediated Open Distance Learning through a Leaning Management System that will be developed internally.

7. All the Training and Development (T&D) activities will be based on systematic Training Needs Analysis (TNA) and the curriculum prepared based on the TNA.

8. The face-to-face sessions will mostly for introducing topics, new schemes, new technologies including IT training and for counseling, feedback etc. The learning that is being initiated in the conventional face-to-face sessions will be continued in an online Learning Management System, which would ensure continued learning, assessment of effectiveness of T&D activities, self appraisal, review by seniors etc.

9. The Training and Development Unit of Finance Department will liaise/work with Institute of Management in Government (IMG), Kerala and other personnel training/academic

institutes in Government/Public Sectors to develop and conduct domain specific courses for the Staff of the Finance Department based on the TNA.

10. Work place training by the Supervisors is an important constituent of T&D. It will also promote flow of information through the vertical of the organization which is necessary to set targets, improve performance, review the existing situation etc. Over and above, by preparing to train the juniors, the knowledgebase and skills of the seniors will also be got strengthened. Therefore senior staff of Finance Department will be encouraged to handle in-house training & development programmes.

11. To facilitate Technology Mediated Open Distance Learning, a Learning Management System will be developed internally using Free and Open Source Software in the same way the website of Finance Department has been developed.

VI. IMPLEMENTATION OF THE STRATEGY:

12. The Training and Development Unit in Finance Department will facilitate the implementation of this strategy by:

    A. Conducting Training Needs Analysis (TNA) based on the Strategy.

    B. Developing and implementing Training and Development Programmes internally as well as in association with IMG and other Government/Public Sector Training Institutes based on the TNA.

    C. Developing a Learning Management System internally using Free and Open Source Software.

    D. Regularly reviewing the Training and Development programmes to ensure effectiveness.

    E. Facilitating immediate remedial action to rectify shortcomings if any and regular research to keep the Training and Development programmes always up-to-date in content, methodology, and technology.