

*Government of India
Institute of Secretariat Training and
Management
(Department of Personnel & Training)*

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**REPORT ON TRAINING NEED ANALYSIS &
DESIGN OF TRAINING
for
ORIENTATION TRAINING PROGRAMME
of
ASSISTANTS, SECTION OFFICERS, UNDER
SECRETARIES
of
MINISTRY OF RURAL DEVELOPMENT**

Sponsored by
DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES
As part of the
DFID funded Capacity Building for Poverty Reduction Programme

MAY 2009

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FOREWORD

The utility and need for training in any organization is universally accepted. This is more so in Ministries and Departments of Government of India, where apart from rules and regulations on various subjects, policies in the area of social welfare at National, State and grass-root level are formulated and implemented.

2. The focus of training is generally directed towards foundational level, where the newly recruited officials are required to undergo intensive training on various aspects of administration. Also, the concept of in-service training at various levels focusing on requirements as and when such officials move up on promotion is also firmly established.

3. However, one aspect, which generally goes un-noticed, is when officials are moved from one Ministry/Department to another, as a result of routine transfer policy or on promotion and also, officials directly recruited are allotted Ministries/Departments and join after receiving Foundational Training on general subjects. Such officials are faced with the problem of familiarizing and learning the working of the new Ministry/Department. The concept of any kind of Orientation training, focusing on the need of the Ministry/Department, is by and large not in place. The problem of such officers is more acute in Ministries/Departments implementing National Level policies in various social welfare sectors like Rural Development, where the policies/schemes are formulated at National Level but implemented through States at District, Block and Panchayat level.

4. The newly posted officials find it extremely difficult to come to terms with the situation at the ground levels, like rural development needs etc., learn about the important components of the policy/schemes and also with the ground realities at the block and village level.

5. DARPG as part of the DFID funded Capacity Building for Poverty Reduction Programme has taken initiative to bridge this gap by providing Orientation Training to the officials posted to a ministry on promotion, transfer, deputation or direct recruitment. The task of identifying training needs for such orientation training programme and based on the same, designing training and development of training material has been assigned to ISTM as Consultant.

6. To undertake the task assigned, ISTM has constituted a consultancy team consisting of Sh. M.S. Kasana, Joint Director, Sh. P.S. Sareen, Deputy Director and Sh. S.K. Dasgupta, former Director, DOPT (as External Consultant).

7. It gives me great pleasure that the consultancy team has conducted extensive research and studies by collecting data through questionnaire and interview along with the literature survey. Based on analysis of the data so collected training needs for the target groups of Assistants, Section Officers and Under Secretaries in Ministry of Rural Development has been identified.

8. Based on the identified training needs consultancy team has prepared Design brief, training programme brochure and training programme guide for the orientation training for the target groups on their posting to Ministry of Rural Development.

9. I am confident that this report of the consultancy team giving training needs, design brief, programme brochure and programme guide for orientation training programme for the target group will prove to be useful in commencing the capacity building initiative in the area which has remained unattended till now.

(KHWAJA M. SHAHID)
DIRECTOR

May 2009

PREFACE

This report is an outcome of DARPG initiative as implementing agency for DFID funded Capacity Building for Poverty Reduction Programme to operationalise Orientation Training Programme for Assistants, Section Officers and Under Secretaries on their posting to the Ministry of Rural Development. DARPG assigned the task to ISTM as Consultant, which in turn constituted a consultancy team consisting of the undersigned along with Sh. P.S. Sareen, Deputy Director and Sh. S.K. Dasgupta, former Director, DOPT (as External Consultant) to conduct training needs analysis, design training and develop training material. Secretary (DARPG) in the meeting held on 14th January 2009 gave briefing for commencing the study, where nodal officers from the respective ministries and consultancy team members participated. Consultancy team designed questionnaire and check lists for interview to collect data for identifying the training needs of the target groups. Data through questionnaire was collected from 213 officers and 12 officers were interviewed. The consultancy team also undertook extensive literature survey by collecting documents / reports from the Ministry.

2. Based on the data collected and analysis thereof, training needs of the target group have been identified and are given in Chapter -VI of the Report.
3. As the outcome of the identified needs, design brief, training design, programme brochure and programme guide indicating aim, objectives, contents, methodology, deliverables, evaluation and assessment parameters for Orientation Training Programme have been prepared and are at Chapter VII to X.
4. The consultancy team hopes that this report will facilitate operationalisation of Orientation Training Programme for Assistants, Section Officers and Under Secretaries on their posting to new ministry and lead to enhanced productivity and improved decision making.
5. We look forward to constructive suggestions / comments for improving our efforts, both in content and context. Please feel free to give us feedback on the report on e-mail or otherwise.

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May 2009

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The initiative taken by Department of Administrative Reforms and Public Grievances to institutionalize a system of Orientation Training as a pilot project in five Ministries will go a long way in increasing efficiency and productivity of the concerned Ministries. The Institute of Secretariat Training and Management (ISTM) and the Consultancy Team express their deep gratitude to Department of Administrative Reforms and Public Grievances for entrusting this responsibility to them, which involves the entire gamut of collection of data, identification of training needs, design of training and also preparing the training material.

2. The Consultancy team is grateful to Secretary, Department of Administrative Reforms and Public Grievances and all other officers of the Department for their guidance and assistance extended to the team from time to time.

3. The Consultancy Team is grateful to Shri A.K. Singh, Deputy Secretary, Ministry of Rural Development and also, the Nodal Officer nominated for this purpose, for coordinating the visit of the team to the Ministry for collection of statistical data and for facilitating meeting with other officers to ascertain their views. The Team is also grateful to Shri A.K. Singh and all the officers of his Division for providing relevant material pertaining to the Ministry and also, copies of various circulars issued by the Ministry from time to time.

