



Human Resource
Development
for
Research Excellence



RUBBER RESEARCH INSTITUTE OF SRI LANKA

2026 - 2030

PREFAC

The Human Resource Development (HRD) Plan of the Rubber Research Institute of Sri Lanka (RRISL) has been prepared to support the effective implementation of the Corporate Plan 2026–2030 and to ensure the availability of a competent, motivated, and future-ready workforce. As the premier national research institution serving the rubber sector, RRISL’s greatest asset lies in the knowledge, expertise and dedication of its human resources. Sustained institutional excellence and innovation, therefore depend on systematic and strategic investment in staff development.

This HRD Plan provides a structured framework for workforce planning, recruitment, capacity building, performance management, leadership development & succession planning throughout the Corporate Plan period. It aligns human resource initiatives with the Institute’s statutory mandate, national development priorities, and emerging technological advancements in the rubber industry. The Plan also emphasizes merit-based recruitment, continuous professional development, exposure to national and international training opportunities, and the strengthening of managerial and technical competencies across all staff categories.

The successful implementation of this HRD Plan requires the collective commitment and active participation of all levels of staff. Through systematic monitoring and evaluation, the Institute will ensure that HRD initiatives remain responsive, results-oriented, and aligned with RRISL’s long-term sustainability, institutional resilience and service to the rubber sector of Sri Lanka.

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1. Introduction to the Rubber Research Institute of Sri Lanka

The Rubber Research Institute of Sri Lanka (RRISL) is the national agency, statutorily mandated to undertake comprehensive research and development in rubber agronomy and technology, together with the dissemination of proven technologies to stakeholders, in alignment with national priorities for the sustainable development of the rubber industry. The Institute has played a pivotal role in enhancing productivity, promoting value addition, and ensuring environmental sustainability across the rubber value chain for over a century. RRISL holds the distinction of being the world's oldest Rubber Research Institute, with an uninterrupted record of scientific contributions that have significantly advanced both the agronomic and technological dimensions of the global rubber sector.

The strategic direction and policy guidance of the Institute are provided by the Rubber Research Board (RRB), which ensures that research and development programmes are responsive to national development goals and evolving global market dynamics. Through this policy framework, the Institute is positioned to strengthen its competitiveness, foster innovation, and enhance its standing and recognition on the international platform, while addressing emerging challenges such as climate change, sustainability compliance, and technological transformation within the rubber industry.

Research and development activities are implemented through nine agronomy-oriented Departments/Units/Sections, and four technology-oriented Departments that provide cross-cutting expertise in various disciplines. The Institute's research, extension, and technology transfer functions are further strengthened by well-established administrative, financial, and technical support units, which ensure efficient institutional operations, effective service delivery to stakeholders, and optimal utilization of human and financial resources. Those activities are coordinated through the main station located at Agalawatta, accompanied by a network of strategically distributed sub-stations at Ratmalana, Nivithigalakale, Kuruwita, Polgahawela, and Moneragala covering diverse agro-ecological zones.

2. Introduction to the Human Resource Development

Human capital is recognized as the most valuable asset of the Rubber Research Institute, particularly in the context of driving research innovations and generating intellectual outputs essential for the sustainable development of the rubber industry. Accordingly, Human Resource Development (HRD) is positioned as a strategic enabler for the achievement of corporate objectives, in alignment with the institutional mandate and the national priorities during the Corporate Plan period 2026–2030.

The HRD Plan provides a comprehensive and integrated set of strategies with a strong emphasis on systematic human resource planning, targeted training and capacity building, structured career development, leadership cultivation, and proactive succession planning. It ensures that workforce requirements are carefully assessed and aligned with the Institute’s strategic priorities, while addressing existing and emerging competency gaps.

The Plan promotes continuous professional development through specialized technical training, research exposure, higher education opportunities, and skill enhancement programs tailored to scientific, technical, administrative, and support staff. Career development mechanisms are designed to create clear progression pathways, strengthen employee engagement, and foster a culture of merit-based advancement and accountability. Leadership development initiatives focus on nurturing managerial and strategic capabilities among senior officers to effectively guide multidisciplinary teams and institutional programmes. Succession plan ensures institutional continuity by identifying and preparing potential successors for key positions. In addition, the Plan incorporates robust monitoring and evaluation mechanisms to assess performance, measure the impact of HRD interventions, and facilitate continuous improvement of systems and processes.

Collectively, these strategic HRD components are designed to ensure the availability of a competent, motivated, adaptable, and performance-oriented workforce capable of driving innovation, enhancing productivity, and supporting the long-term sustainability and resilience of the rubber industry.

3. Vision and Mission of Human Resource Development

The HRD vision is to develop and sustain a highly competent, inspired, and results-oriented workforce that advances scientific excellence, fosters innovation, and delivers evidence-based solutions to effectively serve the rubber industry, in alignment with national development priorities.

The HRD mission will be pursued through clearly defined strategic objectives, targeted tactical interventions, priority programs/activities supported by measurable Key Performance Indicators (KPIs) and an indicative budget framework. This structured approach will ensure for systematic and sustainable human capital development throughout the five-year Corporate Plan period.

4. Strategic Objectives of Human Resource Development

HRD strategic objectives represent the long-term goals that translate the institute's vision into actionable directives. They provide structured guidance for the formulation and implementation of action plans throughout the Corporate Plan period.

