CHAPTER - III

HUMAN RESOURCES DEVELOPMENT

Human resources development means to develop people totally in respect of all spheres. A concept of development involving number of processes by which individual learns. Development of person to his maximum potential and to draw the talent out of him is the main objective of human resources development. It includes performance of appraisal, potential appraisal, employee feedback and counselling, assessment of training needs to various categories of employees, designing and using special interventions, organisational diagnosis, organisational development, evaluation of various interventions and increasing of motivation of people for optimum effectiveness of the organisation. It can also be defined as, 'the total knowledge', skills, creative abilities, talents and aptitudes of an organisation's work force, as well as the values attitudes and belief of individual involved.¹

Fisheries Department, Haryana arises:

1. To arrest obsolescence in the department by using old methods, resulting in less production of fish.

2. To bridge pre-active insufficiency in fisheries technology being developed year after year to create a professional skill among the staff of the department.

3. To adjust fisheries development in Haryana with socio-technological and environmental changes occurred during recent years with the development of industrial activities as well as improved techniques of fish culture to cope with expanding population.

4. To develop a new outlook, an ethological version for producing protein-rich fish food to the people of the state, for good health and to combat malnutrition among rural masses.

5. To provide a new avocation to unemployed and rural masses a new professional attribute for fish production.

Fisheries Department, Haryana is a Government organisation and every employee has to undergo during his career a cycle of recruitment, promotions and retirement. The rise in the service career depends upon the performance of the employee's work. One might even say that vast majority of civil servants have risen to the top, not in recognition of his meritorious performance, but rather in reward for political loyalty, or solely through long continuous service. But in
many cases, entry into the civil service does not depend upon the politics of the individual, nor does his career within it. Civil service, as such has come to be regarded as a career or at least a place for spending a substantial portion of life. The career is a life work, an honourable occupation which one normally takes up in youth with the expectation of advancement and pursues until retirement.

There are two conditions in career service (i) Planning upward progression, (ii) Advanced planning of staffing needs.

Since the civil servant is expected to remain in the service for a long time's career, it is important to develop his career. Career development of civil servant is a planned system of development and career progression of employees, which may not be within a single functional group but may stretch across functional and organisational lines if so required. The career development should not be interpreted to imply simply promotion from lower level to higher level, rather it should be seen in the larger context of fulfilling

one's personal development, capabilities and aptitudes to the full and contributing one's talents to the organisation in the most productive way, although the planned use of formal and on the job training, self study, planned exposure to different fields of work, duty stations and staff members, lateral transfers and a most of other measures including, but certainly not limiting to promotions to higher grade level.

Career pattern will help civil servants in their self development from the first appointment to the end of service. This would also help the employees in exhibition their own preference and the government identifies the requirement and availability of personnel possessing requisite skills. In developing career pattern, it is necessary to make the organisation of government functions into functional groups, sub-groups and series. Various levels in the career field would have to be selected and there providing ample opportunities for the civil servants to move from one field of activity to another related field of activity.

There were only 439 employees of 45 categories in the Fisheries Department, Haryana by the end of 1985-86.

<table>
<thead>
<tr>
<th>Class-I</th>
<th>Class-II</th>
<th>Class-III</th>
<th>Class-IV</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>21</td>
<td>210</td>
<td>204</td>
<td>439</td>
</tr>
</tbody>
</table>

Out of these posts, 29.6 per cent are non-technical while
balanced 70.4 per cent are of technical nature. Out of 45 categories, 13 categories are of non-technical posts while 32 categories belong to technical cadre. The channel of promotion of non-technical and technical cadre have been given in Figures-I and II.

The age of the civil servant is of a contributory factor to the foundation of underlying the career service. It tends to determine the nature of sole performance and value orientation.¹ The age for entry into civil service (Class-III) Haryana is between 17 to 30 years while the retirement is fifty-eight. In the case of ad hoc employees for appointment to the civil service, the government has recently given relaxation in age to the extent of their ad hoc service in order to enable them to compete for future selections by the Subordinate Services Selection Board, Haryana. Since a career presupposes a life's time employment, it appears that young people should be recruited. Really, able young men are more likely to come into the service if they know that the top jobs are open to them; if too many of the senior posts were filled from outside the service, this would produce frustration among those already in the service and discourage recruitment.² The member of Haryana Fisheries Service (H.F.S.) comprised 27

CHAPTER III - FIGURE II

DIRECTOR FISHERIES

By: DIRECTOR/HATCHERY MANAGER

PROJECT OFFICER

FISHERIES DEV/ DEL. OFFICER
FISHERIES PARK MANAGER

AUX PROJECT OFFICER,
FISHERIES DEV.
TRAINING STAFF

FISHERIES OFFICER

AUX FISHERIES OFFICERS

MARKETING MGR.

OFSMEN
SUPERINT.
COMM. FISHERMAN

FISHERIES TECH./
TRAINING MGR.

FIELD MAN./ FISHERMAN/ BOATMAN.

CHANNEL OF PROMOTION - TECHNICAL STAFF
CHAPTER III - FIGURE I

CHANNEL OF PROMOTION - NON-TECHNICAL STAFF
posts. Out of these one is Establishment Officer (non-technical) while remaining are technical. The post of Establishment Officer is the promotional post from the channel of Clerk-Assistant-Superintendent-Establishment Officer. The recruitment age of the employee does not have any bearing on the career as only seniority is considered. There are 26 posts of technical Haryana Fisheries Services members who are either promoted or selected to the Haryana Fisheries Services(H.F.S.) Gazetted posts. The age of entrance as Fisheries Officer and their next promotion or selection is given in Table-1.

Table - 1
Entry Age in Service

<table>
<thead>
<tr>
<th>Age group</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

A. Non-Gazetted
(i) Fisheries Officer
Class-III (26)
(a) 20-25 23 88.5
(b) 26-30 3 11.5
(c) Average age 23 years

(ii) Assistant Project Officer/Training Superintendent/Fisheries Extension Officer
Class-III (10)
(a) 25-30 2 20.0
(b) 31-35 7 70.0
(c) 36-40 1 10.0
Average age 32.3 years
B. Gazetteed

| (iii) Fisheries Development Officer/Fisheries Research Officer/ Fisheries Farm Manager - HFS-II- (26) | (a) 30-35 | 17 | 65.4 |
| (b) 36-40 | 8 | 30.8 |
| (c) 41-45 | 1 | 3.8 |
| **Average age** | **34.8 years** |

| (iv) Project Officer Senior Class-II HFS- (5) | (a) 45-50 | 3 | 60.0 |
| (b) 51-55 | 2 | 40.0 |
| **Average age** | **49.6 years** |

| (v) Deputy Director, Hatchery Manager Class I - HFS - (3) | (a) 45-50 | 2 | 66.3 |
| (b) 51-55 | 1 | 33.7 |
| **Average age** | **49.3 years** |

| (vi) Director of Fisheries Head of Department Class I - HFS - (1) | (a) 52 | 1 | - |

The average age group of Fisheries Officer is 23 years on the entering in the service. The maximum number is in the age group of 20-25 years. The average age group of Assistant Project Officer/Training Superintendent/Fisheries Extension Officer is 32.3 years. The maximum number is in the age group of 31 to 35. The average age of Fisheries Development Officers/Fisheries Farm Managers/Fisheries Research Officers is 34.8 years. The maximum number is in the age group of
30-35 years. The average age of Project Officer (Senior Class-II) is 49.6 years and maximum number is in the age group of 45-50. The average age group of Class-I post of Deputy Director/Hatchery Manager is 49.3 years. The maximum numbers are in the age group of 45 to 50 years. Thus the difference between ages of Fisheries Officer to Director of Fisheries is 29 years in which he gets 3 to 4 promotions.

