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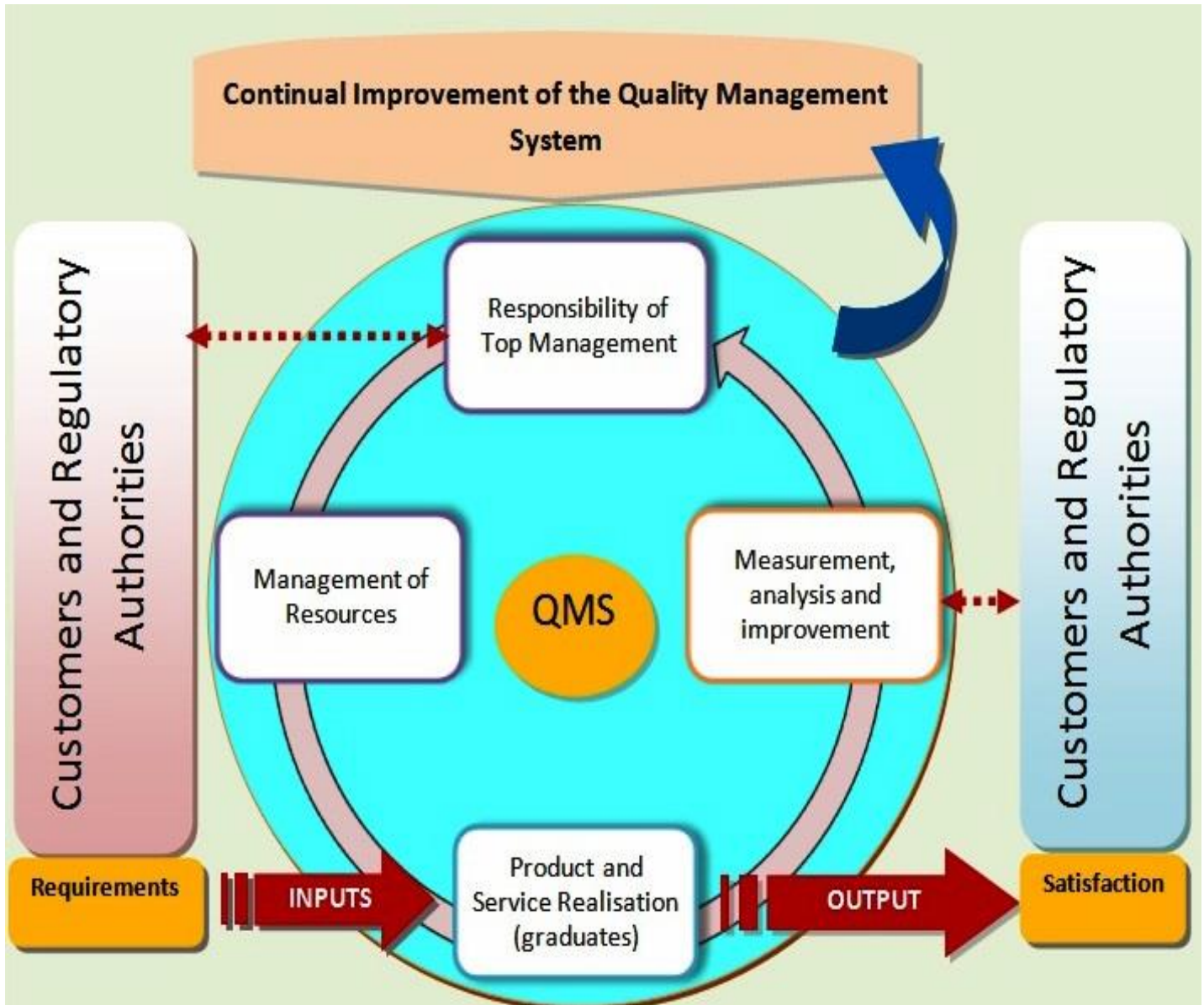
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Quality Policy

Centre of excellence in empowering youth through developing competency in farm business skills and knowledge through quality training program

Model of Generic Quality Management System



Introduction

Quality Management System (QMS) is a set of coordinated processes to direct and control the quality of training provided by the institute in order to continuously improve the effectiveness and efficiency of its performance. Effective QMS will enhance efficiency of the institutes' operation by optimizing and reducing wastage of resources and time, providing training services within the stipulated quality standards and timeframe for timely delivery of its services and harmonization of policies and practices. It will ensure training effectiveness through focusing on specified quality standards, so that quality training is provided to enable trainees to actively engage in the trade that he/she is trained in. Having a documented Quality Management System also enables the management in identifying weaknesses and areas of improvement and subsequently providing directions for improvement where necessary.

Background of the Rural Development Training Centre

The increased school enrolment of children and youths has brought about a situation where an increasing number of young people, including school leavers, are without gainful employment. Agriculture still offers the maximum employment opportunities in Bhutan but Bhutanese farmers are ageing. Therefore Rural Development Training (RDT) is geared towards attracting youths to join farm based skills trainings that allow them to gainfully self employment and contribute to nation building.

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| | Title: Institute profile | Revision no: 02 |

RDTC is a non department agency under the Ministry of Agriculture and Forest guided by Program Management Committee chaired by Secretary, MoAF and represented by various Heads of the Department and Non-Department Agencies.

Objectives

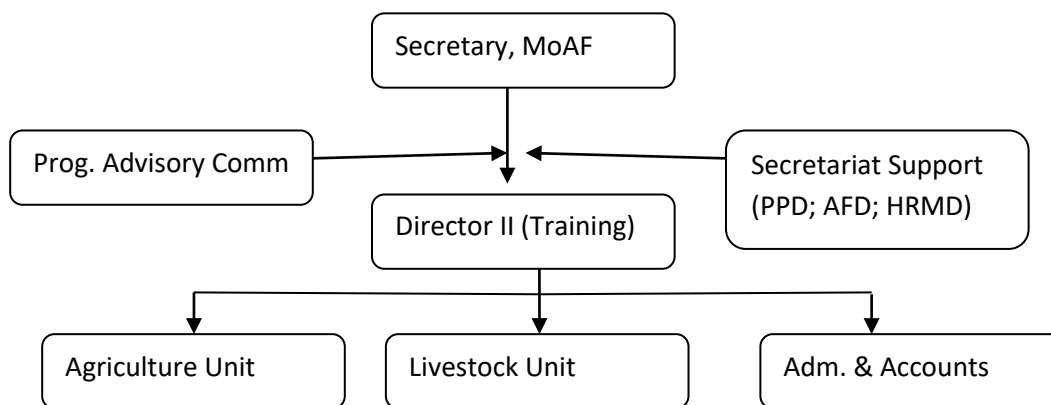
- Providing youth with knowledge and skills on farm business management
- Enhance capacity of the farmers group and cooperatives
- Enhance capacity of service providers in terms of market; financial management, farm economics
- Creating awareness on farming for School Agriculture Program

