

# **PUBLIC ADMINISTRATION TRAINING POLICY**

**MINISTRY OF ESTABLISHMENT**

## PUBLIC ADMINISTRATION TRAINING POLICY

### 1.0 PREAMBLE

The Constitution of the People's Republic of Bangladesh has vested all powers of the state in the people. Article 21 of the Constitution provides that every person in the service of the Republic has a duty to strive at all times to serve the people. Therefore, service to the people is a constitutional obligation of every public servant of Bangladesh. In conformity with democratic principles, people are regarded as the most important resource in Bangladesh as in other democratic countries. It is the talent, the skill, the creativity and the commitment of the people that bring about national prosperity. It is the people who make use of all other resources and create conditions for development. It is recognized that training is one of the major instruments for human resource development. Having realized the importance of training as an effective means of human resource development the government has declared its firm commitment to gearing up and orienting training activities in order to enhance administrative and management capacity, augment productivity in all sectors, alleviate poverty, reduce unemployment and achieve sustainable and balanced development having regard to the goals and objectives of development plans of the government.

1.1 The training institutions operating in the public sector will devise need based, results-oriented and market responsive training programmes aimed at building professionalism of public servants at different levels. The purpose is to create an efficient and innovative, responsive and accountable, honest and committed public service system to meet the challenges of the 21st century. For improving the performance of the public service training is a major intervention. It can effect or bring about a new administrative culture for coping with the rapidly changing technology, impact of globalisation and pressure of the free market economy. Training will be used as one of the important tools to implement the national vision as reflected in the various policies, plans and programmes of the government. It will be used for promotion of administrative efficiency, higher productivity and optimal utilisation of human resources for the greater welfare of the citizens.

1.2 **Objectives :** The following are the objectives of the public administration training policy:

- i) enhance the capacity of the public administrative system to analyse, develop and implement national policies, plans and programmes;
- ii) build an effective and innovative, accountable and transparent honest and committed public service capable of delivering quality and cost effective services to the people;
- iii) equip the public servants at all levels with requisite knowledge, skills and techniques to enable them to make productive use of their potentials, and to ensure balanced and sustainable economic growth and development

- iv) help create progressive attitude in the public servants to assume greater enabling and facilitating role in the performance of their duties as leaders and agents of change;
- v) establish a dynamic and enlightened Public Administration capable of integrating and transforming progressive ideas into reality for establishing good governance and for meeting the challenges of the 21st century;
- vi) promote understanding of the inter-relationship between social, economic and political environment and the implications of governmental decisions on the socio-economic system of the country;
- vii) create congenial environment for attracting trainees as well as trainers for making training at various levels attractive, enjoyable and rewarding; and
- viii) create an appropriate environment in the public offices to build institutional capability through promotion of efficiency and performance through training.

1.3 **Strategies:** The following strategies will be adopted to achieve the objectives of the public administration training policy:

- i) The existing training institutions will be further strengthened by developing appropriate infrastructural facilities, capacity of the faculties and research activities so that the institutions are competent enough to provide quality training.
- ii) The capacity of the government managed training institutions will be enhanced through periodic review of curricula and performances and appropriately designing need-based training for the members of all cadres of Bangladesh Civil Service to enable them to develop professionalism in the public service.
- iii) Members of the cadre services, officers and employees of the public sector will be given training and retraining both at home and abroad to enable them to refresh and update their knowledge and skills.
- iv) Necessary support will be provided to BPATC to establish itself as the apex training institution and as a think-tank capable of providing advisory services to the government on policy, administration and management matters. The apex training institution will forge linkage with other training institutions, both public and private, at home and abroad.
- v) The private sector training institutions of the country will be encouraged to collaborate with the public sector training institutions as partners in training, research and development.

- vi) Encourage decentralisation of the training activities to ensure optimal utilisation of the facilities and resources of the existing training institutions located outside the capital.
- vii) The National Training Council (NTC) headed by the Hon'ble Prime Minister will continue to coordinate and monitor the training programmes in Bangladesh. The NTC will also determine the training policy, priorities, provide guidelines including resource allocation and monitor and evaluate the training outcome against tangible and measurable standards. There is an Executive Committee of the National Training Council (ECNTC), which will act on behalf of the National Training Council and give decision on urgent matters relating to training.

