

NATIONAL HIGHWAY AUTHORITY

REGULATIONS

FOR

TRAINING

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REGULATIONS FOR TRAINING

1. **Training and its need:-**

Training is the organized procedure by which an employee learns and improves knowledge and skills for a definite purpose. The objective of training is to achieve a valuable and positive change in the business behavior of trainee. The training is arranged under the expectations that the employees shall apply their newly acquired knowledge and skills on the job in such a way as to aid in the achievement of organizational goals. Training is often distinguished from education. Commonly, education is considered to be formal education in a school, college or university, whereas, training is vocationally oriented and occurred in a work organization. Some major contributions of training are: -

1. Reduce learning time to reach acceptable performance.
2. Improve performance on job.
3. Attitude formation during job.
4. Aid in solving operational problems.
5. Fill manpower needs.
6. Benefits to employees themselves.
7. Achieve latest job related developments.
8. Review of style of performance.
9. Learn practical methods for removal of difficulties.
10. Learning by exchange of knowledge and experience.

2. **Training Methods:-**

In general there are three methods of training as under:-

- (A) **Training Institute:-** This method is a most useful for learning process. There are many institutes in Pakistan, which arrange training in many fields on different times. The section dealing with training in NHA should coordinate with training institutes and frame suitable training programs keeping in view the training requirements of NHA with the consultation of such training institutes.
- (B) **Seminars/Workshops.** This method provides good opportunity for developing knowledge and under-standing through participation and exchange of knowledge. The section dealing with training shall be responsible to arrange two to three days' seminars/workshops in consultation with the various wings of NHA at least twice a year in each region and NHA, HQ. For seminars/workshops not only external experts will be called but NHA officers should also be deployed/ selected for lectures on different topics relating to their field. A programme shall be chalked out for NHA officers wherein they will be allocated different topics for delivering lectures and supply of material to their juniors in seminars/workshops after every six months. Similarly external experts shall also be called for this purpose.
- (C) **Study visits/projects tours:-** Tours and visits of different organizations/projects are also a good method of training. Under this procedure practical, physical as well as theoretical concepts, attitudes and problem-solving abilities are learnt. This also provides a refreshment activity to the employees. The training section of NHA should coordinate with different organizations having good management styles and arrange study visits of NHA officials. Best of NHA projects, which seems good in progress, quality and management, shall also be considered better source of this method, which will not only encourage good officers of that project but also motivate others towards improvement of their performance. Suitable programmes shall be chalked out by training section in this

regard with the coordination of Member (Operations) and Regional GMs under the approval of the Chairman, NHA.

3. **On-the Job Study Training:-**

On initial appointment against regular strength of NHA, the officers/officials in BS-11 and above shall go through on-the-job training. They will be attached with various sections as per following programme:-

(A) **Admn/General Cadre Personnel.**

i.	General Admn Bureau	One Week
ii.	Personnel Bureau	One Week
iii.	Computer Bureau	Three Days
iv.	Legal Bureau	One Week
v.	Secretary Section	Three Days
vi.	Public Relation Section	Three Days
vii.	Land Management Section	Three Days
viii.	Training Report Writing	One Week

(B) **Engineering Cadre Personnel.**

i.	Planning Section	Three Days
ii.	Design Section	Three Days
iii.	Contracts Section	Three Days
iv.	Specification Section	Three Days
v.	Private Sector Section	Three Days
vi.	Maintenance Section	Three Days
vii.	Construction Section	Three Days
viii.	A Project Field	One Week
ix.	A Maintenance Unit Field	One Week
x.	Computer Bureau	Three Days
xi.	Training Report Writing	One Week

(C) **Finance/Audit Cadre Personnel**

i.	Audit Bureau	One Week
ii.	Budget Bureau	One Week
iii.	Cash Section	Three Days
iv.	Financial Advisor Section	Three Days
v.	Accounts Book Keeping	One Week
vi.	Accounts Reconciliation	One Week
vii.	A Project Field Accounts	One Week
viii.	A Regional Accounts Section	One Week
ix.	Computer Bureau	Three Days
x.	Training Report Writing	One Week