There were 13 pay scales in the year 1969 which were increased to 15 in 1979 and reduced to 10 in 1986. All the 45 categories are clubbed into 10 scales of pay which again given in Table-2.

<table>
<thead>
<tr>
<th>Number of Technical posts</th>
<th>Pay Scale</th>
<th>Number of years of completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3700-125-4700-150-5000</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>2200-75-2800-EB-100-4000</td>
<td>20</td>
</tr>
<tr>
<td>4</td>
<td>2000-60-2300-EB-75-3200-100-3500</td>
<td>20</td>
</tr>
<tr>
<td>18</td>
<td>2000-60-2300-EB-75-3200</td>
<td>17</td>
</tr>
<tr>
<td>5</td>
<td>1640-60-2600-EB-75-2900</td>
<td>20</td>
</tr>
<tr>
<td>40</td>
<td>1400-40-1600-50-2300-EB-60-2600</td>
<td>24</td>
</tr>
<tr>
<td>11</td>
<td>1200-30-1560-EB-40-2040</td>
<td>24</td>
</tr>
<tr>
<td>30</td>
<td>950-20-1150-EB-25-1500</td>
<td>24</td>
</tr>
<tr>
<td>27</td>
<td>775-12-955-EB-14-1025</td>
<td>20</td>
</tr>
<tr>
<td>161</td>
<td>750-12-870-EB-14-940</td>
<td>15</td>
</tr>
</tbody>
</table>
There is no efficiency bar in scale Number 1, while other scales have efficiency bars at 5th, 8th, 10th, 12th, 15th, 16th or 19th year. The scales completed within 10 to 24 years of service. The lowest scale i.e. 750-940 is completed in 15 years which is constituted by 204 members of staff. The non-technical staff of this category hardly gets any promotion during their service tenure of 41 years i.e. 17-58 years while this scale is for 15 years. There is no selection grade in the new pay scale structures. The post of Sweeper-cum-Watchman gets special allowance of Rs.65/- per month while other technical posts having the dual charge like Fishermen-cum-Watchmen has not. The scale of Rs.1200-2040 is completed in 24 years, moreover, there is no channel of promotion in this scale. The employee has to satisfy himself at some stage as there is no selection scale. There must be selection grades for all these categories.

The concept of selection grade appears to have been introduced to avoid stagnation of employees at the maximum of their scales. Selection grade is of usual two types (Functional and Non-functional). Functional selection grade is one, where it is possible to identify posts carrying higher responsibilities within same category. Non-functional selection grade is considered a means to relieve stagnation in a particular grade. The concept of selection grade seems to be a misnomer since the number of posts are determined on a percentage basis and appointment there too is not by selection;
but by seniority subject to good performance. There is no selection scale in the new pay structure. A good deal of thought has been given to the question of stagnation in pay scales. The Third Pay Commission of Tamil Nadu Pay Commission has recommended a scheme of 'Flexible Complementing'. Under this scheme, the State employees in a number of categories are allowed to move to higher posts/selection grades/special grades or higher scales of pay on completion of 10 years of satisfactory services in the ordinary time scale. Similarly, an employee can move to special grade where avenues of promotion are not adequate on completion of another years of satisfactory services in the selection grade. On the other hand, the Karnataka Pay Commission has not accepted the institution of selection grade as a device to tackle the problem of stagnation. The Commission has provided pay scales based on job evaluation. The Maharashtra Pay Commission has recommended increment during the extended span of the scale at a rate next lower than the highest in the basic pay scale. In other words the scheme is in the nature of relief against stagnation. The Third Pay Commission, Haryana (1979) has also considered this matter and recommended the continuation of scheme of selection grade. The Fourth Pay


Commission's Report of Government of India which has been implemented by Haryana Government has no selection grade. Haryana Government should give a fresh thinking towards grant of selection grade as a device for relieving stagnation. It should be granted not only on the basis of seniority but also on efficiency; and merit must be given substantial preference. In other words it should not be a matter of right but on the basis of merit and performance of the employee.

Education has also an important bearing upon the career of a civil servant. The British rulers initiated a programme of education in middle of the nineteenth century which could help to produce government officials of lower rank.\(^1\) It may be observed that Colonial rule did not envisage education for a large number of people. On the other hand it was felt that some level of educational attainment by servants of the company was necessary to carry on the British administration in India. A certain level of education attainment has become essential for jobs in the civil service. Even after the independence, low educated persons were also appointed to the higher posts due to non-availability of trained and qualified persons. In Fisheries Department, even primary pass had been working as Fisheries Officers as well as only matriculate were Assistant Director Fisheries prior to formation of new service rules, 1980.

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There has been enormous increase in the number of educational institutions and teachers in Haryana during recent years. There are three universities, 157 colleges, 1946 High/Higher Secondary Schools; 1121 Middle Schools and 5078 Primary Schools in Haryana.¹ Now-a-days minimum graduate level education has become necessary for higher posts. It is expected that individuals with college or university education, have better prospects for executive or administrative jobs than those who has only had the benefit of high school education. The knowledge gained through higher education is likely to be valuable asset to civil servants. Several years of work in a clerical position are neither substituted nor equivalent for four or more years of sound work in higher institution of learning.²

The minimum education for the entry into service of Fisheries Department as a fisherman or as peon is not defined but a person cannot be promoted to more than Supervisor post (Rs.950-1500) until he is a matriculate. A matriculate technical official can only be promoted upto the level of Assistant Fisheries Officer provided having experience of at least 5 years. A matriculate Assistant Fisheries Officer can not be promoted to the next higher post i.e. Fisheries Officer.

The minimum education qualifications for the recruitment to the post of Fisheries Officer or higher posts is B.Sc. as Zoology one of the subject. So far as ministerial staff is concerned, the minimum education needed for the clerical post is matriculate and he/she gets higher promotion to the posts of Assistants, Superintendent and Establishment Officer on the basis of seniority only.

All the members of Haryana Fisheries Services (H.F.S.) technical officers are minimum B.Sc. having Zoology as one of the subject. The persons having higher qualifications are very less as shown in Table-3 as on 31.12.1986.

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Sc.</td>
<td>24</td>
<td>92.4</td>
</tr>
<tr>
<td>M. Sc.</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>Ph. D.</td>
<td>1</td>
<td>3.8</td>
</tr>
</tbody>
</table>

Thus the postgraduate degree holder are only 7.6 per cent as against the 64.5 per cent in Haryana Civil Services (Executive Branch). Most of the Indian Administrative Services members have higher education not because of any love for it (higher education) but because it is a part of

product of the recruitment procedure. Higher educational attainment has to be recognized as an important factor for getting into the top civil service cadre.

The promotion has an important bearing on the individual's self development during service career. It avoids the generation of frustration among those already in the service and discourages recruitment. The right promotion at the right time would afford the civil servant to develop his personality. The promotion of the personnel is made under Haryana Fisheries Service Rules. Under these rules and the instructions the recruitment is done on 50:50 basis of promotion and direct recruitment in case of all technical posts. The procedure of promotion is adopted seniority-cum-fitness. If a person is senior having 70 per cent good Annual Confidential Reports is found fit for promotion irrespective of any merit, however, the post of Commercial Fisherman is filled up on the basis of merit-cum-seniority through test. The promotion should be done on the basis of merit-cum-seniority to give incentives to the best suited and qualified persons.