Training Programs

The above objectives are packaged into following training program:

- **Agricultural skills training program:** short courses (2-3 weeks) and enterprise-specific skills on new and existing farm enterprises (crops/horticulture and livestock) with economic potential are provided;
- **Group management training:** a short 3-5 days training for office bearers of farmers' group/cooperatives are also provided on leadership skills, conflict management, planning, book meeting management and record keeping.
- **School Agriculture program:** Basic training to schools agriculture clubs.
- **Training for service providers:** a short training for in-service personal on areas of farm economics; financial management;

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| | Title: Staff strength | Revision no: 02 |

1. Mr. Karma Sonam, Director II (Training)
2. Mr. Tshering Dorji, Sr.Instructor II
3. Mr. Choiney Dorji, Jr.Instructor I
4. Mr. Karma Wangchuk, Jr.Instructor I
5. Mr.Dorji Tshering, Jr. Instructor I
6. Mr. Rinchen Dorji, Jr.Instructor II
7. Mr.Pema Gyaltsen, Jr.Instructor III
8. Mrs. Menuka Rai , Assistant Instructor I
9. Sonam Phuntsho, Accounts Assistant V
10. Dorji Wangdi, Technician I
11. Tshering Dema, Admin Assistant II/IT In-charge
12. Dechen Dema, Store Keeper

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The centre has well established following infrastructure:

- 4 Unit classrooms
- 1 Conference hall
- 1 Meeting hall
- Mesh and Kitchen facilities
- Administrative Block
- Boys & Girls dormitory
- Basket and volley ball court
- Poultry, diary, piggery training farm
- Vegetable and Fruit training block

Principles underlying QMS

Quality Management System (QMS) at the institute will be guided by the following general principles:

1. Quality must be internally driven.

Quality Management shall be internally driven and not only be enforced through mandate and sanctions. All the members of faculty and administrative staff, including the trainees of the institute, shall be quality conscious and be actively involved in maintaining the quality management system.

2. Quality must come from within.

Incremental improvements in the training institutions' operation done every day by a single staff member would have a cumulative effect over a period of time. Several individuals doing the same thing would definitely lead to a bigger impact towards achieving operational efficiency. Quality consciousness from within normally creates the snowball effect.

3. Quality Management System must be owned by the Institution.

The general understanding is that people care for anything they own and this would also apply to Quality Management System. If every staff of the Institute can associate him/herself as the co-owner of the system, the success for a Quality Management System to be accomplished and maintained is high. The development and installation of the quality management system has to take a participatory approach, wherein people will be informed, educated and involved in the use of the system thereby instilling a sense of ownership and accomplishment.

An effective and efficient process driven Quality Management System is established only if every staff of the Institution relate to and take co-ownership of the system.

4. Quality must be continuously improved.

“Quality is a way of life and can be made enjoyable like a hobby. Conditioning yourself to “doing better today, things than you did best yesterday” (the Kaizen way) leads you to love and enjoy what you are doing. Adopting and implementing a Quality Management System also leads to similar effect. Its subliminal goal is continuous improvement and one will enjoy doing it when the effect of improvement is experienced on a regular basis” (*QM manual, MoLHR*).

5. Process Driven Quality Management System.

The Quality Management System in the institute is about matching the inputs, processes and outputs to ensure efficient operation and effective delivery of training services that meets the expectations of the trainees and satisfaction of other clients. Hence the approach is to develop and maintain a process driven Quality Management System.

Implementation and Administration of QMS

The following administrative functions and roles will be undertaken at the Institute for the Quality Management System to be smoothly implemented and maintained.

1. QMS Coordinator

The head of the institute will be the overall coordinator for implementing and maintaining the quality management system.

2. Internal Auditor

Internal auditor will be appointed by the Institute. Two instructor & Administrative Assistant will be responsible for conducting internal auditing of QMS for the other sector to ensure that it conforms to the requirements of the Quality Management System. They will also together assess General QM.

3. Quality Assurance Unit:

A *time bound* Quality Assurance Functional Unit will be established to oversee the effective implementation of QMS.

4. Management Review Committee.

A Management Review Committee will be established to review the implementation of QMS, identify problems and issues, and take corrective and *preventive* actions. The review committee shall be chaired by the Director II and will be conducted on a regular basis.

5. Trial Audit.

The training institute will submit application with the copy of the QMS manual to DOS, MoLHR to conduct the trial audit. During trial audit even our Internal Auditor, representative from MoAF may also be invited as a member/observer to improve the process. After one or two rounds of internal audit conducted by the institute and all corrective actions undertaken, the trial audit will be invited from DOS.

6. Final Audit.

After taking corrective actions based on the findings of the trial audit, the institute shall invite the DOS (external audit) to conduct the final audit for QMS certification.

7. Awareness Program

In order to continuously improve and ensure effective implementation of QMS by all teaching staffs and non-teaching staffs. The institute will conduct awareness program on the following topics:

1. Basic Concept of Quality
2. Purpose and benefits of QMS
3. Quality processes and procedures
4. Roles and responsibilities of each staffs

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| | Title: Scope and Application | |

The QMS manual outlines the general requirements and provides checklist for installing a robust Quality Management System in the institute. It contains the following 10 compulsory processes:

1. Process of Program Development, Delivery and Evaluation of training programs
2. Process of Resource management
3. Process of Trainees’ support services
4. Process of Trainees’ registration and selection
5. Process of Trainees’ assessment
6. Process of handling of Complaints and Non conformances
7. Process of Internal Auditing
8. Process of internal Monitoring and Measurement
9. Process of Internal and External Communication
10. Process of Record keeping

The manual is drafted to cover the above scope and conforms to the requirements of TVET Quality Assurance System of DOS