4. The Consultancy Team is grateful to Shri B. S. Negi, Deputy Secretary (Administration), Ministry of Rural Development for sparing their valuable time for interacting with the Team and providing valuable suggestions and information relating to Orientation Training in the Ministry.

5. Dr. Khwaja M. Shahid, Director, ISTM has been a great source of strength and morale-booster by providing necessary guidance and assistance to the

Consultancy Team as and when required. The Team is grateful to Dr. Shahid for guidance in undertaking the task.

6. Finally, the Consultancy Team acknowledges the contribution and assistance provided by the supporting staff consisting of Smt. R. Mahalakshmi, PA, Smt. Smitha Viju, PA. and Shri Ravi Shankar, Peon. It was due to their untiring efforts, the Team could proceed as per the schedule for submitting this part of the Report.

M. S. Kasana,
P.S. Sareen and
S.K. Dasgupta

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EXECUTIVE SUMMARY

Chapter I: Introduction

The Department of Administrative Reforms & Public Grievances (DARPG) has entrusted to ISTM the task of designing and developing orientation training under the capacity building for poverty reduction programme for officials of the level of Assistants, Section Officers and Under Secretaries at the time of their posting to a Ministry / Department.

[Para 1.1 and 1.2]

Scope of Consultancy and Methodology

ISTM as a consultant is required to identify training needs, design training module and develop training material.

[Para 1.4]

As part of the pilot project the five identified ministries, viz. Ministry of Water Resources, Ministry of Petroleum & Natural Gas, Ministry of Health and Family Welfare, Ministry of Power and Ministry of Rural Development are to be covered. The target group for the pilot project is Assistants, Section Officers and Under Secretaries.

[Para 1.4 and 1.7]

Chapter II: Need & Rationale for Orientation Training Programme

The existing in-service training practices do not cater for the domain specific knowledge involving the working of specific Ministry / Department. Orientation training is proposed to bridge this gap to enhance the efficiency and productivity of the target group.

[Para 2.1 and 2.3]

Chapter III: Methodology

The methodology used by consultancy team to identify training needs involved: data collection through questionnaires, interviews, literature survey, and data analysis. Followed by selecting the contents, training methods, assessment mechanism, etc. of the orientation training programme and prepare programme brochure and programme guide.

[Para 3.2]

Chapter IV: Data Collection

The data was collected by administering questionnaire to 213 officers of the target groups including many of them working in the five identified ministries. Officers of the rank of Joint Secretary / Director / Deputy Secretary were interviewed for collecting data. Data was also collected through literature survey by seeking identified documents / reports from the concerned ministries / departments.

[Para 4.1 and 4.2]

Chapter V: Data Analysis

Over 90% officers had not received any orientation training and found it difficult to understand the structure / functions / activities of the ministries / departments.

[Para 5.3]

Data analysis suggest that Orientation training would facilitate effective handling of the assigned task in more productive way by promoting awareness of a structure / activities / functions / norms, etc.

[Para 5.4]

Contents of the training programme emerging from the analysis includes sectoral knowledge pertaining to programmes of the ministry, delivery mechanism and monitoring thereof.

[Para 5.5 and 5.6]

Methodology suggested is combination of class room inputs and field visits.

[Para 5.5 and 5.6]

Duration for the orientation training programme suggested vary from one week to over three weeks. However, highest common factor of the duration suggested is up to two weeks.

[Para 5.5 and 5.6]

Chapter VI: Training Needs

Training needs relating to knowledge component emerging from the data analysis are – organisational structure, activities of various departments and their coordination mechanism, major policies and legislations, overview of rural health needs, flagship programmes and schemes, implementation mechanism,

financial provisions, monitoring and evaluation mechanisms, centre-state coordination and international cooperation.

[Para 6.1]

Identified training needs relating to knowledge and attitudes are sensitizing the officers to implementational issues of the policy initiatives and ground realities existing in different parts of the country.

[Para 6.2]

Chapter VII: Design Brief

Design brief comprising of the training needs, title, relevance, target group, aim, outcomes and assessment criteria has been prepared and is available in Chapter VII.

[Para 7.1 – 7.8]

Chapter VIII : Design

Based on the identified training needs and design brief, Training design for the orientation training programme forms Chapter VIII of the report. Training objectives, duration of the programme, session plan and learning events and programme schedule indicating the day-wise break-up are given therein.

[Para 8.1 to 8.4]

Chapter IX: Programme Brochure

For operationalizing the design of training given in Chapter VIII, programme brochure indicating background, target group, main features, aim, programme methodology, programme deliverables, contents, venue, faculty and funding, forms are given in Chapter IX of the report. The Programme brochure gives the broad contours and will facilitate the nodal officer of the ministry to explain the programme to the target group.

[Para 9.1 to 9.9]

The cost of operationalizing the training programmes has been worked out as Rs. 6,94,000/- and is reflected in para 9.15.2 of the programme brochure. It is suggested that the funds to this effect may be released by DARPG at least for pilot project programmes in the five identified ministries. Alternatively, mechanism for availability of the required funds need be firmed up as the same is critical for the operationalisation of Orientation Training Programmes.

[Para 9.9]

Chapter X: Programme Guide

The last chapter of the report provides programme guide, giving details like aims, objectives, duration, methodology, deliverables, outcomes, session plan / learning events, evaluation assessment and programme schedule / time table as annexure thereto.

Programme guide is meant for distribution to the participants as it will help them to appreciate the learning process and participate with enthusiasm to achieve the learning outcome.