## 2.0 Programmes:

- 2.1 **Priorities and Coverage:** Towards achievement of the objectives of the policy a holistic approach will be followed in organizing and managing training. All officers and members of the support staff working in the public sector will be brought under the purview of training to ensure uniformity and consistency of the transactions of business. As the private sector and non-government officials are playing a complementary role working with the government in many areas, they may receive training where appropriate and desirable in the public sector training institutions. All government organizations and corporate bodies (autonomous and semi autonomous) will organize training on a regular basis for all officers and employees to improve their efficiency and to attain excellence in their respective areas of activity.
- 2.2 **The clientele:** The clientele will fall under the following specific categories or as may be specified by the government:
  - i) Members of all cadres of the Bangladesh Civil Service recruited by the Public Service Commission.
  - ii) All non-cadre Class I officers recruited by the Public Service Commission.
  - iii) All officers working in corporate bodies like autonomous, semiautonomous agencies and corporations including nationalised banks.
  - iv) All officers who are promoted from class II to Class I.
  - v) All Class II officers.
  - vi) All officers working for local government at various levels.

- vii) All members of the support staff (Class III, Class IV) working in the ministries/ divisions /departments directorates/ autonomous /semi-autonomous bodies and corporations.

2.3 **Training Fields:** While the individual training institutions will formulate the training programmes based on the training needs of clientele, the core training institutions in public administration, in general, will administer training on the following core functions of the Government, which are, however, not exhaustive but only indicative:

- i) **Policy Formulation and Policy Management:** Analysis, appraisal, formulation, review, evaluation and revision of policies.
- ii) **Management Functions:** Programme/Project management, enterprise management, planning techniques, activity design, development of organisational efficiency, crisis management, performance management, management of pressure groups, management of business within political and governmental framework, management of uncertain situations, development of language skill, management of strategic communications, negotiations, meetings, management of financial and other resources, use of resources securing value for money, reallocation of resources according to changing priorities, avoidance of wastage, use of MIS/IT facilities etc.
- iii) **Techniques and Tools of Human Resource Management:** Appointment and placement, performance appraisal, career advancement, delegation and use of powers and functions, address poor performance, monitoring, enforcement of accountability, transparency, quick decision making initiatives, interpretation and application of rules, order and procedures, development of personality and self-image, linkage of individual performance with organisational efficiency, commitment to changes, development of expertise to earn credibility, prioritisation of business, civic behaviour and inter-personal transactions.
- iv) **Delivery of Improved Services to the People:** Spirit of competitiveness, customer satisfaction, clientele-service improvement, delivery of service of satisfactory standard, feedback through interaction with public, good relationship with the ordinary people, better image of the public administration etc.
- v) **Supervision and Monitoring:** Supervision to facilitate implementation of policies, plans, programmes and projects, regular monitoring, comparison with objectives, measures for improvement.
- vi) **Evaluation and Research:** Evaluation of all important activities of the government, initiation of research, providing consultancy services.

- vii) **Promotion of Organisational Values and Culture:** Leadership skill, integrity, honesty, commitment, team building, personnel motivation etc.
- viii) **Creative Faculty:** Self-improvement, development of intellectual capacity, exposure to new ideas, innovative and constructive problem solving approach, generation of new ideas for application, awareness of important developments in national and international fields etc.
- ix) **Collaboration:** Government and non-government collaboration and interaction on development activities.
- x) **Important Development Issues:** Poverty alleviation, women's participation in development, empowerment of the community, child and maternal health care, population control, literacy, issues relating to protection, preservation and enrichment of environment etc.

