



**TRAINING MANNUAL
FOR HIMUDA**

TRAINING POLICY FOR HIMUDA EMPLOYEES

Preamble:

This is a commitment of the Himachal Pradesh Housing & Urban Development Authority to provide every allottee/purchaser of its properties;

- Efficient, Prompt and courteous service with a dedication to integrity and fairness.
- Qualitative development at reasonable costs.
- Time bound and transparent service in all transactions.

Need for a training policy:

Trained manpower is required at every stage for execution/construction of various Housing projects in the State. Advancement of technology is making every working sphere more and more sophisticated, requiring especially skilled engineers, supervisors, administrators etc. The growing concern over environmental degradation is making the task more challenging. The technical knowledge acquired from engineering Colleges, polytechnics, industrial training institutes and other technical institutions needs to be supplemented with applied engineering and managerial skills. These skills are to be regularly updated to cope with the ever progressing and rapidly advancing technologies being introduced. The advent of computer has brought a sea change in office working, record compilation and keeping. But optimum use of this technology can be achieved only by frequently updating the knowledge of manpower.

In recent years transparency in working and answerability to public has gained importance and hence the responsibility of employees has increased many folds.

The quality of manpower has become an important criteria. The employees need to be equipped with specific knowledge, skills and attitude to enable them to play their role effectively.

Training can no longer be considered as optional activity, taken up in isolation. Training has to be made on integral activity to achieve the organizations' goals.

Methodology:

1. Identifying the man power in technical & non-technical groups and further grouping them according to their works/ responsibilities levels.
2. Designing training activities to ensure that they are job specific and as per working sphere.
3. Reassessing the training needs from time to time and accordingly updating the course contents.
4. Maintaining comprehensive training record, to assess the training requirement of individual at later stages.

5. Review/ evaluation of training programmes to be done by taking feed back on the performance of trained personals after a specific period, and introduce changes if any required.

Spheres of concern:

1. Information technology

Information technology has pervaded all spheres of life. Applications of Information Technology lead to efficiency and transparency in working. The organization has been computerized up to Divisional Office level with Internet facilities and following activities have been initiated by the Authority.

(i) e-samadhan (ii) e-payment (iii) Personal management information system (PMIS)

In-house trainings are being given but still the number of I.T. literate persons in the Authority is very small. A rigorous training module needs to be drafted.

2. Right to Information Act

With the enactment of RTI Act 2005, the accountability of employee has increased many folds. The Act ensures and promotes transparency and accountability in the working of every Public Authority. Hence it has become very important for every employee to have proper knowledge of the Act and further the working and record keeping has to be systematic.

3. Disaster management

The whole of H.P. state falls in severe seismic zones IV & V. In addition to this other phenomenon like landslide, floods, cloud bursting etc. There is another relevant aspect i.e. man made disaster which occurs by excessive cutting of natural shapes, cutting of forests, diversions of natural Nallahs for self motive keeping in this view Govt. is preparing finalizing its own disaster management plan. Disaster management requires a multi-disciplinary approach and hence a strong coordination mechanism between various departments and public undertakings of the state. Each key department/public undertaking is also required to prepare its own disaster management plan in alignment with the State Disaster Management Plan. The planned and systematic approach towards disaster management requires in-depth knowledge of the subject and the employees are required to be trained in preparedness, mitigation and post disaster rehabilitation. An exhaustive training in the subject is required.

4. Training for educational up gradation

As per the career progression policy of the Govt. The employees are promoted to higher categories, where they need to up grade their educational standards. For examples Peons get promoted to Clerks, Surveyors, Work Inspector etc. get promoted to J.Es. Such employees require long duration trainings to bring efficiency in their working.

5. Training at induction in service, on each promotion or at least once in five years

A fresh appointee holds valid academic qualification for the post but is not familiar with the setup of the department and the way departmental machinery

functions. He learns it over the years, only with experience, hence in initial years of service he lacks confidence and therefore not able to give his best. Training on office procedure and rules at induction level to all categories can create a confident and efficient task force.

At the promotion level also trainings are must so that employee is able to handle the new responsibilities that come on him. As the technology, working trends are changing very fast refresher courses at frequent intervals are required for all level employees.