In the public service, promotion should depend solely upon merit and should be a stimulus to it. A man should be promoted, not because those above him are unfit, but because

he is the best man for the place. The routine promotions by seniority are the great evil of the service and that it is indispensable to proceed through every branch of it strictly on the principles of promotion by merit, that is to say, by selecting always the fittest man, instead of considering claims in order of seniority, and rejecting only the non-fit. Thus the emphasis has been laid on the merit in the promotion of civil servant instead of seniority but it has also been suggested by Royal Commission on the Civil Service (1929-31) that for posts of lower ranges, the seniority and length of service should carry weight. The Fulton Committee (1966-68) stressed change in promotion procedures. All must have the opportunity to progress as far as fast their talents and appropriate training can take them.

The Administrative Reforms Commission (1969) in its report on 'Personnel Administration' made several recommendations for providing greater opportunities to government employees of lower ranks to rise rapidly as high as their competence and performance warrant. The Third Central Pay Commission (1973) also recommended changes in the promotion procedures and stress that for enabling the brighter employees in Class II and Class III to get quicker promotion, it would

be advantageous to introduce a large number of limited competitive examinations. If necessary, the existing promotion quota should be increased. However, the persons from the lower levels should be promoted only if they are found fit for discharging the duties of the higher posts efficiently.¹

Since the promotion is a very important part of human resources development, the sufficient number of promotions are necessary during the service career. The average number of years in getting promotion in the members of Haryana Fisheries Services are given in Table-4.

On an average a Fisheries Officer become a member of Haryana Fisheries Service after attaining the service of 11.8 years. He gets first promotion in Haryana Fisheries Service (Senior Class-II) after the year of 13.8 years, second after 2.3 years (Haryana Fisheries Service - Class-I) and third as Head of Department after 5 years. Hence the members of Haryana Fisheries Service can get only three promotions after entry in Haryana Fisheries Service. Thus the channel of promotions and prospect of promotions are too restrictive for the development of career of civil servants in the Fisheries Department. It has created overall frustration among the officers. Introduction of gradation system or selection grade system is urgently required to give some incentives for the development of career of the staff in the Fisheries Department.

<table>
<thead>
<tr>
<th>Years</th>
<th>Promotion as H.F.S.-II Fisheries Development Officer/Fisheries Research Officer/Fisheries Farm Manager</th>
<th>Promotion as Senior H.F.S.-II Project Officer</th>
<th>Promotion as H.F.S.-I Deputy Director/Hatchery Manager</th>
<th>Promotion as Director of Fisheries (H.F.S.-II)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less 5 years</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less 9 years</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>10 years</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>11 years</td>
<td>3</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>12 years</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>13 years</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>14 years</td>
<td>-</td>
<td>3</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>15 years</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>16 years</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Average in years</td>
<td>11.8</td>
<td>13.8</td>
<td>2.3</td>
<td>5.0</td>
</tr>
</tbody>
</table>

H.F.S. = Haryana Fisheries Service.
NEED OF TRAINING FOR HUMAN RESOURCES DEVELOPMENT

Fisheries Development Programme is an employment oriented activity involving various cadres of people in Fisheries Administration, Fisheries Management, Fish Seed Production, Fish Culturing, Fish Capturing, Fish Exploiting, Fish Marketing etc. Hence, persons engaged in fisheries activities in the state are good resources and the use of which needs to be forecast, planned, co-ordinated and financially controlled in the same way as that of other resources. In India, particularly, Haryana State's attention is being paid only towards the utilization of material rather than men. The fisheries technology has now advanced at an ever accelerating pace. The scientific study of social behaviour in the field of fisheries is still at lower stage. The administration in the fisheries by utilizing people minds as well as their hands is a demand of the day. No body in this world works at the top capacity and an average person works at about 30 per cent of his capacity. The basic idea of human resources development in respect of Fisheries Department is to improve the productivity, output and efficiency of the organisation by developing and utilizing the minds as well as hands of the employees in the department.

It is observed that there is a wastage of talent of the

employees in the department at various levels. Administration at the lower level i.e. Fisherman up to the top level i.e. Director of Fisheries may be given the chance to expand educational and keep abreast of advances that may affect their working. The low level jobs which constitutes 46.5 per cent of the total strength of the department requires a streamline development for their career. The Fisherman should be treated as an entrance-level job for stepping to more advance responsibilities earned by the merit and basic education. Similarly, Class-III employees which constitute 47.6 per cent of the employees strength in the Department, works at middle level of administration should also be given chances for advancement of basic education for becoming convinced for promotional opportunities. The basic idea for providing facilities for career development to a civil servant is to see that the basic objectives of human resources development are fulfilled.

1. To equip the civil servant with precision and clarity in transaction of business.

2. To attune the civil servant to the new environment.

3. To develop resistance to the danger of becoming mechanised.

4. To develop his capacity for higher work with greater responsibility.

5. To develop and maintain high moral.

6. To inculcate right attitude towards the public considering
as civil servant is a servant not the master of the community.

7. To sustain the human touch not only in direct personal contacts with the public but also in handling correspondence which demands a proper sense of urgency and due consideration of the man at the other end.¹

STATUS OF FISHERIES TRAINING PROGRAMME

The success of any developmental programme lies in a number of variables of which training is an important factor. Training, education and development in the Fisheries Department expected to provide the needed stimulus to lead in improving efficiency, productivity and performance. It also aims to improve skill, technique, knowledge and attitude of the employees. In the leading fishing nations of the World, such as Japan, Norway and the United States of America etc., the pattern of Fisheries Education has evolved which suits specific needs. In Norway, there are several fisheries schools for training to fish processing technologist, but no degree level institution. In the United States of America, adequate institutes impart instructions in fisheries with a strong emphasis on research concerning Fisheries Resources, Fish Population Dynamics, Aquaculture and Food Science. There is a separate college for Fisheries in Seattle, Washington, where

the Baccalarate, Master and Doctorate degrees in fisheries are provided. In Canada, there are graduate and post-graduate courses at University level. Currently England has also made provision for degree in fisheries in many universities. In Poland, where development in fisheries has been relatively rapid, there are fisheries school and higher level training establishment for management of personnel. In Japan, there is very elaborate system of fisheries education which is integrated into National Education System itself. In addition to Bachelor degree, Master and Doctorate degrees are also provided in two Fisheries Universities.¹

In India, developmental activities are centrally planned and Government is required to take leading role in the training of fisheries personnel. It can be classified broadly into:

(a) Those of primary sector consisting of all sea going operatives in the Marine Fishing and Fish Culture Operatives in Inland Fisheries like skippers, engineers, master fishermen, engine room workers, supervisor of fish farm and fieldman - requirement for admission is certificate or diploma.

(b) Those for managerial operation in Fisheries Department and Industries, like Managers of Fishing Companies, Processing Plants, Co-operatives and Development Officers of the Fisheries Department as District Fisheries Officer, Extension Officer,

Gear Technologist, Fish Processing Technologist, Senior Fish Culturist, Fishing Economist, Fish Marketing Officer and Statistician. In these categories all middle level and senior level officers are included. The personnels must be graduate or post-graduate for these trainings.

(c) Those for research and education - like, Research Scientists and Technologists, Fishery Education Officers and Technical persons in different fields of fishery management. The person must be post-graduate with at least 3-5 years research experience.

