

**Government of Jammu and Kashmir  
General Administration Department  
Civil Secretariat, J&K**

**Subject: Mid-Career Training Policy for officers of the Jammu and Kashmir Administrative Service (JKAS)**

**Reference:** Recommendations of the Committee constituted vide Government Order No. 1004-JK(GAD) of 2021 dated 27.09.2021.

**Government Order No.: 988-JK(GAD) of 2022  
Dated:31.08.2022**

In continuation to Government Order No. 916-JK(GAD) of 2019 dated 09.08.2019, sanction is hereby accorded to the notification of the policy for Mid-Career Training Programme of officers of the Jammu and Kashmir Administrative Service (JKAS), as per Annexure to this Government Order.

**By order of the Government of Jammu and Kashmir.**

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Sd/-  
(Dr. Piyush Singla) IAS  
**Secretary to the Government**

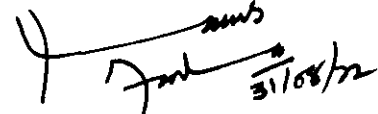
No. GAD-MTG0RBIV/177/2021-02-GAD

Dated:31.08.2022

Copy to the:

1. All Financial Commissioners.
2. Director General of Police, J&K.
3. All Principal Secretaries to the Government.
4. Principal Secretary to the Hon'ble Lieutenant Governor, J&K.
5. All Commissioner/Secretaries to the Government.
6. Chief Electoral Officer, J&K.
7. Director, Anti Corruption Bureau, J&K.
8. Director General, J&KIMPARD.
9. Joint Secretary (Jammu, Kashmir and Ladakh), Ministry of Home Affairs, Government of India.
10. Divisional Commissioner, Kashmir/Jammu.
11. Chairperson, J&K Special Tribunal.
12. All Deputy Commissioners.
13. All Heads of Departments/Managing Directors/Secretary, Advisory Boards.
14. Director, Information, J&K.
15. Secretary, Academy of Art, Culture and Languages.
16. Director, Archives, Archaeology and Museums, J&K.
17. Registrar General, J&K High Court, Jammu.
18. Secretary, J&K PSC/SSB/BoPEE.

19. General Manager, Government Press, Srinagar/Jammu.
20. Private Secretary to the Chief Secretary, J&K.
21. Private Secretary to Advisor (B) to the Hon'ble Lieutenant Governor.
22. Private Secretary to Secretary to the Government, General Administration Department.
23. I/C Website, GAD.

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(Shakeeb Arsalan)JKAS

**Under Secretary to the Government**

**Annexure to Government Order No 988-JK(GAD) of 2022,  
Dated: 31.08.2022**

**A. Framework of the Mid Career Training Programme for JKAS Officers:**

**I.** Annual Training Calendar shall be framed for Mid-Career Training Programme Phase III, IV and V for JKAS officers from the year 2022 by J&K IMPARD in coordination with the General Administration Department and published accordingly. 25-30 officers shall be nominated by GAD for deputation for each of the phases of Mid-Career Training every year.

**II.** A maximum of 04 opportunities shall be given to officers nominated for attending the training failing which, the officer shall not be promoted to the next level unless and until he/she has undergone the required training as envisaged in Training Policy issued vide Government order No. 916 GAD of 2019 dated 09-08-2019, read with Government Order No. 988-JK (GAD) of 2022 dated 31.08.2022.

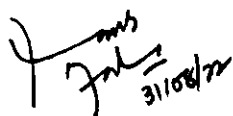
**III.** J&K IMPARD shall ensure that the training modules on Mid-Career training are available on the official website of the institute, so that some of the officers can be trained on the pattern of COMMIT and Mission Karamyogi. In this regard, J&K IMPARD shall approach the Centres of Excellence/CTIs/ATIs given hereunder for developing online/offline modules in specialized courses for various departments after thorough study of departmental needs (Training Need Analysis). However, J&K IMPARD may, with the prior approval of the General Administration Department, approach any other Institute for the purpose.

**IV.** JKAS officers deputed for Mid-Career Training shall act as Master Trainers, and after the completion of their Course, they shall impart necessary training to their subordinate officers/officials.

**V.** At the end of the training, evaluation by the Training Institute shall form a part of the Annual Performance Reports of the JKAS Officers, and shall be conveyed to the Competent Authorities for the purpose. Accordingly, the JKAS officers while initiating their Annual Performance Reports, shall make mention of the mandatory Mid-Career Training Programme and number of Annual Refresher Training courses attended by them during the year.

**VI.** The Mid-Career training shall have a tenure of deputation of officer trainees to LBSNAA, Mussorie and Centres of Excellence/CTIs/ATIs for a total of 15 days only. The remaining training period of 45 days shall be conducted by J&KIMPARD.

