

Human Resources Development Plan of the Municipal Council, Batticaloa for 2022 - 2023

01. Organization:

- 1.1 Ministry : Local Government, Eastern Province.
1.2 Department/ Agency/Division : Municipal Council, Batticaloa

02. Mandate of the Organization :

- 2.1 Vision: **A beautiful, tidy, complete and modern city ensuring fraternity and safety.**
2.2 Mission: **Creating good governance for the prosperity of the people with participatory development projects and healthy environment**
2.3 Values:

- Satisfactory service for public.
- Efficient resource management.
- Sustainable green and healthy environment.
- Better social empowerment.
- Team work.
- Transparency.
- Good relationship through interaction of public.
- Supporting to globalization through SDG's
- Considering inclusive process of all level activities.

2.4 Goals :

- Provide local authority services in an efficient manner through efficient human resource utilization.
- Establishment of administrative mechanism in accordance with establishment code, financial standards, government circulars and MC ordinance.
- Establishing sustainable development through strategic use of resources.
- Building a community with a better quality of life and moral values.
- Contribute to achieve the Sustainable Development Goals by 2030.
- Creating a sustainable and healthy environment.

2.5 Objectives:

- Providing efficient and effective local authority service for the people living within the Municipal limits.

1. Public utility services – Market, Street light, Fire brigade etc.

2. Infrastructure development - Construction and maintenance of rural roads, drainage, city planning & land planning.
 3. Maintain a healthy & pleasant environment through solid waste management.
 4. Welfare services - Libraries, Play grounds, Nursery schools, Community centers, Parks, Cemetery etc.
 5. Public health care services through the Ayurveda hospitals and homeopathy hospitals.
- Providing services to control communicable diseases as dengue, covid 19 etc...
 - Conducting cultural and sports related services.
 - Welfare of children, women youth, disables, elders, pregnant mothers and vulnerable people of the purview.
 - Maximize the benefit from government funds.
 - Ensuring livelihood enhancement for better living standard people.

03. Human Resources of the Organization:

3.1 Ongoing HR Issues (Existing Situation)	3.2 Expecting HR Challenges (Futuristic view point)	3.3 Desired HR Competencies (Desired Situation)
Officers of certain branches being low performance	Couldn't meet the expected level of outcome	Taking action to providing duties on related fields - good performance
Induction or Vocational training not provided to newly recruited officers.	Delayed in service delivery thus conflict arises with the public	Providing Vocational and induction training - Knowledge of office system and culture
Present occupational status not aligned according to the degree obtained	Job dissatisfaction and thus life dissatisfaction	Creating duty and career positions according to degree obtained, interest, ability and circumstances - Job satisfaction
Officers on duty seen with fatigue and lethargy	Delay in work	Providing advices and trainings related attitude changes - Attitude with service oriented and considering productivity based office management.

Reluctance attitude of officers to speak second language	Inability to provide service with excellent communication	Taking action to provide training in second language and link language – good communication
Problems in fulfilling the requirements regarding solid waste management utilizing the available human resources of health workers	Couldn't meet the expected level of output from health workers	Implementing a proper work plan in order to maximize the human resource – Proper solid waste management
Lack of awareness regarding disaster management and not concerning climate variations while preparing development work plans	Couldn't complete the tasks within the planned time frame and it caused additional expenses also.	Preparing Proposals with the concern of climate changes as well as mitigation plan in order to avoid the delayed completions and additional costs. – Disaster management
Officers are not well-versed in the SDGs for improved service delivery.	Since regressive from sustainable development concepts, unable to achieve expected goals and receive funds from NGOs	Providing high quality & globalized services
Have not developed proper strategies to include vulnerable societies in development plans.	Regression in providing services to such societies	Creating a well-balanced society by motivating them to participate in social and financial activities
Departmental skilled employees have not been trained regularly in their specialized skills	Difficult to get efficient and quality outcome from skilled workers	Employees can develop knowledge & understandings of various methods and new techniques in certain fields
Welfare activities for officers are not enough to satisfy their expectations	Couldn't get the maximum outcome from officers	Officers are motivated to carry out their duties with commitment in a pleasant environment
Some assets of Municipal council have not been identified and boundaries haven't been marked properly.	Loss of properties and revenue	Increasing the revenue from assets & proper demarcation – Asset management