Fisheries education and training in India began with a course of training in Inland Fisheries Development and Administration started at the Central Inland Fisheries Institute (CIFRI), Barrackpore in 1948. In the year 1950, Central Marine Fisheries Research Institute (CMFRI) was set up at Madras (Later Mandapam) for providing training in Marine Sector. Later on, Tamil Nadu, Kerala and Andhra Pradesh Governments established the Fisheries Polytechnics in respective states. A committee on Fisheries Education in 1958 was set up by Union Ministry of Agriculture. No University in the country could find it practicable to provide a composite professional training required in fisheries. Such a training programme could be taken up by the Government only. For the

training of fisheries staff at the middle level, the training offered at the Inland Fisheries Training Unit (IFTU) of Central Institute of Fisheries Education at Barrackpore, though suffers from several shortcomings. The marine fisheries training course started at Madras/Mandapam had to be discontinued due to lack of trainees who were to be nominated by State Fisheries Departments.

Considering the needs, the Committee on Fisheries Education (1959) recommended to establish a Central Institute of Fisheries Education (CIFE) for imparting education and training in fisheries. For imparting instructions to marine fishing operatives of all categories, the committee also recommended to set up Central Education Institute of Fisheries Operative (CIFO). Central Institute of Fisheries was established in 1961 at Bombay and the Central Institute of Fishers Operation at Madras in 1968. In the year 1967, the Union Ministry of Agriculture set-up two Regional Training Centres for Inland Fisheries Operatives at Agra and Hyderabad. These centres were placed under Central Institute of Fisheries Education later on. In 1973, an Extension Training Centre for senior extension personnels in Inland fisheries replaced the operatives training centre at Hyderabad now shifted to Kakinada (Andhra Pradesh) and other centre at Agra has now shifted to Chinout, Lucknow (Uttar Pradesh) in 1987. A degree course in fisheries was started in 1969 by the University of Agriculture
Sciences, Bangalore, at its college of Fisheries at Mangalore.

The development of human resources is a socialisation in the individual works which involves the change in person and aims at terminal behaviours. It is concerned with 5 kinds of changes that are skill, knowledge, attitude, awareness and performance. There are various categories of technical persons having different basic qualifications to enter in service of Haryana Fisheries Department.

1. **Under Matric**
   Fisherman, Field Assistant, Boatman and Commercial Fisherman.

2. **Matric**
   Farm Assistant, Fisheries Extension Assistant, Laboratory Assistant, Laboratory Attendant, Fisheries Supervisor, Salesman and Marketing Assistants.

3. **Intermediate**
   Assistant Fisheries Officer.

4. **Graduate**
   Fisheries Officer, Assistant Project Officer, Training Superintendent, Fisheries Extension Officer, Fisheries Development Officer, Fisheries Farm Manager, Fisheries Research

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INFRASTRUCTURES FOR IN SERVICE TRAINING IN FISHERIES DEPARTMENT, HARYANA

(a). Central Institute of Fisheries Education, Bombay

The Central Institute of Fisheries Education, Bombay, conducts a two year course at the post-graduate level meant mainly for training to District Fisheries Development Officers. For admission to the course a degree in science with Zoology as one of the subject is a pre-requisite. The course is of a comprehensive nature covering almost all the aspects of marine and Inland Fisheries, technology and administration. Sound theoretical knowledge along with necessary emphasis on practical aspects is objective of the course. It does not claim to impart specialised knowledge but it enables trainees to identify, estimate and to manage the resources. During the first year, the emphasis is laid on the theoretical aspects relating to fishing technology, preservation, processing, marketing, business management relating to fishing industries, socio-economics, extension and administration while in the second year field and project works are done. The institute has few field stations for marine, brackish and fresh water fisheries. Successful students are awarded a diploma which is recognised by Union Public Service Commission as equivalent to Master degree in biological sciences of Indian Universities.
for purposes of recruitment to the fisheries posts. The Central Institute of Fisheries Education has also been recognized by the University of Bombay as a research centre for work leading to Master's and Doctorate degrees in Zoology and Biochemistry.

In Haryana, Fisheries Development Officers/Fisheries Farm Managers/Fisheries Research Officers of Class-II(Gazetted) cadre are sent for inservice training according to seniority subject to their willingness. A panel of three senior officers is prepared keeping in view the willingness of the officers who has no vigilance enquiry against them. The officer must have B.Sc. degree with Zoology as one of the main subject and should below 45 years of age. Government accords sanction with the condition that the officer shall fill a bond to serve Haryana Government for five years after attainment of training or remit Rs.5,000/- in lieu thereof. Provision is made under plan scheme to meet the training expenses towards stipend in addition to the regular salaries. Haryana Government sponsored first candidate to Central Institute of Fisheries Education, Bombay in 1966-68 batch. The number of officers sent for inservice training in different years is given in Table-5.
Table - 5
Officers sponsored for Inservice Training to CIFE, Bombay

<table>
<thead>
<tr>
<th>Batch year</th>
<th>Number of officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1966-68</td>
<td>One</td>
</tr>
<tr>
<td>1971-73</td>
<td>One</td>
</tr>
<tr>
<td>1974-76</td>
<td>One</td>
</tr>
<tr>
<td>1977-79</td>
<td>One</td>
</tr>
<tr>
<td>1978-80</td>
<td>One</td>
</tr>
<tr>
<td>1983-85</td>
<td>Two</td>
</tr>
<tr>
<td>1985-87</td>
<td>One</td>
</tr>
<tr>
<td>1987-89</td>
<td>One</td>
</tr>
</tbody>
</table>

Total: Nine

1. It is observed that all the officers who were sent for CIFE, Bombay training had also received one year Inland Fisheries training from Inland Fisheries Training Unit, Barrakpore.


3. A junior officer was sponsored for training in 1974-76 prior to the senior who was sponsored after two batches in 1977-79.

4. After the gap of four batches (1979-81 to 1982-84) two juniors officers were sent for training. A senior officer was sponsored for training for the batch year 1985-87 after a gap.
of one batch.

5. A junior officer was sponsored during 1987-89 batch by neglecting the four senior officers.

6. It is observed that willingness of a officer was only criteria for sponsoring the officer for training.

7. It is observed that no incentive was given to officer who receives training.

8. It is noticed that after this training, the officer was not given any special assignment or placement in the area of fisheries importance to show his ability.

9. It is also noticed that officers sponsored for this two years training had 14 to 19 years experience in fisheries development.

10. The syllabus for training contains more of marine than inland fisheries.

11. Out of 25 eligible candidates only 9 were sent for this training so far.

(b). Inland Fisheries Training Unit, Barrakpore

The one-year post-graduate certificate course is offered by the Inland Fisheries Training Unit, Barrakpore. This course is basically meant for the Fisheries personnels of Assistant Fisheries Officers level. Several nominee from South-East Asian countries have also taken the course. Admission is open
to all candidates having a Bachelor degree in biology.

Department sponsors the Fisheries Officers for this training on seniority basis. A panel of senior officers is prepared along with their willingness. For two candidates a panel of five officers is prepared. Government accords sanction provided that nominee shall execute a bond of Rs.3,000/- or serve for 3 years after obtaining the training. Remaining terms and conditions for the training are similar to that of the training to Central Institute of Fisheries Education, Bombay. The number of officers who has obtained training from this institute is given in Table-6.

<table>
<thead>
<tr>
<th>Batch Year</th>
<th>Number of Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1966-67</td>
<td>1</td>
</tr>
<tr>
<td>1967-68</td>
<td>1</td>
</tr>
<tr>
<td>1971-72</td>
<td>1</td>
</tr>
<tr>
<td>1972-73</td>
<td>2</td>
</tr>
<tr>
<td>1973-74</td>
<td>1</td>
</tr>
<tr>
<td>1974-75</td>
<td>1</td>
</tr>
<tr>
<td>1976-77</td>
<td>1</td>
</tr>
<tr>
<td>1977-78</td>
<td>1</td>
</tr>
<tr>
<td>1979-80</td>
<td>1</td>
</tr>
<tr>
<td>1980-81</td>
<td>1</td>
</tr>
<tr>
<td>1981-82</td>
<td>2</td>
</tr>
<tr>
<td>1982-83</td>
<td>1</td>
</tr>
<tr>
<td>1983-84</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>
1. It is observed that instead of two only one officer was sent for training in most of the years.