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| | Title: Input, Process, Output | |

| Input | Process | Output |
|--|--|--|
| <ul style="list-style-type: none"> • Training Need Assessment (TNA) • Curriculum Development • Training Delivery Plans • Feedback | 1. Program Development, Delivery and Evaluation of training programs | <ul style="list-style-type: none"> • Curriculum developed based on TNA • Course conducted as per Training Plan • Curriculum revised based on feedback |
| <ul style="list-style-type: none"> • Human Resources • Financial Resources • Infrastructure Resources | 2. Process of resource management | <ul style="list-style-type: none"> • Effective and efficient management of resources including Human • Effective use of budget • Well developed infrastructure & facilities |
| <ul style="list-style-type: none"> • Trainee Guidance • Extra-Curricular and Social activities • Trainees' Welfare | 3. Process of trainees' support services | <ul style="list-style-type: none"> • Linkage, Mentoring and Support provided • Wholesome Education provided • Health & Hygiene maintained |
| <ul style="list-style-type: none"> • Trainees nomination • Trainees selection criteria | 4. Process of trainees' registration and selection | <ul style="list-style-type: none"> • Trainees identified based on criteria |
| <ul style="list-style-type: none"> • Assessment guidelines | 5. Process of trainees' assessment | <ul style="list-style-type: none"> • Proper Competency Assessment & certification |
| <ul style="list-style-type: none"> • Written Institute rules and regulations • Non-compliances reports | 6. Process of handling of complaints and non-conformances | <ul style="list-style-type: none"> • Proper management of Institute • Image of Institute • Ideal learning Atmosphere • Discipline maintained |
| <ul style="list-style-type: none"> • Internal Quality Audits Reports | 7. Process of internal auditing | <ul style="list-style-type: none"> • Corrective/Preventive Action Plan developed • QMS Improved |
| <ul style="list-style-type: none"> • Internal monitoring report • Class observation report • Implementing corrective & preventive action plan | 8. Process of internal monitoring and measurement | <ul style="list-style-type: none"> • Quality Training delivery improved |
| <ul style="list-style-type: none"> • Reporting Procedure | 9. Process of internal and external communication | <ul style="list-style-type: none"> • Internal/External communication improved • Information Sharing Improved |
| <ul style="list-style-type: none"> • Soft and hard copy of records | 10. Process of record keeping | <ul style="list-style-type: none"> • Records archived for future reference |

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| RDTC, Zhemgang | Quality Management Manual | Date of Issue: 1/1/2018 Revision no: 02 |
| | Title: Responsibility Matrix | |

| QMS Processes | | | | | | | | | | |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|--|
| Responsibility of Management | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | |
| Quality Policy | P | P | P | | | | | | | |
| Quality Objectives | P | P | P | | | | | | | |
| QMS awareness | P | P | P | | | P | | | | |
| Conducting Management Review meeting (QAP7.1.2) | P | P | P | P | P | P | P | P | | |
| Organizing extracurricular and social activities (QAP3.2.1) | | P | | | | P | | | | |
| Trainees welfare (QAP3.3.1) | P | P | | | | P | | | | |
| Communicating with staff (QAP9.1.1) | P | P | P | | | P | | | | |
| Communicating with trainees (QAP9.1.2) | P | P | P | P | | P | | | | |
| Institute advocacy (QAP9.2.1) | P | P | | | | | | | | |
| Management of Resources incl HR | | | | | | | | | | |
| Preparation of Annual Budget(QAP2.1.1) | P | P | P | P | P | | | | | |
| Procurement of training materials, tools and equipment (QAP2.1.2) | P | P | | P | P | | | | | |
| Job description and reporting procedure (QAP2.2.1) | P | P | | | | | | | | |
| Recruitment and hiring procedure(QAP2.2.2) | P | P | | | P | | | | | |
| Performance Appraisal (QAP2.2.3) | P | P | P | | | | | | | |
| HR and professional development (QAP2.2.4) | P | P | P | | P | | | | | |
| Repair and maintenance of infrastructure (QAP2.4.1) | P | P | P | P | P | P | P | P | P | |
| Repair and maintenance of tools and equipment (QAP2.5.3) | | | | P | | P | P | | P | |
| Inventory Management (QAP2.5.1) | P | P | P | | | | P | | | |
| Management of training materials (QAP 2.5.4) | | p | | P | | P | | | | |
| Maintaining inventory system(QAP10.1.1) | | | P | | | P | | | | |
| Housekeeping(QAP2.3.2) | P | P | | | | P | | | | |
| Occupational health and safety (QAP2.3.1) | P | P | P | P | | P | | | | |
| Maintenance of staff record (QAP10.1.3) | P | | | | | P | | | | |
| Maintenance of administrative record(QAP10.1.5) | P | P | | | | P | | | | |
| Storing and archiving of records (QAP10.2.1) | P | P | P | P | P | P | P | P | P | |
| Realization of Training Services | | | | | | | | | | |
| Curriculum development, review and validation (QAP1.1.1) | P | P | | | | | | | | |
| Preparing training delivery plans (QAP1.2.1) | P | P | | | | P | | | | |
| Conducting theory class (QAP 1.2.2) | | p | | | | | | | | |
| Conducting practical class (QAP1.2.3) | | p | | | | | | | | |
| Assigning project work/assignments (QAP1.2.4) | | p | | | | | | | | |
| Study visit(QAP1.3.2) | P | P | | | | P | | | | |
| Obtaining tools and equipment for training (QAP2.5.2) | P | P | P | P | | P | | | | |
| Creating awareness on institute rules and regulation (QAP6.1.1) | P | P | | | | P | | | | |
| Registration of trainees(QAP4.1.1) | | P | | | | P | | | | |
| Selection of trainees(QAP4.1.2) | P | P | | | | | | | | |

| Measurement, Analysis & Improvement | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Maintenance of trainees record (QAP10.1.2) | | P | | | | P | | | |
| Collecting feedback from trainees(QAP 1.4.1) | P | P | | | | | | | |
| Conducting Modular assessment (QAP5.1.2) | P | P | | | | | | | |
| Implementing corrective and preventive action plan (QAP8.2.1) | P | P | | | | P | | | |
| Control of non-compliances(QAP6.1.2) | P | P | | | | P | | | |
| Conducting internal audit (QAP 7.1.1) | P | P | P | | P | | | | |
| Conducting classroom observation (QAP 8.1.2) | P | P | P | | | | | | |
| Conducting internal monitoring system (QAP8.1.1) | P | P | P | | | P | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

Legend: P – Primary responsibility

| | | | | |
|------------------|---|---|-------------------------|--------------|
| 1. Director II | 2. Instructors | 3. Internal Auditor | 4. Store in-charge | 5.Accountant |
| 6.Adm. Assistant | 7.Exam committee (chairperson: Senior Instructor) | 8. Management Review Committee (chairperson: Director II) | 9.Maintenance in-charge | |

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| | Title: AMENDMENT SHEET | Revision no: 02 |

| Processes/Procedures | Page | Date of amendment | Revision No: | Reasons for change |
|----------------------|------|-------------------|--------------|-------------------------|
| Whole process | | 15/12/2017 | 02 | Regular Review & update |
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| RDTC,Zhemgang | Quality Management Manual | Date of Issue: 1.1.2018 Revision no: 02 |
| | Title: DISTRIBUTION LIST | |

This Quality Manual is issued to specified members of the Institute and relevant agencies.

| Members | Original Copy |
|--|----------------------|
| Dasho Secretary, MoAF | Copy no. 1 |
| Director, DOS | Copy no. 2 |
| RDTC PAC Members | Copy no. 3-10 |
| Director II | Copy no. 11 |
| Internal Auditor (quality auditor, RDTC) | Copy no. 12 |
| Instructors | Copy no. 13-20 |
| Accounts | Copy no. 21 |
| Store In-charge | Copy no. 22 |
| Adm. Assistant | Copy no. 23 |
| Maintenance & Farm in-charge | Copy no. 25 |