**VII.** Institutional visit during the two weeks of Mid Career Training shall comprise of the deputation of the officer trainees to premier Institutions/Training Academies outside the UT of J&K which includes one week training at LBSNAA, Musoorie. The officer

  
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trainees shall then return to J&K IMPARD and share their experiences. This kind of sandwiched program shall help in understanding and document learning outcomes.

**VIII.** Institutional Training and Project Work within the UT of J&K will comprise of deployment of officers to the identified Departments/Public Sector undertakings in the UT of J&K to work on a project or to write a best practice relevant to the department assigned.

**B. List of CTIs/ATIs and CoEs:**

<b>S.No.</b>	<b>Institutions</b>	<b>Areas of Specialization</b>
1	Assam Administrative Staff College (AASC)	Public Policy and Public Administration
2	Administrative Staff College Hyderabad	Management Programmes
3	Administrative Training Institute, Arunachal Pradesh	Public Administration
4	Anna Institute of Management, Tamil Nadu	Civil Services Training, Agricultural Engineering, Agricultural Extension Management, Commercial Taxes, Horticulture Fisheries, Environment, Labour Studies, Public Health, Police Training etc.
5	Administrative Training Institute, Nagaland	Public Administration, Management, Research, Consultancy and Training.
6	Administrative Training Institute, Mysore	Training of Trainers and training on Gender Issues, Financial Management, Legal Issues and Computer Applications
7	Administrative Training Institute, Meghalaya	Disaster Management E-Governance Good Governance Management Development Professional Development
8	Atal Bihari Vajpayee Institute of Good Governance, Bhopal	Governance for change and Reform for effective programme delivery, Best Practices in technology and process innovation in the

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		management of government programmes
9	BAIF Development Research Foundation, Pune	Agricultural Development
10	Bhasha Research and Documentation Centre, Vadodara	Adivasi communities, Protection of Human Rights of the Denotified and Nomadic Tribes (DNTs), and Policy level interventions in the interest of diversity, rights and empowerment.
11	Bihar Institute of Public Administration & Rural Development	Public Administration, Rural Development, Disaster Management, Panchayati Raj, Non-Government Organisation, Urban Development, Land, Water Management and Sanitation etc.
12	Chattisgarh Academy of Administration (CAA), Chattisgarh	Public Administration
13	Centre for Good Governance	Agriculture Management, Human Development, Governance, Organization Development, Urban Management etc.
14	Central Institute of Road Transport, Pune	Transport
15	Chhattisgarh State Institute of Rural Development (SIRD), Chhattisgarh	Rural Development
16	Department of Humanities and Social Science, National Institute of Technology, Rourkela, Odisha	Science and Technology
17	Gopabandhu Academy of Administration (GAA), Odisha	Public Administration
18	Haryana Institute of Public Administration (HIPA)	Ethical and Responsive Governance e-Governance Revenue Administration Disaster Management
19	Haryana Institute of Rural Development-Nilokheri	Rural Development

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20	Himachal Pradesh Institute of Public Administration (HPIPA)	Administrative Training Rural Development Disaster Management Accounts Training
21	HCM Rajasthan State Institute of Public Administration	Public Administration
22	Human Resource Development Institute of Telegana	Human Resource Development
23	Indira Gandhi National Tribal University Amarkantak, Madhya Pradesh	Premier centre for tribal education, training, research, consultancy and extension activities, documentation and preservation of tribal cultures
24	Institute of Public Administration and Rural Development, Goa	Public Administration & Rural Development
25	Kerala Institute of Local Administration	Capacity building interventions on local governance and decentralization
26	Lal Bhadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Public Administration
27	Mahatma Gandhi State Institute of Public Administration (MGSIPA)	Public Administration
28	National Institute of Disaster Management, New Delhi	Disaster Management
29	National Institute of Public Finance and Policy, New Delhi	Public Economics and Policies
30	National Institute of Rural Development, Hyderabad	Rural Development
31	National Institute of Technology, Department of Humanities and Social Sciences Rourkela, Odisha	Science and Technology
32	National Institute of Communication Finance (NICF), New Delhi	Provides training to Indian Posts and Telecom Accounts and Finance Service (IP&TAFS) officers
33	National Academy of Direct Taxes, Nagpur	
34	Netaji Subhas Administrative Training Institute (ATIC), West Bengal	Public Management