- To ensure optimal human resource planning and deployment
Ensure the availability, continuity, and effective deployment of competent scientific, technical, and administrative personnel in alignment with institutional mandate, emerging research priorities, and the evolving needs of the rubber sector.
- To strengthen scientific, technical, and managerial competencies
Enhance the knowledge, skills, and professional competencies of staff through structured training programmes, targeted capacity-building initiatives, and continuous career development, thereby supporting research excellence, innovation and institutional performance.
- To develop future-ready leadership and succession capacity
Establish a systematic leadership development and succession planning framework to ensure institutional stability, effective governance, and sustained organizational performance.

5. Strategic Directives of Human Resource Development

The HRD strategic directives serve as operational instruments for translating Human Resource Development objectives into actionable programmes/activities. These directives provide clear guidance on ensuring that HRD interventions are systematically aligned with the Institute's strategic goals. This approach helps to transform the HRD strategic directives into measurable outcomes, thereby strengthening institutional capacity and supporting the achievement of corporate objectives during the Corporate Plan period 2026–2030.

5.1 Human Resource Planning

Maintenance of comprehensive human resource profile is essential for effective organizational planning in terms of identifying existing human resource capacity and gaps. This enables proper human resource planning by outlining the number, categories, qualifications, and distribution across divisions and then forecasting future staffing requirements. These staffing information ensures realistic administrative and financial planning, strengthen succession planning and risk management proactively to prevent disruptions in corporate actions. Additionally, transparent staffing records enhance accountability, performance monitoring, and organizational efficiency. Details of the human resource profile is illustrated in Table 1, 2 and 3.

Table 1: Summary of the Human Resource Profile of the Institute

Service Level	Approved Staff	Existing Staff	Vacancies	Surplus
Senior Level	88	29	59	0
Tertiary Level	65	37	28	0
Secondary Level	145	72	73	0
Primary Level	162	135	48	19
Total	460	273	187	19

Table 2: Analysis of the Particulars of the Staff of the Institute

Service Level	Post	Applicable Service	Grade	Salary Code	Staff as at 01.01.2026		
					Approved Staff	Existing Staff	Vacancies
Senior Level	Director	Senior Manager	-	HM 2-3	1	0	1
	Additional Director	Senior Manager	-	HM 2-1	1	0	1
	Deputy Director Research (Biology)	Senior Manager	-	HM 1-3	1	0	1
	Deputy Director Research (Technology)	Senior Manager	-	HM 1-3	1	0	1
	Deputy Director (Administration)	Senior Manager	-	HM 1-2	1	0	1
	Head of Research Department	Senior Manager	-	HM 1-3	10	2	8
	Principal Research Officer	Senior Manager	-	HM 1-3	14	4	10
	Principal Advisory Officer	Senior Manager	-	HM 1-3	1	0	1
	Senior Accountant	Senior Manager	-	HM 1-2	1	0	1
	Senior Estate Manager	Senior Manager	-	HM 1-1	1	1	0
	Senior Research Officer	Senior Academic & Research	-	AR -2	19	6	13
	Senior Advisory Officer	Senior Academic & Research	-	AR -2	2	1	1
	Research Officer	Academic & Research	II/I	AR -1	26	11	15
	Advisory Officer	Academic & Research	II/I	AR -1	3	0	3
	Accountant	Manager	II/I	MM 1-2	1	1	0
	Resident Engineer	Manager	II/I	MM 1-2	1	0	1
	Senior Administrative Officer	Manager	II/I	MM 1-2	1	1	0
	Network Administrator	Manager	II/I	MM 1-2	1	1	0
	Internal Auditor	Manager	II/I	MM 1-2	1	1	0
	Estate Manager	Manager	II/I	MM 1-2	1	0	1

Service Level	Post	Applicable Service	Grade	Salary Code	Staff as at 01.01.2026		
					Approved Staff	Existing Staff	Vacancies
Tertiary Level	Registered Medical Practitioner	Junior Manager	II/I	JM 1-2	1	0	1
	Accounts and Procurement Officer	Junior Manager	II/I	JM 1-2	1	1	0
	Administrative Officer	Junior Manager	II/I	JM 1-2	2	1	1
	Assistant Training Officer	Junior Manager	II/I	JM 1-2	1	1	0
	Personal Assistant Chairman's	Junior Manager	II/I	JM 1-2	1	0	1
	Personal Assistant Director's	Junior Manager	II/I	JM 1-2	1	0	1
	Engineering Assistant	Junior Manager	II/I	JM 1-2	1	1	0
	Librarian and Publication Officer	Junior Manager	II/I	JM 1-2	1	1	0
	Human Resource Development Officer	Junior Manager	II/I	JM 1-2	1	0	1
	PRO / Welfare Officer	Junior Manager	II/I	JM 1-2	1	0	1
	Experimental Officer	Operational Level / Instructional	III/II/I	MA-4	30	19	11
	Audio Visual Production Officer	Operational Level / Instructional	III/II/I	MA-4	1	0	1
	Translator	Operational Level / Instructional	III/II/I	MA-4	1	0	1
	Rubber Extension Officer	Operational Level / Instructional	III/II/I	MA-4	22	13	9