[Para 10.1 to 10.9]

1. Introduction

1.1 The Department of Administrative Reforms and Public Grievances initiated a proposal for Orientation Training for Under Secretaries / Deputy Secretaries / Directors in the Ministries / Departments. Department of Administrative Reforms and Public Grievances treated Orientation Training for officials absolutely essential on their posting to Ministries / Departments as it ensures that the newly posted officials quickly learn about the basics relating to the organisation, technical aspects and operating procedures adopted in its functioning which in turn improves the productivity of the organisation. It was further emphasized that the aim of the Orientation Training is to give exposure to the officials to wide variety of experiences and networks, before the pressures of the job overtakes, to enable the new persons establish themselves among the existing staff, as quickly as possible. The Orientation Training is also expected to have a field visit component, to familiarize the officers with the field units reporting to the concerned Ministries / Departments, where they are posted.

1.2 In this connection a meeting was held on 12.05.2008. The following extracts from the minutes were sent to ISTM:

As regards the design of the course, it was decided that the same should be entrusted to a Consultant from ISTM so that the general content of the course may be defined for the duration of the training. The domain contents will be provided by the line Ministry.

1.3 In pursuance of the initiatives from the Department of AR &PG, ISTM sent a consultancy proposal for design of Training Programmes for Under Secretaries, Deputy Secretaries and Directors in the Ministries /

Departments. The scope of consultancy and methodology enunciated by ISTM were as follows:

1.4. SCOPE OF CONSULTANCY AND METHODOLOGY

1.4.1. ISTM in its role as consultant will have to undertake the following activities:-

- (a) In consultation with DARPG, identify five Ministries / Departments as part of the Pilot Project.
- (b) Liaison with the identified Ministries for identification of the training needs of the target groups.
- (c) Decide contents, methods, media, duration and resource persons for the training schemes.
- (d) Develop training modules having the following components
 - *Programme brochure* - consisting of context, structure, methodology etc
 - *Programme design*- consisting of the modules contents, aim, objectives, details of sessions and field visits etc.
 - *Course material* - consisting of handouts, check lists, exercises, etc.
 - Suggest validation and assessment mechanism
- (e) Workout methodology of operationalizing the induction* (* later substituted by 'Orientation') training programmes.
- (f) Identify the cost implications for operationalizing induction training programmes.

1.4.2. In response to the consultancy proposal of ISTM, a meeting was taken by the Additional Secretary, DARPG on 03.07.2008. The following decisions were taken in the meeting:

- *The programme deliverables should also include 'hand-holding' in connection with supervision and coordination during the period of Induction Training of the officials of five identified Pilot Departments.*
- *ISTM should complete the work relating to the design of Training Modules, Programme Brochures, Programme Design, Course Material, etc. within 2 (Two) months.*

- *Induction Training should be made mandatory and ISTM will be designated as a training institute for this purpose. Instructions in this regard may be issued by the DOPT. A draft circular in this regard will be furnished by ISTM.*
- *JS(Admn.) of the concerned Ministry / Department may be the nodal officer for the said training.*
- *The cost of consultancy may be fixed at Rs. 5 lakhs (Rs.4 lakhs for the design of Training Modules, Programme Brochures, Programme Design, Course Material, etc. and Rs. 1 lakh for handholding in connection with supervision and coordination during the period of Induction Training of the officials) of 5 identified Pilot Departments.*
- *The cost of training of Departments, other than Pilot Departments, will be borne by the concerned Departments.*

1.4.3. Subsequently in the meeting held on 30.07.2008 under the Chairmanship of Secretary (DARPG), it was decided that the Induction(Orientation) Training will have Assistants, Section Officers and Under Secretaries as target groups in stead of Under Secretaries, Deputy Secretaries and Directors as decided earlier. It was however decided that ISTM could structure the training design, training material and provide overall coordination and logistic functions relating to the Induction (Orientation) Training programme.

On 18.08.2008, ISTM submitted a revised consultancy proposal for Pilot Project on design of Induction (Orientation) Training Programme for Assistants, Section Officers and Under Secretaries in the five identified ministries / departments:

- Department of Personnel and Training
- Department of Administrative Reforms & Public Grievances
- Ministry of Health
- Ministry of Defence
- Ministry of Rural Development

- 1.4.4. Further, the consultancy team and its composition was also suggested to DARPG.

Finally, after considering the various aspects relating to the Induction / (Orientation) Training Programme, DARPG issued the project directive on 10.12.2008 for identifying the training needs and designing the training module with regard to the five identified ministries / departments mentioned above. The study was to be completed within two months. Copy of D.O.No. K-11022/43/2008-AR, dated 30.12.2008 from Secretary (DARPG) along with the Project Directive dated 10.12.08 are placed at Annexure 1 (page No. 45-50).

- 1.4.5. Subsequently on review, Department of Personnel and Training, Department of ARPG and Ministry of Defence have been replaced by Ministry of Water Resources, Ministry of Petroleum and Natural Gas and Ministry of Power.

- 1.4.6. Copy of D.O. No. K-11022/43/2008-A9 dt. 3.3.2009 from Secretary, DARPG and revised Project Directive No.K-11022/43/2008-AG dt 03.03.2009 are placed at Annexure 3 (page No. 56-59).

- 1.4.7. To summarise, the Target Group and identified Ministries for Pilot Project are:

Target Group

1. Assistants
2. Section Officers
3. Under Secretaries

Ministries

1. Ministry of Water Resources
2. Ministry of Petroleum and Natural Gas
3. Ministry of Health
4. Ministry of Power
5. Ministry of Rural Development

2. Need and Rationale of Study

- 2.1. The team of consultants examined the current practices of in-service training including Cadre Training Courses being organized for the target groups of Assistants, Section Officers and Under Secretaries.