2. In the year 1968-69, 1969-70, 1970-71 and 1975-76, no officer was sponsored for training.

3. Keeping in view, the criteria of willingness some very junior officers were also sent for training.

4. Except two officers, all other officers got promotion within 2-5 years after training to the post of Fisheries Development Officers.

5. Although there is no incentive provided to officer after training, yet there is condition in the service rules that the training is compulsory for promotion.

6. After visualizing the questionnaire of case study conducted during the course of research, that every trained officer admitted that duration of training is sufficient and has also increased the efficiency in working.

(c). Fisheries Extension Training Centre, Hyderabad(Kakinada)

This centre was established during 1973 for conducting a 10 months training course in extension methods and fisheries techniques to senior Inland Fisheries Personnels. Admission is given to candidates, having a bachelor degree in science with biology.

The procedure and other terms and conditions for
sponsoring to this training is the same as that of Inland Fisheries Training Unit, Barrakpore. In the year 1978-79 for the first time a candidate was sponsored to this institute. This institute has now shifted to Kakinada, Andhra Pradesh. The number of candidates trained from this institute are given in Table-7.

<table>
<thead>
<tr>
<th>Batch year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1978-79</td>
<td>One</td>
</tr>
<tr>
<td>1980-81</td>
<td>One</td>
</tr>
<tr>
<td>1981-82</td>
<td>One</td>
</tr>
<tr>
<td>1987-88</td>
<td>One</td>
</tr>
</tbody>
</table>

Total Four

1. This training is also compulsory for promotion from Fisheries Officer to Fisheries Development Officer/Fisheries Research Officer/Fisheries Farm Manager.

2. No officer was sponsored in 1978-80 and from 1982-83 to 1986-87 batches.

(d). Regional Training Centre, Agra (Chinaut - Lucknow)

The regional training centres for Inland Fisheries operatives at Agra and Hyderabad had been established. The
minimum qualifications to this course is S.S.L.C. The training is for 9 months both in the field as well as in the classroom. Owing to lack of physical facilities, the Hyderabad Centre was closed down while Agra Centre has now been shifted to Lucknow.

In Haryana, officials from the rank of Fisherman to Assistant Fisheries Officers are sent for this training. They should have passed middle standard examination. While other conditions are same as that of trainings at Barrakpore or Hyderabad. There is provision in the plan scheme to sponsor at least one official to this Institute every year. All other terms and conditions for this course are the same as that of F.E.T.C., Kakinada's training. The list of the trained officials from this institute is given in Table-8.

Table - 8
Officials Sponsored by Haryana Government for Training to CIFO, Chinaut, Lucknow

<table>
<thead>
<tr>
<th>Batch year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1969-70</td>
<td>2</td>
</tr>
<tr>
<td>1970-71</td>
<td>2</td>
</tr>
<tr>
<td>1971-72</td>
<td>3</td>
</tr>
<tr>
<td>1977-78</td>
<td>1</td>
</tr>
<tr>
<td>1979-80</td>
<td>2</td>
</tr>
<tr>
<td>1980-81</td>
<td>2</td>
</tr>
</tbody>
</table>

Total : 12
It has been observed that (i) the officials who are either matric or under matric are sponsored for this training; (ii) in 1971-72 to 1979-80 and 1981-82 to 1986-87 training batches, no official was sent for training; (iii) all the officials have got the promotions after the training and (iv) no incentive was given to officials after this training.

Inservice training is being visualized as opportunity for formal training provided at appropriate time intervals in appropriate areas. The professionalism in fisheries administration must be provided to upper ranked officers (Class-I) of Fisheries Department, Haryana, not only by providing a technical training but also various type of trainings being imparted by Haryana Institute of Public Administration, Chandigarh. The number of courses, workshops organised by Haryana Institute of Public Administration, Chandigarh during last three years are given in Annexure-I. The training such as Performance Budgeting, Participative Management, Developing Human Resources for Effective Administration, Inventory Management and Management by Objective in Administration, Record Management, Managing Agriculture Transformation, Developing Subordinates, Policy Formation and Implementation etc. be given to them in addition to present training. The duration of these courses should not be more than a week or two.

All the middle level officers should be given
opportunities to increase their basic qualifications in addition to the technical training to equip them with various modern fisheries technologies. These officers should also be sponsored to various Central Institutes for refresher courses. Continuance of education to the middle level officers of administration would provide good performance in their present jobs and would widen their mental horizon. The concept of long life education is being increasingly accepted as a indispensable supplement to basic education. Open university system for fisheries education should be introduced to get the professional qualifications. The avenue for getting education should be open to all through correspondence courses in fisheries education. The Government should provide liberal grants of leave for studies, attending seminars, conferences and reimbursing part of expenditure on professional books and periodicals. The middle level officers should also be given short term training as per their nature of duties such as Institutional Finance for Rural Development, Inventory Management and Controlling, Developing Effective Leadership Style, Managing Poverty Alleviation Programmes, Communication in Administration, Co-operative Management, District Level Planning, Manpower Planning etc. The period of such trainings should not be more than two weeks. The basic training for new entrance to Haryana Fisheries Services (H.F.S. Technical) should be imparted as a professional training from Central...
Institute of Fisheries Education, Bombay. His probation should only be cleared after successful attainment of training. Generation of specialised skill, promotion of specific competency, improvement of work oriented efficiency, technical know-how of work and social structural dynamics should be the essential part of training for the middle level officers.

The highest priority should be given to train the officials at grass-root level who come in contact with the public, directly or indirectly at large number of occasions. This category of employees in Fisheries Department comprises Fisherman, Field Assistant, Fisheries Extension Assistant, Farm Assistant etc. are required improvement in professionalism, technical competency and skill. The training is needed to make them action oriented for better co-ordination. There are various difficulties to impart those officials.

1. The medium of instructions in various Fisheries Institutions is English and difficult to follow for them.
2. There is a problem for having adequate infrastructure to train large number of officials at Central Institutes.
3. Non-existence of clear-cut training policy for the grassroot level in the Fisheries Department, Haryana.

In addition to provide training to technical staff of the department, training courses should also be arranged for Assistants, Accountants, Stenographers, Steno-typists and Clerks.
in Budgeting, Accountancy, Monitoring, Administrative Rules, Record keeping, Office Organisation, Statistical Analysis, Project Appraisals etc. Such type of training would increase their efficiency in working. Middle level non-technical officers such as Establishment Officer and Superintendent should be given short term trainings regarding Fish Conservation, Fish Seed Production, Fish Culture and other sensitive trainings being imparted by Haryana Institute of Public Administration, Chandigarh. Such training would widen their thinking horizon in disposal of cases.

A survey was conducted during the course of study to visualize the response from various officers/officials of Fisheries Department, Haryana who had undergone various level of trainings to Central Fisheries Institutes. It has been observed that all officials were satisfied about the present training. The summary of case study is given in Annexure-II and the response given by the officers to the questionnaires is at Annexure-JII. The proforma of questionnaire is at Appendix-A.