#### 2.4 **Foundation Training Course**

- i) All cadre officers of the Bangladesh Civil Service will attend and successfully complete mandatory Foundation Training Course immediately following their induction into the service. The period of such training will be specified by the government and will include an attachment with rural community for a specified period. The government may exempt an individual or a group of officers from the Foundation Training Course for specific reasons to be notified in the official gazette.
- ii) The responsibility of organising and imparting Foundation Training will be vested in the Bangladesh Public Administration Training Centre (BPATC). The government may, however, for some exceptional or cogent reason, designate other training institution for imparting Foundation Training to the officers of specific cadre or cadres of BCS. The designated training institutions will impart training following curriculum designed by the BPATC.
- iii) Special Foundation Training Course may be conducted for those class-I cadre officers who have crossed 40 years of age and are below 50 years.

#### 2.5 **Training for Other Officers**

- i) All non-cadre class I officers belonging to different organisations of the government, autonomous and semi-autonomous bodies will attend and complete successfully a foundation training course during the 1st year of their service to be organized by their individual training institutions. The course curricula including duration will be designed in consultation with BPATC keeping in view the functional responsibilities of the organisation.

- ii) All promotee government officers holding class I status will attend and complete a training course at appropriate institutions to be determined by the relevant Ministry/Division. The duration of the course should be at least 2 months.

- 2.6 **Professional Training:** Foundation Training will be followed by job specific training to be administered to the newly recruited cadre officers of the government service by individual Ministry/Division/Department in their professional training institutions.
- 2.7 **Period of Probation:** Two-year probationary period is obligatory for all Class-I cadre officers. Cadre officers will complete their required basic training courses (Foundation and Departmental courses) within the probationary period. Successful completion of the training courses and passing of the departmental examinations are preconditions to the confirmation in service.
- 2.8 **Need-based Training Courses:** Officers will attend, in addition to the core courses, other need-based training courses as organised by the training institutions and specified by the government.
- 2.9 **Computer Literacy and English Proficiency:** Computer literacy and skill to communicate in English will be accorded due priority in training institutions. Courses on computer literacy as well as on spoken and written English should be organised by different training institutions along with every Foundation and other training courses.
- 2.10 **Participation in Workshops/Seminars:** All trained Class I officers should regularly participate in workshops and seminars in their respective fields of work for their professional enrichment, exposure to emerging ideas and new developments and dissemination of the acquired knowledge across the organisational hierarchies.
- 2.11 **Periodic Training:** All Class I government officers will compulsorily attend a one-week (sixty hours) training course at periodic intervals preferably once a year to refresh and upgrade their knowledge. Every ministry, department will draw up training plans to impart training accordingly.
- 2.12 **Training for Class II Officers:** All Class II officers working in government/autonomous/semi-autonomous bodies and corporations will compulsorily attend a one-week (sixty hours) training course at periodic intervals preferably once a year on general administration and management to be conducted by RPATCs and other departmental training institutions following which they will undergo departmental training to be organized by their respective training institutions.

### 3.0 Training for the Support Staff

- (i) All members of the support staff of the government agencies will compulsorily attend a one-week (sixty hours) training course once a year on

general administration to be conducted by Regional Public Administration Training Centres (RPATCs) and other departmental training institutions.

- (ii) The members of the support staff will have to undergo a one-week (sixty hours) training course once a year to be organised in their respective professional and technical fields by their own training institutions.
- 3.1 **Distance and Outreach Training:** To cover training for all and to achieve overall efficiency of government employees which constitute about one million, compact distance training and outreach training should be introduced. Slots will be arranged with TV and Radio and other media introducing training programmes for government employees at all levels. Mobile training should be organised on such subjects as Training of Trainers, On-the-Job Training, and Techniques of Team building.
  - 3.2 **Mid-Level Training Course:** Irrespective of cadres, officers having attained mid-level seniority in the departmental hierarchy should participate and successfully complete an appropriate course for about two month's duration. Advanced Course on Administration and Development (ACAD) should be organised by BPATC and be made compulsory for officers of the Secretariat and other government departments of the rank of Deputy Secretary. The performance of the officers in the mid-level training courses will be given due weightage for the purpose of appropriate placement and promotion. This training should be given to the Deputy Secretaries immediately following their promotion to the level of Deputy Secretary.
  - 3.3 **Training for the Senior Level Officers:** Officers of Secretariat, departments and autonomous bodies who move to senior executive positions equivalent to the level of Joint Secretary to the government will compulsorily attend and complete the Senior Staff Course (SSC) to be conducted by BPATC. Performance in this course will be given due weightage for future placement and promotion. This training should be given to the relevant officials immediately following their promotion to the rank of Joint Secretary.
  - 3.4 **Seminars/Workshops for Additional Secretaries:** Senior level officers including Additional Secretaries to the government will attend seminars/workshops on policy-related subjects to be conducted by BPATC and other institutions.
  - 3.5 **Refresher Course:** Refresher courses related to the core training courses should be regularly organised with limited participants to examine the effectiveness of the courses, application of training in the organisation and to assess the new and emerging training needs for redesigning the training curricula with the support of the evaluation cell of the training institutions.