4. The Director (Personnel Admn) will chalkout programme of above training with the approval of the DG (Admn), under intimation to all concerned with a copy to Training Section.
5. Report on study training will be submitted to the DG (Admn) and posting of employee will be decided in the light of that report. This report will be placed in Personnel file of employee with Training Section.
6. It will be the responsibility of the Director (Training Section)/Deputy Secretary who will work under the control of Secretary, NHA to arrange trainings in any of the methods, given in clause-2 above in such a manner, that every employee of NHA is ensure to undergo the training process once a year.
7.
 - (1) Training Personal File of every employee will be maintained in Training Section and documents about all training activities of employee will be placed in the file.
 - (2) Training Section shall endorse documents/correspondence to the Director (Personnel Admn) for placing in Personal File/ACR File of the employee concerned.
8.
 - (1) Subject to the conditions laid down in chapter-5 of NHA Code for Training matters, the Training Section will chalk out training programmes for NHA employees from time to time in consultation with various wings of NHA.
 - (2) Nominations shall be subject to the recommendations as under:-

a.	BS-17 and above	Incharge Member
b.	BS-11 to 16	Incharge General Manager
c.	BS-10 and below	Incharge Director
9.
 - (1) In general, following principles shall be followed in selection process for training: -
 - i. The Director incharge of training section will remain in touch with Secretariat Training Institute and NIPA etc. for getting their short-term training programmes in time.

- ii. Selection shall be made on seniority basis in the respective cadre.
- iii. When an employee attends a course, he will not be selected again for the same course till five years.
- iv. In case of local training/course for a period more than one month, the employee must possess five years length of service. However, for short-term course of less than one-month duration, this condition will not be applicable.
- v. For Advance Course at NIPA, National Course at Staff College and courses/workshops abroad, terms and conditions required/specified for these courses by the Establishment Division etc. shall be followed.
- vi. Qualifications for selection for training/course/seminar/workshop abroad, if already not specified in the terms and conditions of course, shall be:-
 - a. Minimum service in NHA is seven years.
 - b. Neat and clean service record.
 - c. The employee has not attended any other programme abroad during last five years.
 - d. His job is related to the scheduled programme.
 - e. He is not more than fifty years of age if duration of course is three months or more and in case of less than three months duration the employee should not exceed age of 55 years.
 - f. No departmental proceeding is under process against him or area of his existing responsibility.
 - g. The employee is not on long leave (leave of 30 days or more).
 - h. He is not dealing with a special assignment.
 - i. The Member (Incharge) has recommended his nomination.
 - j. He is not under medical treatment/leave for long time.
 - k. He is a regular employee of NHA.

- 9 (2) If an institute is going to sponsor a course/workshop etc. locally or abroad and the Institute nominates an officer, he will be allowed to attend the course/workshop subject to the conditions laid down in sub-clause 1(vi) of this clause.
- 9 (3) In case of nomination of an officer by an institute due to outstanding performance during study (in case of study leave) for research/higher study locally or abroad, subject to availability of funds and government instructions, NHA may allow such officer for attending said study/research.
10. (1) The following committee shall finalize the nomination for training/workshop abroad: -
- | | | |
|------|----------------------------|------------------|
| i. | A Senior Member, NHA | Chairman |
| ii. | A Senior Engineer GM at HQ | Member |
| iii. | GM (Audit) | Member |
| iv. | Secretary, NHA | Member/Secretary |
- (2) Following committee will finalize nominations for local courses of one month or more if no nomination is received from the respective wings relating to the officers BS-17 and above, otherwise Director (Training Section)/Deputy Secretary, NHA will send nomination on seniority basis from respective cadre keeping in view the topic of training/course:-
- | | | |
|------|------------------------|------------------|
| i. | DG (Admn) HQ | Chairman |
| ii. | Director (Audit) | Member |
| iii. | Director (Engineer) HQ | Member |
| iv. | Dy. Director (Sectt.) | Member/Secretary |
- (3) If no nomination is received, the Training Section will finalize nominations through respective committee or otherwise, as the case may be.
11. The T.O.R. of committee shall be to:-
- Interview the nominees (if deem necessary) to assess their suitability.