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| RDTC,Zhemgang | Quality Management Manual | Date of Issue: 1.1.2018 Revision no: 02 |
| | Process 1: Program Development, Delivery and Evaluation of Training Program | |

| Parameter 1.1: Program Development | |
|---|---|
| Criterion | The Institute is responsible for designing and developing course curricula based on the training needs |
| Indicators | <ol style="list-style-type: none"> 1. Training needs assessment is conducted regularly. 2. Curriculum is developed by team including subject matter expert 3. Curriculum is developed on the need basis of the stakeholder |
| Quality Assurance Procedures (QAP) | <ol style="list-style-type: none"> 1. Procedure for Curriculum Development, Review, update and endorsement. |

QAP1.1.1: Procedure for Curriculum Development, Review and Endorsement

Objective & Scope: This procedure describes the curriculum development process for any courses wherein the course curriculum is NOT developed by the Department of Human Resources.

Responsibility: Director II and Instructors (if required hire experts)

Activities:

1. Training Needs Assessment (TNA/Rapid Market Assessment):

- Institute shall conduct TNA/RMA to collect skills and knowledge requirements from. (Farmers/Youth/Dzongkhag Sectors/relevant institutions).

2. Design and Development:

- Curriculum is developed based on the skills and knowledge requirements.

- Curriculum is developed in consultation with subject matter experts

3. Review of existing curriculum

- Review feedback from trainees on the content of curriculum and update/reviewed as per need.
- Analyze the feedback on curriculum by the curriculum review committee(Director II /trainers)

4. Registration and Endorsement of Curriculum

- Registration of course/curriculum by DOS before implementation of new course(course duration more than 1 month)
- Curriculum shall be endorsed by Ministry of Agriculture & Forest before implementation.

| Parameter 1.2: Preparatory and Training Delivery | |
|--|--|
| Criterion: | The institute has prepared training delivery plans before the commencement of the training program based on the curriculum. |
| Indicators | <ol style="list-style-type: none"> 1. Training delivery plans are prepared in accordance with the course curriculum 2. Training delivery plans are verified and documented by the institute. |
| Quality Assurance Procedures (QAP) | <ol style="list-style-type: none"> 1. Procedure for preparing training delivery plan 2. Procedure for conducting theory class 3. Procedure for conducting practical class 4. Procedure for assigning project work and assignment |

QAP 1.2.1: Procedure for preparing training delivery plans

Objective & Scope: This procedure describes different training delivery plans to be prepared by the Institute in order to effectively implement the training courses.

Responsibility: Director II and Instructors

Activities:

1. Preparing Training Plan

- Training plan shall be prepared in consultation with trainers based on course curriculum.
- Training plan shall be approved by the head of the institute before implementation
- Training plan shall be prepared as per the approved training plan format
- Records maintained by the Adm. and trainer

2. Preparing Monthly plan

- Monthly plan shall be prepared by respective Trainers based on the Annual training plan
- Records maintained by individual Trainer/Adm.

3. Preparing Lesson Plan

- Lesson plan shall be prepared by respective instructor as per approved lesson plan format
- Lesson plan shall be prepared for every theory and task sheet for practical session including instructional resources/aids
- Lesson plan shall be compiled/documentated and reviewed as an when required
- Records maintained by individual instructors.

QAP 1.2.2: Procedure for conducting theory class

Objective & scope: This procedure describes process of conducting theoretical class based on lesson plan.

Responsibility: Instructors

Activities:

- Prepare lesson plan based on the monthly plan and submit to Director II for feedback and verification
- Conduct theory class based on lesson plan
- Prepare instructional materials for theory based on lesson plan.
- Records maintained by individual instructor
- Maintain trainees log book (*if trainees are on field attachments*)
- Maintain attendance register

QAP 1.2.3: Procedure for conducting practical class

Objective & scope: This procedure describes process of conducting practical class based on the task sheet/operation sheet.

Responsibility: Instructors

Activities:

- Instructors shall prepare practical task sheet
- Prepare tools and equipment required for the task
- Collect and distribute training materials
- Arrange field as per the task
- Provide guided and individual practice
- Provide feedback to trainees for improvement
- Records maintained by concerned instructor

QAP 1.2.4: Procedure for assigning project work and assignment

Objective & scope: This procedure describes process of assigning project work and assignment to trainees

Responsibility: Instructors

Activities:

- Instructor shall prepare at least one assignment for each learning outcome and project work
- Assessment of assignment/project work shall be done by instructors.
- Records maintained by instructors

| Parameter 1.3 : Field Visit (if time and fund permits) restricted to local learning visits | |
|--|--|
| Criterion | to send trainees to relevant farm/centre on short study visit |
| Indicators | 1. Relevant farm/centre are identified for field visit 2. Feedback from trainees is collected for further improvement |
| Quality Assurance Procedures(QAP) | 1. Procedure and guidelines for field visit |

QAP 1.3.1: Procedure for Field visit

Objective & Scope: This procedure describes process of organizing field visit for trainees

Responsibility: Instructors

Activities:

- Prepare study visit tour plan
- Identify and select relevant farm/centre
- Send the request letter and obtain confirmation through written/verbal from farm/centre
- Arrange the transportation facilities for trainees before sending for study visit

- Disperse entitlement for the entire tour program to the trainees
- Individual trainees should submit tour report, poster or make power point or verbal presentation
- A separate tour report or an annex to training report will be submitted to Director II
- Records maintained by Adm. & concerned Instructor

| Parameter 1.4: Evaluating Training Program | |
|---|---|
| Criterion: | Training programs are evaluated after the completion of the program and feedback evaluated and incorporated for further improvement |
| Indicators | 1. Feedback from trainees collected and evaluated using prescribed feedback form 2. Feedback report is prepared and submitted |
| Quality Assurance Procedures (QAP) | 1. Collecting feedback from trainees 2. Feedback from Trainer |

QAP 1.4.1: Collecting feedback from trainees

Objective & Scope: This procedure describes process of collecting feedback and evaluation for further improvement of the program:

Responsibility: Director II and Trainers

Activities:

- Institute will collect feedback from trainees at the end of training.
- Feedback shall be evaluated and course reviewed if necessary.
- Develop Training Report for each training (pictorial report, participants list (male/female), feedback by trainees/trainers, expenses, etc.)
- Records maintained by instructors

QAP 1.4.2: Collecting feedback from Trainers

Objective/scope: This procedure describes process of collecting feedback from instructors:

Responsibility: Director II

Activities:

- Collect feedback from trainers after the training program.
- Conduct Trainers self-evaluation using the prescribed form
- Compile and evaluate Trainers self-evaluation.
- Communicate issues and challenges with the management to resolve wherever possible

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| RDTC/Zhemgang | Quality Management Manual | Date of Issue: 1.1.2018 |
| | Process 2: Resource Management Including HR | Revision no: 02 |

| Parameter 2.1 Finance & Administration | |
|---|---|
| Criterion | Activities pertaining to finance and administration adhere to the existing government rules and regulations and efficient utilization of resources. |
| Indicators | <ul style="list-style-type: none"> • Number of audit observations and cases of non-conformity • Resources adequately meets the requirement of activities/programs |
| Quality Assurance Procedures | <ul style="list-style-type: none"> • Preparation of Annual Work Plan & Budget • Annual Procurement Plan of training materials, tools and equipment |

QAP 2.1.1: Preparation of Annual Budget

Objective & Scope: This procedure describes the preparation of annual budget

Responsibility: Director II , Accountant and Instructors

Activities:

- Conduct consultation meeting with staff on budget preparation
- Prepare budget proposals as per the directives (circulars and budget call) and based on FYP and Annual Work Plan & Budget with review of previous year AWPB
- Records maintained by Accountant

QAP 2.1.2: Procurement of training materials, tools and equipment

Objective & Scope: This procedure describes methods for procurement of training materials, tools and equipment

Responsibility: Director II, Admin. Asst.

Activities:

- Procurement for training materials based on training plan & budget availability
- Process for procurement according to procurement rule.
- Receive and verify the procured equipment/training materials/tools before passing the bill by Admin. and Accounts
- Goods entered in stock & issue register

| Parameter 2.2: HR Management and Development | |
|---|--|
| Criterion | The institute has clearly developed roles and responsibilities for all its' staff including HRD plans with procedures for availing professional development. |
| Indicators | <ul style="list-style-type: none"> • Clearly defined job descriptions for all staff • Existence of HRD Plan • Staff and trainers undergo professional development • HR committee for RDTC instituted |

| | |
|------------------------------------|--|
| Quality Assurance Procedures (QAP) | <ul style="list-style-type: none"> • Job Description and reporting procedures • Recruitment & Hiring Procedure • Performance Appraisal • HR and Professional Development |
|------------------------------------|--|

QAP 2.2.1: Job description and reporting procedures

Objective & Scope: This procedure describes positions in the organization structure and line of reporting

Responsibility: Director II, Trainers, Admin. & Finance and General staff

Activities:

- Individual job descriptions will be prepared drawing from the generic job descriptions of RCSC
- Supervisory & Reporting procedure will be developed

QAP 2.2.2: Recruitment & Hiring Procedure

Objective & Scope: This procedure will describe the process of Recruitment and Hiring staff

Responsibility: Adm. Asst.

Activities:

- Staff Requisition will be submitted as per the approved staffing pattern to HRMD/MoAF
- Based on the procedure, recruitment will be done.
- Records maintained by Adm. Assistant

QAP 2.2.3: Performance Appraisal

Objective & Scope: This procedure will describe the process of target setting and performance evaluation and processing for promotion based on BCSR 2012/MAX ONLINE.

Responsibility: Director II and Admin.

Activities:

- Set performance target through IWP and incorporate in MAX online which will be monitored in line with reporting protocol
- Annual performance appraisal shall be processed as per protocol and moderated
- Records maintained by Adm. assistant

QAP 2.2.4: HR and Professional Development

Objective & Scope: This procedure will describe the process of HR and professional development of staff

Responsibility: Director II; Admin and Instructors

Activities:

- Conduct training needs assessment of the staff
- Develop HRD plan and identify funding
- Implement approved HRD plan based on priority and availability of fund
- Knowledge/experiences after training to be shared with peers
- Institute shall facilitate professional development through peer sharing & exchange activities
- Records maintained by Adm. Assistant and Trainer.

Parameter 2.3: Work Environment

| | |
|------------------------------------|--|
| Criterion | The Institute should maintain clean and safe working environment. |
| Indicators | Clean and orderly workplace and environment maintained in the Institute |
| Quality Assurance Procedures (QAP) | <ol style="list-style-type: none"> 1. Occupational Health and Safety 2. Housekeeping including campus security |

QAP 2.3.1: Occupational Health and Safety

Objective & Scope: This procedure describes the processes to create awareness and to maintain Occupational Health and Safety in the Institute

Responsibility: Director II ; Instructors; Adm and Support staff.

Activities:

- Create awareness on safety measures (during practical sessions and natural disasters) to all staff and trainees
- Access to or Referral to nearest health facilities

QAP 2.3.2 Farm Machinery including Vehicle Management

Objective & Scope: This procedure describes the basic machinery and vehicle management

Responsibility: Tractor operator including Drivers

Activities:

- Timely machinery and vehicles to be maintained and all documents to be updated
- Regular cleaning of machinery and vehicle to be done
- Tractors and vehicle to be parked in garage/office parking and driven by respective operator
- As far as possible maintain economy
- For vehicles follow vehicle movement rules of the Govt.

QAP 2.3.3: Housekeeping

Objective & Scope: This procedure describes the basic housekeeping practices to be observed for maintaining clean and conducive environment.

Responsibility: Wet sweeper;

General Activities:

- Inculcate green concept and hygiene

General activities:

- Clean the building (office, classroom, conference hall; mess hall) & segregate and dispose waste.
- Toilet/bathrooms including wash basins to be cleaned regularly
- Clean hostel right after training is completed.
- Clean the ceiling fans, windows, window panes, walls, gutters
- Involve in farm development as & when required

QAP 2.3.4 Campus Security

Responsibility: Night Guard

General Activities:

- Opening & closing office
- Ensure that all doors are locked and lights are switched off & equipment shut down
- Ring the bell/blow whistle at night at regular intervals
- Make regular round at night to safe guard Govt. Property
- Note any visitors entering the campus
- Take stock of damaged switches/bed spreads/pillow/furniture and refund from trainees for damages
- Attend to other works as and when required

QAP 2.3.5 Mess Management

Responsibility: Cook

General Activities

- Maintain food hygiene
- Wash the kitchen & mess along with kitchen equipments timely

- Manage kitchen waste properly (segregate for disposal and feed)
- Take utmost care of kitchen items & report damage immediately to the admin assistant.
- Maintain small herb and condiment garden near kitchen
- Whenever there is no training activities join the farm labour in farm development activities.