Unaware of gender-based equity among officers	challenges and gaps in achieving gender equity in the workplace and also in service provision, such as discrimination, pay disparity, and a lack of child care and elder care support.	Officers are able to enhance their knowledge of gender equality and add value of these concepts in their work
Council members are not much aware of council meetings, municipal regulations and related ordinance	Facing conflicts and interruptions in service delivery	Enable local governance systems to be innovative and inclusive to address multidimensional challenges

04. HRM Plan

4.1 Training strategy

	Desired level of Competency	Existing level of Competency	Needed Training	Planned Training Program
1	Uninterrupted advancement of office activities	Satisfactory	Office Management	01
2	Ensure quick service delivery	Satisfactory	Trainings related to ICT	01
3	World class employee force	Average	Soft skills development training Programs regarding the career challenge	01
4	High quality service delivery	Satisfactory	Importance of productivity	01
5	Confirming systematic office operation	Satisfactory	5 S system	02
6	Provide development and service through participation	Satisfactory	Quality circle	01
7	Conserve energy and contribute to green environment	Satisfactory	Green productivity	01
8	Improving the performance of staffs	Average	Training Related to attitude change	01
9	Improving job satisfaction	Average	Training related to staff welfare	02

10	Provide service with excellent communication	Average	Training related to Second language	01
11	Helping to sustainable world	Satisfactory	Environmental protection management training	01
12	Increasing morale among employees	Average	Personality development training	01
13	Improving the efficiency of performance management	Average	Preparing letters and letter management	01
14	Improving the knowledge related to asset management	Average	Asset management	01
15	Preparing livelihood projects	Average	Preparing proposals for livelihood projects	01
16	Improving monitoring mechanism of livelihood projects	Average	Progress of livelihood projects for the vulnerable societies	01
17	Improving the performance of skilled workers	Satisfactory	Refresher trainings for related skilled employees	03
18	Preparing effective work plans	Average	Preparation of development work and mitigation plans inclusive of weather changes	01
19	Implementing proper solid waste management	Satisfactory	Solid waste management	01
20	Implementing gender balance	Average	Gender base equality	01
21	Providing better infrastructure development services	Satisfactory	Urban infrastructure management	01
22	Customers satisfaction regarding complaints	Average	Trainings related to receiving and solving complaints	01
23	Achieving sustainable development goals	Average	Training related to SDG	01
24	Increase awareness regarding council activities	Average	Capacity development programme for council members	02

4.2 Prioritization of HRM Programs

	Planned Training Program	Strongly Needed	Needed	Not Necessarily
1	Office Management	✓		
2	Trainings related to ICT	✓		
3	Soft skills development training Programs regarding the career challenge		✓	
4	Importance of productivity	✓		
5	5 S system		✓	
6	Quality circle		✓	
7	Green productivity		✓	
8	Training Related to attitude change	✓		
9	Training related to staff welfare	✓		
10	Training related to Second language	✓		
11	Environmental protection management training		✓	
12	Personality development training		✓	
13	Preparing letters and letter management	✓		
14	Asset management		✓	
15	Preparing proposals for livelihood projects		✓	
16	Progress of livelihood projects for the vulnerable societies	✓		
17	Refreshing trainings for skilled workers	✓		
18	Preparing work plans considering climate changes	✓		
19	Solid waste management	✓		
20	Gender base equality	✓		
21	Urban infrastructure management		✓	
22	Trainings related to receiving and solving complaints		✓	
23	Training related to SDG	✓		
24	Capacity development programme for council members	✓		