- 3.6 **Training for the Specialists:** Specialists such as doctors, engineers, agriculturists etc. entrusted with administrative responsibilities will undergo training for a specified period on administration and management to be organised by Bangladesh Public Administration Training Centre or other specified training institutions.
- 3.7 **Exceptions or Exemption from Training :** Following officials will remain out of the scope of training :
- i) Officers attaining 50 years of age will not be required to undergo Foundation Training.
  - ii) Mid and senior officials attaining more than 54 years of age are not required to attend mandatory career development courses like ACAD and SSC.
- 4.0 **Foreign Training:** To enhance the efficiency and eligibility for civil officers and to supplement their skill deficiency, overseas training should be regularly organised. For optimal utilization of the overseas training facilities, the basic principles to be followed are:
- i) **Offers of Foreign Training Facilities and Scholarships:** Economic Relations Division (ERD) will obtain offers for foreign training and scholarships in consultation with development partners.
  - ii) **Distribution of Scholarships:** An inter-ministerial committee in the Ministry of Establishment will allocate the training offers and scholarships to different Ministries and Divisions. Inter ministerial Committee may also nominate officers for foreign scholarships through open competition not to affect Commonwealth scholarships etc. which will be processed through ERD. Training offers of less than 3 weeks shall be directly allocated by ERD under intimation to Ministry of Establishment. Scholarships offered by international agencies or development partners to different ministries under general or specific agreement with the government will be dealt with by the ministry concerned as per the agreement keeping in view the training policy of the government under intimation to the Ministry of Establishment.
  - iii) There should be a Standing Committee in each Ministry/Division for nomination/selection of candidates for training/seminars etc.
  - iv) The scholarships with full funding should be intimated to the Ministry of Establishment for nominating candidates.
  - v) The scholarships without full funding may be sent to different chambers of commerce and industries and non-government agencies by ERD directly.

- 4.1 **Offers in Individual Name and at Individual Initiative:** Offers for training, visits, seminars and higher studies received in individual names of the officers and offers collected by officers at their own initiative may be allowed to be used provided full funding are available and expertise thus gained may be useful to the officer during his service career. Officers working in the desks directly dealing with the agency offering such training/scholarship will be debarred from receiving benefits.
- 4.2 **Short, Mid and Long Term Courses:** Courses with duration of eight weeks to six months will be considered as short term courses, those exceeding six months but less than one year may be termed as mid term courses. All courses of one year and above will be considered as long term training courses. Long term courses include MS and Ph.D.
- 4.3 **Eligibility for Foreign Training:** Detailed guidelines and procedures on the eligibility and selection criteria will be published by the Ministry of Establishment.
- i) Officers below 52 years of age on the date of selection shall be eligible for nomination for short-term courses.
  - ii) Officers below 45 years of age on the date of selection shall be eligible for nomination in short and mid term courses.
  - iii) Officers below 40 years of age on the date of selection shall be eligible for selection for short, mid and long-term courses.
  - iv) Officers nominated for mid and long-term courses must have at least one first division/class in their academic career.
  - v) Officers once nominated for mid or long-term courses shall not be eligible for re-nomination for mid and long-term courses. However, officers nominated for short-term courses may be eligible for re-nomination for mid and long-term courses provided they meet the required criteria. The restriction in the first sentence will not apply in the case of officers recruited directly by the training institutions.
  - vi) Limitations as indicated above will not apply in the case of special training courses organised for particular group of officers with particular objectives.
  - vii) Officers who have completed two years of probationary period and completed the Foundation and Departmental Training will be eligible for nomination for foreign training.
  - viii) There will be no age limit for attending meetings, seminars, study visits and workshops etc.

