TD/3279/T&D Policy/2017/Part   Dated:- 23.04.2019

To

    The Pr. Controllers / Controllers

Sub   : **Circulation of "DAD Training & Development Policy 2019".**

       With immense pleasure, I would like to inform that our new training policy 2019 is ready to replace the existing training policy with several changes and modifications.

2.   "DAD Training & Development Policy 2019", duly approved by the CGDA, will be effective from 1st May 2019. The soft copy of the policy is hereby uploaded on the website for your perusal and guidance.

                                       (Neeraj Agarwal)
                                       Sr. Dy. CGDA (HRD)

FOREWORD

The endeavour of the department is to achieve the skilled workforce through various administrative reforms. There is a need to move a step ahead and establish specific reckonable targets, which include categorizing the target areas for training and orientation, target personnel and a method of monitoring the impact of the training provided. With the promising scope and mandate of the department and to move along with the pacing peers, we need to focus on aiding more exposure for the Staff and Officers, duly ensuring that these opportunities of training be available across their career spans. "DAD Training & Development Policy 2019", articulated on the tracks of National Training Policy 2012, focusses on the Human Resource Development.

The Training & Development Policy 2019 endeavours to create professionalism through training on domain knowledge, impartiality through emphasis on ethics and values, efficiency through development and training on systems and responsiveness through exposure to behavioural areas of Human Resource Management to strengthen the institutionalised organisational mechanism.

Training is essential for all with an emphasis on the lower levels, who are the face of the organisation and deliver services to the people so that we create a more knowledgeable, efficient and responsible work force. I fully believe that Training & Development Policy 2019 stands completely on the essential parameters.

(R.K. NAYAK)
CONTROLLER GENERAL OF DEFENCE ACCOUNTS

TRAINING & DEVELOPMENT POLICY 2019

INDEX

Chapter – 1

INTRODUCTION

1.1   Drawing from the NTP 2012, the primary objective of the DAD Training & Development Policy 2019 is to develop and groom civil servants, at all levels, who are dynamic & professional, possess a fundamental knowledge of and deep familiarity with the domain and are skilled in the performance of their work as well as in the contemporary trends in the changing environment. The reputation and image of the organisation also depends on the work ethics & culture. Training should, therefore, inculcate the values of impartiality, efficiency and consistency in the civil servants and aim at an attitudinal re-orientation of the staff and officers.

1.2   The Training & Development philosophy for the DAD is intrinsically linked to the National Training Policy 2013. As issued by the DoPT in July 2012, the guidelines clearly indicated that the over-arching training framework shall be "Competency Framework"- KNOWLEDGE, SKILL & ATTITUDE. This means identifying the "Competency Gaps" of the employees, which need to be bridged through a range of "Training interventions" covering knowledge, skills and behaviours, to enhance their performance.

1.3   For moving to a competency-based approach, it would be necessary to

a. Classify different types of posts in the organisation.

b. Indicate the competencies required for working on these posts – i.e. evolve job descriptions   to ensure role clarity. The department to define the core and professional competencies required for each type of job.

C. Align career progression, placements and postings with the competencies of the employees to maximise the returns for the organisation.

d. Build these competencies.