05. Final Training Plan of the Year:

5.1 Basic Plan

	Selected Training Program	Target Group	Core Objective of Training Program	Time				Mechanism to access the impact towards expected competency level
				Q 1	Q 2	Q 3	Q 4	
1	Office Management	DO, MSO	Uninterrupted advancement of office activities	✓				Work of employees are evaluated to identify their strengths and weaknesses
2	Trainings related to ICT	ICT Asst., DO,MSO	Ensure quick service delivery		✓			Implementation of current and emerging technologies and their impact on work process
3	Soft skills development training Program	All officers	Promotes cooperation and communication within the workplace and trust among co-staff and customers.			✓		Developing self-confident by mastering inter-personal skills & team management skills
4	Importance of productivity	All officers	High quality service delivery				✓	World class employee force
5	5 S system	All officers	Confirming systematic office operation	✓				Developing a continuous methodology for creating and maintaining an organized, clean, and safe high-performance environment
6	Quality circle	All officers	Provide development and service through participation		✓			Participation management technique
7	Green productivity	All officers	Conserve energy and contribute to green environment		✓			Usage of appropriate tools and techniques to reduce environmental impact of organizational activities

8	Training Related to attitude change	All officers	Improving the performance of staff	✓				Developing positive attitude among officers which lead to more productivity & better customer service
9	Training related to staff welfare	All officers	Improving job satisfaction	✓				Ensure the employees have a comfortable and ethical working environment
10	Training related to Second language	All officers	Provide service with excellent communication				✓	Provide service with excellent communication
11	Environmental protection management training	Relevant officers	Helping to sustainable world			✓		Helping to sustainable world
12	Personality development training	DO,MSO, OES	Increasing morale among employees				✓	Improving productivity
13	Preparing letters and letter management	DO, MSO	Improving the efficiency of performance management	✓				Providing efficient service
14	Asset management	RI, DO & MSO	Improving the knowledge related to asset management		✓			Effective land management
15	Preparing proposals for livelihood projects	Relevant officers	Preparing livelihood projects	✓				Efficient proposals for community
16	Progress of livelihood projects for the vulnerable societies	DO (Planning)	Improving monitoring mechanism of livelihood projects		✓			Effective performance of Livelihood projects
17	Refreshing trainings for skilled workers	Departmental skilled workers	Improving the performance of skilled workers	✓		✓	✓	Ensure employees knowledge is up to date in their field
18	Preparing work plans considering climate changes	TOs & staff of Dev. branch	Preparing effective work plans	✓				Able to implement projects within the estimated time and cost

19	Solid waste management	Health branch staff & health workers	Implementing proper solid waste management			✓		Effective resource utilization
20	Gender base equality	All staff	Implementing gender balance	✓				Employees are guided how to operate appropriately amongst both genders
21	Urban infrastructure management	Technical officers and staff of Dev./Woks branch	Providing better construction services		✓			Enhance analysis and development of infrastructure
22	Training related to receiving and solving complaints	Staff of Works branch/Front office	Customers satisfaction regarding complaints		✓			Responded to Complaints promptly and handled objectively, fairly and confidentially.
23	Training related to sustainable development goals	All staff	Providing high quality & globalized services	✓				Practicing SDG in service delivery
24	Capacity development program for council members	All members	Enable local governance systems to be innovative and inclusive to address multidimensional challenges		✓	✓		Strengthen the ability of members in appropriate project identifications and service delivery
25	Field visit	All staff	Improving office productivity by preparing officers			✓		Enable employees from a different setting to interact with and learn from each other& allowing them s to view practical situations of successful integration
26	Tour	All staff	Maintaining peace of mind and satisfaction of officers				✓	Maintaining peace of mind and satisfaction of officers