**4.4 Others Provisions on Foreign Training:** The government orders for officers serving as Assistant Secretaries and above in Ministries/Divisions undergoing foreign training for three months and above should be issued by the Ministry of Establishment. In respect of cadre officers controlling Ministries/Divisions may issue order.

- i) On return from foreign training for 6 months and above an officer will be employed for a period of two years in the field in which the training has been obtained.
- ii) An officer after returning from training will have to serve the government for a specified period to be determined by the government.
- iii) For long term courses preference will be given to the candidates of the training institutions. Candidates having publications in recognised journals will be given preference.
- iv) Ministry of Establishment will maintain information relating to all foreign trainings and publish a report every year.
- v) With prior permission from concerned authority, application for foreign training/studies at individual initiatives will be encouraged and study leave may be granted liberally. Study leave may also be granted for postdoctoral assignments. Officers working in the desk directly dealing with the offering agency will, however, be debarred from receiving benefits of training or scholarship from such agencies.
- vi) Project-tied foreign training must be used in tune with the project goals.

**4.5 Deputation for Local Training/Higher Studies:** Deputation may be allowed by the government in respect of local training/higher studies in the following cases:

- (a) Local training/higher studies under foreign aided on-going projects.
- (b) Local training/higher studies designed by the government and cost to be borne by the government/autonomous or semi-autonomous bodies.
- (c) Local training/higher studies designed by autonomous, semi-autonomous or non-government independent bodies to meet their own requirements and having specific budgetary provision for it.

**Conditions:**

- (a) Deputation may be allowed for the maximum period of two years for M.S. or equivalent degree and three years for Ph.D. courses. If more time is required for completion of the degree/course, study leave should be granted as per rules.
- (b) Training/higher study should be job-related.

**5.0 Modalities of Organising Training:** Training being a specialised activity, the operational details of the training activities particularly the training modules should be prepared carefully having due regard to the objectives of each course.

**5.1 Need Assessment:** All Ministries/Divisions and other organisations will conduct assessment of training needs for their officers and employees periodically for designing training programmes with the assistance of the training institutions.

**5.2 Design of Contents:** Each training programme should clearly spell out objectives, outlines, session schedule, lesson plan, lecture materials and notes, resource persons and expected outcome from the programme. The programme outcome should be measurable and verifiable as far as possible through evaluation. Necessary evaluation criteria should be designed accordingly.

**5.3 Formulation of Annual Training Plans:** All Ministries/Divisions and government, semi government and autonomous bodies should attempt to prepare their Annual Training Plan (ATP) and maintain an inventory of training needs of their employees. The annual training plan should include the following elements:

- Determination of number and target group (level of officials) to be trained
- Selection of categories and areas of training
- Drawing schedule or fixation of training target
- Selection of appropriate training institution including resource persons
- Drawing budgetary lines to incur training expenditure

**5.4 Preparation of Training Manual:** All organisations/training institutions under them will prepare a training manual to guide training activities and to maintain a set standard, uniformity and consistency in design, delivery and management of training programmes. The training manual will be composed of the following elements:

- Institutional goals
- Organogram
- Job description of officials including duties of course organisers (course directors/coordinators)
- Procedures of managing training courses
- Curricula design procedures
- Monitoring mechanisms and evaluation.

5.5 **Training Cell:** A training cell should be set up in every Ministry/Division and other government, semi-government and autonomous bodies under the officer in charge of training or administration. The training cell will organise, supervise and coordinate all activities relating to training of the organisation. The cell will particularly ensure use of acquired knowledge within the organisation.

5.6 **Practice of Modular Approach:** Training courses should be designed on modular approach. Course contents should be updated continually. Any change or modification in the content of the module should be need-based and empirically established. In each training institution, a standing committee composed of experts will function to revise/update the curricula.