1.4   The endeavour of the department has been to achieve this skilled workforce through various administrative reforms. There is a need to move a step ahead and establish specific quantifiable targets, plans and methods of human resource development, which include identifying the
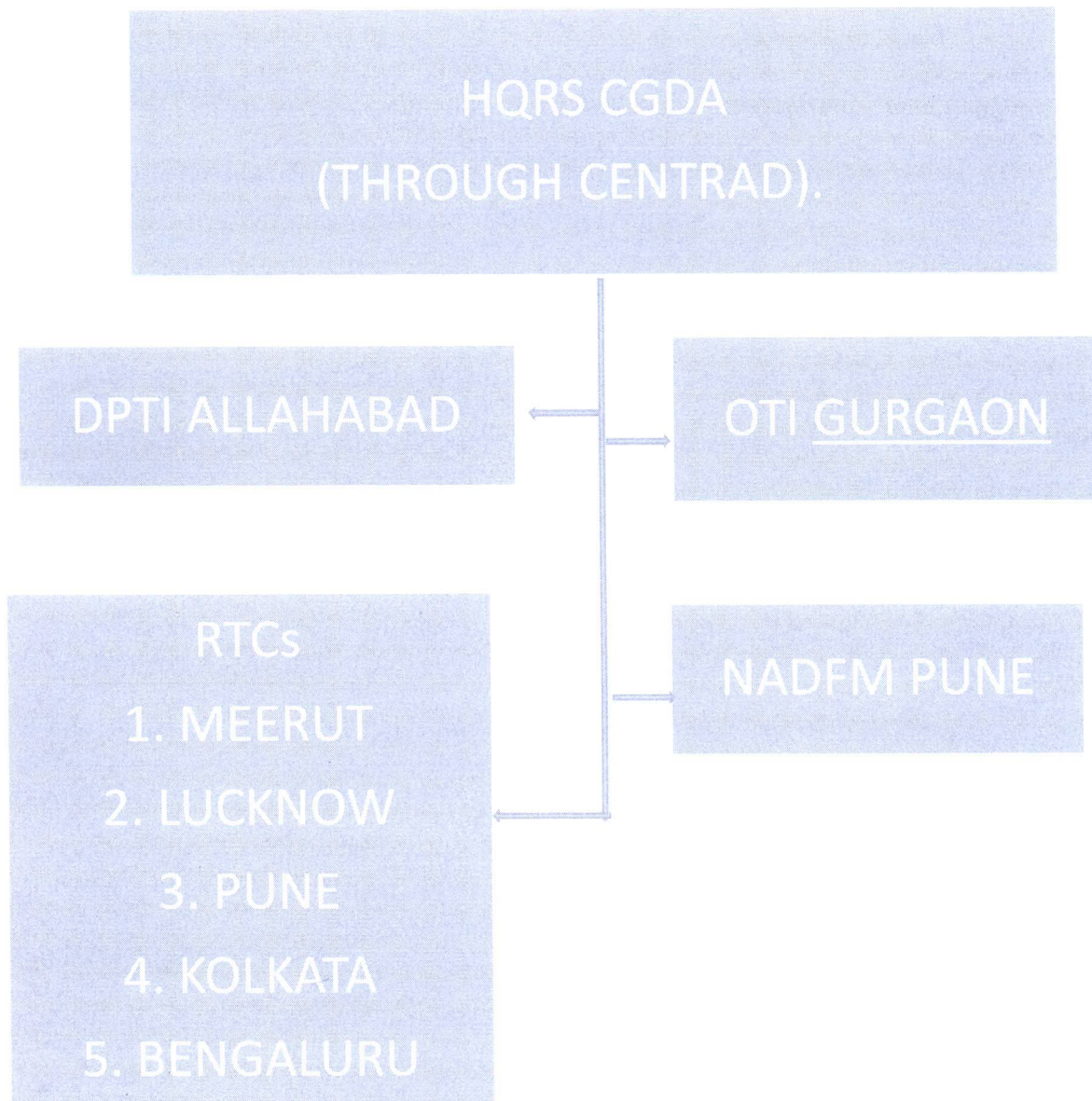
target areas for training and orientation, target personnel who require this and a method of monitoring the impact of the training provided.

1.5   The prevalent Training Policies have indeed identified and evolved mechanisms to do this and the training in the department has progressively evolved in its methods and content. But with the evolving scope and mandate of the department and to keep pace with the fast changing political administrative environment, we need to focus on enabling more exposure for the Officers and Staff from the lowest to the highest levels, duly ensuring that these opportunities of training are available across the career spans, not only through structured training but also through various modes of conventional, distance and e-learning so that help is at hand when required. The IT scenario makes this possible today, esp. with DAD having made long strides where connectivity is concerned.

1.6   The DAD Training Policy 2019, especially addresses the issues w.r.t training jurisdiction of the various training institutions / centres in the DAD;   role/responsibility/infrastructure/establishment   of   these institutions/centres; training profile for the various levels of personnel / officers of the department; strategy for revamping the training methodology to keep the various levels mainstream; and explore means of using HR as a tool for dealing with manpower deficiencies.

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Chapter - 2

ORGANISATION & MANDATE OF TRAINING INSTITUTES

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                    │         HQRS CGDA               │
                    │     (THROUGH CENTRAD).          │
                    └─────────────────────────────────┘
                                    │
   ┌──────────────────┐        │        ┌──────────────────┐
   │  DPTI ALLAHABAD  │◄───────┤───────►│   OTI GURGAON    │
   └──────────────────┘        │        └──────────────────┘
                               │
   ┌──────────────────┐        │        ┌──────────────────┐
   │      RTCs        │        │        │   NADFM PUNE     │
   │   1. MEERUT      │        │        └──────────────────┘
   │   2. LUCKNOW     │◄───────┘
   │   3. PUNE        │
   │   4. KOLKATA     │
   │   5. BENGALURU   │
   └──────────────────┘
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2.1 <u>CENTRAD</u>

(I)   CENTRAD will function in the same manner as the other sections of the HQs and issue circulars and letters to the training institutions / organisations to ensure implementation of the GoI orders w.r.t training and human resource development.

(ii)   Responsible for policy level training initiatives in the department.

(iii)   Issuing broad guidelines w.r.t the course calendar, course schedules, course content and other training issues as published by the DoPT from time to time.

(iv)   Periodic review and monitoring of training being conducted at various institutions in the field.

(v)   Conduct of the Apex Level Training Advisory Committee, twice a year.

(vi)   Selection of an annual theme / bi-annual theme to be followed by the field institutions/offices while conducting training.

(vii)   Ensure a broad homogeneity in the nature and methodology of training imparted and training material developed by the various training institutes / organisation in the department.