5.2 Time Plan

	Selected Training Program	Year - 2022											
		1	2	3	4	5	6	7	8	9	10	11	12
1	Office Management	✓											
2	Trainings related to ICT					✓							
3	Soft skills development training Programs							✓					
4	Importance of productivity										✓		
5	5 S system			✓				✓					
6	Quality circle				✓								
7	Green productivity				✓								
8	Training Related to attitude change			✓								✓	
9	Training related to staff welfare			✓									
10	Training related to Second language											✓	
11	Environmental protection management training								✓				
12	Personality development training												✓
13	Preparing letters and letter management		✓										
	Selected Training Program	Year-2023											
		1	2	3	4	5	6	7	8	9	10	11	12
14	Asset management					✓							
15	Preparing proposals for livelihood projects	✓											
16	Progress of livelihood projects for the vulnerable societies				✓								
17	Refresher trainings for skilled workers			✓					✓		✓		
18	Preparing work plans considering climate changes	✓											
19	Solid waste management							✓					
20	Gender base equality		✓										
21	Urban infrastructure development				✓								
22	Trainings related to receiving and solving complaints						✓						
23	Training related to sustainable development goals		✓										
24	Capacity development programme for council members						✓	✓					
25	Field visit								✓				
26	Exposure visits												✓

5.3 Curriculum Design

Selected Training Program	Core Subject Areas
Office Management related training	<ul style="list-style-type: none"> • Introduction about office management • Time Management • File Management • Establishment code • Challenges related to office management • Efficient office management
ICT related training	<ul style="list-style-type: none"> • Introduction about office system • Data collection with software stratification • Training related to E-mail, Internet • Understanding the Information Communication system (Related to departments)
Soft skills development training	<ul style="list-style-type: none"> • Introducing life skills • Identifying soft skills and provide training
Importance of productivity	<ul style="list-style-type: none"> • Definition of productivity • Productivity development and SWOT analysis • Approaches to increase productivity level • Outcomes by improving productivity
5 S system	<ul style="list-style-type: none"> • Definition of productivity • Approaches to increase productivity level • Introduction on 5S, 5Which • Practicing 5'S system • Importance of 5'S • 5'S System practices and evaluation
Quality circle	<ul style="list-style-type: none"> • Productivity development • Team spirit and productivity • Definition of Quality circle • Activity plan of quality circle • Equipment for the quality circle activity • Evaluation of Quality circle activity

Green productivity	<ul style="list-style-type: none"> • Definition of Productivity development • Definition of green productivity • Conserve and utilization of resources • 3R, 7R • KIZEN • Performance evaluation
Training related to attitude change	<ul style="list-style-type: none"> • Self-assessment • Perception of mind and attitude • Building positive attitude • Measuring job satisfaction • Acting with satisfaction in the family environment • Work environment and satisfaction
Training related to staff welfare	<ul style="list-style-type: none"> • Define what welfare means. • significance of employee welfare. • Principles of employee welfare • Classification of employee welfare work. • Identify employee welfare activities.
Training related to second language	<ul style="list-style-type: none"> • Training on Sinhala language • Preparing for speaking Sinhala
Environmental protection management training	<ul style="list-style-type: none"> • Introduction about self defense • Importance of environment protection • We and our environment • Development of green productivity • Safety equipment • Issues related to environmental protection
Personality development training	<ul style="list-style-type: none"> • Personal Effectiveness. • Presentation Skills. • Result Orientation. • Stress Management. • Team Building. • Time Management
Preparing letters and letter management	<ul style="list-style-type: none"> • Letter elements • Letter formation • Vocabulary & language • Letter comprising