The present system of education and training in the department is insufficient. The provision of funds under various schemes is negligible for training programmes. The funds for human resources development and trainings should not be less than 2 per cent of the establishment expenditure of the department.
MODEL FOR HUMAN RESOURCES DEVELOPMENT

The training programme for human resources development in Fisheries Department, Haryana, can be organised in such a manner so as to develop skill and efficiency among the staff for better development of fisheries. Fisheries Department, Haryana is basically a technical department manned by more than 70 per cent technical employees. Keeping in view, the organisational structure and working of this Department, the proposed model for the training programme as human resources development is given in Figure-III. The description and working feasibility of the model has been studied in details.

(A). Nature of Training

(i) Basic Training: Fisherman, Fisheries Officer and Fisheries Development Officer are the basic posts who are to work at village, tehsil and district level respectively. These officials/officers are the actual functional machineries for the implementation of the programmes in the field. They are to deal with the public in large. They may be given a sound technical training so that correct technology is disseminated to the field.

(ii) Extension Training: Extensive extension training should be given to Assistant Fisheries Officers. The basic idea of the training to them is to prepare to hold the responsibilities of sub-divisional work after promotion. One year extension
A SUGGESTIVE MODEL

HUMAN RESOURCES DEVELOPMENT
ABBREVIATIONS USED IN MODEL

F.M. : Fisherman
C.F.M. : Commercial Fisherman
F.A. : Farm Assistant
M.A. : Marketing Assistant
A.F.O. : Assistant Fisheries Officer
F.O. : Fisheries Officer
F.T.S. : Fisheries Training Superintendent
F.E.O. : Fisheries Extension Officer
A.P.O. : Assistant Project Officer
F.S. : Farm Superintendent
F.D.O. : Fisheries Development Officer
F.F.M. : Fisheries Farm Manager
F.R.O. : Fisheries Research Officer
P.O. : Project Officer
H.M. : Hatchery Manager
D.D.F. : Deputy Director Fisheries
D.F. : Director Fisheries
training should be given to them to make them more efficient in extension work as well as advance preparation for holding the responsibility.

(iii) Short Term Training: All other officials/officers other than Fishermen, Assistant Fisheries Officers, Fisheries Officers and Fisheries Development Officers/Fisheries Research Officers/Fisheries Farm Managers should be given short-term training courses in technical as well as management subjects to increase their efficiencies in working.

(B). Modus Operandi of the Model

There are 159 technical posts in the department which includes, Field Assistants, Fishermen, Fishermen-cum-Watchmen and Watchmen. They constitute 36.4 per cent of the total staff strength. Fishermen is the basic category of technical officials in the Department who has to work at village level. These officials should be given detailed training regarding handling of fish, net fabrication, net operation, identification of fish, method for culturing fish, maintenance of fish seed farm etc. At present, there is no sound system to train these officials. It is proposed in the model that those employees must be given detailed trainings in fisheries by sponsoring them in batches to Regional Training Centres for Inland Fisheries Operatives at Chinaut (Lucknow). All fishermen, Field Assistants, Watchmen and Fishermen-cum-Watchmen should be sent
for this training within two years after their regularization. The training should be made compulsory for their promotion to the next higher posts such as Commercial Fishermen, Farm Assistants, Supervisors, Marketing Assistants etc.

There are 50 posts of Commercial Fishermen, Marketing Assistants, Salesmen, Fisheries Technicians, Farm Assistants, Extension Assistants and Laboratory Assistants. These posts are interlinking chain between Fishermen and Assistant Fisheries Officers. There is no system of training for their career development. It is proposed that following 15 days courses may be provided to these officials.

1. Induced Breeding of Indian and Exotic major carp.
2. Common Carp Breeding.
3. Maintenance of Fish Seed Farms.
4. Fish Culture in Village Ponds.
5. Fish Disease and Control.
6. Aquatic Weeds and their control.
7. Fish harvesting and marketing.
8. Survey and estimation of fish production.

These training courses must be arranged by the Department at district headquarters or at Krishi Vigyan Kendras. The person who receives three such courses should only be considered

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1. Such centres are organised by Indian Council of Agriculture Research at National Dairy Research Institute, Karnal and Haryana Agriculture University, Hissar in Haryana State.
for next promotion to the post of Assistant Fisheries Officer.

There are 11 posts of Assistant Fisheries Officers in the Fisheries Department. They also form the important channel in handling the fishery activities. In some instances, they work on behalf of Fisheries Officers. These officers should be given an extensive training in extension. Extension training course is of 10 months duration organised by Fisheries Extension Training Centre, Kakinada. This training should be compulsory to all Assistant Fisheries Officers and should be provided within two years of their joining. The probation period of the employee should be cleared only after the successful attainment of the training. This training must be considered as one of the pre-requisite for further promotion to the post of Fisheries Officer.

There are 38 posts of Fisheries Officers in the Department. These posts are very important and sensitive for the development of fisheries in the State. Almost all activities of fisheries development are initiated from the level of Fisheries Officers. They must be given detailed and basic trainings. The duration of trainings should not be less than one year. The nature of training must be of management and administration aspects of inland fisheries development as well as record keeping, inventory control and accounts. At present there is no sound system to impart such training to these officials. These
officials must be imparted training within two years of their joining. Such training is given by Central Inland Fisheries Training Unit, Barrakpore. Alongwith technical training the knowledge of the maintenance of record inventory control and accounts are also very essential. It is, therefore, 15 days such training should also be imparted to them by the Department at district headquarters. This training should be considered as a pre-requisite for further promotion.

There are 23 posts of Assistant Project Officers, Fisheries Extension Officers, Farm Superintendent and Training Superintendent. Out of these 18 officials are on deputation to six Fish Farmers Development Agencies in the State. It is proposed to impart short-term training courses of 7 days duration to them. The field of training must have following aspects:

1. Management and operation of fish seed hatchery.
2. New techniques in fisheries extension.
3. Project formulation and management.
4. Fish diseases and parasitology.
5. Fish culture in man-made impoundments.
6. Cage culture.
7. Catfish culture.
9. Training to the trainers programmes etc.

All these trainings must be considered the important programmes and atleast two courses must be treated compulsory
for the next promotion.

There are 22 posts of Fisheries Development Officers/ 
Fisheries Research Officers/Fisheries Farm Managers in the Department. These are the key posts for the development, management and administration of fisheries at district headquarters. A basic technical training of two years should be given to them to equip with knowledge of detailed fisheries technology. Such training is imparted by Central Institute of Fisheries Education, Bombay. This training should be made compulsory to all officers. The officers should be sent for training just after the appointment to the post. In addition to this, the training imparted by Haryana Institute of Public Administration, Chandigarh in various management or administration field also be imparted. The relevant and important courses are given below :-

1. Performance Budgeting.
2. Personnel Management.
6. Corporate Management.
7. Poverty Alleviation.
8. Inventory Control.
9. Multi-level planning - District and Block level.
10. Record Management.
Training from Central Institute of Fisheries Education, Bombay, or equivalent and two training courses from Haryana Institute of Public Administration, Chandigarh or equivalent must be compulsory for further promotion.

There are only five posts of Project Officers of Fisheries, Hatchery Managers and Deputy Director of Fisheries in the Department. These are transit posts between district heads and state head. These officers must be given refresher types of training not more than two weeks which are organised by Haryana Institute of Public Administration, Chandigarh. The important courses are given below:

1. Education, Manpower and Economic Growth in Haryana.
2. Institutional Finance for Rural Development.
3. Role of Communication in Administration.
5. Perceptible Management.
6. Management by Objectives.
7. Four Design and Control.
8. Planning and Management of Self-employment Programmes.
9. Inter-Personnel Skills in Administration.

In addition to this, the officers must be given opportunities to attend the seminars and workshops organised by various organisations. While assessing the performance of the year, special remarks should be given regarding such training in the
Annual Confidential Reports.