6. Attitudinal changes/ Behavioural Science

Attitude of an individual plays an extremely important role in his/ her performance. Thus in spite of the availability of the best of the knowledge and skill, the ability to provide the desired services may still be found wanting in individuals if they are not imbued with appropriate attitudes. It has been observed that training is presently concentrated mainly in the area of acquisition of knowledge and up gradation of skills and very little emphasis is given on attitudinal changes. It is high time to introduce these aspects of training in the curriculum of induction level trainings as well as re-training programs. After undergoing such training the employees develop a sense of belongingness to the organization and the working reflects a positive attitude.

7. Training for all cadres

It has been identified that in technology centred organization like HIMUDA, the training of non-technical staff is often neglected/ignored. Training is essential for all personnel of all fields for overall efficiency in working.

8. Trainings abroad

Opportunities for foreign training should be provided to meritorious employees through objective selection criteria. Such trainings lead to exposure to latest technologies being adopted in other countries. Such trained persons should be posted at locations where they can utilize the training received and also guide others.

Training feed back and gap analysis:

The training programmes are to be evaluated in a scientific manner during or at the end of the programme. The feed back is to be taken from the trained personnel and the improvements in their working after training also needs to be assessed. Based on these inputs the course contents be modified for further training programmes.

Training budget:

Imparting trainings also involve sufficient funds and it is necessary that earmarked budget is available for trainings so that quality of training is never compromised because of inadequate funds. As per policy decision of Govt. in this matter budget from Salary Head is required to be earmarked for trainings in HIMUDA.

TRAINING PLAN

Administrative setup of HIMUDA

1. HIMUDA has been constituted under HP Housing and Urban Development Authority Act, 2004.
2. Aims and objectives of this organization are to solve the housing problems of the state and for the same, houses/flats/plots are being constructed/developed under various schemes throughout the State. Deposit works of other Govt. Deptt/Boards/Corporation are also executed by the HIMUDA.

CEO-cum-Secretary:

CEO-cum-Secretary is the head of the department and all cases of construction activities as put-up by Chief Engineer, Architectural Section are decided by the Head of the organization. Matters of Estate management and establishment are processed by Administrative Officer and put up to the Executive Director and finally decided by the CEO-cum-Secretary. Further all matters related to Accounts and Legal matters are processed by the Chief Accounts Officer and Sr. Law Officers respectively and finally approved and decided by the CEO-cum-Secy.

Chief Engineer:

Chief Engineer is the professional Head of the Engineering Wing and is responsible for efficient working of the branch. His duties are to supervise and look after works assigned to Superintending Engineers/Executive Engineers in the field.

SE(South) and SE (North):

Superintending Engineer is responsible to the Chief Engineer for general professional control of works in charge of officers of the department within his Circle of Superintendence. His duties are enumerated in paragraphs 1.49 to 1.57 of PWD Code and are supplemented below:

- a. Superintending Engineer shall exercise close supervision over the works of the officers subordinate to him and shall impart from time to time, instructions and guidance to them in the discharge of their duties.
- b. He is required to write annual reports of Divisional officers working in his circle and his own office. Establishment and to submit the form along with the CR of the Technical staff and his office superintendent to Head office.
- c. He is to ensure that all periodical reports and returns due to Chief Engineer are submitted in time.
- d. He shall see that instructions issued by him or by the Chief Engineer/CEO-cum-Secy from time to time are faithfully complied with by the Officers and offices under him.
- e. During his stay at Headquarter of a Division, the Superintending Engineer should with the Executive Engineer concerned review the position of the Divisional Accounts. He should examine whether the Divisional Accounts are being kept in good order. He should pay particular attention to the

items under various suspense heads, like purchases, stock, misc. advances etc and should also examine the contractor ledger to see if sufficient effort is being made to clear items as early as possible. In case he notices delay or negligence on the part of the Divisional staff, he should send a report to the Chief Engineer/CEO-cum-Secy.

- f. Superintending Engineer should call a meeting of the representatives of the contractors and labour Co-operative Societies working in the particular division at the Divisional Headquarters once in every six months. In this meeting he should ascertain the up to date position of running and final bills of the contractors and societies and should give patient hearing to their difficulties which he should try to solve. If any serious point come to the notice of Superintending Engineer during these meeting he should send a self contained report to the Chief Engineer/CEO-cum-Secy.

Sr. Architect: To prepare architectural drawings, evolve developmental drawing plans of the housing colonies, and planning of the units etc to be executed in various colony of the HIMUDA throughout the State.

Chief Accounts Officer:

To perform duties as financial advisor of the organization and to look after financial matters.

Administrative Officer:

To supervise Establishment, management and allotment of units i.e. houses/flats/plots with the assistance of superintendents and senior assistants.