QAP 2.3.6 Farm & Garden Management

Responsibility: Gardener

General Activities:

- Plant & water flower gardens regularly
- Collect seeds/cuttings and maintain flower & herbal nursery (flower nursery target to be fixed)
- Manage orchid shed net
- Join farm development work as and when required

Responsibility: Farm Labours

General Activities:

- Maintain the working time(8am to 4pm)
- Works to be carried as per *monthly work-plan* & as per instruction of concerned supervisor.
- Should respect any task assigned by the office during office hours and holidays.
- Should maintain farm as per standard good practices
- Dairy; poultry; piggery farm to be maintained as per *Standard Operating Procedure (SOP) to be prepared/issued separately*

| Parameter 2.4: Institute estate management | |
|--|--|
| Criterion | The institute infrastructure and facilities are cared and managed in conditions |
| Indicators | <ul style="list-style-type: none"> • Infrastructure maintained regularly • A well maintained and functional Institute : Estate and Facilities (water supply, leakage, damage, breakage, proper drainage etc) managed |
| Quality Assurance Procedures (QAP) | Regular update on repair and maintenance |

QAP 2.4.1: Repair and Maintenance of Infrastructure

Objective & Scope: This procedure describes the processes involved in repair and maintenance of Institute Infrastructure

Responsibility: Director II/Technician/ Adm.Asst

Activities:

- Assess and evaluate conditions of existing infrastructure and facilities as and when required.
- Quantify amount of repair and maintenance works
- Prepare estimate and costing for the repair and maintenance works
- Award and execute work based on the degree of work load as per financial Rules and Regulations
- Monitor progress and quality of work
- Undertake handing taking of facilities upon completion
- Records maintained by Adm. Asst. and accounts

| Parameter 2.5: Management of Tools, Equipment and Materials | |
|---|---|
| Criterion | The Institute has adequate and well maintained tools, equipment and materials |

| | |
|------------------------------------|---|
| Indicators | <ul style="list-style-type: none"> • Inventory management system • Conditions of tools and equipment well maintained • Availability of tools and equipment as per training program |
| Quality Assurance Procedures (QAP) | <ol style="list-style-type: none"> 1. Inventory Management 2. Procedure for Obtaining Tools & Equipment for training 3. Repair and Maintenance of tools & equipment 4. Management of training materials |

QAP 2.5.1: Inventory Management

Objective and Scope: This procedure describes the processes for Inventory Management

Responsibility: Store in-charge

Activities

- Store in-charge to maintain the central inventory of fixed assets, training materials, stationeries

| | | |
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| RDTC, | Quality Manual | Date of Issue:1.1.2018 |
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- Director II to monitor use of goods issued
- Records maintained by Store in-charge

QAP 2.5.2: Procedure for obtaining tools & equipment for training

Objective and Scope: This procedure describes the processes for obtaining Tools and Equipment

Responsibility: Store in-charge and concerned Trainer

Activities;

- Prepare plan for tools and equipment referring existing Inventory
- Submit requisition as per training plan to the store in-charge
- Prepare tools & equipment as per the requisition
- Return the tools & equipment after use
- Check the conditions upon receiving
- Records maintained by Store in-charge.

QAP 2.5.3: Repair and Maintenance of tools & equipment

Objective and Scope: This procedure describes the processes involved in maintenance of tools and equipment for training in the Institute

Responsibility: Store in-charge, and concerned trainer

Activities:

- Carryout maintenance of training equipment and machines as and when required
- Maintain and update maintenance and repair records.
- Ascertain the requirement for new equipment, facilities and training materials

QAP 2.5.4: Management of training tools and materials

Objective and Scope: This procedure describes the processes for managing training materials

Responsibility: Store in-charge and concerned Instructors

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| Zhemgang | Process 3: Trainees' support services | Revision no: 02 |
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Activities

- Training materials are received and stored centrally by Store In-charge and issued based requisition to respective trainers and stocks updated in stock register

| Parameter 3.1: Guidance Services | |
|---|---|
| Criterion | A Guidance Services are made available to all trainees |
| Indicators | <ul style="list-style-type: none"> • Regular Guidance & relevant information is provided |
| Quality Assurance Procedures (QAP) | 1. Procedure for Guidance Services |

QAP-3.1.1 Guidance Services

Objective and Scope: This procedure describes processes for providing guidance.

Responsibility: Director II & Instructors

Activities:

- Training coordinator shall provide regular guidance and information to the trainees.
- Record of technical issues shall be maintained

| Parameter 3.2: Extra Curricular and Social activities | |
|--|--|
| Criterion | All trainees have access to facilities and support services, enabling them to participate actively in extra-curricular and social activities. |
| Indicators | <ul style="list-style-type: none"> • Sports, games and social events organized as per the annual calendar. • Number of social services provided to the local community yearly. |
| Quality Assurance Procedures (QAP) | 1. Regular Extra-curricular and Social activities are organised |

QAP – 3.2.1: Procedure for organizing Extra-curricular and Social activities

Objective & Scope: This procedure describes essential extra-curricular and social activities to be facilitated for physical fitness, to build the spirit of sportsmanship & volunteerism.

Responsibility: Games and Sports In-charge, instructor

Activities:

- Provide sports facilities
- Organize community services

| Parameter 3.3: Trainees' welfare | |
|---|---|
| Criterion | All trainees have access to basic health facilities. |
| Indicators | <ul style="list-style-type: none"> • Trainees have access to basic health facilities |

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| Quality Assurance Procedures (QAP) | 1. Procedure for Trainees' medical aid |
|------------------------------------|--|

QAP – 3.3.1: Procedure for Trainees' Welfare

Objective & Scope: This procedure describes providing welfare services and support to the trainees

Responsibility: Director II/Instructor

Activities:

- Provide timely & appropriate services for trainees during emergency and for trainees with special medical needs.
- Maintain basic first aid kit/facilities with training program to staff
- Referral to nearest health facilities

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| RDTC,Zhemgang | Quality Management Manual | Date of Issue:1.1.2018 Revision no: 02 |
| | Process 4: Trainees Registration and selection | |

| Parameter 4.1: Registration and selection of trainees | |
|---|--|
| Criterion | The trainees are identified based on criteria |
| Indicators | <ul style="list-style-type: none"> • Identification of trainees based on criteria • Training calendar disseminated through web; through Dzongkhag/Geog |
| Quality Assurance Procedures(QAP) | 1. Procedure for trainees selection/registration |

QAP 4.1.1: Procedure for registration

Objective & Scope: This procedure describes the registration of trainees

Responsibility: Director II; Instructors.

Activities:

- Develop registration form
- Compile and consolidate registered candidates in an agreed format/database
- Information on gender segregated list maintained year wise
- Records maintained by Adm. Assistant

QAP 4.1.2: Procedure for selection of trainees

Objective & Scope: This procedure describes the fair and transparent selection of trainees.

