

**CAPACITY BUILDING  
OF PUBLIC (SECTOR) ENTERPRISES  
OF ASSAM : Part-II**

EXECUTIVE DEVELOPMENT AND

CHANGE MANAGEMENT

PROGRAMMES [EDCMP]

**SCHEME GUIDELINES**

2010

GOVERNMENT OF ASSAM

PUBLIC ENTERPRISES DEPARTMENT  
DISPUR

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## I. Background

Appreciating the need for acquiring advanced knowledge and skills by the officers / managers of various State Level Public Enterprises, the Government of Assam already approved assistance to (i) Long Term In-service Programme (LTIP) leading to two year Masters Degree or one year PG Diploma and (ii) Short Term In-service Programme (STIP) of 2-4 months period. However some State Level Public Enterprises may find it difficult to spare senior officials / managers / executives of higher positions for longer duration both due to their scarce critical manpower at higher level and also due to their exorbitant alternative cost of their absence for longer period. For such SLPEs it is equally very critical not to lose the opportunities of bringing new strategic thinking and ideas into their organizations; and to upgrade specific hard and soft skills to perform the present assignment and to increase their potential for future management. As to provide such flexibility very short programmes are said to be one of the most effective ways to make an immediate impact on the practices of management. Further given the changes in policy, economy, technology etc. the executives do require refresher courses at regular intervals. Thus as to harness these benefits in a short time, necessitates a variety of more flexible Executive Development Programmes, Seminars, Workshops, Conferences etc. for the executives of state SLPEs.

For any idea or strategy or practice to be introduced or changed, there is a need for building required capacities among the workforce viz., supervisors, technical workforce, workers and others. Thus it is correspondingly necessary for any organization to work for change management through capacity building of its non-managerial workforce, besides the managerial category.

Thus considering training needs of both executives and non-executives a scheme by name Executive Development and Change Management Programmes is proposed.

## II.OBJECTIVE

The objective is to improve the performance of the SLPEs through capacity building of both executives and non-executive staff through Executive Development Programmes, Seminars, Workshops and Conferences and Change Management Programmes.

## III.SALIENT FEATURES

### a. Eligible Category:

1. The Managers /officers of SLPEs
2. The officers of Public Enterprises Department
3. The other Non-Managerial / Non-executive Employees of SLPEs

### b. Field of courses / Programmes:

- i. For officers: The executive development and change management

programmes in diverse fields like Industry, Trade, Commerce, Sales and Marketing, Human Resources Management / development, Finance, Accounting, Company affairs, Production, Operations, Management etc. The list is illustrative.

- ii. For other employees: The programmes will be limited to Management, Motivation, Team building skills etc. planned / organised /facilitated by the SLPE / Public Enterprises Department.
  - iii. The Public Enterprises Department and the SLPE may also recommend a field /course / programme / seminar/workshop/conference etc.which it feels that it would be of particular relevance and importance for the officer / employee.
- c. Period of Programme / Duration: Generally 1-2 weeks but not exceeding 4 weeks. For Seminars/Workshops/conferences/orientation etc.period is generally less than a week.
- d. Institutes for which eligible applicants would be supported:
- i. Financial support is extended to officers, who secure admission for a Executive Development / Change Management Programme in the universities / institutions which are recognised under UGC Act, 1956.
  - ii. Training Institutes or professional organisations viz., The Institute of Public Enterprise (IPE), Hyderabad, Institute of Chartered Accountants of India (ICAI), The Institute of Company Secretaries of India(ICSI), The Institute of Cost and Works Accountants of India (ICWAI), Premier Management or Business Administration Institutes / Departments of Tezpur University, Assam University, Gauhati University and other Universities / Institutes of the country including that located in Assam, Assam Administrative Staff College (AASC) and such others which the Government of Assam in Public Enterprises Department partners or /and identifies for training on customised modules either at Guwahati or at any other place in India.
- e. **Number of programmes and candidates to be selected in a year:** There is no prescribed limit on the number of programmes or candidates to be provided assistance / sponsorship; rather it is subject to availability of budget of the Year.
- f. **Extent of financial help:**
- i. In case of individual applications of officers the maximum financial assistance to be provided is Rupees 25,000.00 per officer towards the expenditure heads of (i) officer's tuition fees, (ii) living expenses, (iii) reading material and (iv) travel by train class AC III tier. In case of All India Service officers the maximum limit is Rs.50, 000.00 towards tuition fees excluding travel expenses.

The ceiling of this scheme would be inclusive of funds provided under this scheme and any other scheme or grant of Central / State Government or any other agency, substantially funded by the Government.