Tehsildar:

To deal with the Land Acquisition matters of HIMUDA.

Directory of HIMUDA's Officers and Employees :

1. CEO-cum-Secretary	2. Chief Engineer
3. Superintending Engineer	4. Sr.Architect
5. Tehsildar	6. Law Officer
7. Administrative Officer	8. Superintendent Grade-I
9. Executive Engineer©	10. Executive Engineer(E)
11. Architect	12. Assistant Architect
13. Architectural Assistant	14. Architectural Head Draughtsman
15. Architectural Sr. Draughtsman	16. Planning Assistant
17. Planning Draughtsman	18. Supdt. Grade-II
19. Private Secretary	20. Personal Assistant
21. Sr. Scale Stenographer	22. Sr. Assistant
23. Stenotypist	24. Clerk
25. Section Officer(SAS)	26. Chief Accounts Officer
27. Accounts Officer	28. Kanungo
29. Patwari	30. Legal Assistant
31. Circle Head Draughtsman	32. Assistant Programmer
33. Assistant Engineer©	34. Assistant Engineer(E)

35. Junior Engineer©	36. Junior Engineer(E)
37. Divisional Head Draughtsman	38. Jr. Draughtsman
39. Divisional Accountant	40. Electrician
41. Gestetner Operator	42. Surveyor
43. Driver	44. Daftri
45. Peon	46. Chowkidar
47. Sweeper	48. Beldar

Field technical teams constitute a different set, with its peculiar requirement with greater emphasis on practical implementation. Stress of work is more and resources are limited. The diversity of the work done by these men requires personality development as per job requirements.

T1 is mainly concerned with Administrative aspects, they also require the know how of operation management, legal aspects and technical developments.

Trainings recommended

- i) RTI Act
- ii) Environmental issues and Forest Conservation Act 1980
- iii) Disaster Management
- iv) Stress Management
- v) Project Management
- vi) M S Project
- vii) Refresher course in Technical Developments
- viii) Personal Management
- ix) Office Automation
- x) Organization Behaviors
- xi) Real Estate Management
- xii) Asset Management
- xiii) Urban Planning
- xiv) Hill Architecture

T2: is mainly concerned with actual execution, which requires supervisory controls, Contract controls, Financial controls, Inventory and Data controls, keeping in view latest legal, aesthetic, safety, environmental, labour, administrative, technical and economical issues.

Trainings recommended

- i) Contract Management
- ii) Finance Management
- iii) Disaster Management
- iv) SBD,DPR,ESMF,ECOP Etc
- v) Quality Assurance
- vi) RTI, , Land Acquisition Act etc
- vii) Information Data Management

- viii) M S Project
- ix) New Concepts in Building Planning
- x) Fire Fighting, Multiplicity of electrical Requirements
- xi) Building Bye-Laws & Local Regulations
- xii) Land Use, Design And Development
- xiii) Utilities Layouts as per Specific Requirements

T3: is mainly concerned with physical execution of the work as per standards which require technical procedure appraisal, advances in DPR preparation, legal procedures and developments and safety.

Trainings recommended

- i) Quality Assurance
- ii) Technical Procedures
- iii) Legal Procedures for court cases
- iv) Practical Steps for Housing projects.
- v) DPR Preparation
- vi) Disaster Management
- vii) Information Technology Awareness

T4 should be trained in technical procedures, supervisory notes and roles as per various Acts.

Trainings recommended

- i) Technical Notes
- ii) Procedures Of Testing Materials
- iii) Tools and Plant Upkeep
- iv) Disaster Management

T5 should be trained in technical repair and maintenance schedules of the machines. Workers of trades like masons, carpenters, plumbers and electricians etc should be trained for skill up gradations

Trainings recommended

- i) Workshop Training
- ii) Driver Manual
- iii) Training in other machines
- iv) Disaster Management

D1 Design being the soul of engineering requires high degree of honing through continuous training. A department remain primitive till new methodology are adopted and they can be adopted only when you have first hand feel of the subject.

D1 should be trained in latest technical packages like Staad, autocad, ansys, Rmms, GIS, HDM-4 etc and project management packages.

Trainings recommended

- i) Structural Analysis Software
- ii) Design Software
- iii) Road Maintenance Packages/Housing projects.

- iv) Various design Procedures for Pavement, Bridges, Roads etc/Housing projects.
- v) New Construction Techniques in Civil Engineering
- vi) Retrofitting of structures to improve seismic response.