It was noticed that existing training interventions relate to the day to day work relating to noting, drafting and other general aspects of the Government functioning. No domain specific knowledge involving familiarity with the ministries / departments activities, policies and flag ship programmes is provided in the aforesaid programmes. This is a significant gap, and has bearing on the job performance of the officials newly posted to the various ministries / departments of the Government of India. These officials in their work are called upon to review / monitor / formulate policies and programmes of the Ministry in which they are posted and non familiarity with the domain knowledge of the organisation and its existing programmes and policies becomes a significant handicap.

- 2.2. In the aforesaid context, Department of Administrative Reforms and Public Grievances under the Capacity Building for Poverty Reduction Programmes, proposes structured Induction Programmes for officials at the time of joining a Ministry / Department on posting, transfer, deputation.

- 2.3 The goal of the programme is to help officers joining a Ministry / Department on posting, transfer, deputation to reach the level of performance expected from an experienced officer in the department quickly. This is expected to help the officials/Ministries in the following manner:

- *The ability of the officers to design/implement the policies / programmes of the Ministry will improve as it will be based on the existing institutional*

knowledge and appreciation of the domain ground realities including organization's missions, goals, values and philosophy.

- *The new officer will familiarize with the culture of the Ministry / Department in which he/ she is posted and will help the officer get integrated into the working of the department quickly.*
- *By making the learning curve steep, it would result in increasing efficiency and savings in resources for the Government of India.*
- *Expectations in terms of ethics, integrity, responsibility, job content, etc. of the Department from the new officer are clarified upfront.*

3. Methodology

3.1 To quick start the project study and to involve the identified ministries / departments, Secretary (ARPG) took a meeting on 14.01.2009 of the nodal officers of the ministries / departments along with other officers of Department of ARPG as well as ISTM. The minutes dated 27.01.2009 of the meeting is enclosed at Annexure - 3 (Page No. 56-59).

3.2 In the said meeting on 14.01.2009, the methodology to be adopted by the consultancy team was projected as follows:

- Data Collection through
 - Questionnaire
 - Interviews
 - Literature survey
 - Data analysis
 - Identify training needs – report
 - Decide contents, methods, duration of training
 - Workout validation/assessment measure
 - Prepare training module consisting of: programme brochure, programme design
 - Compile training material
 - Suggest mechanism for operationalisation of training programme
 - Identifying the components of supervisory support
- Based on the agreed Methodology, the study group designed:
- (a) Questionnaire for data collection
- Copy at Annexure - 4 (Page Nos. 60-61)

(b) Check list for data collection through interview.

Copy at Annexure - 5 (Page No. 62)

- 3.4 The study group also identified documents/ Reports to be collected from the concerned Ministry for literature survey. The list of documents / Reports is at Annexure - 6 (Page No. 63).

4. Data Collection

4.1. With a view to initiate the process of data collection, the consultancy team drafted and issued D.O. letter No.A-33090/7/2008-ISTM dated 14.1.2009 (Copy of D.O. letter dated 14.1.2009 is placed at Annexure - 7, Page No. 64-65) to all nodal officers enclosing Questionnaire designed (Annexure- 4 /Page No.60-61) with the request to administer the same to the target group, at least 10 from each grade of Assistants, Section Officers and Under Secretaries in the respective Ministry. Nodal officers were also requested to fix meetings with at least five officers in each Ministry/Department at Joint Secretary/Director/Deputy Secretary level for collecting data through interview. Request for providing identified documents/Reports to facilitate identification of training needs etc. was also made.

4.2. Out of the five Ministries/Departments, as part of the original project, Ministry of Rural Development, Ministry of Health and Family Welfare and DARPG responded. Accordingly, data collection through Questionnaire, interview and literature survey was completed in these three Ministries/Departments. List of the officers interviewed with checklist is at Annexure -8 (Page No. 66) and the officers who facilitated data collection by filling Questionnaire are at Annexure - 9A to 9C (Page Nos. 67-73).

5. Data Analysis

5.1. As the first step, the data collected from the following sources has been consolidated:

- (i) Interviews of officers of the respective departments;
- (ii) Questionnaire filled by the officers of the respective departments; and
- (iii) Questionnaires filled by the participants of various programmes in ISTM belonging to various ministries / departments;

5.2.1 Consolidated data obtained through the Questionnaire are placed at Annexure - 10A (from Ministry of Rural Development) (Page No. 74-78) and 10B (from others) (Page No. 79-94).

5.2.2 Consolidated data collected through interview with Check List are placed at Annexure - 11 (Ministry of Rural Development) (Page No.95 -97).

The analysis of the consolidated data received through Questionnaire indicates:

Out of 181 officers who have responded, 171 have not received any Orientation Training on their postings to new Ministry/Department.

Out of 150 respondents, 135 found it difficult in familiarizing with the structure of the Ministry in the absence of Orientation Training.

Due to lack of Orientation Training, 137 respondents out of total 149 found it difficult to familiarize with functions of the Ministry/Department.

Out of 122 respondents, 121 found it difficult to understand the activities of the Ministries/Departments.

5.4. **Orientation Training would have facilitated effective grasp of the assigned tasks in more productive way in the following manner:**

- By imparting awareness of divisions, branches, sections and their activities.
- Detailed knowledge about the structure, functions and activities of Ministry/Department.
- Field visit to attached/subordinate office.

