

**GOVERNMENT OF ODISHA**  
**FINANCE DEPARTMENT**

Letter No 28908 /F, Bhubaneswar  
FIN-TWCB-TRG-0019-2021

dated 22-11-2022

**OFFICE MEMORANDUM**

**Sub: Master Policy on Mid-Career Training Programme for Odisha Finance Service Officers,  
Government of Odisha.**

Odisha Finance Service (OFS) is one of the premier State Civil Services under Government of Odisha. The cadre was created in the year 1949 to strengthen financial administration in Odisha. It forms the backbone of the Finance Department of Odisha, playing a key role in enabling the Department to deliver on its mandate i.e Financial Management of the State which includes Resource Mobilization, Tax Administration, Budget Formulation, Expenditure Management, Treasury Administration, Maintenance of Government Accounts and Conduct of Internal Audit etc. To strengthen the administrative machinery in the state & develop a responsible and effective financial administration at all levels, these officers need to be imparted with specialized training at identified stages of their career in order to acquaint themselves with new knowledge, skills, attitudes, methods and processes. The Mid-Career Training Programme (MCTP) for Odisha Finance Service Officers is considered essential to achieve efficiency, economy and speed in discharge of Government functions and public service delivery.

**Background of MCTP:**

The 2<sup>nd</sup> Administrative Reforms Commission (ARC), in its 10<sup>th</sup> Report titled “Refurbishing of Personnel Administration– Scaling New Heights” in November, 2008 have recommended that mandatory training should be prescribed for all officials at the induction stage as well as in mid-career and successful completion of the training should be a minimum necessary condition for confirmation in service and subsequent promotions. The Core Group on Administrative Reforms (CGAR) recommended that mid-career training should be made mandatory for all Group A and B services for promotion. Further DoPT, Government of India has requested all the cadre controlling authorities to implement the recommendations of the 2<sup>nd</sup> ARC.

The National Training Policy (NPT), 2012 has also recommended training to be an essential component of personnel management system and has prescribed that (a) All categories of civil servants

shall receive an induction training at the time of entry into service and (b) In-service training at suitable intervals in their career and attendance in training programme should be prescribed as mandatory with appropriate linkages to career progression.

The Odisha State Training Policy, 2014 also emphasizes compulsory training for Officers at specified intervals.

Against this backdrop and in line with the MCTP for All-India Service Officers and Central Government Service Officers, Department of Finance, Government of Odisha has decided to introduce the Mid-Career Training Programme (MCTP) for OFS Officers. The objective of the MCTP is to equip officers with recent developments in finance sector to handle the next higher level of responsibilities at certain identified stages of their careers. It has been envisaged to achieve the specific purpose of helping officers acquire the requisite domain knowledge, skills and attitudinal competencies at senior level to bring about timely and effective changes in financial administration of the State with exposure to global best practices. The MCTP will also emphasize innovations in public service delivery by improving effectiveness and change in the mindset of Officers.

The Directorate of MDRAFM has been mandated with the responsibility of planning and implementation of the various phases of the MCTP.

An Internal Committee under the Chairmanship of The Director, MDRAFM was constituted by Finance Department to finalise the design, contents and delivery of MCTP for OFS Officers. The Committee submitted its Report and the same was approved by Finance Department.

The MCTP is to be organised in three phases i.e MCTP-I, MCTP-II and MCTP-III for OFS officers who have rendered 6-12 years, 13-20 years and above 21 years of service respectively and having minimum residual service of 3 years as on the date of commencement of training in each cases.

#### A. Course of action

The detailed procedures to be followed for each phase of MCTP are given hereunder.