(viii)   CENTRAD will be the decision making authority for all training related matters including IT training, which is presently monitored by IT wing of Hqrs.

2.2   DPTI ALLAHABAD

(i)   In-house training of DAD personnel on Pension related matters.

(ii)   Training of personnel from external agencies and establishments associated with various aspects of pension (initiation, sanction, disbursement, accounting and audit)

2.3   OTI GURGAON

(i)   Conduct specialised and exclusive training for SAOs/AOs in the subjects related to Local Audit, Works, IFA Systems and taxes.

(ii)   In addition to above, will also impart training for offices located at Delhi.

2.4   NADFM PUNE

(i)   To develop and mould IDAS probationers through well structured and holistic courses / modules into competent officers for higher defence and defence finance related management.

(ii)   To inculcate in them a deep sense of pride in the service and to train them as professionals in public finance including budgeting, accounting and audit.

(iii)   To evolve itself as Centre of learning to Serving IDAS and other civil and military officers by conducting national / international training /courses, seminars etc. on defence finance and related areas including defence acquisition, procurement, offsets etc.

(iv)   To provide academic and intellectual leadership to other training centres of the department.

(v)   The Director NADFM will be complete in-charge of administrative control and training of IDAS probationers till their postings to different offices by the Hqrs. Office. Accordingly, the IDAS probationers will join at NADFM Pune on selection by UPSC.

(vi)   Director NADFM will design appropriate capsules / modules of training for probationers from time to time.

(vii)   NADFM may enter into MOU with international / national institutes of repute for the training of IDAS officers at all levels.

(viii) Organising training for all client organisations including various DFMCs.

(viii) Çentre of Excellence"for the induction training and in-service courses for IDAS officers at all levels.

(ix)   Designing and conducting flagship courses in collaboration with other civil services, national/international training establishments.

(x)   Will function under direct guidance of the Hqrs for the finalisation of its course calendar and content and will have the Addl. CGDA (HRD) as Chairperson and Jt. CGDA (HRD) as a member of its Training Advisory Committee.

(xi)   Director, NADFM will finalise the module and identify the participants and faculty for handling sessions.

(xii)   Orientation courses for the newly promoted IDAS officers.

(xiii) Pre-retirement orientation courses for the IDAS officers.

(xiv)   Organising seminars / conferences for IDAS and other civil servants.

2.5   REGIONAL TRAINING CENTRES

(i)   Orietation courses for newly promoted AOs.

(ii)   Orientation courses for newly promoted AAOs.

(iii)   Qualifying course for promotion of Auditors to Senior Auditors.

(iv)   Long term course for newly recruited Clerks and Auditors.

(v)   Training for MTS.

(vi)   In-service courses for all officers at the levels of SAOs and below within their jurisdiction.

(vii)   Centres of Excellence as per identified areas of work RTC-wise (including development and printing of training material, updation and maintenance of information and training material for the identified area.

(viii)   Organising training for all client organisations including various DFMCs.

MANDATE OF TRAINING INSTITUTES

Mandates of all training institutes will be notified later by the Admin Division.

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CHAPTER - 3

JURISDICTION OF TRAINING INSTITUTES

TRAINING INSTITUTES	JURISDICTION
NADFM PUNE	All IDAS Officers, Probationers from the time of induction into the service. In addition, training of the probationers of other civil services, organized services etc.
OTI GURUGRAM	Specialized and exclusive training for SAOs/AOs in the subjects related to Local Audit, Works, IFA system and taxes. In addition, will also cater training needs of the staff & officers of CGDA office, CDA (N&CG), CDA (IDS), PCDA New Delhi, PCDA (AF) New Delhi, PCDA (BR) New Delhi, PCDA (R&D) New Delhi, All PIFA & IFAs offices and their sub-offices located at Delhi.
DPTI ALLAHABAD	In-house training of DAD personnel on Pension related matters. Training of personnel from external agencies and establishments associated with various aspects of pension (initiation, sanction, disbursement, accounting and audit).
RTC MEERUT	PCDA (AF) Dehradun, PCDA (NC) Jammu, PCDA (WC) Chandigarh, CDA (A) Meerut, CDA (PD) Meerut, CDA (Funds) Meerut and all their sub-offices.
RTC LUCKNOW	PCDA (CC) Lucknow, CDA Jabalpur, CFA (Fys) Jabalpur, CFA (Fys) Kanpur, PCDA (P) Allahabad, PCDA (SWC) Jaipur & CFA (Fys) Dehradun.
RTC BENGALURU	PCDA Bengaluru, CDA Chennai, CDA (R&D) Bengaluru, CDA (R&D) Hyderabad, CDA Secunderabad, CFA (Fys) Avadi, CFA (Fys) Medak, AAO(N) Kochi, Vishakhapattnam & Chennai and all ITs & DC.
RTC KOLKATA	CFA (Fys) Ishapore, PCA (Fys) Kolkata, CDA Guwahati, CDA (Patna), CIA (Fys) Kolkata, AO(N) Kolkata, All offices at A&N islands. In addition, specific courses on factory module for all CFA (Fys) and out reach programmes at Kanpur, Jabalpur, Avadi & Medak.
RTC PUNE	CDA (CSD) Mumbai, PCDA (N) Mumbai, PCDA (O) Pune, PCDA (SC) Pune, CFA (Fys) Kirkee, CFA (Fys) Ambajhari, PAO (GREF) Deeghi, Pune, JCDA (R&D) Pashan.