The trainees should be provided with training materials, handouts which should be constantly updated.

6.0 **Training Methodology:** More and more emphasis should be placed on participatory and interactive methods of training with reduced reliance on lecture method to make training attractive and useful. Training institutions will use appropriate and modern training aids to stimulate interest of the trainees during instructional sessions.

6.1 **Research and Development Activity.** Research and Development (R&D) units of the training institutions should develop expertise in such fields as training need identification, job analysis, performance appraisal, post-training utilisation, action research and career planning; R&D should be in constant touch with the market or the client agencies to identify and meet their needs. All training institutions will undertake research activities not only to develop curricula but also to innovate indigenous training materials and methods. Innovative training programmes have to be evolved to popularise training to meet the demand of the market.

- i) Post-training utilisation of the trainees should be another focal area of R&D activity. Evaluation wing of the training institutions will be an integral part of Research Wing. They will devise dependable measures or follow-up mechanisms to assess the usefulness of training course and placement of the officer. It will provide input for improving training modules and methodology.
- ii) Involvement of the faculty members in research activities should be a component of the charter of their normal professional duties.
- iii) Each training institution will allocate 10% to 15% fund of the institutional budget for research work to be undertaken by the faculty members/trainers. It may explore financial assistance from international agencies for funding the research activities informing the controlling ministry.

**7.0 Consultancy:** In order to make best use of knowledge and experience, training institutions and faculty members may undertake consultancy work with prior permission of the competent authority provided that the acceptance of consultancy will not affect the normal functions of the officer and of the institution. A part of their fees will be deposited to the specified account of the government or the institution.

**8.0 Mobilisation of Resource Persons:**

**8.1 Preparing Inventory of Instructional Resource Persons :** Training institutions will prepare and maintain an inventory of specialists in specific areas and update the same periodically.

**8.2 Specialisation:** Officers holding instructional posts should specialise in specific field in the light of their academic background, aptitude and institutional requirement.

**8.3 Creation of a Pool of Resource Persons/Trainers:** A pool of officers having good academic background, aptitude, commitment, competence and adaptability to training culture needs to be identified by the administrative ministry. The Ministry of Establishment will prepare an inventory of prospective trainers to be identified from among the officers on the basis of the above criteria. These officers may be posted to the training institutions as trainers. Prospective trainers should be identified from among those whose performance in the training courses is found excellent.

**8.4 Instructional Corps and Management Corps:** All government-assisted training institutions will develop two dominant corps-management and instructional. Officers working on deputation will choose to work either as members of the management corps or as members of the instructional corps on the basis of their ability and aptitude. The positions will not be interchangeable.

**8.5 Recruitment and Professionalisation of the Faculty:** Professionalisation of trainers should be one of the top priorities for institution-building.

i) **Continual Training for Trainers:** Trainers recruited by training institutions should continue to develop their expertise so that they can contribute to the process of human resource development. Training of Trainers (TOT) courses should be organised continually to enable the instructional staff to update knowledge and competence.

ii) **Publication:** Publication of at least two empirical studies or articles in any internationally reputed journals will be a part of the professional responsibility and this will be counted as one of the criteria for their promotion to the next higher position.

iii) **Research Work:** A trainer should undertake at least one research project every year relevant to the field of his specialisation.

- iv) **Seminar:** Each trainer will organise seminars on his or her area of specialisation.
- v) **Performance Appraisal:** A new performance appraisal format should be designed to measure the performance of trainers (which will include setting the performance standard, comparison of actual performance with standards and adoption of corrective measures if necessary). Emphasis should be given to the number of courses and sessions conducted, effectiveness of the courses evaluation by participants as well as by the institution and number of quality research works and number of articles published in reputed professional journals etc.
- vi) **Field Orientation for Permanent Faculty:** Members of the permanent faculty should be exposed to field realities so that they can blend their instructional sessions with empirical flavour. Attachment programmes should be chalked out by the individual training institutions for intensive field orientation. This will enable them to develop a pragmatic perspective based on the realities facing the public administration.
- vii) **Greater Reliance on the Faculty:** In-house faculty needs to be quantitatively and qualitatively strengthened to improve better management of the training programmes reducing uncertainty in managing programmes and reliance on external resource persons.