Service Level	Post	Applicable Service	Grade	Salary Code	Staff as at 01.01.2026		
					Approved Staff	Existing Staff	Vacancies
Secondary Level	Technical Officer (Research & Development)	Management Assistant Technical	III/II/I	MA 2-2	51	25	26
	Technical Officer (Audio Visual)	Management Assistant Technical	III/II/I	MA 2-2	1	0	1
	Technical Officer (Instrument)	Management Assistant Technical	III/II/I	MA 2-2	2	0	2
	Technical Officer (Computer Hardware)	Management Assistant Technical	III/II/I	MA 2-2	1	0	1
	Technological Office (Civil)	Management Assistant Technical	III/II/I	MA 2-2	1	1	0
	Technological Office (Electrical)	Management Assistant Technical	III/II/I	MA 2-2	1	0	1
	Technological Office (Mechanical)	Management Assistant Technical	III/II/I	MA 2-2	1	1	0
	Library Assistant/Publication Assistant	Management Assistant Technical	III/II/I	MA 2-2	2	0	2
	Management Assistant (Store-keeping)	Management Assistant Technical	III/II/I	MA 2-2	2	0	2
	Transport Officer	Management Assistant Technical	III/II/I	MA 2-2	1	1	0
	Management Assistant (Book-keeping)	Management Assistant Technical	III/II/I	MA 2-2	1	0	1
	Factory Officer	Management Assistant Technical	III/II/I	MA 2-2	1	0	1
	Field Officer	Management Assistant Technical	III/II/I	MA 2-2	12	3	9
	Pharmacist	Management Assistant Technical	III/II/I	MA 2-2	1	0	1
	Telephone Operator/ Receptionist	Management Assistant Non-Technical	III/II/I	MA 1-2	2	2	0
	Management Assistant	Management Assistant Non-Technical	III/II/I	MA 1-2	65	39	26

Service Level	Post	Applicable Service	Grade	Salary Code	Staff as at 01.01.2026		
					Approved Staff	Existing Staff	Vacancies
Primary Level	Driver	Primary Level-Skilled	III/II/I	PL -3	30	17	13
	Electrician / Linesman	Primary Level-Skilled	III/II/I	PL -3	4	2	2
	Carpenter	Primary Level-Skilled	III/II/I	PL -3	4	2	2
	Mason	Primary Level-Skilled	III/II/I	PL -3	4	0	4
	Plumber	Primary Level-Skilled	III/II/I	PL -3	2	2	0
	Polisher / Painter	Primary Level-Skilled	III/II/I	PL -3	1	0	1
	Mechanic	Primary Level-Skilled	III/II/I	PL -3	1	0	1
	General Mechanic	Primary Level-Skilled	III/II/I	PL -3	1	1	0
	Motor Mechanic	Primary Level-Skilled	III/II/I	PL -3	2	0	2
	Refrigeration/ Air Mechanic / Electrician	Primary Level-Skilled	III/II/I	PL -3	1	1	0
	Tinker/Painter	Primary Level-Skilled	III/II/I	PL -3	1	1	0
	Tinker/Welder	Primary Level-Skilled	III/II/I	PL -3	1	1	0
	Blacksmith	Primary Level-Skilled	III/II/I	PL -3	1	1	0
	Laboratory Attendant	Primary Level-Semi Skilled	III/II/I	PL -2	46	33	13
	Junior Assistant Field Officer *	Primary Level-Semi Skilled	III/II/I	PL -2	0	2*	0
	Guest House Keeper/Circuit Bungalow Keeper	Primary Level-Semi Skilled	III/II/I	PL -2	2	0	2
	Labour	Primary Level-Unskilled	III/II/I	PL -1	1	1	0
	Creche Attendant/ Office/Library/ Stores/Club Attendant	Primary Level-Unskilled	III/II/I	PL -1/2	26	22	4
	Dispensary Attendant	Primary Level-Unskilled	III/II/I	PL -1	2	2	0
	Vehicle Attendant	Primary Level-Unskilled	III/II/I	PL -1	3	1	2

	Watcher	Primary Level-Unskilled	III/II/I	PL -1	10	9	1
	General Worker (Generator Operator)	Primary Level-Unskilled	III/II/I	PL -1	2	2	0
	Gardener	Primary Level-Unskilled	III/II/I	PL -1	2	2	0
	General Worker (Generator/ Water Pump Operator)	Primary Level-Unskilled	III/II/I	PL -1	3	3	0
	General Worker (Masonry)	Primary Level-Unskilled	III/II/I	PL -1	1	1	0
	General Worker (Motor Vehicle)	Primary Level-Unskilled	III/II/I	PL -1	1	1	0
	General Worker (Painting/ Polishing)	Primary Level-Unskilled	III/II/I	PL -1	1	1	0
	General Worker (Plumbing)	Primary Level-Unskilled	III/II/I	PL -1	1	1	0
	General Worker (Water Pump Operator)	Primary Level-Unskilled	III/II/I	PL -1	3	3	0
	Sanitary Attendant	Primary Level-Unskilled	III/II/I	PL -1	2	1	1
	General Worker (Carpenter)	Primary Level-Unskilled	III/II/I	PL -1	1	1	0
	General Worker (Electrical)	Primary Level-Unskilled	III/II/I	PL -1	1	1	0
	General Worker (Cooking)	Primary Level-Unskilled	III/II/I	PL -1	1	1	0
	General Worker**	Primary Level-Unskilled	III/II/I	PL -1	0	2*	0
	General Worker (Contract) ***	Primary Level-Unskilled	III/II/I	PL -1	0	17*	0
Total					460	273	187
* Personal to the Present holders							
** Recruited for permanent cadre under the designation of General Worker							
*** Appointed on a contractual basis							