- b. Examine service record i.e. personal file, ACRs, disciplinary actions.
 - c. Check previous record of courses, trainings, seminars and workshops attended by the employee.
 - d. See educational qualifications and job experience.
 - e. Check length of service.
12. The training section will maintain head wise training/courses/ workshops and seminars register.
13. (1) It will also be helpful for improving the knowledge of NHA employees to circulate different job related topics annually for inviting research papers from the officers of BS-17 and above. The best three research papers be selected through "*Research Papers Evaluation Committee*" mentioned below:-
- | | | |
|------|--|------------------|
| i. | Secretary, NHA or DG (Admn)
(who so ever is senior) | Chairman |
| ii. | General Manager (Engineer) | Member |
| iii. | General Manager (Accounts) | Member |
| iv. | Director (Admn) | Member/Secretary |
- (2) The "*Research Papers Evaluation Committee*" will adopt the following criteria for selection of best three papers:-
- a. Standard of language.
 - b. Information given in the paper.
 - c. Setting and sequence of the paras.
 - d. References quoted in the papers.
 - e. Resources used for research paper.
- (3) The writer of research paper will enclose list of references and resources with his paper.
- (4) All employees of respective grades for whom a topic is circulated shall be eligible to participate in the competition.

- (5) The above-mentioned committee will recommend three best papers to the Secretary, NHA and he will fix suitable date of one-day workshop at NHA, HQ for presentation of three best papers by research scholars. The Chairman, NHA will preside over the workshop. After presentation of paper, the audience will ask questions from the presentator for fifteen minutes.
- (6) A committee consisting of the DG (Admn), Member (Finance), Member (Planning) and Member (Operations) will assess the presentation and recommend "*The Best One*" paper. The DG (Admn) will present the report of committee in the workshop.
- (7) An award/shield with suitable cash and certificate duly signed by the Chairman, NHA will be awarded under the title "*Scholar for the year _____*" to the winner employee.
- (8) The Secretary, NHA will coordinate with the Members for suggesting suitable topics for research. Two or three topics will be selected with the approval of Chairman, NHA and circulated in the month of February for inviting research papers from interested employee by 30th September. The workshop shall be conducted in the month of December.
- (9) The research papers shall spread over ten to fifteen typed pages having the following paras: -
 - i. Why I have selected this topic?
 - ii. Where I have made research?
 - iii. Whose ideas are inserted in the paper?
 - iv. Which material I have consulted?
 - v. What is my own opinion/research idea?
 - vi. What is my personal experience in the subject matter?
 - vii. What is recommended with reasons to make good the area under discussion?
 - viii. Which area is weak and need improvement in the subject matter?

14. The well qualified/trained officers in BS-19 and above shall from time to time be nominated to deliver lectures to the employees of NHA at HQ and field with the approval of the Chairman, NHA on different topics, stations and dates. The Secretary section will circulate such programmes well in time under intimation to all concerned.
15. On completion of a course/workshop/seminar, the employee concerned shall deposit copy of certificate awarded to him with training and personnel section for record.
16. (1) Authorities competent to approve nominations for training/courses/workshops etc. shall be as under:-
- (A) **Training Abroad.**
- | | | |
|-----|-----------------|--|
| i. | BS-16 and above | Chairman, NHA |
| ii. | BS-01 to 15 | Secretary, NHA subject to Recommendation by the controlling GM through Member concerned. |
- (B) **Training Within Country.**
- Period Less than 30 days
- | | | |
|-----|-----------------|----------------|
| i. | BS-16 and above | Chairman, NHA. |
| ii. | BS-1 and 15 | Secretary, NHA |
- Period for 30 days or more
- | | | |
|------|-----------------|--|
| i. | BS-16 and above | Chairman, NHA |
| ii. | BS-11 to 15 | Member concerned through Secretary, NHA. |
| iii. | BS-1 to 10 | Secretary, NHA. |
- (2) Where an employee is arranging to improve his educational or professional qualification through admission in a school, college or university or training/course in an institute at his own expenses in evening time, following will be competent authorities to approve his request subject to the recommendations of the officer Incharge (BS-18 or above) and subject to the conditions that, NHA will not bear any expenditure or grant any scholarship or any other additional facility and his office work will not suffer.
- | | | |
|----|-----------------|-----------------------------|
| 1. | BS-01 to 15 | Regional GM/Director (Admn) |
| 2. | BS-16 to 18 | Member/DG (Admn) |
| 3. | BS-19 and above | Chairman, NHA |
- Under intimation to Admn Wing, HQ.*