Responsibility: Director II /instructors

Activities:

- Selection of trainees based on criteria
- Records maintained by Adm. Assistant

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Parameter 5.1: Continuous Assessment

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| Criterion | Assessment conducted for competencies of trainee. Use of assessment methods like questionnaire survey and focussed group survey will be employed |
| Indicators | <ul style="list-style-type: none"> Records of assessment & evaluation maintained. |
| Quality Assurance Procedures (QAP) | 1. Procedure for conducting assessment |

QAP 5.1.1: Procedure for conducting Assessment

Objective & Scope : This procedure describes how to conduct Assessment

Responsibility: Director II, Instructor

Activities:

- Conduct assessment for every training program
- Compile report and evaluate.
- Assessment attached as part of training report
- Records maintained by training coordinator

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| RDTC,Zhemgang | Quality Management Manual | Date of Issue:1/1/2018 Revision no: 02 |
| | Process 6: Process of handling of complaints and non-compliances | |

| Parameter 6.1: Institute Rules and Regulations | |
|---|---|
| Criterion | All trainees and staff are aware of the institute's do's and don'ts |
| Indicators | <ul style="list-style-type: none"> • Trainees and staff fully aware of the Institute rules and regulations • Actions taken in case of non compliances by trainees • Institute has disciplinary committee |
| Quality Assurance Procedures (QAP) | <ol style="list-style-type: none"> 1. Procedure for creating awareness on Institute Do's and Don'ts 2. Procedure for control of non-compliances |

QAP 6.1.1: Procedure for creating awareness on Institute Rules and Regulations

Responsibility: Director II /Instructors

Objective & Scope: This procedure describes activities to create awareness on institute rules and regulations.

Activities:

- Orientation and induction of new staff on rules and regulations, and Trainers code of conduct.
- Orientation on rules & regulations and code of conduct to trainees at start of training program
- Display of general rules and regulations on notice boards & hostels

QAP 6.1.2: Procedure for Control of Non-Compliances

Objective & Scope: This procedure describes the process to identify, eliminate and prevent non-compliances

Responsibility; Director II/Instructor

Activities:

- Disciplinary committee will analyze non compliance and decide on course of action.
- Training coordinator will identify preventive actions to eliminate potential non-conformities. Record of non-conformities will be monitored and reviewed.
- Trainees shall obtain 90% attendance to attend for final assessment.

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| RDTC,Zhemgang | Quality Management Manual | Date of Issue:1.1.2018 Revision no: 02 |
| | Process 7: Internal Auditing and Management Review | |

| Parameter 7.1: Conducting Internal Quality Audit and Management Review | |
|---|---|
| Criterion | The Internal Audit is conducted to determine whether the implementation of QMS is in compliance with the approved QMS manual. |

| | |
|------------------------------------|---|
| Indicators | <ul style="list-style-type: none"> • Internal Quality Audit schedule is prepared, and audit is undertaken • Audit report submitted to quality coordinator followed by discussion at management review meeting and corrective and preventive actions prepared. |
| Quality Assurance Procedures (QAP) | <ol style="list-style-type: none"> 1. Procedure for conducting Internal Quality Audit 2. Procedure for conducting management review meetings |

QAP 7.1.1: Procedure for conducting Internal Audit

Objective & Scope: This procedure covers how to conduct the internal quality audits.

Responsibility: Internal Auditor (nominated rotation wise among instructors & Adm)

Activities

- The Internal Auditor should prepare the Audit Plan.
- The Internal Auditor should study the following Documents:-
 - Quality Manual
 - Relevant Procedures
 - Forms & Records
 - Previous Audit report/findings
 - List of corrective actions to be taken
- The Internal Auditor should prepare the audit report using prescribed form for reporting
- The Internal Auditor should submit the report to management review meeting.
- The Internal Auditor should schedule follow up on findings.
- Quality Audits are carried out half yearly to cover all the sections in the Institute.
- Corrective and preventive actions are discussed at the Management Review meeting
- The Internal Auditor should assist the Audit team at the time of external auditing

QAP 7.1.2: Procedure for conducting Management Review Meeting

Objective & Scope: This procedure describes the method of conducting the Management Review Meeting of all quality activities

Responsibility: Director II/Instructor/Adm.

Activities:

- Management Review Committee shall be established.
- The Director II shall chair the Management Review Meeting
- Management Review Meeting is held semi-annually or as and when required.
- Progress and status of corrective & preventive actions will be reviewed based on Audit Report.
- Meetings recorded and distributed by the Internal Auditor.

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| RDTC,Zhemgang | Quality Management Manual | Date of Issue:1.1.2018 Revision no: 02 |
| | Process 8: Internal Monitoring and Measuring System | |

| Parameter 8.1: Internal Monitoring | |
|---|--|
| Criterion | The institute maintains effective monitoring system to ascertain the quality and standard of training. |
| Indicators | <ul style="list-style-type: none"> Monitoring of training closely done by the concerned trainer |
| Quality Assurance Procedures (QAP) | 1. Procedure for internal monitoring |

QAP 8.1.1: Procedure for internal monitoring system

Objective & Scope: This procedure describes the Internal Monitoring System.

Responsibility: Instructors

Activities

- Class attendance record of trainees shall be monitored
- Staff attendance record shall be monitored and verified by Adm.
- Director II shall monitor trainees' log and other records maintained by Instructor
- Director II shall monitor theory and practical class regularly through planned visit
- During assessment, Director II should monitor and ensure that a proper time table is prepared and assessment is conducted smoothly.

| Parameter 8.2: Measurement, Analysis and Improvement | |
|---|---|
| Criterion | Measurement, analysis and improvements are planned and implemented as per the corrective and preventive Action Plan prepared based on the Quality Audit. |
| Indicators | <ul style="list-style-type: none"> Existence of corrective and preventative action plan Number of observations of the Quality Audit |
| Quality Assurance Procedures (QAP) | Procedure for implementing corrective and preventive Action Plan |

QAP 8.2.1: Procedure for implementing corrective and preventive action plan

Objective & Scope: This procedure describes the method of implementing Preventive and Corrective actions

Responsibility: Director II /Instructor/Adm.

Activities:

- Management shall demonstrate conformity of the QMS through periodic Audits and Management Review Meetings
- Institute shall ensure conformity of the Quality Management System through Corrective and Preventive Action Plans
- Management review committee shall review the effectiveness of the implementation of corrective and preventive actions plan and take action accordingly.

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| RDTC,Zhemgang | Quality Management Manual | Date of Issue:1.1.2018 Revision no: 02 |
| | Process 9: Process of internal and external communication | |

| Parameter 9.1: Internal Communication | |
|--|---|
| Criterion | An effective internal communication channel is established through the reporting protocol |
| Indicators | <ul style="list-style-type: none"> • Intra-Office memos for staff are circulated through Notice file/board & email • Copies of circulars, notices, memos that need attention from staff are circulated through the Staff notice file and notice boards. • Important decisions are communicated to the staff through the general staff meeting • Day to day important information is disseminated to the staff and trainees through notice board/class assembly. |
| Quality Assurance Procedures (QAP) | <ol style="list-style-type: none"> 1. Communicating with staffs 2. Communicating with trainees |

QAP 9.1.1 Communicating with staffs

Objective & Scope: The objective of this procedure is to establish an effective system of communication within the staff. This in turn is intended to ensure efficient functioning in a transparent approach.