Table 3: Analysis of the Particulars of the Staff of the Institute

Senior Level		Tertiary Level		Secondary Level		Primary Level	
Senior Manager (HM 2-3)		Junior Manager (JM 1-2)		Management Assistant (Technical) (MA 2-2)		Primary Level (Skilled) (PL -3)	
i.	Director	i.	Registered Medical Practitioner	i.	Technical Officer (Research & Development)	i.	Driver
				ii.	Technical Officer (Audiovisual)	ii.	Electrician/Linesman
Senior Manager (HM 2-1, HM-2-1, HM 1-3, HM 1-2, HM 1-1)		ii.	Accounts and Procurement Officer	iii.	Technical Officer (Instrument)	iii.	Carpenter
i.	Additional Director	iii.	Administrative Officer	iv.	Technical Officer (Computer Hardware)	iv.	Mason
ii.	Deputy Director Research (Biology)	iv.	Assistant Training Officer	v.	Technological Officer (Civil)	v.	Plumber
iii.	Deputy Director Research (Technolog)	v.	Personal Assistant to Chairman	vi.	Technological Officer (Electrical)	vi.	Polisher/ Painter
iv.	Deputy Director Research (Administration)	vi.	Personal Assistant to Director	vii.	Technological Officer (Mechanical)	vii.	Mechanic
v.	Head of Research Department	vii.	Engineering Assistant	viii.	Library Assistant/Publication Assistant	viii.	General Mechanic
vi.	Principal Research Officer	viii.	Librarian and Publication	ix.	Management Assistant (Store keeping)	ix.	Motor Mechanic
vii.	Principal Advisory Officer	ix.	Human Resource Development Officer	x.	Transport Officer	x.	Refrigeration/Air Mechanic/Electrician
viii.	Senior Accountant	x.	PRO/ Welfare Officer	xi.	Management Assistant (Book keeping)	xi.	Tinker/Painter
ix.	Senior Estate Manager						
Senior Academic & Research (AR-2, AR-1)		Operational Level/Instructional (MA-4)		xii.	Factory Officer	xii.	Tinker/Welder
				xiii.	Field Officer	xiii.	Blacksmith
				xiv.	Pharmacist	Primary Level (Semi-Skilled) – (PL -2)	
i.	Senior Research Officer	i.	Experimental Officer	Management Assistant (Non-Technical) (MA 1-2)			
ii.	Senior Advisory Officer	ii.	Audio Visual Producing Officer			i.	Laboratory Attendant
iii.	Research Officer	iii.	Translator	i.	Telephone Operator/Receptionist	ii.	Junior Assistant Field Officer
iv.	Advisory Officer	iv.	Rubber Extension Officer	ii.	Management Assistant	iii.	Guest House Keeper/ Circuit Bungalow Keeper

Senior Level		Tertiary Level		Secondary Level		Primary Level	
Middle Manager (MM-1-2)				Junior Manager (JM 1-2)		Primary Level (Non-Skilled) – (PL -1)	
i.	Accountant					i.	Labour
ii.	Resident Engineer					ii.	Crèche Attendant /Officer/ Library/Stores /Club Attendant
iii.	Senior Administrative Officer					iii.	Dispensary
iv.	Network Administrative Office					iv.	Vehicle Attendant
v.	Internal Auditor					v.	Watcher
vi.	Estate Manager					vi.	General Worker (Generator Operator)
						vii.	Gardener
						viii.	General Worker (Generator /Water Pump Operator)
						ix.	General Worker (Mason)
						x.	General Worker (Motor Vehicle)
						xi.	General Worker (Painting/ Polishing)
						xii.	General Worker (Plumbing)
						xiii.	General Worker (Water Pump)
						xiv.	Sanitary Attendant
						xv.	General Worker (Carpenter)
						xvi.	General Worker (Electrical)
						xvii.	General Worker (Cooking)
						xviii.	General Worker
						xix.	General Worker

5.2 Recruitment Planning

Recruitment planning is a systematic process designed to ensure that the Institute attracts, selects, and appoints suitably qualified and competent personnel in alignment with its strategic objectives and approved cadre requirements. It serves as a critical component of Human Resource Development, enabling the organization to maintain the right balance of skills, experience, and expertise necessary to fulfill its statutory mandate and corporate priorities.

Effective recruitment planning depends on current staffing levels, vacancies available, institutional priorities and government policy regulations. In addition, it incorporates budgetary considerations to ensure that appointments are financially sustainable. Timely recruitment scheduling minimizes operational disruptions and prevents skill shortages that could hinder Institutional progress. The proposed recruitment plan for the 2026-2030 period is shown in Table 4.

Table 4: Recruitment Schedule for the Institute

Service Level	Designation	Grade	Approved cadre	Recruitment schedule				
				2026	2027	2028	2029	2030
Senior Level	Director	HM 2-3	01	01				
	Additional Director	HM 2-1	01	01				
	Deputy Director Research (Biology)	HM 1-3	01	01				
	Deputy Director Research (Technology)	HM 1-3	01	01				
	Deputy Director (Administration)	HM 1-2	01	01				
	Head of Departments	HM 1-3	10	03		02		01
	Principal Research Officer	HM 1-3	14	03			02	02
	Principal Advisory Officer	HM 1-3	01				01	
	Senior Accountant	HM 1-2	01	01				
	Senior Research Officers	AR -2	19	06	02	03	02	02
	Senior Advisory Officers	AR -2	02	01		01		01
	Research Officers	AR -1 II/I	26	13		02		
	Advisory Officer	AR -1 II/I	03	02		01		