CHAPTER – 4

MONITORING & REVIEW MECHANISM

4.1   APEX LEVEL TRAINING ADVISORY COMMITTEE (ALTAC)

(a)   **CONSTITUTION** :

(I)	**CGDA**	:	**Chairman**
(II)	Addl. CGDA (HRD)	:	Member
(III)	Sr. Jt. CGDA (AN)	:	Member
(IV)	Jt. CGDA (HRD)	:	Member
(V)	Director NADFM	:	Member
(VI)	Controllers/Directors of all RTCs & training institutes	:	Members

(b)   **CHARTER OF DUTIES** :

(i)   To co-ordinate the training policy and set up the priorities in the training programmes and overall guidance and direction in the training efforts of the department.

(ii)   To streamline and monitor the in-house training programmes in the field training institutes.

(iii)   To evaluate the effectiveness of training programmes and appropriate use of trained personnel as a continuous process.

(iv)   To establish each training institute as a Centre of Excellence by identifying specific areas of specialisation for them. Each Centre of Excellence will be responsible for updation of information, GoI orders, training material for the identified areas allotted to them.

(v)   Inter-RTC conference will be annually organised by rotation in the field training institutes to discuss the implementation issues of the Training Policy in their respective jurisdiction and evolve common strategies to handle common areas of concern.

4.2 TRAINING ADVISORY COMMITTEE OF NADFM PUNE

(a) **CONSTITUTION** :

(I)	**Addl. CGDA (HRD)**	:	Chairman
(II)	PCDA (SC) Pune	:	Member
(III)	PCDA (Navy) Mumbai	:	Member
(IV)	PCDA (AF) Dehradun	:	Member
(V)	PCDA (R&D) Delhi	:	Member
(VI)	PCDA (BR) Delhi	:	Member
(VII)	PCDA (Pension) Allahabad	:	Member
(VIII)	PCA (Fys) Kolkata	:	Member
(IX)	PIFA (Senior most)	:	Member
(X)	Jt. CGDA (HRD)	:	Member
(XI)	Director NADFM	:	Member

4.3 TRAINING ADVISORY COMMITTEE OF DPTI ALLAHABAD

(a) **CONSTITUTION :**

(I)	**PCDA (Pension) Allahabad**	:	Chairman
(II)	PCDA (AF)	:	Member
(III)	PCDA (Navy) Mumbai	:	Member
(IV)	REP. of AGPs	:	Member
(V)	CDA (PD) Meerut	:	Member
(VI)	Jt. CGDA (looking after pension)	:	Member
(VII)	GMs/AGMs of banks disbursing pensions	:	Members

4.4 TRAINING ADVISORY COMMITTEE OF OTI GURUGRAM

(a) **CONSTITUTION :**

(I)	**Senior Most PCDA / PIFA at Delhi**	:	Chairman
(II)	PCDA (WC) Chandigarh	:	Member
(III)	All PIFAs at Delhi	:	Members
(IV)	All Client Controllers	:	Members
(V)	OI/c, OTI Gurugram	:	Member

4.5 TRAINING ADVISORY COMMITTEE OF RTCs

(a) **CONSTITUTION :**

(I) **Senior Most IDAS Officer**
~~from Client Offices~~ : ~~Chairman~~

(II) All other PCDA/CDAs/equivalent
of client offices : Members

(b) **CHARTER OF DUTIES OF TRAINING ADVISORY COMMITTEES :**

(i) The Training Advisory Committees shall be collectively responsible for ensuring the functional effectiveness and efficiency of training being provided by RTCs & other training institutes.

(ii) The Committees will finally approve the training calendar of respective training centre, which will draw the calendar based on the inputs from client controllers under the jurisdiction of RTCs & other training institutes.

(iii) The agenda for the Training Advisory Committee meeting will be finalised by the heads of RTCs & other training institutes after the inputs / suggestions have been received from the client controllers.

4.6 CONTROLLER'S TRAINING COMMITTEE (CTC) :

CTC in the individual Controller's Offices are responsible for:

(i) Organising in-house training activities.

(ii) Projecting their needs to the respective RTCs

(iii) Providing faculty support and feedback available to the RTCs. Headed by the Pr. Controller/Controller with Jt.CsDA, Group Officers & IDAS Heads of sub-offices as members.