Responsibility: Director II and Adm Assistant

Activities:

- General staff meetings will be periodically conducted
- Memos/notices/circulars/orders will be circulated through appropriate medium (ICT, telephone, mobile, notice board, meetings etc)
- Face to face communication with individual staff will be employed
- Staff notice file shall be maintained.
- Notice board shall be displayed in a prominent place in the administration building
- Using Email to circulate the soft copy of important information shall be encouraged.

QAP 9.1.2 Communicating with trainees

Objective & Scope: The objective of this procedure is to establish standard practices for effective communication and information with the trainees.

Responsibility: Director II and Instructor

Activities

- General announcements during gatherings
- Meetings with trainee counsellor/captains
- Trainees' notice board shall be displayed in a place that is most accessible
- Face to face communication shall be employed wherever possible

| Parameter 9.2: External Communication | |
|--|---|
| Criterion | Institute to establish external communication system to advocate to potential clients (youths), facilitate collaborations through institutional linkages, promote training programs |
| Indicators | <ul style="list-style-type: none"> • Training plan shared through websites/facebook page, blogs, printed newsletter, Letter to Dz/Geogs |

| | |
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| | <ul style="list-style-type: none"> • Field visits and participation in fairs |
| Quality Assurance Procedures (QAP) | 1. Procedure for Institute Advocacy |

QAP 9.2.1: Procedure for Institute Advocacy

Objective & Scope: This procedure describes some of the Advocacy strategies to promote institute programs and services

Responsibility: Director II , Instructor, Admin

Activities:

- Maintain and update information in the Website/facebook page
- Publish publicity materials for information sharing via media (print and broadcast); news articles
- Participate in Fairs, Exhibitions, Shows etc
- Appoint media spokesperson for the Institute
- Conduct regular exchange visit

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| RDTC,Zhemgang | Quality Management Manual | Date of Issue: 1.1.2018 Revision no: 02 |
| | Process 10: Process of Document Control and Record | |

| Parameter 10.1: Process of Recording | |
|---|--|
| Criterion | A sound and up-to-date recording process maintained for transparency, easy access, validity, and reliability. |
| Indicators | <ul style="list-style-type: none"> Information up to date & available as and when required Required information accessible by staff & trainees Reliable and functional Computerized Inventory Management System Information available to public through website/facebook |
| Quality Assurance Procedures (QAP) | <ol style="list-style-type: none"> Procedure for maintaining Inventory system Procedure for maintaining trainee record Procedure for maintaining staff record Procedure for maintaining training record Procedure for maintaining administrative record |

QAP-10.1.1: Procedure for maintaining Inventory system

Objective & Scope: This procedure describes the system of maintaining inventories in the Institute

Responsibility: Director II, Store In-charge, Adm. Asst, Instructors

Activity:

- Maintain inventory for fixed assets as per Property Management Manual
- Maintain inventory of facilities and amenities as per Procurement Management Manual

QAP-10.1.2: Procedure for maintaining Trainee Record

Objective & Scope: This procedure describes maintaining up to date trainees' record

Responsibility: Instructor, Admin. Asst

Activities:

- Trainees database maintained and monthly backed up
- Success stories, tracer & training reports maintained regularly

QAP-10.1.3: Procedure for maintaining Staff Record

Objective & Scope: This procedure describes maintaining up to date record of staff through proper filing system.

Responsibility: Adm. Assistant

Activities:

- Maintain and update personal file for each staff as per BCSR

QAP-10.1.4: Procedure for Maintaining Training Record

Objective & Scope: This procedure describes maintaining up to date record of training program.

Responsibility: Director II , Trainer, Admin Asst.

Activities:

- Maintain and update Annual training calendar/five year plan
- Maintain logbooks by concerned instructors

- Maintain feedback report from the trainees
- Maintain Tracer Study Report
- Maintain Assessment Record

QAP-10.1.5: Procedure for Maintaining Administrative Record

Objective & Scope: This procedure describes the maintenance of various administrative documents and records for Institute.

Responsibility: Adm. Assistant, Accountant

Activities:

- Maintain all general correspondences (internal and external)
- Maintain minutes of the meetings, reports and publications
- Maintain financial records
- Maintain proper filing system

Training Plan



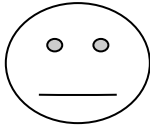

| <i>Sl.No</i> | <i>Year</i> | <i>Jul 2014</i> | <i>Aug 2014</i> | <i>Sep 2014</i> | <i>Oct 2014</i> | <i>Nov 2014</i> | <i>Dec 2014</i> | <i>Jan 2015</i> | <i>Feb 2015</i> | <i>Mar 2015</i> | <i>Apr 2015</i> | <i>May 2015</i> | <i>Jun 2015</i> | <i>Total</i> |
|---------------------|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|---------------------|
| <i>1</i> | <i>CLT</i> | | | | | | | | | | | | | |
| <i>2</i> | <i>FBT</i> | | | | | | | | | | | | | |
| <i>3</i> | <i>In-service (others)</i> | | | | | | | | | | | | | |
| <i>4</i> | <i>School Agriculture Program</i> | | | | | | | | | | | | | |

| | |
|--|--|
| Assignment Sheet | |
| To | |
| From | |
| Topic | |
| Task | |
| Group Formation and working place | |
| Procedure | |
| Due | |
| Expected result, criteria: | |
| Presentation | |

| | |
|--------------------|-------------------------|
| Lesson Plan | |
| Subject: | Sector/Semester: |
| Unit: | Teacher : |
| Topic: | Date/Time: |

| | | | |
|--------------------------------------|----------------------------------|-----------------------|--------------|
| <i>C/W/F/C</i> | | <i>Remarks:</i> | |
| <i>Objective</i> | | | |
| <i>Materials, Tools, Equipments:</i> | | <i>Teaching Aids</i> | |
| <i>Remarks</i> | | | |
| <i>Time</i> | <i>Content: steps/key points</i> | <i>Acting pattern</i> | <i>Means</i> |
| | <i>Opening:</i> | | |
| | <i>Main body</i> | | |
| | <i>Closing</i> | | |

Feedback Form

| General feed back | Excellent  | Good  | Average  | Poor  |
|---------------------------|---|--|--|--|
| Teaching | | | | |
| Materials/handouts | | | | |
| Lesson Learned | | | | |
| Venue | | | | |
| Food | | | | |
| Lodge | | | | |
| Duration | | | | |

General comments:-