Director of Fisheries, Haryana, is the head of the Department who has very little time to spare for training courses. However, he must require knowledge of modern techniques from time to time for disposal of cases and making decision over the issues. Following trainings are proposed for him which are organised by Haryana Institute of Public Administration, Chandigarh.

1. Development of Human Resources for Effective Administration.
2. Creative Thinking and Effective Leadership.
5. Sensitivity Training for Effective Administration.
6. Workshops on Administrative Fairness.

The basic concept for imparting the proposed trainings to the various categories of official and officer are essential for increasing their efficiency, to make them fit for job and to give them opportunity for higher promotion.

The developmental experiences in most of the Third World Countries, including India has neglected the validity of this human resources development system to form the future strategy for the development.¹ The successful administration depends

upon the knowledge and utilization of this factor which motivate human development for increasing development. A realistic and long term human resources development plan is the most important for attaining self-sustained, self-accelerating economy. The human resources development action plan should aim at development of individuals as well as development of the whole cluster of administrators, as a team committed to high ideals of efficiency, democracy, development and social justice.
### ANNEXURE - I

Number of Courses/Workshops Organised by Haryana Institute of Public Administration, Chandigarh

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Year</th>
<th>Courses/Workshops</th>
<th>Working days</th>
<th>Number of Participants</th>
<th>Training days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1983-84</td>
<td>Courses and Workshops</td>
<td>22</td>
<td>75</td>
<td>434</td>
</tr>
<tr>
<td>2.</td>
<td>1983-84</td>
<td>Institutional Courses for I.A.S. and H.C.S. Probationers</td>
<td>49</td>
<td>30</td>
<td>834</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
<td><strong>105</strong></td>
<td><strong>1268</strong></td>
</tr>
<tr>
<td>3.</td>
<td>1985-86</td>
<td>Courses and Workshops</td>
<td>206</td>
<td>888</td>
<td>3858</td>
</tr>
<tr>
<td>4.</td>
<td>1985-86</td>
<td>Institutional Courses for I.A.S. and H.C.S. Probationers</td>
<td>237</td>
<td>925</td>
<td>4294</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>433</strong></td>
<td><strong>1813</strong></td>
<td><strong>8152</strong></td>
</tr>
<tr>
<td>5.</td>
<td>1986-87</td>
<td>Courses and Workshops</td>
<td>1184</td>
<td>254</td>
<td>5415</td>
</tr>
<tr>
<td>6.</td>
<td>1986-87</td>
<td>Institutional Courses for I.A.S. and H.C.S. Probationers</td>
<td>16</td>
<td>178</td>
<td>964</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1200</strong></td>
<td><strong>432</strong></td>
<td><strong>6379</strong></td>
</tr>
</tbody>
</table>

Source: Information collected from Haryana Institute of Public Administration, Chandigarh.
### ANNEXURE - II

Summary of Case Study for Human Resources Development (Inservice Training) of Fisheries Department, Haryana

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Items</th>
<th>Shri S.J. Singh</th>
<th>Shri Onkar Singh</th>
<th>Shri V.I. Malhotra</th>
<th>Shri S.S. Neteeor</th>
<th>Shri P.C. Sharma</th>
<th>Shri K.K. Yadav</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Hatchery Manager</td>
<td>Chief, CIO, FFH, Sonepat</td>
<td>CEO, FFDA, Sonepat</td>
<td>FFH, Kakroli, Sonepat</td>
<td>FDO, Sonepat</td>
<td>FDO, Rohta*</td>
</tr>
<tr>
<td>1</td>
<td>Basic Qualification</td>
<td>B.Sc.</td>
<td>B.Sc.</td>
<td>B.Sc.</td>
<td>B.Sc.</td>
<td>B.Sc.</td>
<td>B.Sc.</td>
</tr>
<tr>
<td>3</td>
<td>Year of Training from CIFER, Kakinada</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1979</td>
</tr>
<tr>
<td>4</td>
<td>Year of Training from CIFHI, Barrakpore</td>
<td>1960</td>
<td>1981</td>
<td>1978</td>
<td>1968</td>
<td>1967</td>
<td>-</td>
</tr>
<tr>
<td>5</td>
<td>Year of Training from CIFE, Bombay</td>
<td>1977-79</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Whether Course of Training is sufficient or not?</td>
<td>Sufficient</td>
<td>Sufficient</td>
<td>Sufficient</td>
<td>Sufficient</td>
<td>Sufficient</td>
<td>Sufficient</td>
</tr>
<tr>
<td>8</td>
<td>Duration of Training is sufficient or not</td>
<td>Sufficient</td>
<td>Sufficient</td>
<td>Sufficient</td>
<td>Sufficient</td>
<td>Sufficient</td>
<td>Sufficient</td>
</tr>
<tr>
<td>9</td>
<td>Whether Training increased efficiency?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>10</td>
<td>Whether Training helped in getting promotion?</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>11</td>
<td>Have incentive given by Government after training?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>12</td>
<td>Is Stipend provided during Training?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>13</td>
<td>Opinion regarding present pattern of Training</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td>Very Useful</td>
<td>Only Inland portion should be in Syllabus for all</td>
</tr>
</tbody>
</table>

Whether Training increased efficiency?

Whether Training helped in getting promotion?

Have incentive given by Government after training?

Is Stipend provided during Training?

Opinion regarding present pattern of Training: Satisfactory, Satisfactory, Very Useful, Only Inland portion should be in Syllabus for all.
ANNEXURE - III

Responses of the Personnels to the Questionnaires for Inservice Training of Fisheries Department, Haryana

CASE STUDY - I

1. Name : S. J. Singh
2. Designation/Address : Hatchery Manager, Lahli Banyani, Rohtak
4. Joining of Fisheries Department : Year Post
   1959 Fisheries Officer
5. Undergone for training : Year Place
   (i) 1959 CIFO, Agra/
        CIFE, Bombay
   (ii) 1977-79 CIFE, Bombay
6. Place of posting after getting training :
   Year Place Basic Pay Remarks
   (i) 1959 Kapurthala 100/- After CIFRI
   (ii) 1977-79 Bhiwani N.A. After CIFE
7. Promotions : Year To Post
   (i) 1969 Fisheries Development Officer
   (ii) 1983 Project Officer
   (iii) 1986 Hatchery Manager
8. Whether course of training : Sufficient
   is sufficient or not?
9. Whether duration of training is sufficient or not?
   Sufficient
10. Whether training increased efficiency in disposal of Government work? Yes
11. Whether training helped in getting promotion: No

12. Any type incentive provided by Government after getting training: No

13. Stipend provided by Government during training: Rs.200/- at Bombay, Calcutta training at own cost.

14. Opinion regarding the existing pattern of training: Satisfactory

CASE STUDY - II

1. Name: Onkar Singh Chawla
2. Designation: Chief Executive Officer, FFDA, Rohtak
3. Educational Qualifications: B.Sc. Medical Science
4. Joining of Fisheries Department:

<table>
<thead>
<tr>
<th>Year</th>
<th>Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>1967</td>
<td>Fisheries Officer</td>
</tr>
</tbody>
</table>

5. Undergone for training:

<table>
<thead>
<tr>
<th>Year</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) 1980-81</td>
<td>CIFO, Agra/ CIFEC, Hyderabad with 1st Division, CIFRI, Barrakpore</td>
</tr>
<tr>
<td>(ii) One month training of Administration Management Training Course.</td>
<td></td>
</tr>
</tbody>
</table>