(iv) The committee will deliberate and take decision on all matters related to training in the Controller's organisation, including identification of training needs, proper and timely nomination of candidates to RTC training programmes, planning and conduct of

in-house training programmes, development of suitable training material, evaluation of training interventions, suggestions for improvements etc.

(v) CTC would also identify areas where the coordination with concerned RTC/other agencies, is required.

(vi) The committee would meet at least once in every Quarter during a financial year (April to March).

(vii) Jt.CDA/Group Officer in every Controller's office would be nominated as the Training Manager for that organization.

(viii) Representative of CDA RTC may be co-opted as a member of CTC.

(ix) CTC may maintain data base of trainees, to be linked with PIS, so that nomination of officers / staff for a particular course / training could be made without repetition and in turn will help in imparting training to all the officers / staff atleast once in a cycle of 3 years.

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CHAPTER – 5

TRAINING FOR CLERKS & AUDITORS

The Auditors / Clerks discharge basic and primary functions assigned to DAD and in their efficiency, attitude and skills rests the image and effectiveness of the DAD as a whole. For making the work force of the DAD fully geared to meet the challenges being faced by the department, the newly recruited Auditors / Clerks should undergo a detailed foundational course. As per Para 2 of Ministry of Personnel, Public Grievances & Pensions (DoPT) OM dated 30.10.2014, "in all cases of direct recruitment there should be a mandatory induction training of at least two weeks duration. Successful completion of the training is, therefore, a pre-requisite for completion of probation".

5.1 The training for Clerks & Auditors will comprise

(i) Two weeks induction training (10 days, i.e. 40 sessions) in the respective RTCs

(ii) Remaining six weeks induction training (30 days) in the respective Controllers office as in-house training both classroom training and on job training (OJT).

(iii) A qualifying test at the end of two weeks training will be conducted by the RTCs as per practice in vogue and result thereof be communicated to the concerned Controllers.

(iv) The probation period of Auditors / Clerks will be cleared after completion of two weeks training in RTCs.

(v) Valediction will also be conducted by the respective Controller after completion of 30 days in-house training at Controller level.

Module of Two Weeks for RTCs

for newly recruited Auditors / Clerks

Date	Session	Topics	Faculty
	1.	Structure & Functions of MoD, MoD (Fin.)	
	2.	Defence Accounts Department and Structure & Functions of CGDA (HQrs office)	
	3.	DAD Organisational Structure, Regional CDA, Functional CDA, IFA, CFAs, DAD Hierarchy	
	4.	Regional Controllers: Role & Functions	
	5.	Various Functional Controllers: Role & Functions	
	6.	Indian Armed Forces: An organisational overview	
	7.	Various Codes and Manuals applicable in DAD	
	8.	An Introduction to the General Financial Regulations	
	9.	An Introduction to Financial Regulations Part I & Part-II	
	10.	An Introduction of Defence Procurement Manual and Defence Procurement Procedures	
	11.	An Introduction to the Office Manual Part I	
	12.	An Introduction to the Office Manual Part II	
	13.	Types of Office Communication	
	14.	Office Note: Theory & Practical	
	15.	D O Letter: Theory & Practical	
	16.	Part I and Part II Office Order, Circular, Reminders followed by practical	
	17.	Record Management and Retrieval	

Day 5	18.	Initiation & Movement of files at different level: Various aspects, flagging and T-linking	
	19.	Maintenance of Work Book, Progress Report/Control Chart and adherence of prescribed provisions: Various aspects	
	20.	Visit of PCDA/PCFA/CDA office	
	21.	Breaking the Ice, Using the mouse/keyboard	
	22.	Microsoft Windows Basic Window Managing files and folders in Windows	
	23.	MS Word : Basic, Formatting text, paragraph etc	
	24.	MS Word : Basic, Formatting text, paragraph etc	
	25.	MS Excel : Basic, Cell formatting & Formula	
	26.	-Do-	
	27.	MS Power Point – Basic, Slides	
	28.	-Do-	
	29.	IT Initiatives of DAD & Projects	
	30.	Project Dolphin and Project Tulip	
	31.	Duties and functions of LAO & RAO	
	32.	Role and Functions of AOGE	
	33.	New Pension Scheme : Various aspects and important provisions including role of DDO & NSDL	
	34.	Official Language Act (Rajbhasha): Important Provisions	
	35.	Noting and Drafting in Hindi	
	36.	Role and Functions of IFA	

	37.	Role and Functions of PAO	
Day 10	38.	RTI Act 2005	
	39.	Test / Exam	
	40.	Valediction	

Module of Six weeks training schedule at the o/o Controllers for newly recruited Auditors / Clerks

Date	Session No.	Topics	Faculty
Day 1 to Day 5	1 to 20	Introduction to various sections of Controllers offices (Admin, Accounts, Pay, R, O&M Cell, Transport, Store, Misc, Engineering and Fund Cell)- 2 session on each section. Total 20 sessions	
	21.	Attendance-Hours of attendance, grant of leave, absence-regularisation.	
	22.	Types of leave and its entitlement	
	23.	Annual Performance Appraisal Report: various important aspects	
	24.	Recruitment Rules-cum-Promotional avenues in DAD	
	25.	Confirmation, Seniority & Compassionate Appointment in DAD	
	26.	An introduction to the important provisions of CCS CCA Rules	
	27.	Suspension: An Overview	
	28.	JCM and Staff Association.	