8. In case of nomination for study by the Government/NHA, the Employee shall be paid fees and allowances at the rates determined and notified by the Federal Government under the Scholarship Scheme. This will not be applicable in case of study leave by employee.
9. The Employee shall return to NHA immediately on completion of his Course, and, at the discretion of NHA shall serve NHA for not less than Five Years after completion of study leave.
10. In the event of breach of any of the above terms and conditions, as well as those governing the Scholarship Award (if any) and/or the Employee's failure to return to and serve in NHA, the Employee shall be bound to compensate NHA by making a refund of amount equal to allowances pay and house rent/ceiling paid and including travel costs incurred in foreign currency or its equivalent in Pakistani rupees at the market rate of exchange prevalent on the date of the breach of this Agreement.
11. The amount to be calculated by NHA for refund will be final and conclusive. The Employee shall not challenge the obligation incurred hereby in any Court of Law.
12. I (the Employee) also hereby undertake that:-
 - i) I have not applied for any other training study within or outside Pakistan and I shall also inform the NHA, if I apply for any other training subsequent to my application for training.
 - ii) I shall conduct myself at all time in a manner compatible with my status as a NHA fellowship holder.
 - iii) I shall devote myself full time to scholarship award/training/study programme as directed by my supervisor in the institution of my training/study.
 - iv) I shall not hesitate to do any practical work or manual labor, which may be required to do as part of my scholarship award/training/study programme.
 - v) I shall not undertake any correspondence with foreign authorities in connection with my study/training.
 - vi) I shall refrain from engaging in any political, commercial or other activity during my study/training.
 - vii) I shall not incur any debts during the Scholarship Award/ Training/Study period and before leaving NHA for my training/study shall clear all outstanding dues other than the dues undertaken to be paid by NHA.

- (5) The above-mentioned committee will recommend three best papers to the Secretary, NHA and he will fix suitable date of one-day workshop at NHA, HQ for presentation of three best papers by research scholars. The Chairman, NHA will preside over the workshop. After presentation of paper, the audience will ask questions from the presentator for fifteen minutes.
- (6) A committee consisting of the DG (Admn), Member (Finance), Member (Planning) and Member (Operations) will assess the presentation and recommend "*The Best One*" paper. The DG (Admn) will present the report of committee in the workshop.
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 - iii. Whose ideas are inserted in the paper?
 - iv. Which material I have consulted?
 - v. What is my own opinion/research idea?
 - vi. What is my personal experience in the subject matter?
 - vii. What is recommended with reasons to make good the area under discussion?
 - viii. Which area is weak and need improvement in the subject matter?

- viii) During or on completion of the course of my training/study I shall not seek domicile or a job and shall return to NHA immediately thereafter.
- ix) I shall submit such periodic reports as may be required by institute/training authority during the period of training/study and shall submit to such authority a final report immediately on completion of my training/study.
- x) In case of failure to return to Pakistan, action will be taken under Pakistan's Passport Act 1920, which may include impounding and/or confiscating my passport and expulsion from the country of training/study.
- xi) If I suppress or fail to provide any information required under or pertinent to this undertaking, I will be debarred from training under all future training/study programmes. Additionally, or alternatively, as the disciplinary authority may decide, I will also be liable to be recalled before completion of training/study.
- xii) I will pay all the dues for the study and NHA will not be responsible for any expenditure of my study/training. I will also not be eligible for any concession/facilities of any kind from NHA during study.
- xiii) I hereby undertake to pay to NHA on demand without question challenge or cavil, the total sum of demand in the event of the default of this agreement. I also undertake not to challenge this obligation in a Court of Law.

IN WITNESS WHEREOF, at the place and on the date first aforementioned, the parties hereto have signed this Agreement hereunder.

For NHA

EMPLOYEE

 Secretary, NHA.

 N.I.C. No. _____

WITNESS

1. _____
 NIC No. _____

2. _____
 NIC No. _____

Note: -Clauses-7, 8 and part of 10 above will be part of agreement when NHA grants Scholarship for study.

GUARANTOR

I _____ S/o _____
NIC No. _____ R/o _____

_____ hereby accept
to be as Guarantor of Mr. _____ serving in NHA
as _____ to ensure refund of all the dues being claimed by NHA in
case of default of any of the clauses of this agreement by the "Employee". In case of
failure of "Employee" I will refund the dues to NHA without question, challenge or
cavil. I also undertake not to challenge this obligation in any Court of Law.

Signature