6. Place of Posting after getting training:

<table>
<thead>
<tr>
<th>Year</th>
<th>Place</th>
<th>Basic Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) 1980-81</td>
<td>Rohtak</td>
<td>N.A.</td>
</tr>
<tr>
<td>(ii) 1984-86</td>
<td>Jind</td>
<td>N.A.</td>
</tr>
<tr>
<td>(iii) 1986 onwards</td>
<td>Rohtak</td>
<td>N.A.</td>
</tr>
</tbody>
</table>
7. Promotion : 

<table>
<thead>
<tr>
<th>Year</th>
<th>To Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) 1982-84</td>
<td>Fisheries Farm Manager, Lahli Banyani (Rohtak)</td>
</tr>
<tr>
<td>(ii) 1984-86</td>
<td>Fisheries Development Officer, Jind.</td>
</tr>
<tr>
<td>(iii) 1986</td>
<td>Onwards as C.E.O., FFD&amp;M, Rohtak</td>
</tr>
</tbody>
</table>

8. Whether course of training is sufficient or not? : Sufficient

9. Duration of training is sufficient or not? : Sufficient

10. Whether training increased efficiency in disposal of Government work? : Yes

11. Whether training helped in getting promotion? : Yes

12. Any type incentive provided by Government after getting training : No

13. Stipend provided by Government during training : Yes

14. Opinion regarding the existing pattern of training in Government work : Training helped imparting field services.

CASE STUDY - III

1. Name : V. L. Malhotra

2. Designation/Address: C.E.O., FFD&M, Sonepat


4. Joining of Fisheries Department : 

<table>
<thead>
<tr>
<th>Year</th>
<th>Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>1965</td>
<td>Fisheries Officer</td>
</tr>
</tbody>
</table>
5. Undergone for training:

<table>
<thead>
<tr>
<th>Year</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>1977-78</td>
<td>FIFKE, Barrakpore</td>
</tr>
</tbody>
</table>

6. Place of Posting after getting training:

<table>
<thead>
<tr>
<th>Year</th>
<th>Place</th>
<th>Basic Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) 1977-78</td>
<td>Milokheri(T.S.)</td>
<td>N.A.</td>
</tr>
<tr>
<td>(ii) 15.1.1979</td>
<td>F.D.O., Sonepat</td>
<td>N.A.</td>
</tr>
<tr>
<td>(iii) May, 1983</td>
<td>F.D.O., Jind</td>
<td>N.A.</td>
</tr>
<tr>
<td>(iv) 12.5.1984</td>
<td>Deputed as CEO, FFDI, Sonepat</td>
<td>Rs.1300/-</td>
</tr>
</tbody>
</table>

7. Promotion:

<table>
<thead>
<tr>
<th>Year</th>
<th>To Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) 1978</td>
<td>Training Superintendent</td>
</tr>
<tr>
<td>(ii) 1979</td>
<td>Fisheries Development Officer</td>
</tr>
</tbody>
</table>

8. Whether course of training: Sufficient

9. Duration of training is: Sufficient

10. Whether training increased: Yes

11. Whether training helped in: Yes

12. Any type of incentive provided: No

13. Stipend provided by Government: Yes

14. Opinion regarding the existing pattern of training:

The officers got training at Barrakpore after promotion must get training at Bombay.
CASE STUDY - IV

1. Name: S. S. Rathore
2. Designation/Address: Fisheries Farm Manager
4. Joining of Fisheries Department:
   Year  Post
   1964  Fisheries Officer
5. Undergone for training:
   Year  Place
   1967  FIPRI, Barrakpore
6. Place of posting after getting training:
   Year  Place  Basic Pay
   (i)  1968  Karnal  N.A.
   (ii) 1969  Kaithal  N.A.
   (iii) 1970  Ambala  N.A.
   (iv)  1973  Yamunanagar  N.A.
   (v)  1974  Karnal  N.A.
   (vi)  1976  Sirsa - Promoted as FDO  N.A.
   (vii) 1979  Karnal  N.A.
   (viii) 1983  Sonepat  N.A.
   (ix)  1985  Faridabad  N.A.
   (x)  1986  Sonepat  N.A.
7. Promotion:
   Year  To Post
   1976  As F.D.O., Sirsa
8. Whether course of training is sufficient or not? : Sufficient

9. Duration of training is sufficient or not: Sufficient

10. Whether training increased your efficiency in disposal of Government work? : Yes

11. Whether training helped in getting promotion? : Yes

12. Any type of incentive provided by Government after getting training: Nothing

13. Stipend provided by Government during training: Rs. 75/- + D.A. + T.A.

14. Opinion regarding the existing pattern of training: It is very useful

CASE STUDY - V

1. Name: P. C. Sharma

2. Designation/Address: F.D.O., Karnal

3. Educational Qualifications: B.Sc.(Medical)

4. Joining of Fisheries Department: Year Post

   15.5.1957 Fisheries Research Assistant

5. Undergone for training: Year Place

   1966-67 FIFRI, Barrakpore
8. Place of posting after getting training:

<table>
<thead>
<tr>
<th>Year</th>
<th>Place</th>
<th>Basic Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>1967 F.O., Faridabad</td>
<td>N.A.</td>
</tr>
<tr>
<td>(ii)</td>
<td>1972 F.S. (Gazetted), Faridabad</td>
<td>N.A.</td>
</tr>
<tr>
<td>(iii)</td>
<td>1973 F.D.O., Gurgaon (Regular)</td>
<td>N.A.</td>
</tr>
<tr>
<td>(iv)</td>
<td>1976 F.D.O., Kurukshetra</td>
<td>N.A.</td>
</tr>
<tr>
<td>(v)</td>
<td>1982 F.D.O., Ambala</td>
<td>N.A.</td>
</tr>
<tr>
<td>(vi)</td>
<td>1985 F.D.O., Karnal</td>
<td>N.A.</td>
</tr>
</tbody>
</table>

7. Promotion:

<table>
<thead>
<tr>
<th>Year</th>
<th>To Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>1973</td>
<td>F.D.O., Gurgaon</td>
</tr>
</tbody>
</table>

8. Whether course of training is sufficient or not?: Sufficient

9. Duration of training is sufficient or not?: Sufficient

10. Whether training increased the efficiency in disposal of Government work?: Yes

11. Whether training helped in getting promotion?: Yes

12. Any type of incentive provided by Government after getting training?: No

13. Stipend provided by Government during training: Rs. 75/- + D.A. + T.A.

14. Opinion regarding the existing pattern of training: Only inland portion should be in the syllabus.
1. Name : K. K. Yadav
2. Designation/Address : Fisheries Development Officer, Rohtak.
3. Educational Qualifications : B. Sc. (Zoology)
4. Joining of Fisheries Department :
   Year | Post
   ---- | ------
   1974 | Fisheries Officer
5. Undergone for training :
   Year | Place
   ------ | -----------
   1978-79 | CIFEC, Hyderabad
6. Place of posting after getting training :
   Year | Place | Basic Pay
   ------ | ------ | -------
   (i) 1979 | Chandigarh | N.A.
   (ii) 1983 | Rohtak | N.A.
7. Promotion :
   Year | To Post
   ------ | -----------
   1984 | Fisheries Development Officer
8. Whether course of training is sufficient or not? : Sufficient
9. Duration of training is sufficient or not? : Sufficient
10. Whether training increased the efficiency in disposal of Government work? : Yes
11. Whether training helped in getting promotion? : Yes

12. Any type of incentive provided by Government after getting training? : No

13. Stipend provided by Government during training : Rs. 150/- p.m.

14. Opinion regarding the existing pattern of training : The training course is well organized and should be made compulsory for those who are serving in the field job.