Day 8	29.	Different Mechanisms to check Corruption/Malpractices in Govt.	
	30.	Public Grievances and their Redress Mechanism in Govt.	
	31.	Handling of CAT/AFT/Court Cases and implementation of their judgements	
	32.	Expectations of supervisory officers and Senior Officers of Department from Auditors, official duties, behaviour & Etiquettes	
	33.	Pay structure in DAD at various level	
	34.	Leave Travel Concession & TA/DA: An Overview	
	35.	Various advances (as per 7th CPC)	
	36.	CGHS Scheme	
	37.	Medical claims	
	38.	Various allowances and MACP Scheme	
	39.	Practical session (Income Tax Calculation)	
	40.	Test on AN Section	
	41.	Accounts & Budget	
	42.	Budget Estimates: Various aspects	
	43.	Monthly Budget, MPR/DPR etc	
	44.	Control over expenditure vis-a-vis budgetary control & MIS	
	45.	An introduction to Defence Account Code	
	46.	Schedule III & Linking of Paid Cheques and procedures to be followed in case of lost cheque	

47.	Role of DDO, issue of Defence Cheques, NEFT & CMP	
48.	Defence Proforma Account & Focal Point Branch System	
49.	Defence Exchange Account & DIDS with practicals	
50.	E-MRO implementation	
51.	Presentations on Account sections	
52.	-Do-	
53	Introduction of Defence Audit Code	
54.	-Do-	
55.	Audit and scrutiny of Sanctions and orders and audit of sanction to Expenditure	
56.	Audit of various types of bills and vouchers & importance of Specimen Signature	
57.	Audit of Supply Order/Purchase Order/Contracts	
58.	Audit of Ration Accounts/Store Accounts, Scheduling, linking of vouchers and credit verification & PBD vouchers	
59.	Various aspects of Internal Audit & Control mechanism in form of various reports and appropriation Accounts	
60.	Writing skill of Audit Objections	
61.	Various types of audit conducted in Army Units	
62.	Audit of CEA, Hostel Subsidy and other perusal claims	

Day 16	63.	Practical cases of Audit Objections/irregularities	
	64.	Statutory Audit: PS, LTAR, Draft Para and Audit Report of C&AG	
	65.	Introduction of Pension & NPS	
	66.	-Do-	
	67.	Processing of Pension papers: preparation of LPC-CUM-DATA SHEET	
	68.	Pension sanction and Disbursement	
	69.	Calculation of Amounts of Pensions with practicals	
	70.	General conditions governing Pension and Classes of pensions and conditions governing it	
	71.	Qualifying services and Emoluments & Average Emoluments	
	72.	Payment of Leave Encashment, CGEIS, Provisional Pension and Provisional Gratuity	
	73.	Family Pension with practicals	
	74.	Determination and authorisation of the amounts of pension and Gratuity	
	75.	Presentation on Pension & PD	
	76.	-Do-	
	77.	Personality development	
	78.	Stress Management	
	79.	Etiquettes and Behaviour	
	80.	Time Management	

Day 21 to Day 30	81 to 100	(i) Classroom / hands on training on running packages and peculiar to that of Controllers office	
		(ii) Controller office – Cultural Activities and Open House may also be conducted in this duration	
		(iii) Last day – Exam & Valediction at Controllers level	

CHAPTER 6

ORIENTATION TRAINING OF NEWLY PROMOTED AAOs

6.1 A two week (12 days) training will be conducted at the RTCs and other identified institutions, for the newly promoted AAOs, immediately after the declaration of results and before joining their new postings.

6.2 Emphasis on Behaviour aspects of HRD – leadership, motivation, work culture & ethics, soft skills and negotiation is a must.

The Course Content will cover the following:

Broad Topic	Subjects covered
AAO – the Manager and leader **Soft skills**	a. Leadership b. Office communication c. Public speaking and negotiation skills
MoD & DAD: Organisational structure and Overview	a. MoD and MoD (Fin) b. Overview of CGDA c. Army and PCDA (O) d. PBORs and PAOs e. Navy and PCDA(Navy) f. Air Force and PCDA (AF) g. DRDO and CDA (R&D) h. Ordnance Factories – an Overview i. Border Roads j. Canteen Stores Department k. Pension sanction l. Pension disbursement m. Provident Fund and CDA (Funds)
Budget and Accounts	a. Government budgeting and accounting in DAD b. Functions of Accounts section c. Accrual Accounting
Financial Advise	a. IFA – an Overview b. Delegation of powers

		c. Defence Procurement Manual and Defence Procurement Procedure d. Stages of procurement e. Negotiation – PNC and the role of the IFA
	Internal Audit and Audit Sections	a. Internal Audit – the concept:Risk based Internal Audit b. Functioning of IA section and LAO c. Audit Reports and conferences d. Audit Sections
	Works	a. MES – an Overview b. E section and AO (GE) c. Revenue Management - BSO
	Administration and Establishment	a. Service Rules b. Performance Appraisal c. Conduct Rules d. Central Administrative Tribunal e. Receipt, Disbursement and Despatch f. New Pension Scheme g. Right to Information h. CVC i. Statutory taxes and duties
	IT and Automation	a. Automation in the Department b. IT initiatives in DAD c. DAD Services Interface d. e-Procurement in GoI e. e-Office management