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35	Pandit Deendayal Upadhyaya National Academy of Social Security (PDUNASS), New Delhi	Social Security
36	Parliamentary Research and Training Institute for Democracies (PRIDE), New Delhi	Appreciation courses for IAS, Central Service and other Govt. Officials
37	RCVP Noronha Academy of Administration and Management (RCVPNAA), Bhopal	Public Administration
38	School of Planning and Architecture (SPA), Bhopal	Architecture (Urban Design), Landscape, Urban and Regional Planning, Environmental Planning etc.
39	State Institute of Public Administration and Rural Development (SIPARD), Tripura	Public Administration and Rural Development
40	Sri Krishna Institute of Public Administration (SKIPPA), Ranchi Jharkhand	Public Administration
41	State Academy of Training, Manipur	Public Governance
42	Sardar Patel Institute of Public Administration	Public Administration
43	Sardar Vallabhbhai Patel National Police Academy (SVPNPA)	Police Training
44	UP Academy of Administration and Management	Public Administration
45	Yashwantrao Chavan Academy of Development Administration (YASADA), Pune	Public Administration & Rural Development

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<b>S.No.</b>	<b>List of IIMs/IITs</b>	<b>Programmes</b>
1	Indian Institute of Management, Ahmedabad	Food and Agri Business Management/Management for Executives, Marketing
2	Indian Institute of Management, Bangalore	Public Policy and Management
3	Indian Institute of Management, Calcutta	Management
4	Indian Institute of Management, Kozhikode	Management Development Programme
5	Indian Institute of Management, Indore	Human Resource Management
6	Indian Institute of Management, Lucknow	Sustainable Management
7	Indian Institute of Management, Udaipur	Management
8	Indian Institute of Management, Raipur	Management
9	Indian Institute of Management, Rohtak	Management Development Programme for Executives
10	Indian Institute of Management, Ranchi	Management
11	Indian Institute of Management, Nagpur	Management
12	Indian Institute of Management, Shillong	Management
13	Indian Institute of Management, Trichy	Management
14	JNTU College of Engineering, Hyderabad	Disaster Management
15	Sardar Vallabhbhai National Institute of Technology, Surat	Water Resources and Flood Management
16	Centre for Corporate Governance and Social Responsibility, IMI, Bhubaneswar	Good Governance, Social Responsibility and Corporate citizenship for sustainable development of corporation
17	Centre for Management Development (CMD), IMI, Bhubaneswar	Management Programmes
18	Gujrat National Law University (GNLU), Gandhinagar	Law
19	Indian Institute of Public Administration, New Delhi	Public Administration

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20	Indian Space Research Organization, New Delhi	Space Programmes
21	Indian Institute of Technology, Hyderabad	Sustainable Urban Development
22	Institute of Human Development, Delhi	Human Development
23	Institute of Secretariat Training Management, New Delhi	Trainer Development Programmes and Administration Related Courses
24	International Crops Research Institute for the Semi – Arid Tropics (ICRISAT), Hyderabad	Cross cutting areas, Preventing Environmental Degradation, Reducing Malnutrition, Overcoming Poverty and Hunger
25	Institute of Economic Growth, Delhi	Public Policy
26	Jawahar Lal Nehru University, School of Social Science, New Delhi	Social Science
27	Management Development Institute, Gurgaon	Management Development Programmes like Personal Leadership and Team development, Change and Culture, Business Strategy, Innovation and Digital Transformation etc.
28	Maulana Azad National Institute of Technology, Bhopal	Geo-informatics (Remote Sensing, GPS & GIS)
29	National Institute of Financial Management, Faridabad	Financial Management, Fellow Programmes in Management
30	National Law School of India University (NLSIU), Bangalore	Law
31	National Law University (NLU), Delhi	Law
32	National Academy of Legal Studies and Research (NALSAR), Hyderabad	Law
33	National Law Institute University (NLIU)	Law
34	Tata Institute of Social Sciences, Mumbai	Social Science
35	The Energy and Resources Institute (TERI), New Delhi	Energy and Sustainable Development
36	Vanjeevan – NSTFDC, Delhi	Development of Scheduled Tribes

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### **C. Formulation of Training Calendar on Mid-Career Training:**

I. Annual Training Calendar shall be issued by J&K IMPARD for every Financial Year which shall also be uploaded on the Institute's website for the information of all concerned. Training activities during the year shall be conducted as per the calendar which also includes the training programmes sponsored by Department of Personnel and Trainings, Ministry of Rural Development, NIRD and other sponsoring agencies & Departments. Mid-Career training will be reflected in the training calendar for the year 2022-23 and onwards as follows:

- i. Two months Mid-Career Training of Phase-III: May – June 2022.
- ii. Two months Mid-Career Training of Phase-IV: August –September 2022
- iii. Two months Mid-Career Training of Phase-V : November – December 2022.

