GOVERNMENT OF KERALA

Abstract

IAS - Detailed guidelines on training of IAS Officer Trainees – Orders issued.

GENERAL ADMINISTRATION (SPECIAL - A) DEPARTMENT

G.O. (Rt) No. 2161/2017/GAD. Dated, Thiruvananthapuram 31/03/2017

ORDER

Government hereby issue orders approving detailed guidelines as appended, on training of IAS Officer Trainees.

2. These guidelines are issued as a clarification to the existing training programme, as detailed in Chapter 2 of the IAS Training Manual, Kerala.

(By Order of the Governor)

S.M.VIJAYANAND,
Chief Secretary to Government.

To

All District Collectors.
The Secretary, Ministry of Personnel, Public Grievances & Pensions,
   Department of Personnel & Training, Government of India, New Delhi.
Director, Institute of Management in Government, Thiruvananthapuram.
The Principal Accountant General (Audit)/(A & E) Kerala, Thiruvananthapuram.
The General Administration (SC) Department.
The Web and New Media Division, I&PRD (for uploading to www.gadspnis.keralagov.in)

Copy to:
The Secretary to Chief Minister.
The Private Secretary to Chief Minister.
The Additional Secretary to Chief Secretary.
P.A to Additional Secretary, General Administration (Spl. A & C) Department.
Stock File/Office Copy.

Forwarded /By order

Section Officer
GUIDELINES ON DISTRICT TRAINING OF THE OFFICER TRAINEES OF THE INDIAN ADMINISTRATIVE SERVICE.

INTRODUCTION

The District phase of training of IAS Officer Trainees combines, both training and learning. This implies that the District Collector and other Officers have to actively prepare and train the IAS Officer Trainees (OTs) and the Officer Trainees should systematically chalk out a learning programme utilizing files, field visits, study of Acts, Rules, Manuals, Government Orders, Circulars, interactions with Officers and the users of public services, analysis of data and, wherever required, consultations with professionals, experts, peoples’ groups and civil society organizations.

It is well known that district training is the only time when, unencumbered by the pulls and pressures of work, an Officer can understand the reality of public administration, particularly the deficiencies and failures and the potential for improvement. This deep learning, seeing and knowing governance in the raw, will determine to a large extent the success of the Officer in future career.

ROLE OF DISTRICT COLLECTORS

The District Collector has to function as the friend, philosopher and guide to all the Officer Trainees, proactively playing each role with clarity. At the outset, the Officer Trainee should be made comfortable by providing the basic facilities for stay and travel. A room should be allotted in the Collectorate with a designation board. Services of a specially selected Clerk and Office Attendant, should be provided.
The District Collector should take the Officer Trainee along on important field visits, interactions with Ministers and senior officials visiting the district. The Officer Trainee should be asked to participate in the important meetings chaired by the District Collector, including Video Conferences. To the extent possible, the Officer Trainee should participate in the DDC meetings, key meetings of the DPC, selected meetings of the Banker’s Committee and Regional Transport Authority, meetings with Grama Panchayats, Revenue officials etc.

The District Collector should ensure that the Officer Trainee acquires knowledge and skills in important areas of the District Administration with special reference to land acquisition, revenue recovery, law & order, disaster management, providing land for different public purposes, land assignment etc.

The most effective way of teaching the Officer Trainee in these subjects is by adopting the following methodology:

(i) A knowledgeable person should explain the Acts, Rules, Government Orders and Circulars relating to the subject. The Officer Trainee should read as many disposals as possible, covering different problems.

(ii) The Officer Trainee should have field visits to understand field issues.

(iii) The Officer Trainee should study live cases and prepare reports as required.

The District Collector should personally focus on enabling the Officer Trainee to understand in depth, among other things, the following –
➢ The functioning of the local governance system with special reference to decentralized planning, services rendered by Local Governments etc.

➢ The functioning of the SCSP and TSP systems, including those implemented by Local Governments.

➢ Understanding the functioning of important Service Delivery institutions like Anganwadies, Schools, Hospitals etc.

➢ Understanding the functioning of Grama Sabha/Ward Sabha.

➢ Implementation of Rights-based initiatives in the district, especially -

  - Right to Information.
  - Right to work.
  - Right to Education.
  - Right to Food.

➢ Implementation of Legislations with social objectives, especially those dealing with Scheduled Castes/Scheduled Tribes, Children, Women, Aged, Disabled etc.

➢ The functioning of different institutions run by Scheduled Castes/Scheduled Tribes Development Department and Social Justice Department.