Asset management	<ul style="list-style-type: none"> • Introduction • Asset information • Asset management plans • Financial impacts • Asset related risks
Preparing proposals for livelihood projects	<ul style="list-style-type: none"> • Introduction • Project identifications • Literature Review • Methodology • Budget
Progress of livelihood projects for the vulnerable societies	<ul style="list-style-type: none"> • Creating project plan • Analyzing results and adjusting goals • Project tracking • Assessing the rate of progress in terms of time and money • Monitoring related resources⁴
Refreshing trainings for skilled workers	<ul style="list-style-type: none"> • Technology updates • Identify training needs and skills gaps (for Plumbers, Carpenters ,Masons, Electricians etc..)
Preparing work plans considering climate changes	<ul style="list-style-type: none"> • Planning and control • Roles and responsibilities • Basic of climate changes • Mitigation • Adaptation
Solid waste management	<ul style="list-style-type: none"> • General Guidelines • Target Solid Waste • Waste collection • Transfer Stations • Materials Recovery Facility • Composting Facility • Landfill Facility
Gender base equality	<ul style="list-style-type: none"> • Gender Norms & Gender stereotypes • Equal opportunities • Gender mainstreaming • Grounds of discrimination

Urban infrastructure management	<ul style="list-style-type: none"> • Sanitation • Sewage systems • Urban transport • Primary health services • Environmental regulation
Trainings related to receiving and solving complaints	<ul style="list-style-type: none"> • Successful interaction with the customer • Customer Service Principles • Create Trust Credibility & Respect • Build the Right Attitude • Develop Empathy • Communication Skills • Handle and resolve customer complaints
Training related to SDG	<ul style="list-style-type: none"> • The proposal for sustainable development goals • Goal – based Development • Financing for sustainable development • Principles of good governance • Feasible of SDG
Capacity development program for council members	<ul style="list-style-type: none"> • Council meetings • Related bylaws • Municipal regulations
Field visit	<ul style="list-style-type: none"> • Visit offices that have received exemplary national awards • Going abroad with a scholarship • Going abroad for training
Tour	<ul style="list-style-type: none"> • Visiting pleasant places

06. Performance Management:

6.1 Appraise of Performance

Service Category	Attachment number of Performance Appraisal Format	Attachment number of Performance Agreement Format
SLAS (Grade I)	01	01
SLAS (Grade III/II)	01	01
SLAcS (Grade III/II/I)	01	01
SLAyMS (Prelim/II/I)	01	01
SLEgS (Grade III/II)	01	01
SLAPHS (Prelim/II/I)	01	01
PPMAS (Supra)	01	01
TS (Grade II/ I)	01	01
ParaMS (Grade III/II/I)	02	02
DOS (Grade III/II/I)	14	14
SLGLS	01	01
SLTS	03	03
PPMAS	42	42
MA(Tec)	01	01
Departmental services	223	-

- Performance appraisals are attached in officer's personal file.

6.2 Mechanism for Evaluate Training Impact

Service Category	Expected Results of Training Positive (P) / Not Clear (NC) / No Difference (ND)			Mechanism for appreciate star Performers	Mechanism for Address Poor Performers
	P	NC	ND		
SLAS (Grade I)	✓			Performance appraisal	
SLAS (Grade III/II)	✓			Performance appraisal	
SLAcS (Grade III/II/I)	✓			Performance appraisal	
SLAyMS (Prelim/II/I)	✓			Performance appraisal	
SLEgS (Grade III/II)	✓			Performance appraisal	
SLAPHS (Prelim/II/I)	✓			Performance appraisal	
PPMAS (Supra)	✓			Performance appraisal	
TS (Grade II/ I)	✓			Performance appraisal	Training, Internal transfers
ParaMS (Grade III/II/I)	✓			Performance appraisal	Training, Internal transfers
DOS (Grade III/II/I)	✓			Performance appraisal	Training, Internal transfers
SLGLS	✓			Performance appraisal	Training, Internal transfers
SLTS	✓			Performance appraisal	Training, Internal transfers
PPMAS	✓			Performance appraisal	Training, Internal transfers
MA(Tec)	✓			Performance appraisal	Training, Internal transfers
Departmental services	✓			Performance appraisal	Training, Internal transfers

Prepared by: -

Checked by: -

Commissioner,
Municipal Council,
Batticaloa