### **D. Phase-III of Mid-Career Training Training:**

<b>Training Week</b>	<b>Training Description</b>	<b>Training Venue</b>
<b><u>Week 1</u></b>	Soft Skills; Personality Development; Communication and Presentation Skills; Management of Ethics etc.	J&KIMPARD
<b><u>Week 2</u></b>	Financial Administration; General Financial Rules; Procurement & Purchases; e-tendering; Work through GEM Portal; Public Finance; Audit and Accounts etc.	J&KIMPARD
<b><u>Week 3</u></b>	Urban Infrastructure Development and PPP's; Project Management; City Development Programmes; Environment & Climate Change; Disaster Management etc.	J&KIMPARD
<b><u>Week 4</u></b>	Rural Development; Rural Infrastructure and Role of PRI's; Flagship Programmes and Schemes of Rural Development etc	J&KIMPARD
<b><u>Week 5-6</u></b>	Institutional Visits	Institutions outside UT of J&K as per the list

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<b><u>Week 7</u></b>	Project Work on Writing Best Practices or conducting Evaluation Studies	Within UT of J&K
<b><u>Week 8</u></b>	Institutional Training and Project Work, Experience Sharing	Within UT of J&K

**E. Phase-IV of Mid-Career Training:**

<b>Training Week</b>	<b>Training Description</b>	<b>Training Venue</b>
<b><u>Week 1</u></b>	Management Development Programme	J&KIMPARD
<b><u>Week 2</u></b>	IT; e-Governance Initiatives	J&KIMPARD
<b><u>Week 3</u></b>	Disaster Management; Solid Liquid Waste Management; Smart City; Public Private Partnership	J&KIMPARD
<b><u>Week 4</u></b>	Public Finance; PFMS; e-Procurement with focus on GeM	J&KIMPARD
<b><u>Week 5-6</u></b>	Institutional Visits	Institutions outside UT of J&K as per the list
<b><u>Week 7</u></b>	National Level Programmes and Policies; Best Practices by other States/UTs	Within UT of J&K
<b><u>Week 8</u></b>	Institutional Training and Project Work, Experience Sharing	Within UT of J&K

**F. Phase-V of Mid-Career Training Programme:**

<b>Training Week</b>	<b>Training Description</b>	<b>Training Venue</b>
<b><u>Week 1</u></b>	Public Leadership and Policy; Negotiation Skills	J&KIMPARD

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<b><u>Week 2</u></b>	Good Governance; e-Governance; Administrative Reforms; Accountability and Vigilance in Government	J&KIMPARD
<b><u>Week 3</u></b>	Planning and Development in Urban & Rural Sector; Environmental Issues & Infrastructural Development	J&KIMPARD
<b><u>Week 4</u></b>	Public Finance; Centre State Financial Relations; Budgets and Tax Administration	J&KIMPARD
<b><u>Week 5-6</u></b>	Institutional Visits	Institutions outside UT of J&K as per the list
<b><u>Week 7</u></b>	Technology Management; Climate Change & Environment; Ease of Doing Business; International Relations; Development of Public Health, Education and Social Welfare etc.	Within UT of J&K
<b><u>Week 8</u></b>	Institutional Training and Project Work, Experience Sharing	Within UT of J&K

### **G. Other Arrangements for Mid-Career Training:**

**I.** Mid-Career Training of all Phases shall be jointly or separately conducted by all the CoEs/CTIs/ATIs under the coordination of Course Coordinator, Director Trainings, and supervision of the Director General, J&K IMPARD. In order to rope in the Institutes of Excellence/Universities outside the UT of J&K for the purpose of Mid-Career Training, J&K IMPARD shall sign MoUs with these Institutions to enter into agreements on resource sharing, collaborative research, joint sponsorships, faculty exchange etc. JKAS officers with left-over service of less than 03 years to their superannuation shall be given last preference in nomination for Mid-Career Training which, however, shall have no bearing on their promotional prospects.

**II.** Training modules shall be developed by the J&K IMPARD on various subjects covered in the training which will eventually be converted into e-modules and imparted to the participating officers on a larger scale with more efficiency and impact.

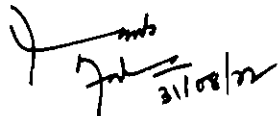
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**III.** Training can be converted into a certificate course/diploma awarded to the Officer Trainees through some recognized university for which an Institutional arrangement shall be put in place by J&K IMPARD.

**IV.** As a part of Project Work or Institutional visit, Officer Trainees shall be required to write a term paper of 5000 words on a subject from a chosen domain which can also be either in the form of Case Study or a Best Practice.

**V.** Officers trained in specific domains shall be certified as master trainers on selected basis with a condition to provide their services for a minimum tenure of 03 years in the department relevant to the domain as and when required by the Government.

**VI.** At the end of the training, evaluation by the Training Institute shall form a part of the APR's of Officer Trainees which shall be sent to the Competent Authority. For this purpose, a grading proforma for evaluating the performance of the Officer Trainees shall be devised by Director General, J&K IMPARD, and the same shall be communicated to GAD which shall mandatorily become part of PAR of the Officer.

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