CHAPTER 7

IN-SERVICE REFRESHER / RE-ORIENTATION TRAINING FOR AOs/SAOs

7.1   SAOs/AOs are at a level where they interact with the clientele, i.e. the Services and other Organisations, and especially with the IFA system becoming progressively more entrenched, they are deeply involved in Project Management, Procurements, Budget Management and monitoring too.

7.2   The SAOs and AOs will undergo a refresher re-orientation training module of 2 weeks, every 3 years, to be able to keep pace with the fast changing environment. Subjects of focus will include Budget, Procurement, taxes, IT changes and initiatives by the department, changes within the client services and organisations, other issues non-departmental of contemporary relevance.

7.3   Training may be workshop/Seminar based and most include visits to relevant organisations, debates and discussions on pre-determined topics and talks by eminent personalities and senior officers.

7.4   Course Content:

- Project Management
- Procurements
- Budget management and monitoring
- Leadership and motivation
- Communication and Presentation skills
- Stress Management

7.5   Methods of Training

Training on soft skills may be conducted by reputed agencies/trainers. Training may be workshop/seminars based, where experience sharing happens. Training may include visits to client organisation.

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CHAPTER – 8

TRAINING FOR IDAS OFFICERS

8.1 IDAS officers constitute the management cadre of the DAD. The ultimate responsibility for successfully and effectively running the department rests on their shoulders.

8.2 The Officers join the IDAS through the Civil Services competitive exam, and undergo induction training during the common foundational course, the basic accounts and finance training at NIFM subsequently and the departmental training at NADFM, which is their first effective contact with the Department.

I. **Mandate of NADFM (TD/3373/Approach Paper/NADFM, dated 23 May, 2016):**

a. To develop and mould IDAS Probationers through well-structured and holistic courses into Competent Officers for higher defence and defence finance related management.

b. To inculcate in them a deep sense of pride in the service and to train them as professionals in public finance .

c. To evolve itself as a Centre of Learning to serving IDAS Officers and other civil and military officers by conducting national/international training/courses, seminars etc.

II. **Training of IDAS Probationers:**

Director NADFM will be in complete administrative control and training of IDAS probationers.

a. After joining the Service at NADFM, the probationers take subsequent attempts for improvement in their ranks in CSE which results into dilution in the training. For this purpose, the probationers will be allowed to avail 1 year EOL. After availing the EOL, probationers will not be allowed to appear for CSE during training period.

b. The syllabus of training at NADFM and NIFM is carefully designed so that the officers are fully equipped to share the onerous responsibility of running the department /government.

c. Besides, the Government of India, Ministry of Personnel, Public Grievances and Pensions, on the recommendations of the Administrative Reforms Commissions and other Committees in the matter of training and career progression for the civil services from time to time makes appropriate recommendations.

III. **Mid Career Training for IDAS Officers:**

The NTP 2012 has also prescribed in-service courses for civil servants. Mid Career Training Plan (MCTP) will be conducted (as already being done wef 2015), for the IDAS Officers at the following stages:

    a. On completion of 7-9 years of service

    b. On completion of 14-16 years of service

    c. On completion of 26-28 years of service.

8.3 Besides the above, the IDAS officers will be provided training for bridging their competency gaps. For enhancing competencies, the courses for IDAS officers could be planned category-wise., for e.g.

    a. Courses for JCDAs/Addl CDAs who normally are assigned super group charge of a PCDA/CDA office

    b. Course for GOs (Admin), GOs store/M/E sections, IDAS officers heading PAO (ORs).

    c. In-service training course on posting of the IDAS officers to a specific DAD organization such as ordnance factories or the IFA set up.

    d. NADFM, Pune conducts departmental training for IDAS probationers for about 7 months. During the remaining months NADFM shall centrally plan and conduct in-service training of IDAS officers in consultation with its Training Advisory Committee and the Training division, CGDA office.

8.4   The IFA training for IDAS officers shall be the responsibility of the CENTRAD, Delhi which will plan and execute it with the advice and assistance of PIFAs/IFAs located at Delhi and elsewhere.