**9.0 Incentive Package for Trainers:** To attract and retain officers with good academic and training background in the training institutions and to make the service in the training institutions attractive and rewarding the following incentives will be provided:

- i) **Foreign Training:** Officers working in the training institutes will get preference for nomination for foreign training. Officers showing better performance in the training institutions will be allowed to obtain fellowships through private contact under intimation to the competent authority/Ministry.
- ii) **Special Allowance:** Officers on deputation selected from the pool (8.3) to training institutions will be entitled to special allowance @ of 30 p.c. of basic pay.
- iii) **Exemption from Training:** Officers who will work in the training institutions for continuous two years will be exempt from mandatory training required for promotion to the next higher post provided they have satisfactory performance record.
- iv) **Free Accommodation:** Officers and employees working in the training institutions will be entitled to free accommodation in the premises of the training institutions. However, the officer or the employee concerned will pay the gas and electricity bills for the accommodation provided to his/her by the training institution.

- v) **National Training Award:** National awards will be declared every year to recognise the services of the trainers. Certificate and cash reward will be given to best trainers for their outstanding performance or contribution to training field.
- vi) **Sabbatical Leave:** Trainers securing foreign assignment that contributes to their professional enrichment will be entitled to reasonable period of leave.

#### 10.0 Incentives for Trainees

- i) **Food and Accommodation:** Trainees will enjoy free furnished accommodation during training. They will be entitled to free electricity, gas, and water supply and also full DA to meet their food charges.
- ii) **Award of Honour and Foreign Training:** Participants of the foundation, mid-level and senior-level major courses securing the top three positions will be provided awards of honour by the respective training institutions. Participants securing the top three positions in any of the major courses held by BPATC, BCS Admin Academy, Academy for Planning and Development, BCS Taxation Academy, Financial Management Academy, Foreign Service Academy, Judicial Administration Training Institution, Old High Court Bhaban, Dhaka, Telecom Training Institute, Gazipur, CERDI, Joydevpur, Gazipur, NAEM, Dhaka, BIAM, Dhaka, Police Academy, Sarda, Rajshahi, Postal Academy, Rajshahi, RailWay Training Academy, Hali Shahar, Chittagong, Customs and Vat Training Academy Chittagong, RDA, Bogra, BARD, Comilla, National Institute of Mass Communication (NIMCO), Darus Salam, Mirpur Road, Kallanpur, Dhaka, T&T Staff College, Gazipur, Dhaka will be given the opportunity of foreign training/study visit in recognition of their good performance.
- iii) **Linkage of Performance to Increment and Promotion:** Disciplinary action will be taken against those officers and members of the support staff at all levels who, after having been nominated, will not attend or complete annual training course as stipulated in the annual training programme (ATP). Poor performance by a trainee-official will be considered as a negative point for promotion to the next higher position.

#### 11.0 Post-training Utilisation: To make best use of training and to derive maximum value for money spent on training, due attention should be given to post training utilization of the trained manpower.

- i) **Post Training Placement:** The personnel unit of all ministries/division/ departments or autonomous bodies or corporations will exercise due care regarding placement of officials on completion of their training. To ensure proper use of trained persons, post-training assignments will be determined before completion of the training courses. On completion of training an officer will, if the training is of technical nature or involves any special or professional knowledge, work at least for one year in the concerned ministry



from where he was sent for training. To make best use of specialised training and technical professional knowledge of the officials Ministry of Establishment will chalk out proper career plans. It will monitor post-training utilisation in the country and will bring out an annual assessment report on the situation obtaining in this area.