##### 1. MCTP Phase-I

The MCTP Phase-I marks an important milestone as it is the very first in the series of the MCT Programmes. The MCTP Phase-I is expected to build on the field experiences gained by the participants in the initial years of their service. The officers undergoing this phase of training would be shortly assuming/ would have just assumed a supervisory role in their posting as Deputy Secretaries and Joint Secretaries levels. The training would give them an opportunity to test the validity of their field experiences, and help them acquire new competencies in knowledge, skillsets and attitude to prepare them to effectively discharge their responsibilities in the new

supervisory role. Besides having the domain knowledge on finance & management, the participants are expected to be effective policy implementers and efficient supervisors for their field functionaries in future.

### **Target Participants:**

The target participants for MCTP Phase-I are the officers having 6-12 years of service in OFS Cadre with minimum 3 years of residual service, presently posted in the rank of Under/Deputy Secretaries slated to be promoted to the rank of Joint Secretaries or who have very recently been promoted to the rank of Joint Secretaries. This positions entail a variation in the competencies required which the MCTP Phase-I is expected to bridge.

### **Broad Objectives:**

- i. To equip officers with tools, skills and knowledge that will help them in achieving excellence in handling matters relating to Treasury Administration, Taxation Administration, Financial Management and in Advisory roles.
- ii. To find out weakness in the system at work place and leveraging I.T. to improve delivery of services in different posts.
- iii. To strengthen core financial value within the Department, learn and develop team building and inter-personal communication skills as a part of capacity building of Officers.
- iv. To build next level of competency and domain expertise.
- v. To develop ability to appreciate the importance of and gain familiarity with the critical managerial and personal effectiveness skills.
- vi. To reinforce service networks essential for effective policy implementation.

### **Duration:**

The Course duration is proposed for 2 weeks on fully residential basis.

### **Training Design:**

Out of the two weeks, the first week will be completely dedicated to training on core Public Financial Management (PFM) and other relevant topics at MDRAFM. During the second week, the trainees will move to the selected partner institution for training on Management Development components. The training will have lecture component interspersed by bonding exercises, case studies, presentations, field visits etc.

MDRAFM and the selected Partner Institution are expected to draw upon a pool of national and international subject experts, eminent and successful practitioners as well as its own internal faculty to deliver the programme.

## **Methodology:**

The broad pedagogical approach is to blend academic instruction with relevant governance experience, both national and international, to situate the concepts being discussed in appropriate context. The training course will follow various modern and state of art Training/Teaching methods accepted worldwide e.g. interactive sessions with eminent speakers, group/individual assignments, presentations by participants, team bonding exercises, case studies, workshops etc. The officers should be exposed to the best practices, both in the form of classroom sessions and exposure tours/field visits. Success stories should be shared with the officers through interactive sessions by policy makers and practitioners. During the training, the officers shall be observed for their grasp of the content.

It may be ensured that all the topics are covered within the given time in a comprehensive manner. Slots for the training should be arranged in such a way that adequate time is available for covering important topics and clearing doubt/discussion.

## **Broad classification of Topics to be covered:**

The training programme will contain (i) Core State Public Financial Management Component (ii) Management Development Component (iii) General Governance Component and (iv) Exposure Visits.

The details of the subjects & topics will be finalized by MDRAFM in consultation with the partner institutions selected with prior approval of the Government in Finance Department & communicated to the Finance Department prior to commencement of the MCTP-I training for each batch.

## **Exposure Visit:**

Exposure visits may be organized to any one of the Projects as mentioned below along with sightseeing in the adjoining areas.

**Type of project:-** Irrigation Projects / Power Projects / Express Highway Projects / Port Projects / Aviation Projects / PPP Projects etc. inside the State.

## **Yoga & meditation:**

Sessions on Yoga & Meditation would be organized for 1 hour every morning during the training days at MDRAFM by inviting persons specialized in this area or by sending the participating Officers to any of the renowned Yoga Institutions situated in the locality.

## **Venue:**

First week of the training will be held at MDRAFM. The participants will then move to the campus of Partner Institution for the second week of the training programme.