- The knowledge of norms, procedures, rules and regulations, reference books, etc.
- Working knowledge of Ministry.
- Detailed knowledge about the structure of Ministry.
- Getting to the job straightaway rather than groping in the dark and adopting “hit and trial” method as also finding precedents.
- Understanding of the Ministry/Department organisational structure, functions and activities that facilitate effective grasp of the assigned tasks/work.
- Familiarizing with the required task and material etc.
- Clear indications of the activities being performed at each desk and movement of files within the department thus improving functioning of the organisations.
- Conversant with the functions/structure.
- Better perspective of various schemes which are being implemented.
- Path showing process in dealing with highly techno-economic nature of job in an Economic Ministry/Department.
- Inter-linkage of various divisions.
- Efficiency in disposal of official work and giving knowledge of my counterparts in other sections/divisions of the Ministry.
- Efficiency in handling/performing official duties. It can save time and energy which can be used in productive way.
- I have come to know about the whole deptt. in 30 years of service. I would have known about the department in 15 days, if I would have given orientation course.
- Prima-facie glimpse of the department. When a new incumbent will join the department, he would be more relaxed and can concentrate on his job. He can familiarize with remaining work almost in no time.
- Introduction about the overall functions/ activities of the department and tasks to be assigned.
- Understanding the functions of the Ministry, its structure, its areas of concern, major policies being framed/implemented. (3)
- Understanding the technical aspect of the functions in the ministry.
- An overview of organization structure, its functioning and giving a brief of the subjects entrusted to handle so that any proposal could have been dealt comprehensively.
- Better learning avoiding trial and error.
- Timely and effective processing.
- Field /class room training would enhance familiarizing with the nature of work of the organization.
- Facilitating familiarization with the substantive functions of the Ministry beyond Annual Report and web site/Brochure.

- Awareness of the motive/mission of the department behind the task assigned and the expectation of department from officials.
- Understanding of environment / of functions / the work assigned / background and the structure.
- Knowledge of abbreviations used in the working of the department.

5.5 Suggestions for contents, methodology and duration received are:

Contents:

- The culture of the Department, structure - Wings, Divisions, Branches that the Department has. Technical Divisions and non- tech, broad outline of the working of the Department.
- Structure, functions, main activities, grey areas, attached offices, the basic rules being followed etc.
- Structure and functions of the work.
- General policy making tools/procedure, issues specific to the Ministry/Deptt., and their attached/subordinate offices, problems in execution of policies and possible solutions
- Broad introduction to the activities / schemes administered by the Ministry / Department.
- General approach to case handling in terms of attitude.
- Knowledge of computer, office procedure and work relating to activities of that department/ministry.
- These should broadly cover the allocation of subjects to the Ministry in general and to the specific divisions in particular.
- Structure, functions, activities of the Ministry/attached offices. And after that, specific to the Division one needs to handle.
- Organisational structure of the department, functions being performed by the department, distribution of work between desks and levels at which decisions on various types of protocols are taken.
- Brief knowledge about various schemes, role of PSUs under the Ministry, Budget and monitoring of expenditure.
- Items of business/activities allotted to different departments of government.
- System / procedure of handling / disposal of business activities.
- Innovatives that can be adopted / implemented
- Make available list of Ministry's subordinate/attached offices and their heads and briefing of the work done in that Ministry etc.
- The training may be based on technical aspects, not on administrative matters.
- Functioning of the department, brief history and background of the department, type of work, objectives of the department.

- Only on technical issues of the Ministry (apart from routine work)
- Basic structure of the ministry, its functions, various schemes/projects under its jurisdiction, information about subordinate/attached offices. (2)
- Brief overview of the statutory functions and attached and subordinate offices, PSUs etc. under the control of the Ministry – its primary thrust and its vision.
- Assigned responsibility - chronological developments of subjects, the progress achieved so far.
- Broad areas being dealt with by a particular Ministry. How papers are being processed? Is there any unique system? Any other information specific to the Department/Ministry.
- Background of the Ministry, general functions, particularly, the new items which are not shown in the Delegation of Business Rules etc.
- The training imparted should also include visit of PSUs so as to know about the functions, structure and activities of these PSUs.
- Organisational chart

Methodology:

- Audio-visual and site visit
- Site visits, practical exercises etc.
- Visit to sections/department handling core subjects allotted to the Ministry for interaction with the Division's functions
- Class room and field visits, Case study method
- It can be through provision of induction material. Briefing by a designated official would be desirable.
- Lectures, group discussions, field visits
- Self study – of the Ministry's Annual Report (recent years) Performance Budgets, Discussion with the officials of O&M Section
- Discussion with the officers within the Ministry.
- Project/plant visit to familiarize with the typical job and management.
- Combination of class room inputs and on the job training.
- Lectures supplemented by reading material such as Annual Report, scheme guidelines etc.
- Visit to some attached/subordinate, autonomous /PSUs.
- Visiting the organizations which are under the administrative control of the Ministry/department.
- It will be appropriate if all participants may be allowed to visit some attached/subordinate offices of different ministries during the training session.
- Brief presentation on organization structure, functions, activities and schemes of the Ministry.

- A concise power point presentation on Ministry/Department , its functions, various schemes/projects etc.
- Class room briefing followed by field visits and interaction with people working on major policy formulation/implementation and execution of projects.
- Field visits and interaction with the field officers.
- Lecture by an experienced officer from the relevant Ministry.
- Brief familiarization about the Ministry/Department through handouts, field visit to the concerned offices / PSUs under the Ministry.

Duration:

DURATION	NO. OF RESPONDENTS
Up to one week	13 persons
Up to two weeks	40 persons
Up to three weeks	11 persons
Above three weeks	05 persons

5.6 On analysis of data collected through interview, following emerge:

Need for orientation training

Officers emphasized that there should be orientation training for the official posted to Ministry of Rural Development. It was emphasized that the Ministry of Rural Development is a social sector requiring pro-active project approach, empathy and sensitivity to help the poor. It is necessary to bring in developmental mindset and to appreciate the rural economy. Officers need to be oriented to the needs of rural area to enable them to develop the vision of village as a unit of economic development. It is also necessary to develop among the officers working in the Ministry of Rural Development the awareness about various aspects of poverty in different parts of the country.