Tertiary Level	Resident Engineer	MM 1-2 II/I	01	01				
	Manager Estate	MM 1-2 II/I	01		01			
	Administrative Officer	JM 1-2 II/I	02		01			
	Registered Medical Practitioner	JM 1-2 III/II/I	01		01			
	Personal Assistant to Chairman	JM 1-2 III/II/I	01		01			
	Personal Assistant to Director	JM 1-2 III/II/I	01		01			
	HR Development Officer	JM 1-2 III/II/I	01			01		
	PRO/Welfare Officer	JM 1-2 III/II/I	01			01		
	Translator	MA-4 III/II/I	01			01		
	Experimental Officer	MA-4 III/II/I	30	06		05		
	Rubber Extension Officer	MA-4 III/II/I	22	05			05	
	Technical Officer (Instrument)	MA 2-2 III/II/I	01			01		
Secondary Level	Technical Officer (R & D)	MA 2-2 /II/I	51	15		05	03	03
	Transport Officer	MA 2-2		01				
	Field Officer	MA 2-2 III/II/I	12	04		03		02
	Technical Officer (Audio Visual)	MA 2-2 III/II/I	01		01			
	Technical Officer (Computer Hardware)	MA 2-2 III/II/I	01		01			
	Technological Officer (Electrical)	MA 2-2 III/II/I	01		01			
	Library Assistant/Publication Assistant	MA 2-2 III/II/I	02		01		01	
	Management Assistant (Store-Keeping)	MA 2-2 III/II/I	02		01		01	
	Management Assistant (Book-keeping)	MA 2-2 III/II/I	01		01			
	Factory Officer	MA 2-2 III/II/I	01		01			
	Pharmacist	MA 2-2 III/II/I	01		01			
	Management Assistant	MA 1-2 III/II/I	65		10	05	05	05

Primary Level	Laboratory Attendant	PL-2 III/II/I	46			05	05	03
	Driver	PL-3 III/II/I	30		05	04	05	04
	Electrician/Linesmen	PL-3 III/II/I	04			01	01	
	Carpenter	PL-3 III/II/I	04		02			
	Mason	PL-3 III/II/I	04		02	02		
	Motor Mechanic	PL-3 III/II/I	02		01	01		
	Polisher/Painter	PL-3 III/II/I	01			01		
	Guest House Keeper	PL-2 III/II/I	02		01			
	Vehicle Attendant	PL-1 III/II/I	03		01	01		
	Sanitary Attendant	PL-1 III/II/I	02			01		
	Crèche /Office/Club Attendant	PL-1/2 III/II/I	26			02	02	
	Watcher	PL-1 III/II/I	10				01	

5.3 Training, Capacity Building, and Career Development Planning

The Training Plan is a structured strategic framework designed to enhance the Knowledge, Skills, and Abilities (KSAs) of employees in alignment with the Institute's corporate objectives and statutory mandate. It serves as a key component of the HRD strategy, ensuring that staff members are adequately equipped to respond to emerging challenges, technological advancements, and evolving industry demands during the Corporate Plan period 2026–2030.

It prioritizes capacity building in core research disciplines, extension services, financial management, and administrative efficiency. The Plan also incorporates both technical and soft skills development, including communication, leadership, teamwork, project management, ethical governance, and digitization.

Training interventions may include in-house workshops, external training programmes, higher education opportunities, professional certifications, international exposure, collaborative research attachments, and knowledge-sharing forums.

A training need assessment based on job analysis and a training schedule based on need assessment and the financial plan are illustrated in Tables 5, 6 and 7, respectively.

Table 5: Training Need Assessment Based on Job Analysis

Job Title and Role	Key Competency Areas
Director / Additional Director/ Deputy Director (Research/Administration) Senior leadership positions within RRISL require a comprehensive set of strategic, managerial, and governance competencies to effectively guide the Institute toward achieving its long-term vision and mission.	Strategic Vision and Foresight Demonstrated capacity for strategic thinking, long-term institutional planning, and identification of innovation opportunities to strengthen the competitiveness and sustainability of the rubber industry.
	Leadership and Organizational Management Strong leadership capabilities to foster teamwork, develop human resources, cultivate a performance-driven organizational culture, and ensure institutional stability and growth.
	Change Management and Innovation Leadership Ability to manage organizational transformation and drive innovation in response to global trends, technological advancements, and evolving sectoral challenges.
	Stakeholder Engagement and Communication Proven skills in maintaining constructive relationships with government agencies, industry stakeholders, academic institutions, and development partners through effective communication and negotiation.
	International Collaboration and Networking Capacity to build strategic partnerships with international research institutions and industry bodies to facilitate knowledge exchange, technology transfer, and adoption of emerging global best practices.
	Communication, Reporting, and Accountability Competence in transparent reporting, policy articulation, and evidence-based communication to ensure institutional accountability and informed decision-making.
	Governance, Ethics, and Integrity Strong commitment to principles of good governance, ethical conduct, regulatory compliance, and institutional integrity.
Principal Research Officer/ Senior Research Officer/ Research Officer Principal Advisory Officer/ Senior Advisory Officer/ Advisory Officer Officers in the Research and Advisory streams play a central role in advancing scientific excellence, technology development, and effective	Advanced Academic Qualifications Mandatory postgraduate qualifications (Master's/Doctoral level, as applicable) in relevant disciplines to ensure strong scientific and analytical capability.
	Expertise in Modern Agricultural and Processing Technologies Comprehensive knowledge of contemporary biological sciences, agronomy, biotechnology, soil science, plant protection, rubber processing technologies, and product development to support innovation across the rubber value chain.
	Strategic Extension and Technology Transfer Capacity to design and implement effective extension strategies that bridge the gap between research findings and field-level adoption, ensuring practical application and measurable impact.
	Data Analytics and Modelling Proficiency in statistical analysis, data interpretation, predictive