No requests for enhancement of financial assistance to cover their tuition fees, living/hostel expenses, Books and travel expenses will be considered. The

candidate will have to bear all the costs from his/her own sources if these items cost exceed the assistance provided under the scheme.

In case the officer receives financial support in any form, including tuition fees waiver from any other institution / agency / donor the extent of assistance under the scheme will be limited to the total funds required for the study programme less funds provided by the donor institution / agency / donor or ceiling under the scheme which ever is less.

- ii. In case of trainings, seminars, workshops etc for executive and / or non-executives planned /organised / facilitated by the Public Enterprises Department, the maximum limit is as decided by the Public Enterprises Department with in the budgetary provision of the year.
- iii. The SLPEs are encouraged to impart need based customised Change Management Programmess as In-house trainings to the non-managerial staff in partnership with the reputed training agencies. The SLPE proposals will be considered for assistance subject to a maximum limit of Rs.50, 000.00 per annum. Performance criterion for assistance is Rs.12, 500 for training 25 persons for one Week (5 days). For any deficiency in performance, amount will be deducted on *pro rata* basis.

**g. Disbursement mechanism:**

- i. In case of individual applications of officers -the assistance under the scheme is disbursed directly to the University / Institution offering the identified programme either in advance or upon completion of the course / programme depending on the nature of institution and course / programme and feasibility.

Immediately upon selection, the Public Enterprises Department issues a letter to the University / Institute that it will pay the course fees as outlined in the above Para-Extent of financial help with in the prescribed limits year wise with a request not to demand from the candidate. This can be submitted by the candidate to the University /Institute in the admission process.

- ii. In case of trainings, seminars, workshops etc. Planned /organised / facilitated by the Public Enterprises Department-the assistance under the scheme is disbursed directly to the partner institute either in advance or upon completion of the course / programme depending on the nature of institution and course / programme and feasibility.
  - iii. In case of in-house trainings approved under the scheme but planned /organised / facilitated by the SLPE in partnership with reputed training agency: The cost with in the limits set by the scheme will be reimbursed to the SLPE upon submission of the bills of organising the said training programme together with feedback of participants.
- h. Study leave / duty consideration:** For the programme and activities the period is considered as on duty.

**i. Application and documents to be submitted along with the application:**

- i. Individual applications (Annexure-I) from officers for courses offered by various universities / institutes the application should be received along with SLPE nomination at least 45 days prior to the starting of the training programme. The application should be filled in fully and every page of the application should be self attested by the applicant. A copy of the letter of confirmation from the University / Institution along with a copy of prospectus of the University / Institute related to the programme is to be enclosed. The application should be submitted to the Principal Secretary to the Government of Assam, Public Enterprises Department, C-Block, III Floor, Assam Secretariat, Dispur **through respective SLPE CMD/CEO/MD** under intimation to the respective Administrative Department and to the Public Enterprises Department.
- ii. SLPE Proposals (in the prescribed format -Annexure-II) for need based customised training to the non-managerial staff in partnership with reputed training agency should be submitted to the Public Enterprises Department before 31st July for consideration.

**j. Selection process and criterion:**

In case of individual applications for attending Executive Development or Change Management programmes/ courses in Universities / Institutes under the scheme

- i. Upon receipt of applications duly nominated by the respective SLPEs, the Public Enterprises Department will shortlist the applications into (i) List of applications complying with the eligibility conditions of the scheme, (ii) List of applications not complying with the eligibility conditions of the scheme. Each list is provided with comments and place before a Selection Committee for Executive Development / Change Management Programmess (STIP) duly notified by the Public Enterprises Department in the Government of Assam.
- ii. The Selection Committee for Executive Development / Change Management Programmess (STIP) will be comprised of the following members viz.,

S.No	Committee Designation	Official Designation
1	Chair person	Principal Secretary / Sr.Most Secretary in the PE Department, Assam
2	Member	Representative of concerned SLPE Administrative Department.
3	Member	Training Agency to be nominated by the PE Deptt.
4	Member Secretary	Secretary, Public Enterprises Deptt

The committee will devise a transparent norm / criterion for the scrutiny of applications and for their selection for assistance under the scheme.

In case of Customised trainings organised by the Public Enterprises Department in partnership / collaboration with the other Institutes (training agencies)

In the beginning of every year, the Public Enterprises Department together with identified training agencies will design and plan training programmes considering the immediate training needs of various categories of employees of SLPEs. Once finalised, training calendar is prepared specifying the target group, dates, venue and accommodation. The Training calendar will be circulated to all the administrative departments of SLPEs and also directly to SLPEs seeking nominations. The training calendar will be hosted in the department website. Participation of the identified target group of SLPE employees will be mandatory to derive the intended benefit and to avoid wastage.