D2 should be trained in Information Technology, Autocad, drafting tools, GIS

Trainings recommended

- i) Drafting Tools
- ii) Autocad
- iii) Estimation Packages
- iv) Codes And Specifications
- v) IT Awareness

Ministerial Staff are behind the seen activators of the department. They have an important subordinate role to play. Timely paper work is essence of the day. Now with the new acts like RTI, there role will be more crucial.

M1 should be trained in Information Technology, latest trend in Office Procedures, various Rules & Acts and Accounting Procedures.

Trainings recommended

- i) Information Technology Awareness
- ii) Office Procedures
- iii) RTI Act
- iv) Accounting Procedures

M2 should be trained in Information Technology & Rules and Acts.

Trainings recommended

- i) Information Technology Awareness
- ii) Office Procedures
- iii) RTI Act

CE is a class which is becoming more and more important because Housing demand is increasing day by day and latest technology is required. Capacity Building is the foremost requirement which can be met with only if they are made aware of future challenges/ opportunities and expectations that they will have to cater to.

Execution Plan

As categories and traits stand identified now comes the challenge of actually executing the same. Trainings can generally be identified into three categories i.e.

- i) Orientation Trainings
- ii) Refresher Trainings
- iii) Customized Trainings

The Orientation Trainings are required to do a work that is already being done in a better way, Refresher Trainings are required so that standard already achieved does not fall, Customized Trainings are required to face new challenges. The OT's are required only once in one subject whereas RT's should be repeated after a specific time interval. CT's are specific, they can follow the pattern either of OT's or RT's.

For Category T1

S. No.	Name of Training/ Workshop	Type	Percolation	CEO-cum-Secretary /Chief Engineer/SE© /EE (Head Office).	Sr. Architect, Senior Architect
1.	Project Management	OT	1:1	3 days	2 days
2.	FIDIC Documents	OT	1:1	3 days	-
3.	Public Private Partnership	OT	1:3	4 days	-
4.	Leadership and Motivation,	RT (3yr)	1:2	5 days	3days
5.	Stress Management	RT (1yr)	1:1	3 days	2 days
6.	R.T.I. Act	OT	1:2	1 day	1 day
7.	Social and Environmental Issues in Projects	OT	1:2	3 days	-
8.	Technical Developments	RT (1yr)	1:2	2 days	4 days
9.	Personnel Management	OT	1:2	1 day	1 day

For Category T2

Sr. No.	Name of Training	Type	Percolation	E.E. A.E. (Civil)	E.E. A.E. (Elect)	Architect, Assistant Architect
1.	Contract Management	OT	1:1	3 days	-	-
2.	Guidelines/ Issues (Financial, Environmental, Social) for World Bank Funded Projects	OT	1:1	3 days	-	-
3.	Inventory and Information Flows	OT	1:3	4 days	-	-
4.	Disaster Management	RT (3yr)	1:3	5 days	3 days	3days
5.	Refresher Course in Techno-legal aspects	RT (1yr)	1:1	4 days	1 day	-
6.	R.T.I. Act	OT	1:2	1 day	1 day	1 day

7.	Procedures for technical clearance from various departments	OT	1:2	3 days	-	-
8.	Technical Developments	RT (1yr)	1:2	3 days	2 days	2 days
9.	Personnel Management	OT	1:2	1 day	1 day	1 day
10.	Local Building Bye-Laws	OT	1:3	1day	2 days	3 days
11.	IT Awareness	RT (3yr)	1:3	2 days	2 days	2 days
12.	Planning and Development of Buildings	RT (3yr)	1:2	1 day	-	5 days
13	Computer Aided Design and Drafting (various softwares)	RT (2yr)	1:2	-	-	5 days
14.	Planning and Design of Heating, Ventilation & Air Conditioning System.	RT (3yr)	1:2	1 day	3 days	5 days

15.	Electrical & Maintenance Services for different types of Buildings.	OT	1:3	2 days	5 days	1 day
16.	Technical and Qualitative Examination	RT (3yr)	1:4	5 days	-	-
17.	Effective Communication	OT	1:3	3 days	3 days	3 days

For Category T3

S. No.	Name of Training	Type	Perco-lation	J.E. Direct (civil)	J.E. Direct (Elect)	J.E. (Promot ed)
1.	Basic Course for J.E's	OT	1:1	15 days	5 days	180 days
2.	DPR Preparation	RT (3yr)	1:3	3 days	2 days	5 days
3.	Court Cases and	RT	1:3	3 days	2 days	5 days