➢ Implementation of major infrastructure projects in the district, especially related to Railways, Highways, Airports, Industries etc.

➢ Planning and implementation of the Missions under the Nava Keralam Programme.

The Officer Trainee should be enabled to understand different facets of poverty and deprivation, especially from the SECC, SC/ST Survey, Census of Persons with Disabilities. The Officer Trainee should work very closely with
Kudumbasree and through interaction with different layers of the organization, understand the problems and prospects. Special efforts should be taken to critically evaluate the following programmes under Kudumbasree –

- Micro Enterprises.
- Joint Liability Groups.
- BUDS.
- Ashraya.
- Palliative Care.

The Officer Trainee should actively get involved in the organization of Neighbourhood Groups for the elderly and persons with disabilities and work with them to develop meaningful programmes.

The District Collector should groom the Officer Trainee by explaining him relationships with peers and superiors. Also the nuances of the Police - Magistrate relationship should be made clear. Special importance should be given to relationship with peoples' representatives at all levels, political, religious and civil society leaders.

Also:

➢ The District Collector should familiarize the Officer Trainee with the processes of office inspection, especially the Revenue offices.
➢ The Officer Trainee should be enabled to understand the grievance redressal systems and be actively involved in the process, particularly Mass Contact Programmes.
➢ The Officer Trainee should be asked to read the following documents -
  - Gazetteer of the district.
- Different histories of the district.
- Different reports on the district.
- District Plans prepared from time to time.
- Latest Potential Linked Credit Plan [PLCP] prepared by NABARD.
- Urbanization report prepared by the Town & Country Planning Department.
- District Agriculture Plan prepared under Rashtriya Krishi Vikas Yojana [RKVY].
- Watershed Management Plan.
- District Irrigation Plan prepared under Pradhan Mantri Krishi Sinchayee Yojana [PMKSY].
- Forest Working Plan.

The Officer Trainee should be given hands on intensive training on the managerial aspects of District Administration, including personal management, conduct of meetings, redressal of grievances and so on. The District Collector should expose the Officer Trainee to the functioning of key district level institutions under the control of the District Collector like, Nirmithi Kendra, District Tourism Promotion Council [DTPC] etc., including providing hands on experience, without overburdening the Officer Trainee.

The Officer Trainee should be given real hands-on experience in as many programmes as possible and performance assessed by the District Collector and suggestion given.

TRAINING BY DISTRICT LEVEL OFFICER

The District Collector should personally introduce the Officer Trainee to the district level officers and before the respective training and personally explain to them what the Officer Trainee needs to be taught.
The District level Officers should give top most priority to the training of Assistant Collectors, who are deputed to them for the purpose. Considering the importance of District level training in laying the foundation of a good officer, the following instructions are issued:

(i) To start with, the District level Officer and his/her team should interact with the Assistant Collector (Under Training) and explain the functioning of the department/agency in great deal with focus on the organization structure, functions, responsibilities and powers, statutes implemented, regulations enforced, development programmes undertaken, Regulations in force, services rendered to the public etc.

(ii) The Assistant Collector (Under Training) should be exposed to the hierarchy of the department and the functions of each level with special importance given to the cutting edge level, especially in relation to providing services to the public.

(iii) There should be an elaborate discussion on grievance redressal covering the quantum, the type of public grievances, the redressal mechanism available, appellate system and so on.

(iv) The Assistant Collector (Under Training) should be sensitized on convergence possibilities and the support required from sister departments in the district especially from the Sub Collector and the District Collector for carrying out the mandate of the department.

(v) The Assistant Collector (Under Training) should be taken on field visits to illustrate the functioning of the department.

(vi) The Assistant Collector (Under Training) may be sensitized on the field level issues and problems faced by department.
(vii) E-governance, accountability system and other initiatives relating to 'Good Governance' should be explained to the Assistant Collector (Under Training).

(viii) Wherever applicable, the relationship with Local Governments, Kudumbasree units, Peoples' Groups etc. should be discussed in detail.

(ix) The special initiatives of the department in reaching out to the poor, especially Scheduled Castes/Scheduled Tribes, traditional fisher folk etc. and to women, children, differently-abled and the aged, may be explained.

(x) Wherever applicable, the role of the department in rendering assistance to the District Collector in matters like disaster management, revenue recovery, mass contact programmes etc. should be detailed.

District level Officers may give a handout to the Assistant Collector (Under Training), explaining in detail the points mentioned above and other relevant points. Copies of key Acts and Rules and Government Orders and Circular as relevant may be given to the Assistant Collector (Under Training) as a set.