knowledge transfer within the rubber sector	modelling, and evidence-based forecasting to support research planning and policy recommendations.
	Market and Trade Policy Awareness Understanding of market dynamics, trade regulations, sustainability standards, and global competitiveness to align research and advisory services with industry needs.
	Application of Artificial Intelligence and Digital Tools Ability to utilize artificial intelligence, remote sensing, GIS, and other digital technologies to enhance research efficiency, smart advisory outputs, and decision-support systems.
	Research Programme Management Competence in planning, budgeting, implementing, and evaluating research projects in accordance with institutional priorities and performance indicators.
	Leadership and Team Coordination Capability to lead multidisciplinary teams, mentor junior staff, and coordinate collaborative research and advisory initiatives effectively.
	Laboratory and Equipment Oversight Knowledge of laboratory management, calibration, quality control procedures, and equipment monitoring to ensure data accuracy, reliability, and compliance with standards.
	Communication and Reporting Skills Strong technical writing, presentation, and reporting skills to ensure transparency, dissemination of findings, and effective stakeholder engagement.
	Governance, Ethics, and Professional Integrity Commitment to ethical research practices, regulatory compliance, institutional accountability, and adherence to principles of good governance.
Senior Accountant/Accountant/ Internal Auditor Officers in the finance and audit stream play a critical role in strategic management ensuring financial integrity, regulatory compliance, and sound institutional governance	Financial Regulations and Reporting Compliance Comprehensive knowledge of public sector financial regulations, accounting standards, audit requirements, and statutory reporting frameworks to ensure full compliance and transparency.
	Budgeting, Planning, Procurement, and Cost Control Competence in financial planning, budget preparation, procurement procedures, expenditure monitoring, and cost control mechanisms to support effective resource utilization and organizational risk management.
	Financial Management Information Systems (FMIS) Proficiency in the use and oversight of financial management information systems to ensure data accuracy, internal controls, system security, and reliable financial reporting.
	Communication and Reporting Skills Ability to prepare clear, accurate, and timely financial statements, audit reports, and management reports to promote transparency and informed decision-making.

	Leadership and Team Coordination Capability to lead finance teams, coordinate with internal departments and external auditors, and ensure efficient workflow management
	Governance, Ethics, and Professional Integrity Strong commitment to ethical financial practices, accountability, internal controls, fraud prevention, and adherence to principles of good governance.
Senior Estate Manager/Estate Manager Estate Managers play a vital role in ensuring efficient field-level operations, productivity enhancement, and compliance with institutional and regulatory requirements	Budgeting, Planning, and Operational Management Proficiency in estate-level budgeting, annual work planning, resource allocation, and cost control to ensure efficient operations and effective risk management.
	Labour Law and Human Resource Management Comprehensive understanding of labour legislation, workforce planning, staff deployment, performance supervision, and industrial relations to maintain a stable and productive workforce.
	Health, Safety, and Welfare Management Ability to implement occupational health and safety standards, welfare measures, and environmental safeguards to ensure smooth and compliant estate operations
	Leadership and Supervisory Skills Strong leadership capability to manage field staff, motivate teams, resolve conflicts, and maintain operational discipline and productivity.
	Governance, Ethics, and Integrity Commitment to transparency, accountability, ethical conduct, and adherence to institutional policies and principles of good governance.
Senior Administrative Officer/Administrative Officer Administrative Officers play a key role in ensuring institutional efficiency, regulatory compliance, and smooth internal coordination.	Public Administration and Regulatory Compliance Comprehensive knowledge of public administration rules, procedures, and regulatory frameworks to ensure governance compliance and proper institutional functioning
	Human Resource Administration and Communication Proficiency in human resource administration, workflow coordination, official correspondence, and effective communication to enhance organizational efficiency.
	Financial and Asset Administration Basic competence in financial administration, budget monitoring, procurement procedures, and asset management to support internal control systems and risk mitigation.
	Leadership and Supervisory Skills Ability to supervise staff, coordinate administrative teams, manage workloads, and ensure timely delivery of administrative functions.
	Governance, Ethics, and Professional Integrity Strong commitment to transparency, accountability, ethical conduct, and adherence to principles of good governance within public sector institutions.
Works Engineer/Engineering Assistant Engineering personnel are responsible for the planning,	Engineering Design and Technical Standards Proficiency in engineering design, preparation of technical specifications, and adherence to relevant construction and engineering standards to ensure quality and compliance.
	Construction and Maintenance Management Capability to plan, supervise, and monitor construction projects,