### 11.1 Implementation Mechanisms

- i) Ministry of Establishment will be responsible for overseeing, monitoring Post training utilisation at the macro level.
- ii) Ministry of Establishment which will act as the co-ordinator of all training activities of the government should be reorganised and appropriately staffed to carry out the following charter of responsibilities:
  - facilitate, promote and coordinate local and foreign trainings.
  - liaise with training organisations, relevant government agencies both local and foreign.
  - frame rules and procedures on training and monitor their implementation.
  - advise ministries, divisions, departments and autonomous bodies on matters relating to training.
  - explore opportunities of foreign training and areas of collaboration with donor agencies in consultation with ERD.
- iii) Training institutions will constitute a Standing Committee, which will include research and evaluation personnel to monitor utilization of training by the client organization. Such committee may include or draw representatives from private sectors.
- iv) At the end of a training course the incumbents will prepare an action plan for utilizing training at the workplace and the implementation of work plan should be reviewed by the training institutions and the results should be intimated to the client organisation.

**12.0. Training Career Advancement:** Seniority of the newly appointed officers of the Bangladesh Civil Service should be determined by taking into account the combined scores obtained in the BCS Recruitment Examination conducted by the Public Service commission and that of the Foundation Training Course in the manner to be prescribed by the government. Foundation Training of all newly encadred officers should be completed within probationary period (two years of joining the service).

**13.0 Government and Private Sector Collaboration:** Private sector organisations operating in the training field will work with the government as partners in the activities of human resource development:

- i) Where appropriate the Government will encourage private sector initiatives in organising training in general areas, the government officials may attend private sector training programmes for their professional enrichment and vice versa.
- ii) All training agencies and training institutions run by the private sector will be encouraged to assist the government training institutions to conduct relevant training courses, to develop case studies, to produce training-related video films and to devise problem-solving models etc.
- iii) To encourage training in the private sector, government will provide incentive to those private agencies, which have achieved a desirable standard and have shown outstanding results in the field of training.
- iv) Private sector training institutions may be allowed to use the infrastructure including human resources of the government-managed training institutions for optimal utilisation of the training facilities without affecting the normal programmes of the training institutions.

**14.0 Institution-building Activities for Training Institutions:** Successful design, presentation and administration of any training programme lie on the management efficiency of the training institutions. To develop the management efficiency, the training institutions will be strengthened in the following manner:

- 14.1 **Creation of Facilities:** Efforts will be made to create adequate physical facilities and provide modern training aids or equipment.
- 14.2 **Leadership:** As training institutions are the engine of human resource development, adequately qualified, experienced and motivated officers should be appointed heads of training institutions.
- 14.3 **Autonomy:** Training institutions will enjoy financial and administrative autonomy. With approval of the annual budget, all programmes of the training institutions will be conducted independently under the guidance of their governing bodies. The concerned Ministries/Divisions should be kept informed of the activities of the training institutions. Training institutions will have to publish their annual reports incorporating their activities and achievement with reference to their targets and objectives.
- 14.4 **Income Generation:** Training institutions will make effort to become financially self-sufficient by generating funds through selling appropriately designed training packages.

**15.0 Resources/Budgetary Provisions**

- i) An exclusive provision should be created in the revenue budget of the government to support training activities in the country. Efforts will be made to earmark each year a certain amount in the national budget as lump grant for training purpose. This fund will be placed at the disposal of the Ministry of Establishment, which will in turn allocate it to the organisation in the field of training. This will be in addition to the normal budget of the organisations.
- ii) While preparing budget, training institution will keep adequate provisions to develop its faculty (5% of their annual budget) and to carry out research activities (10% of their annual budget) and to implement their training programmes.

**16.0 Networking with Counterpart Training Institutions:** As training is a continuous activity, it needs to be constantly enriched, and for this training institutions will continue to forge network relationship with the local and foreign training agencies. Training institutions will share technology, expertise and information to improve their performance and to prevent overlap in training efforts. Mechanisms for regular coordination and institutional linkage should be devised for achieving common interests of training institutions:

- i) Periodic exchange of formal and informal visits and study tours should be encouraged to foster intimate inter-institutional linkage for mutual development.
- ii) Heads of the apex autonomous training institutions, under intimation to their respective ministries/divisions may interact directly with the foreign counterpart training institutions. They may work out strategies to harness opportunities for exchange programmes, organise seminars and workshops on important local, regional and global issues for common benefit.