In case of SLPE proposals for Change Management In-house trainings in partnership with reputed training agency: The Selection Committee for Executive Development and Change Management Programmes Committee will examine and approve the programmes on case to case basis before 15<sup>th</sup> August.

## **VI. TRAINING NEEDS ANALYSIS AND TRAINING PLAN**

The Public Enterprises Department will undertake Training Needs Analysis, Training design and training plan of employees of SLPEs at five-ten years interval. The first exercise will be taken up in the current year by availing services of one of the reputed Government academic institution approved by the Government of Assam as a mentoring and consultancy organisation. The exercise will be a basis for all future training programmes in the Department. The training managers of SLPEs and the concerned Administrative Departments will extend full cooperation in the completion of this exercise. Assam Administrative Staff College will provide required inputs on TNA technique to the consultancy team.

Objective of Training Needs Analysis of SLPEs: to identify training needs of officers and other staff category both at induction level and at in-service, linked to career progression.

The mentoring and consultancy team will

- i. Understand various TNA techniques in Public Enterprises context.
- ii. Study and analyse primary and secondary sources of data about SLPEs including about the institutions, statutory auditors and Accountant General.
- iii. Review present status and prevalent system of meeting training needs.
- iv. Decide the content, format and structure of the questionnaire for data collection and test and standardise the questionnaire and decide interview methodology.
- v. Scientific representative sampling method is followed for collection of data.
- vi. Collect data and conduct interviews.
- vii. Conduct stake holder's workshop.



- viii. Analyse and interpret the data, making it amenable to the identification of training needs.
- ix. Determine training needs and its linked non-training needs having bearing on the cadre training plan.
- x. Present outcome of the Study viz., Training Needs, Design, Plans and calendar and Institutional plan for various categories of employees of each SLPE for validation
- xi. Submit final report.

## VII. BUDGET PROVISION FOR THE SCHEME FOR THE YEAR 2010-11

Head of Account: 44- Grants-in-Aid under Non-Plan budget

P.E.Deptt. allocations and Finance Deptt. Concurrence received as on date on the said budget head are as follows:

(Rs. In lakhs)

Items	Scheme	Amount PE Deptt. proposal	Finance concurrence received till date.	Remarks	
1	Capacity building scheme				
	A. Long Term-In-service Programme (LTIP)	2 Yrs. Masters Degree	3.00000	Under process	
		1 Yr PG Diploma	2.00000	2.00000	-
	B. Short Term In-service Programme (STIP)	Subject to budget provision	2.00000	-	
2.	Awards for Performing SLPEs	2.98000	2.98000		
3	Executive Development / Change Management Programme (Capacity Building Scheme-Part-II)	4.94550		Under process	
4	Sitting Allowance of State Public Enterprises Committee (Rs.7,450.00)	0.07450			

Break up with in the Executive Development / Change Management Programme:

Programmes	No.of candidates	Assistance per candidate (in Lakhs)	PE Deptt. Proposal for current Yr. (in Lakhs)#	Total Amount sanctioned (in Lakhs)*
Individual nominations of officers	**	**	2.00000	
Trainings by PE	**	**	1.94550	

Dept.				
Trainings by SLPEs	**	**	1.00000	
			4.94550	

\*\* : are variable subject to applications/ proposals and budget. \*: The approvals are under process;  
#: the distribution is tentative subject to proposals.

In case there are no selections / takers for LTIP / STIP in a Year (to be known by August of the year); the allocated money could be used for EDCM programme in the same year with flexibility.

- Note: The allocation may be enhanced in subsequent years subject to fund availability and concurrence of the Finance Department, Assam.

### VIII. ROLE AND RESPONSIBILITY OF SLPEs

- All the SLPEs should designate one of the Sr.Manager dealing HR matters as Training Manager and inform the same to the respective administrative department and the Public Enterprises Department. All changes in future are to be informed along with email and contact numbers.
- The SLPE Training Manager shall liaison with training manager of the concerned administrative department and PE Department.
- Maintain a database of trained personnel, resource persons and institutions in different fields.
- The SLPE shall circulate the scheme to all the stakeholders and encourage the officers and the staff to avail the facility and forward (i) eligible candidates nominations and (ii) proposals for in-housing training of non-managerial staff to the PE Department through proper channel timely.
- Shall nominate identified participants to all the training programmes to be organised by the PE Department positively.
- Undertake training programmes based on internal training needs analysis and on Public Enterprises Dept. TNA study.
- The SLPEs will make appropriate inclusion of training head in the employees ACRs. Failure to attend the nominated training programme will invite appropriate disciplinary action besides debarring the candidate from the future training programmes and promotions.