development, and maintenance of institutional infrastructure and technical systems.	routine maintenance, and repair works to ensure timely completion and cost efficiency.
	Asset and Infrastructure Management Competence in managing institutional assets, buildings, utilities, and infrastructure systems to ensure durability, functionality, and optimal utilization.
	Occupational Health and Safety Management Knowledge of health and safety regulations and best practices to ensure safe working environments, regulatory compliance, and risk mitigation.
Network Administrator The Network Administrator is responsible for ensuring secure, reliable, and efficient digital infrastructure and multimedia support services within the Institute.	Advanced Networking and Systems Administration Proficiency in network architecture, network security management, server administration, system configuration, data protection, and unified communication systems to ensure uninterrupted and secure operations.
	Cyber security and Data Protection Strong knowledge of cyber security protocols, firewall management, threat detection, backup systems, and disaster recovery planning to safeguard institutional data and digital assets.
	Video Production and Cinematography Competence in video production techniques including camera operation, framing, lighting design, and shooting Audio
	Audio-Visual Equipment Operation and Maintenance Ability to install, operate, troubleshoot, and maintain audio-visual equipment to support meetings, workshops, conferences, and digital communication initiatives.
Librarian and Publication Officer Library and publication personnel play a critical role in knowledge management, information dissemination, and institutional visibility.	Digital Literacy and Artificial Intelligence Applications Proficiency in digital information management systems and emerging artificial intelligence tools to enhance knowledge retrieval, indexing, research support, and publication workflows.
	Library Automation and Digitization Comprehensive knowledge of library automation systems, digital archiving, metadata management, online cataloguing, and institutional repository development to ensure efficient access to scientific information.
	Publications and Knowledge Dissemination Competence in editing, formatting, document management, copyright compliance, and dissemination of research outputs through print and digital platforms.
Accounts and Procurement Officer Accounts and Procurement Officers are responsible for ensuring sound financial governance, regulatory	Public Financial Management and Regulatory Compliance Comprehensive knowledge of the Public Finance Act, Audit Act, and Government Procurement Guidelines to ensure statutory compliance, financial discipline, and audit readiness.
	Electronic Government Procurement (eGP) and Information Systems Management Proficiency in Electronic Government Procurement (eGP) systems, financial management information systems, and digital procurement platforms to enhance efficiency, transparency, and accountability in procurement and financial operations.

compliance, and transparent procurement practices	Sound understanding of government financial regulations, circulars, and institutional financial policies to ensure that all financial transactions are carried out in accordance with statutory requirements.
Experimental Officer /Rubber Extension Officer/ Technical Officer (R & D)	Laboratory and Field Operations Proficiency in conducting laboratory experiments and managing field trials in accordance with established scientific protocols and standard operating procedures.
These officers play a critical role in supporting research implementation, field experimentation, and technology dissemination	Instrument Handling and Safety Compliance Competence in operating, calibrating, and maintaining laboratory and field equipment while strictly adhering to safety standards and quality assurance procedures.
	Data Management, Analysis, and Technical Reporting Skills in accurate data collection, database management, statistical analysis, and preparation of technical reports to support evidence-based research and extension activities.
Personal Assistant to Chairman/Director	Advanced Secretarial and Executive Assistance Skills Proficiency in providing high-level administrative support, scheduling, briefing preparation, and executive decision facilitation.
Personal Assistants play a pivotal role in supporting senior leadership through efficient administration, coordination, and communication.	Records and File Management with Confidentiality Ability to organize, maintain, and retrieve records while ensuring confidentiality, security, and compliance with institutional policies.
	Diary and Time Management Competence in managing complex schedules, appointments, and deadlines for senior management to optimize efficiency.
	Communication and Public Relations Skills in effective internal and external communication, correspondence drafting, and representation of leadership in stakeholder interactions.
	Event Management and Coordination Capability to plan, organize, and oversee workshops, conferences, and official events, ensuring smooth execution and logistical support.
	Policy, Board Paper Preparation, and Corporate Planning Proficiency in preparing policy briefs, board papers, and reports aligned with strategic objectives to support informed decision-making.
	ICT and Office Automation Ability to utilize digital tools, office automation systems, and productivity software to enhance operational efficiency.
	Professional Ethics and Administrative Compliance Commitment to ethical conduct, professional integrity, and adherence to administrative rules, regulations, and governance standards.
Technical Officer (Civil/Mechanical/ Electrical)/ Transport Officer	Training on vehicle maintenance
	Domestic, three-phase electricity and air conditioning
	Equipment handling and safety training

These officers play pivotal role in technical operations related to infrastructure, machinery, electrical systems and vehicles, ensuring efficient and safe operations.	
	Use of fire extinguishers
	Equipment Handling and Safety Training
	Pricing of BOQ & Rate Analysis
Management Assistant/Library Assistant These officers are critical to administrative and operational support, ensuring the organization's efficient functioning.	Computer skills (Office packages)
	Management of information systems
	Workplace ethics and confidentiality
	Effective communication skills
	Customer service excellence
	Management of information systems
	Workplace ethics and confidentiality
Telephone Operator This officer is essential to manage front-office communication by receiving visitors, answering and directing telephone calls, supporting basic administrative and communication functions of the organization	Front office management and visitor handling
	Effective communication skills
	Workplace etiquette and behavior
	Professional telephone call management
Laboratory Attendants/Office Attendants They are responsible to assists in maintaining laboratories, office operations, handling document distribution, maintaining cleanliness, assisting with basic administrative tasks	Basic laboratory and office assistance
	Record keeping and filing systems
	Handling and safety of laboratory equipment
	Hazards and safety precautions
Driver They are responsible for safely operating and maintaining organizational vehicles to transport staff, materials, and equipment	Safe driving practices and current traffic regulations
	Economical (fuel-efficient) driving techniques
	Use of fire extinguishers, safe use of machinery and hand tools, and accident prevention
	Domestic and industrial electrical systems and related components

Electrician/Carpenter/Masonry/ Plumber/Painter/Welder/ Mechanic/ Motor Mechanic/ Air conditioning Electrician/ Factory Worker/ Vehicle Assistant/ General Worker/ Labour These skilled and semi-skilled staff perform essential technical, maintenance, and operational functions	Masonry and construction skills, including brick and stone laying, plastering, concrete work, tiling, and bending and tying of reinforcement wires.
	Plumbing systems, including installation of cold and hot water lines, drainage systems, pressure pumps, GI pipe laying, and installation of sanitary fittings.
	Finishing works, including plastering, wall painting, and painting of wood and metal surfaces
	Proper use of fire extinguishers, safe use of hand tools and equipment