	Procedures	(3yr)				
4.	Legal Acts relevant to PWD	RT (3yr)	1:2	5 days	1 day	5 days
5.	Engineering Test Procedures (Quality Assurance)	OT	1:3	5 days	1 day	10 days
6.	IT Awareness	OT	1:3	3 days	2 days	5 days
7.	Maintenance Practices (Roads & Buildings)	RT (5yr)	1:4	5 days	3 days	3 days

For Category T4

S. No.	Name of Training	Type	Percolation	Civil	Elect.
1.	Basic Course for W.I.'s, & Supervisors	OT	1:1	180day	180days
2.	Basic Course for Mates		1:2	90 days	90 days
3.	Basic Course for Skilled Workers	OT	1:2	5 days	3 days
4.	Refresher Courses for W.I., Supervisors etc.	RT (5yr)	1:3	2 day	1 day

For Category T5

S. No.	Name of Training	Type	Percolation	Driver/Operator
1.	Basic Course for Drivers/Operators.	OT	1:1	6 days
2.	Workshop training in machine maintenance.	RT (5yr)	1:1	6 days

For Category D1

S. No.	Name of Training	Type	Percolation	E.E.	A.E.	D.E.
1.	Road Pavement Design	OT	1:1	1 day	2 days	2 days
2.	Building Design Softwares	RT (1yr)	1:1	2 days	5 days	5 days
3.	Bridge Design Softwares	RT (1yr)	1:1	2 days	5 days	5 days
4.	GIS	OT	1:1	1 day	2 days	5 days

5.	Estimation Softwares	OT	1:3	1 day	3 days	3 days
6.	Autocad	OT	1:1	1 day	3 days	5 days
7.	Design Concepts	RT (2yr)	1:2	3 days	5 days	5 days

For Category D2

S. No.	Name of Training	Type	Percolation	Civil Draftsman	Arch. Draftsman	Elect. Draftsman
1.	Autocad	OT	1:1	5 days	5 days	1 day
2.	Estimation and analysis of rates	RT (3yr)	1:2	3 days	2 days	1 day
3.	Codes And Specification	RT (5yr)	1:3	2 days	1 day	1 day
4.	IT Awareness	OT	1:3	3 days	3 days	3 days
5.	Information Management	RT (3yr)	1:3	2 days	1 days	1 day

For Category M1

S. No	Name of Training	Type	Percolation	Administrative Officer	Supdt. Gr-I	Supdt. Gr-II	Private Secretary
1.	Office Procedures and IT	OT	1:1	5 days	5 days	2 day	1 day
2.	IT Awareness	OT	1:1	3 days	3 days	3 days	3 days
3.	Refresher Course on Acts and Rules	RT (3yr)	1:2	3 days	3 days	3 days	2 days
4.	Documentation and Information Systems	OT	1:2	2 days	2 days	2 days	1 day
5.	Standing Orders and Latest Guidelines of Govt.	RT (1yr)	1:1	2 days	2 days	2 days	2 days

For Category M2

S. No.	Name of Training	Type	Percolation	Sr./Jr. Asstt.	Clerks	Stenographer	Private Asstt.
1.	Office Procedures	OT	1:3	3 days	2 days	2 day	1 day
2.	Accounting Procedures	RT (3yr)	1:3	3 days	1 day	-	-
3.	IT Awareness	OT	1:3	2 days	2 days	2 days	2 days
4.	Court Cases (Procedures and Requirements)	RT (3yr)	1:3	3 days	3 days	1 day	1 day

For Category C1

Contractors should be encouraged to participate in departmental Training Programs. Project proposal should incorporate funds for such purpose.

S. No.	Name of Training	Type	Percolation	Class A	Class B	Class C	Class D
1.	Codes and Specification	-	-	2 days	2 days	2 day	1 day
2.	New Challenges	-	-	1 day	1 day	-	-
3.	Quality Assurance			2 day	2 day	2 day	-

Some of the Institutes recommended for trainings are:

1. HIPA, Fairlawn, Shimla H P
2. N I T Hamirpur, Hamirpur, H P
3. C R R I , on Delhi Mathura Road, Delhi, India
4. NITHE, Sector-62, Noida, U.P. India
5. CPWD Training Institute, Kamla Nehru Nagar, Hapur Road, Ghaziabad, (U. P)
6. Polytechnic College, Sundernagar.