Contents:

Overall view of the Ministry, various programme schemes, implementation strategies, functions/organizational set up of Ministry of Rural Development, mechanism in states, salient features and broad overview of rural India economy. Overview of centrally sponsored schemes pertaining to Department of Rural Development, Department of Drinking Water and Department of Land Resource. Flagship programmes and policies in the areas of infrastructure development; self-employment; safety network and health, sanitation, etc.

Duration

2-3 weeks including field visit of one week.

Methodology:

Interactive method involving interaction with experts in and outside the Ministry. Visits and meeting with officers of various departments in the Ministry. Use of films developed by the Ministry was also considered to be useful. Field visit of at least 5 days to various institutions.

Orientation material

No orientation material is available. It was suggested that orientation material covering major programmes and implementation strategies will be used. The copies of the induction material so prepared are also made available to the officers.

Miscellaneous

Field visits were suggested to the World Bank funded programmes , to the SAARC villages and also to the areas where the programmes are being implemented. Attachment with state/institutions was suggested.

6. Training Needs

IDENTIFICATION OF TRAINING NEEDS FOR ORIENTATION TRAINING
FOR UNDER SECRETARIES, SECTION OFFICERS AND ASSISTANTS OF
MINISTRY OF RURAL DEVELOPMENT

A. NEEDS IN TERMS OF KNOWLEDGE:

- Organizational structure of the ministry;
- Organizational structure of:
 - Department of Rural Development
 - Department of Drinking Water
 - Department of Land Resource
- Coordination mechanism for activities of various departments;
- Major policies and legislations pertaining to various departments;
- Salient features and broad overview of rural India and rural economy;
 - Poverty, aspects of poverty in different parts of the country;
 - Steps for poverty alleviation;
- Overview of centrally sponsored schemes pertaining to:
 - Department of Rural Development
 - Department of Drinking Water
 - Department of Land Resource
- Flagship programmes and policies in the areas of
 - Infrastructure development;
 - Self-employment;
 - Safety network;
 - Health, sanitation etc.
- Delivery systems and mechanisms in:
 - States;
 - Districts;
 - Blocks;
 - Panchayati Raj institutions.

- Financial provisions:
 - Budgetary allocations;
 - Projections in 11th plan.
- Monitoring and evaluation mechanisms;
- Exposure to it tools specially designed for ministry of rural development.

B. NEEDS RELATING TO KNOWLEDGE AND ATTITUDE:

- Field visits to selected areas depicting different levels of achievements with regard to implementation of flagship programmes in order to:
 - Sensitize the participants to various aspects of programmes;
 - Enable the participants to experience the realities of rural life and the realities existing in different parts of the country.
- Field visits to World Bank funded programmes;
- Field visits to district rural development agencies and villages.

7. Design Brief

7.1 Based on the training need analysis and identification of training needs action in the preceding chapter, the design brief which will form the basis of design of training and development of training material is as given in the succeeding paragraphs.

7.2 Title of Training Programme / Course

Orientation Training Programme for Assistants, Section Officers and Under Secretaries on posting to the Ministries / Departments.

7.3 Need

7.3.1 Need for Orientation training programme arises from lack of domain specific knowledge involving familiarity with the working of the ministries / departments, policies and their flagship programmes. The officers in their work are required to formulate / review / monitor policies and programmes of the ministries in which they are posted and the absence of familiarity with the domain of the organisation is seen as a significant handicap. The newly posted officers take a lot of time in integrating themselves with the working of the ministry / department and perform below the optimum level as the learning curve in the absence of any formal training takes extra-ordinary long time.

7.3.2 Orientation training programme is intended to provide the officers with an opportunity to have sectoral knowledge of the ministries / departments and to give them a feel of the field situation before they are tasked with the responsibilities in the ministries / departments. The domain specific knowledge, familiarity with the activities, programmes and policies will help them to integrate with the day-to-day working of the ministry / departments and in understanding and evaluating proposals formulating policies and programmes leading to improved decision making.

7.3.3 Orientation training will also facilitate in establishing an effective foundation and expectation in terms of developing responsibilities, integration increasing overall productivity necessary for good governance.

7.4 Target Groups

7.4.1 In the current phase of the pilot project for Orientation training, the CSS officers of the cadres comprising Assistants, Section Officers and Under Secretaries of the Ministry will be covered.

7.5 Constraints

7.5.1 Department of Administrative Reforms and Public Grievances while entrusting the consultancy proposal to ISTM has indicated:

- The duration of the Orientation training programme will be of two weeks.
- Out of the total duration of two weeks mentioned in (a) above, not more than three days will be the class room training.
- The total duration of the two weeks will also involve a field visit component.

7.5.2 DARPG D.O. No. K.11022/43/2008-AR, dated 03.03.2009 (Annexure 2/ Page No. 51-55) and 23.03.2009 (Annexure 12/ Page No. 98-100) refers.

7.6 Aim

7.6.1 The Orientation Training Programme aims at facilitating the newly posted officers to attain the optimum level of performance in the ministry at quick pace.

7.7 Outcomes

7.7.1 The following outcomes are expected from the Orientation training programmes:

- Improvement in the ability of officers to appreciate the competitive environment in which ministries / departments are working.
- Accelerate the learning curve of the participants for optimum performance.
- Develop sensitivity of the ground realities need to be taken into consideration while processing the cases in the ministry / department.
- Promote developmental mind set.
- Appreciate the importance of coordination, intra-ministry, inter-ministry as well as with the States / Districts and other involved stakeholders.
- Integrate the officers with the day-to-day working of the ministry / department.
- Promote understanding to facilitate evaluating proposals, formulating policies and programmes, etc.
- Improve efficiency and decision making.
- Promote good governance.