## 2. **MCTP-Phase II**

The OFS officers with 13-20 years of seniority acting as Deputy/Joint Secretaries are to be promoted to a rank where they are involved in policy formulation, policy implementation and financial control & management. In the next few years, the officers will have substantial contribution in better Financial Management of the State in terms of Revenue Generation, Expenditure Control, Planning and Execution of Programmes/ Projects. The MCTP Phase-II aims at building expertise among officers to be a part of development of perspective planning & effective public policy formulation addressing the nuances of public policy in key sectors like Education, Public Health & Urban Development etc. It also intends to equip the officers with necessary skillsets to address the challenges of resource mobilization in the face of natural calamities for restoration work and development of calamity-resilient infrastructure as a long-term solution.

### **Target participants:**

The target participants for MCTP Phase-II are the officers having 13-20 years of service in OFS cadre with minimum 3 years of residual service, presently posted in the rank of Deputy/Joint Secretaries slated to be promoted to the rank of Joint/Addl. Secretaries or who have very recently been promoted to the rank of Addl. Secretaries.

### **Broad Objectives:**

- i. To appreciate the role of the Government and Financial Institutions in better Fiscal Governance of the State.
- ii. To understand programme formulation, implementation, monitoring and evaluation along with public-private partnership concepts and schemes.
- iii. To help the officers consolidate their field experiences.
- iv. To help them analyze the current management practices in the light of the changing scenario in general and Financial Management in particular.
- v. To strengthen leadership and effective communication skills to bridge the critical gap in decision making process.
- vi. To enhance their knowledge/skills in latest developments related to convergence in ICT and its effective usage for improving governance and service delivery.

### **Duration:**

The Course duration is proposed for 2 weeks on fully residential basis.

## 2. MCTP-Phase II

The OFS officers with 13-20 years of seniority acting as Deputy/Joint Secretaries are to be promoted to a rank where they are involved in policy formulation, policy implementation and financial control & management. In the next few years, the officers will have substantial contribution in better Financial Management of the State in terms of Revenue Generation, Expenditure Control, Planning and Execution of Programmes/ Projects. The MCTP Phase-II aims at building expertise among officers to be a part of development of perspective planning & effective public policy formulation addressing the nuances of public policy in key sectors like Education, Public Health & Urban Development etc. It also intends to equip the officers with necessary skillsets to address the challenges of resource mobilization in the face of natural calamities for restoration work and development of calamity-resilient infrastructure as a long-term solution.

### Target participants:

The target participants for MCTP Phase-II are the officers having 13-20 years of service in OFS cadre with minimum 3 years of residual service, presently posted in the rank of Deputy/Joint Secretaries slated to be promoted to the rank of Joint/Addl. Secretaries or who have very recently been promoted to the rank of Addl. Secretaries.

### Broad Objectives:

- i. To appreciate the role of the Government and Financial Institutions in better Fiscal Governance of the State.
- ii. To understand programme formulation, implementation, monitoring and evaluation along with public-private partnership concepts and schemes.
- iii. To help the officers consolidate their field experiences.
- iv. To help them analyze the current management practices in the light of the changing scenario in general and Financial Management in particular.
- v. To strengthen leadership and effective communication skills to bridge the critical gap in decision making process.
- vi. To enhance their knowledge/skills in latest developments related to convergence in ICT and its effective usage for improving governance and service delivery.

### Duration:

The Course duration is proposed for 2 weeks on fully residential basis.

## **Yoga & meditation :-**

Sessions on Yoga & Meditation would be organized for 1 hour every morning during the training days at MDRAFM by inviting persons specialized in this area or by sending the participating Officers to any of the renowned Yoga Institutions situated in the locality.

## **Venue:**

First week of the training will be held at MDRAFM. The participants will then move to the campus of Partner Institution for the second week of the training programme.