8.5   NADFM will provide 4 weeks orientation course for IDAS Officers who has been promoted from group B.

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CHAPTER – 9

INTERNATIONAL TRAINING

9.1 Foreign training fills a crucial gap in the training system. It provides opportunities for officers to gain exposure to the latest thinking on different subjects in some of the leading institutions of the world. It exposes them to experiences and best practices of different countries with differing models of development and governance.

9.2 DoPT has facilitated International Training for the Government Servants through the scheme of Domestic Funding of Foreign Training (DFFT). Since 2001, the DFFT has become the main source of Foreign Training. The DAD may devise schemes of foreign training for Officers, considering their specific requirements, with concurrence of the DoPT.

9.3 Other similar schemes may also be initiated to provide opportunities to Officers and Staff to attend long and short term programmes to develop in-depth competencies. These may cover emerging areas, new challenges, changes in Government policy etc. This is particularly important for the Officers who are likely to hold positions at the senior-most levels of Government, where they need to be aware of the broader Global context in policy formulations as well as international best practices.

9.4 In accordance with DoPT orders, International Component for MCTP Phase II & IV has been integrally woven.

9.5 **Introduction of a separate DFFT Cell at Hqrs. Office is under active consideration. The development shall facilitate Management Development Programme for DAD Officials (AAO to HAG) through leading training institutes like NIFM, IIPA, MDI & PARI etc.**

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CHAPTER – 10

FACULTY AND TRAINERS

10.1   SELECTION

a. The faculty will be selected through a Screening Process.
    Screening Committee for SAOs/AOs/AAOs as Faculty RTCs and other Training Institutes

    (i)   CDA i/c RTC   -   Chairman
    (ii)   Dy. CGDA (Trg)   -   Member
    (iii)   1 JCDA from other Organisation at the station   -   Member

b. In case the faculty so selected does not reflect the right type of aptitude or performance, he/she may be eased off this responsibility even earlier.

c. The posted faculty will be supplemented with in-house guest faculty from within the Department and the guest faculty from outside institutes.

d. A specialisation-wise panel of trainees shall be drawn up by the TACs and updated continually based on the feedback received from the participants.

e. Expert Guest Faculty of eminence from the Services, Professional Institutes may also be invited.

10.2   AUTHORISATION & TENURE

Authorisation of faculty & associated staff and their tenure will be notified later by the Admin Division.

10.3 TRAINING ALLOWANCE

a. The duly selected faculty posted to RTCs/other training institutes shall be entitled to the Training Allowance as decided by the DOPT from time to time.

b. Training Allowance shall also be entitled to the CDA/Director Training Institutes, as decided by the DOPT from time to time.

10.4 HONORARIUM

The rate of Honorarium prescribed for speakers vide MoD (Fin), DAD (Coord) vide their letter No.F.26 (1)/C/2009 dt. 7.3.2017 is reproduced below :

Sl. No.	Training Establishment	Rate of Hon. In Rs.
1	Serving Faculty	750/-
2	Non-Serving Faculty	1500/-
3	Experts / Eminent Resources Persons	4000/-
4	In addition, honorarium of Rs. 5000/- may be granted by the CGDA as per conditions of DoP&T OM No. 13024/2/2008-Trg.I dt. 3.3.2009.	

10.5 CORE FACULTY

The Core Faculty to be positioned at RTC's after due screening are to be entrusted with the responsibility of delivering lectures in RTCs as well as locally situated Office(s) of the field Controllers on their request. This faculty would be given special allowance, and shall take a minimum of 10 lectures per month. Variation in any individual month would be required to be reported to HQrs with justification. Further the task of preparation and updation of course modules and lesson plans for each and every training group, with regard to their specific training needs and qualifications must be specifically entrusted to the core

faculty. All the core faculty must develop expertise in handling PCs and usages of IT and should be entrusted the job to keep the proposed website of the RTCs duly updated with reference to latest rules and regulations.

In addition retired DAD officials may be invited as faculty members on regular basis.

10.6 Role and responsibility of training managers/ officers in charge of training institutes, faculty.

10.7 The National Training Policy in its various avatars over the years has advocated the need for a Training Manager in every Ministry/Department.

10.8 Each training institute will be headed by officers of different seniority and designation, but will carry out the responsibility of a Training Manager. From the Addl/Joint CGDA at the HQs to the CDA/Director RTCs.

10.9 The Training Manager at HQs will be responsible for:

(I) Coordinate and collaborate with the Training Division DoPT for implementation of the National Training Policy.

(II) Device and obtain approval for the Annual Training Calendar and ensure conduct of all courses therein.

(III) Obtain approval for the Bi-annual training themes and ensure implementation by the field training institutes.

(IV) Ensure the conduct of the Apex Level Training Advisory Committee Meeting bi annually.

(V) Monitor the conduct of the annual Inter-RTC/other training institute conference and the bi-annual Training Advisory Committee meetings by the field institutes.

10.10 TRAINING FOR TRAINERS

Trainers will be trained on being selected as faculty, in the specialised methods of training at organisations like the ISTM, OTI, and State administrative training institutions, besides CENTRAD.

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