Table 6: Training Schedule Based on the Need Assessment

Officer Category	Training	2026	2027	2028	2029	2030
Director/ Additional Director/ Deputy Director (Research/Administration)	Leadership & organizational management /Strategic planning & vision/ Stakeholder engagement & communication/ Sectoral policy & innovation/ Results orientation & accountability/Corporate administration and secretarial proficiency/Research and development management	02	02	02	02	02
Principal Research Officer/Senior Research Officer/ Research Officer/ Principal Advisory Officer/Senior Advisory Officer/Advisory Officer	Mandatory postgraduate programmes/ Modern agricultural technologies in rubber biology and technology/ Data analytics and modelling for research and development/ Market and trade policy analysis	10	12	14	16	18
Experimental Officer /Regional Extension Officer/Technical Officer	Laboratory and field operations/Transfer of technologies/ Instrument handling and safety/ Data Management, analysis, and technical reporting	04	05	06	07	08
Non Research Higher Management/Middle Management/ Junior Management	Modern administrative and financial practices/ Strategic public sector administration/ Performance measurement/ Corporate administration and secretarial proficiency development	04	04	04	04	04

Management Assistant	Office management practices Computer literacy Hospitality and facility management	04	04	04	04	04
Lab Attendant/ Office Attendant/ General Worker/ Labour	Good laboratory and field practices/ Workplace safety/ work ethics, Discipline, and responsibility/ Hospitality and facility management	02	02	02	02	02
All Staff/ Specialized staff	Induction programme for new recruits	02	02	02	02	02
	Professional ethics/ Effective and efficient office practices	02	02	02	02	02
* For all staff categories, the minimum training duration is not less than 12 hours per year						

Table 7: Budget Schedule for the Training Programmes

Officer Category	Estimated Cost (LKR Mn)				
	2026	2027	2028	2029	2030
Director/Additional Director/Deputy Director (Research/Administration)	0.40	0.44	0.48	0.53	0.59
Principal Research Officer/Senior Research Officer/ Research Officer Principal Advisory Officer/Senior Advisory Officer/Advisory Officer	0.50	0.55	0.61	0.67	0.73
Experimental Officer /Regional Extension Officer/Technical Officer	0.30	0.33	0.36	0.40	0.44
Non Research Higher Management/Middle Management/ Junior Management	0.40	0.44	0.48	0.53	0.59
Management Assistant	0.60	0.66	0.73	0.80	0.88
Lab Attendant/ Office Attendant/ General Worker/ Labour	0.40	0.44	0.48	0.53	0.59
All Staff/ Specialized staff	0.40	0.44	0.48	0.53	0.59
Financial Allocation	3.00	3.30	3.60	4.00	4.40

6. Leadership Development and Succession Planning

Succession planning is a strategic process to ensure leadership continuity for minimizing disruption of institutional operations. This outlines mechanisms to identify, develop, and retain competent personnel to assume critical positions within the Institute in the event of retirement, resignation, or unforeseen vacancies.

Talent identification through performance appraisals, capacity building for leadership and mentoring by senior scientists and administrators are the essential steps to be followed in the process. Individual development plans with acting appointments, exposure to national and international collaborations are added tools in developing successors. Knowledge transferring through exit interviews and data archiving of existing leaders is the key safeguard mechanism for institutional continuation.

The succession plan for the key management positions is summarized in Table 8.

Table 8: Succession Plan for Key Management Positions

Position	Potential Successor	Development Needs
Director	Additional Director	Strategic leadership, Policy formulation, Organizational management, Stakeholder engagement, Research and administration management
Additional Director	Deputy Director Research	Strategic leadership, Policy formulation, Organizational management, Stakeholder engagement, Research and administration management
Deputy Director Research	Head of Department	Strategic leadership, Policy formulation, Organizational management, Stakeholder engagement, Research management
Deputy Director Administration	Senior Administrative Officer	Strategic leadership, Policy formulation, Organizational management, Administration management
Head of Department	Principal Research Officer	Research and development management, Strategic leadership. Stakeholder engagement

Principal Research Officer	Senior Research Officer	Research and development management, Strategic leadership, Stakeholder engagement
Principal Advisory Officer	Senior Advisory Officer	Strategic extension management, Strategic leadership, Stakeholder engagement
Senior Accountant	Accountant	Audit and finance management, Strategic leadership, Policy formulation
Senior Estate Manager	Estate Manager	Production management, Strategic leadership, Stakeholder engagement

7. Monitoring and Evaluation of Human Resource Development

The Monitoring and Evaluation protocol of the HRD Plan is designed to ensure that all HRD interventions are effectively implemented, aligned with institutional priorities, and contributing to improved organizational performance. It includes tracking progress, assessing outcomes, and making timely adjustments where necessary. This systematic monitoring approach ensures accountability, continuous improvement, and the sustained development of a competent and future-ready workforce in line with the Institute's strategic direction.

Monitoring is performed on a periodic basis through clearly defined performance indicators linked to the objectives. Major areas to be monitored with Key Performance Indicators (KPI) are shown in Table 9.

Table 9: Monitoring and Evaluation of HRD Plan

Activity	Key Performance Indicators (KPI)	Unit of Measurement
Recruitment plan	Vacancy reduction rate	% decrease in overall vacancies of the Institute
Training plan	Training completion rate Skill improvement	% of staff completing mandatory and optional training No. of post-training assessments
Succession plan	Succession Readiness	No. of potential employees ready to promote key positions