### **3. MCTP-Phase III**

The MCTP Phase-III is intended to enhance the administrative capabilities among officers and to help them synthesize their competencies with the ongoing reforms related to convergence planning, intervention of ICT and its efficient and effective usage for improving governance and service delivery in the State. Besides, it will help them appreciate the emerging international trends, best practices and innovations in management for Governance and Financial Administration addressing the policy challenges in the key sectors of Government.

## **Target Participants:**

The target participants are OFS Officers who have put in above 21 years of service in the OFS cadre having not less than 3 years of residual service. At this senior level, the OFS Officers occupy positions in the Rank of Additional / Special Secretaries where there is maximum scope to bring about qualitative improvement in the process of fiscal policy formulation and their implementation.

## **Broad Objectives:**

- i. To understand the global perspective in Taxation, Revenue Generation and Financial Management.
- ii. To understand convergence planning, multi-year budgeting and macro-fiscal forecasting concepts.
- iii. To understand fiscal risk assessment and management of risk including resource management in State Finance in view of impact of climate change.
- iv. To provide an opportunity for critical examination of new initiatives, best practices in other countries through experience sharing and discussion among participants.
- v. To equip the officers at the highest levels of decision making to catalyze changes in governance so that they take a lead role in influencing the attitudes of their subordinate officers for improved efficiency and effectiveness.
- vi. To develop expertise in policy conceptualization for the State with national and international perspectives.

### **Duration:**

The Course Duration is proposed for two weeks. Out of the two weeks, the first week shall be held at the selected partner institution and the 2<sup>nd</sup> week will be at the overseas training academy selected by the partner institution with prior approval of MDRAFM and Finance Department.

### **Course Design:**

The Course shall contain essential percentage of the core material in the subject discipline along with required percentage of areas of emergence and priority.

### **Methodology:**

The training course will follow various modern and state of the art training/teaching methods accepted worldwide e.g. interactive sessions with eminent speakers, group / individual assignments, presentations by participants, theoretical lecture sessions, case studies, workshops, exposure / field visits to center of excellence, etc. There should be a mix of lectures, discussion, individual assignments, case studies and syndicate works. The Officers may be required to submit presentations based on their own experience. Interactive lecture sessions are to be delivered by eminent guest speakers, academicians, policy makers and practitioners.

### **Broad Classification of the Topics to be covered:**

The training programme will contain (i) Core Public Financial Management Component (ii) Management Development Component (iii) General Governance Component and (iv) Exposure Visits.

The details of the subject & topics will be finalized by MDRAFM in consultation with the partner institutions selected with prior approval of the Government in Finance Department & communicated to the Finance Department prior to commencement of the MCTP-III training for each batch.

### **Venue:**

The first week of the training will be held at the selected partner training institution. In the 2<sup>nd</sup> week, the participants will move to an overseas training institute for the concluding part of the training.

### **(B) Preferable Time for Organizing the MCTPs:**

A Six Month's Calendar is to be followed for conduct of MCTP. MDRAFM is to organize each phase of MCTP twice in a year in order to have maximum coverage of officers in the initial years which may change subsequently. MCTPs are to be conducted every year, preferably during the period from November-December and from June-August, the relatively lean working-period, to ensure more participation of officers in the training. The training schedule/calendar may be



rescheduled / amended, in case of requirement and availability of slot at the partner training institutions, on prior approval of Finance Department.

**(C) No of Participating Officers:**

If otherwise not decided, ordinarily, each batch of MCTP shall contain maximum 30 numbers of participating officers.

**(D) Procedure of Application and Enrollment for MCTP:**

Applications are to be invited by Finance Department through ITMS from eligible OFS officers for each MCTP programme. A slightly higher numbers of applications ( @ 30% of the decided batch size ) are to be invited each time in order to compensate the last moment cancellation of nomination by officers on grounds duly approved by Finance Department. System will autovalidate the eligibility of one officer on the basis of the level of seniority fixed and relaxation allowed for a particular MCTP. Once the requisite numbers of applications are received online, the system will not accept further submission of applications. The final list of participants in each case is to be communicated to MDRAFM through ITMS.