#### Guidelines while forwarding nominations:

- The SLPEs shall recommend and forward only such applications which have satisfied all the eligibility conditions mentioned in the scheme.
- Upon successful completion of the study / course the SLPE will utilise the candidate in the field of his/her expertise to achieve expected outcomes and also use the officer as a Resource person for in-house trainings.

### IX. ROLE AND RESPONSIBILITY OF SLPE ADMINISTRATIVE DEPARTMENTS

- All SLPE administrative departments designate one of the middle management rank officer (Deputy / Joint /Addl./Secretary) dealing HR matters as Training Manager and inform the same to the SLPE and the Public Enterprises Department. All changes in future are to be informed along with

- email and contact numbers.
- ii. The Administrative Departments are responsible for circulation and awareness of the scheme and to derive benefit for the improved performance of respective SLPEs.
  - iii. The administrative departments will move file in cases, where ineligible candidates are nominated by their SLPE(s) with advice.
  - iv. Participate in the Selection Committee meetings in selecting right candidate and approving SLPE proposals.
  - v. Maintain a database of trained personnel, Resource Persons and Institutions in different fields.
  - vi. Upon successful completion of the study / course by the candidates, it will ensure that the SLPE utilises the candidate in the field of his/her expertise to achieve expected outcomes and also use the officer as a Resource person for in-house trainings.

#### **X. ROLE OF GOVERNMENT OF ASSAM IN PUBLIC ENTERPRISES DEPARTMENT**

- i. The Public Enterprises Department is the nodal department both for policy making and operationalisation of the scheme. Based on experience, the scheme provisions will be improved further for intensifying, expanding and diversifying the capacity building amongst the SLPEs. The decision of Chief Secretary Assam will be final in the matters that arise during the implementation of the scheme.
- ii. Notification of Scheme:
  - a. The Public Enterprises Department in Government of Assam will advertise the scheme in at least three local dailies (Assamese, Bengali and English) in the month of April / May every year. Simultaneously the PE Dept. will write to various administrative departments controlling SLPEs and to the SLPEs directly. The Administrative Departments are responsible for circulation and awareness of the scheme and to derive benefit for the improved performance of respective SLPEs.
  - b. A copy of the advertisement and scheme guidelines including application format and bond format will be hosted in the PE Dept. website (<http://dpeasom.gov.in/>).
  - c. For the current year the advertisement will be issued in the first week of July' 2010.
- iii. The Public Enterprises Department will designate Secretary/ Addl. Secretary / Joint Secretary of the Department as Training Manager to look after the training needs of the department and SLPEs within the parameters of the scheme. He will be assisted by the Jr. Economist and Statistical Officer. The team will service the Selection Committee for Long Term In-Service Programme (LTIP) and Selection Committee for Short Term In-service Programmes (STIP) and Selection Committee for Executive Development and Change Management Programmes (EDCMP).
- iv. The PE Dept / Selection Committee will consider any candidature and proposal only after the nomination is duly recommended and forwarded timely by the respective SLPE under intimation to the respective administrative departments.

**v. The job chart of the Training manager of Public Enterprises Department:**

- a. Budget planning / allocation for the scheme every year regularly.
- b. Timely advertisement of scheme in the month of April/ May through DIPR, web hosting and circulation among Administrative Departments and SLPEs.
- c. Liaison with Training Managers of Administrative Departments and SLPEs.
- d. Liaison with Management and Business Administration Departments of various reputed Universities / Institutes.
- e. Liaison with Professional institutions / bodies viz., The Institute of Public Enterprise (IPE), Hyderabad, Institute of Chartered Accountants of India (ICAI), The Institute of Company Secretaries of India (ICSI), The Institute of Cost and Works Accountants of India (ICWAI), Assam Administrative Staff College and such others.
- f. Preparation of Training calendar for the officers and employees of SLPEs and to the officers of Public Enterprises Department.
- g. Maintenance of database of Training Institutions, Resource Persons and participants.
- h. Processing financial sanctions and proper utilisation of budget and expenditure.
- i. Coordinate and Supervise Training Needs Analysis, Training Design and Training plan preparation and its implementation in future programmes.

**XI. GUIDELINES TO THE APPLICANTS / CANDIDATE:**

- i. All the prospective participants seeking financial assistance under the Scheme should fill up the application and submit the same to their CMD/CEO/MD of the SLPE with an advance copy to the Principal Secretary to the Government, Public Enterprises Department, Assam Secretariat (C-Block III Floor), Dispur for examination and nomination upon satisfaction.
- ii. Confirmation of participation /admission to the Executive Development and Change Management Programme in a University / Institution will be the sole responsibility of the officer candidate.

The scheme guidelines can also be found in the Public Enterprises Department website: <http://dpeasom.gov.in/>

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