7.8 Assessment Criteria

The efficacy of the orientation training programme will be assessed through following modalities:

- Each participant will submit duly completed learning log capturing the learning high lights during the programme on the format prescribed in the Annexure.
- Group of participants will submit team papers on visit to the relevant sections of the ministry and briefings thereof.
- Field visit reflection paper - each participant will individually submit a reflection paper regarding specific aspects of field visit bringing out the learning points having relevance to the functioning of the ministry.
- Group presentation - consolidating the learning during the programme.

8. DESIGN FOR ORIENTATION TRAINING FOR ASSISTANTS, SECTION OFFICERS ANDER SECRETARIES OF MINISTRY OF RURAL DEVELOPMENT

8.1 TRAINING OBJECTIVES

The Orientation Training will enable the newly posted Assistants, Section Officers and Under Secretaries to:

- (i) Describe the organizational structure of the Ministry and its Departments and the coordination mechanism for activities of various Departments;
- (ii) Identify the salient features of poverty and rural economy in different parts of the country.
- (iii) List out the major policies and Legislations of the Ministry;
- (iv) Identify the centrally sponsored schemes and flagship programs;
- (v) Describe the delivery systems and mechanisms in States, Districts, Blocks and Panchayati Raj institutions.
- (vi) Enumerate the financial provisions, budgetary provisions and projections in the 11th Plan;
- (vii) Describe the monitoring and evaluation mechanisms and the special IT tools;
- (viii) Oversee the implementation of the projects and policies in the field.

8.2 DURATION

The duration of the program will be Two Weeks consisting of Ten (10) Working days. There will be 4 Sessions every day of 90 minutes duration. Thus, there will be 40 Sessions in the Program.

8.3 SESSION PLAN AND LEARNING EVENTS

Learning event	Training Method	No. of sessions (90 mts each)
1. Registration, Program Objectives, Methodology etc.	N. A.	One
2. Organizational Structure of the Ministry including its three Departments - Department of Rural Development, Department of Drinking Water and Department of Land Resource.	Lecture, Handouts, Films, Discussion.	One
3. Salient features and broad overview of Rural India, Rural Economy and aspects of Poverty in different parts of the country.	Lecture, Films, Discussion, Handouts	Two
4. Major Policies and Legislations pertaining to Poverty Alleviation Programs in different Departments.	Lecture, Films, Discussion, Handouts	Two
5. Overview of Centrally Sponsored Schemes pertaining to the three Departments including Flagship Programs.	Lecture, Films, Discussion, Handouts	Two
6. Delivery Systems and Mechanism in States, Districts, Blocks and Panchayati Raj Institutions	Lecture, Films, Discussion, Handouts	Two
7. Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding etc.	Lecture, Films, Discussion, Handouts	Two
8. Monitoring and Evaluation Mechanisms, Special IT tools related to the Poverty Alleviation Programs.	Lecture, Films, Discussion, Handouts	Two

9. Visit to relevant Sections of the three Departments.	Briefing, Discussion	Four (One day)
10. Field Visit to Selected Projects.	Briefing, Discussion	Twelve (Three days + week-end)
11. Preparation of Presentations on the Learning Events and Field Visits.	Discussions in Groups.	4
12. Presentation by Participants	Presentation by Participants, AV Aids.	2
13. Evaluation and Valediction.	Discussion, Structured Feed back.	1
14. Briefing and others.	NA	3
Total		40

8.4 The effectiveness of the orientation training programme will be demonstrated by the following:

- Learning log
- Team paper on Visit to relevant sections and briefing
- Reflection paper on field visit
- Group presentation of learning acquired during the programme

8.5 PROGRAMME SCHEDULE

FIRST WEEK

Day / Date	Session	Contents of Sessions
Day 1	I	Registration, Program Objectives, Methodology.
	II	Organizational Structure of the Ministry and the Departments.
	III - IV	Rural India, Rural Economy and Poverty.
Day 2	I - II	Major Policies & Legislations on Poverty Alleviation.
	III - IV	Visit to concerned sections of the Ministry/Department.
Day 3	I - II	Overview of Centrally Sponsored Schemes of the Ministry.
	III - IV	Visit to concerned sections of the Ministry/Department.
Day 4	I - II	Delivery Systems and Mechanisms in States, Districts, Blocks and Panchayati Raj Institution.
	III - IV	Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding.
Day 5	I - II	Monitoring and Evaluation Mechanisms, Special IT tools.
	III - IV	Field Visit Briefing

SECOND WEEK

Day / Date	Session	Contents of Sessions
Day 1,2 and 3		Field Visit
Day 4	I - IV	Preparation of Presentation on the Learning Events and Field visits.
Day 5	I - III	Presentation on the Learning Events and Field Visit.
	IV	Evaluation and Valediction.

Timings

Session I : 1000 – 1130 hrs

Session II : 1145 - 1315 hrs

Session III : 1415 - 1545 hrs

Session IV : 1600 - 1730 hrs

Tea break : 1130 – 1145 hrs and 1545 – 1600 hrs.

Lunch break : 1315 – 1415 hrs.

PROGRAMME BROCHURE

9. Programme Brochure

ORIENTATION TRAINING FOR ASSISTANTS, SECTION OFFICERS AND UNDER SECRETARIES OF MINISTRY OF RURAL DEVELOPMENT

Background

9.1 The utility and need for training in any organization is universally accepted. This is more so in Ministries and Departments of Government of India, where apart from rules and regulations on various subjects, policies in the area of social welfare at National, State and grass-root level are formulated and implemented.

9.2 However one of the aspects of capacity building which has remained unattended till now is the orientation training of the officers on their posting to ministries in the central secretariat on transfer, promotion or recruitment. This lack of orientation training about the sectoral knowledge of the ministry leads to unproductive time as officials performed below their optimum level for substantial time as they learn by trial and error.