However, incase required module in ITMS software is not ready by the time, the process will be operated manually.

**(E) Institutional linkages:**

Keeping in view, the fact that MDRAFM alone cannot meet the growing training requirement of the MCTP for OFS Officers effectively, this training policy proposes that the Academy may enter into Memorandum of Understanding (MoU) with other identified Training Institutions for conducting the MCTP.

The proposed partner Institution must be a top-ranking institution, i.e. a Centre or School for Public Policy or Public Financial Management or a Business School or Think tank with proven expertise in the domain areas and in delivering programmes with focus on Financial Administration and Governance. The selected Institutions would be required to execute the work of delivery of MCTP in coordination with MDRAFM.

These programmes would be reviewed periodically and in a structured manner to ensure effectiveness in delivery. These review mechanisms would include feedback from the trainees, trainers and institutions responsible for delivery.

**(F) Authority of Course Design:**

The responsibility of "Selection of topics", "Selection of Resource persons", "Selection of Partner Institutions", "Selection of Sites for the Exposure Visits" etc would entirely rest with the Director, MDRAFM and the Internal Committee constituted for the purpose based on the feedback

of the Trainee officers, experts, advice, response from the partner Institutions, experience in conduct of the training programmes, with prior approval of the Govt. in Finance Department.

**(G) Monitoring the training activities at the Partner Institution:**

The training delivery by the selected partner institution will be monitored through feedbacks received from the participants. During the training programme MDRAFM may depute officer/ officers as observer/ observers to the selected partner institute for smooth management of the Training Programme. The observer/observers shall be free to attend various training sessions/field visits as per his choice in course of the training programme. The observations/suggestions of the observer/observers for improvement in quality of training and other matters related to boarding & lodging facilities shall be sent to selected partner institution through nodal officer of MDRAFM for consideration & implementation by that institution as far as possible.

**(H) Period of collaboration with a partner institute :**

Ordinarily, once a partner institution is chosen for a particular MCTP with prior approval of Finance Department, the program will continue with the same partner institution for subsequent programmes unless and otherwise decided by MDRAFM with prior approval of the Finance Department based on feedback received from the trainees.

**(I) Link of MCTP with career:**

In the initial period of implementation of this policy, completion of MCTP will not be taken as one of the parameters for confirmation in service and subsequent promotions. But afterwards if the Govt. so desires successful completion of MCTPs as applicable case wise may be taken as a minimum necessary condition for confirmation in service.

By order of Governor



Principal Secretary to Government

Memo No 28909 /F, dated 22-11-2022

Copy forwarded to P.S. to Principal Secretary to Government, Finance Department for kind information of Principal Secretary.

  
22-11-22  
Under Secretary to Government

Memo No 28910 /F, dated 22-11-2022

Copy forwarded to All Departments of Government/ All Heads of Departments for information and necessary action.

*Narita*  
22.11.22  
Under Secretary to Government

Memo No 28911 /F, dated 22-11-2022

Copy forwarded to The Commissioner of CT & GST, Odisha, Cuttack/ The Director, MDRAFM, Bhubaneswar/ The Director of Treasuries and Inspection, Odisha, Bhubaneswar/ The Director of Local Fund Audit, Bhubaneswar/ The Controller of Accounts, Odisha, Bhubaneswar / The Chairman, Sales Tax Tribunal, Odisha, Cuttack/ The Director, Small Savings, Odisha, Bhubaneswar/ OFS Branch, Finance Department for information and necessary action.

*Narita*  
22.11.22  
Under Secretary to Government

Memo No 28912 /F, dated 22-11-2022

Copy forwarded to the Portal-in-charge Finance Department with a request to upload the same in Finance Department website.

*Narita*  
22.11.22  
Under Secretary to Government

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*22/11*  
Sd/- T. K. PattasaiK,  
Portal-in-charge.