9.3 DARPG have taken the initiative by appointing ISTM as consultant to identify training needs, design training and develop training material for orientation training to the officers on their posting to the ministries. As the first phase, five ministries viz., Ministry of Water Resources, Ministry of Petroleum and Natural Gas, Ministry of Health and Family Welfare, Ministry of Power and Ministry of Rural Development have been identified for operationalizing the orientation training programme.

9.4 Programme Brochure for orientation training has been prepared by consultancy team from ISTM to concretize the programme.

9.5 Target Group

In the current phase of the pilot project for Orientation training, the CSS officers of the cadres comprising Assistants, Section Officers and Under Secretaries of the following five ministries will be covered.

- Ministry of Health and Family Welfare
- Ministry of Water Resources
- Ministry of Petroleum and Natural Gas
- Ministry of Power
- Ministry of Rural Development

9.6 Main Features

- Duration of the orientation training programme will be two weeks.
- The class room input will be minimized and more focus will be on visit to the important sections of the concerned ministry enforced with briefing by the officers handling specific assignments in the ministry.
- The orientation training programme will include field visit to out station selected projects / institutions of the ministry to give the participants feel of the ground realities.
- Domain experts for providing the sectoral knowledge on the schemes to the participants will be drawn from the ministry and its related organisations.
- Programme content will extensively focus on the structure, activity, schemes, programmes and delivery mechanisms operational in the Ministry.

9.7 Aim

The Orientation Training Programme aims at facilitating the newly posted officers to attain the optimum level of performance in the ministry at quick pace.

9.8 Programme Methodology

9.8.1 Orientation training programme will be run on an highly participative basis. Initial phase of class room input will involve learning by being told, through lectures and discussion mode. Domain experts from the ministry and other related spheres will be involved in imparting training about the organisational structure, major policies and legislations, centrally sponsored schemes, salient features of delivery mechanism, financial allocation, and monitoring mechanism concerning the ministry.

9.8.2 The learning will be augmented by observation method as visits to the relevant sections of the ministry followed by briefing by the officers of the ministry is intended to provide insight to the intra-functional relationships between the various units of the ministry.

9.8.3 Field visit for five days (including two intermediate week end days) to selected projects at outstation is planned to enable the officers to acquire

knowledge about the ground realities and sensitizing them to the functional / positional constraints.

9.8.4 Participants will be required to maintain a learning log to capture the knowledge and skills acquired by them during the orientation training programme. The format of the learning log is prescribed in the Annexure.

9.8.5 To reinforce learning, presentations by the participants of consolidated learning during the training are planned towards the end of the programme.

9.9 Programme Deliverables

- Each participant will submit duly completed learning log capturing the learning high lights during the programme on the format prescribed in the Annexure.
- Group of participants will submit team papers on visit to the relevant sections of the ministry and briefings thereof.
- Field visit reflection paper – each participant will individually submit a reflection paper regarding specific aspects of field visit bringing out the learning points having relevance to the functioning of the ministry.
- Group presentation – consolidating the learning during the programme.

9.10 Outcomes

The following outcomes are expected from the Orientation training programmes:

- Accelerate the learning curve of the participants for optimum performance.
- Improve in the ability of officers to appreciate the competitive environment in which ministries / departments are working.
- Develop sensitivity towards the ground realities to be taken into consideration while processing the cases in the ministry.
- Promote developmental mind set.
- Appreciate the importance of coordination, intra-ministry, inter-ministry as well as with the States / Districts and other involved stakeholders.
- Integrate the officers with the day to day working of the ministry / department.
- Promote understanding to facilitate evaluating proposals, formulating policies and programmes, etc.

- Improve efficiency and decision making.
- Promote good governance.

9.11 Evaluation / Assessment

The effectiveness of the orientation training programme will be demonstrated by the following:

- Learning log
- Team paper on visit to relevant sections and briefing
- Reflection paper on field visit
- Group presentation of learning acquired during the programme

9.12 Contents

- Organisational structure
- Overview of Rural India, Rural Society and Rural Health needs
- Major policies, legislations
- Centrally sponsored schemes
- Delivery mechanisms.
- Financial allocation
- Monitoring and evaluation mechanisms

9.13 Venue

- Class room or Conference/Committee room of concerned ministry or alternatively at ISTM.
- Visit to the sections at the ministry.
- Field visit to selected projects / out station institutions.

9.14 Faculty

Faculty will be drawn from subject experts available at the concerned ministry or other related organisations. Identification of such faculty members is to be facilitated by the nodal officers of the ministry.

9.15 Funding

9.15.1 Expenditure on the programme has been estimated based on the following factors:

- Number of Participants: 25.
- Duration of Program: 10 Working Days [Two weeks]
- Classroom Input: 6 Working Days including briefings and presentation.
- Visit to concerned Sections of Ministry: 1 Working Day.
- Field Visit: 3 Working days + Week-end (Saturday & Sunday)

9.15.2 Based on the above factors, costing for each programme will be as under:

• Course Fee: @ Rs.25000/- per day; 10 days:	2,50,000/-
• Training Hall: @ Rs.5000/- per day; 6 days:	30,000/-
• Stationary: @ Rs.1000/- per participant:	25,000/-
• Training/Reading material: @ Rs.1000/- per participant:	25,000/-
• Lunch/Tea etc.: @ Rs.5000/- day; 7 days;	35,000/-
• Guest faculty: @ Rs.2000/- per session; 90 minutes: 12:	24,000/-
• Payment to Coordinator, Support Staff:	20,000/-
• Visit to Ministry: @ Rs.5000/- per day: 2 days:	10,000/-
• *Field Visit: TA/DA: @ Rs.10000/- per participant:	2,50,000/-
• Field Visit: Conveyance and other expenses:	25,000/-

<u>TOTAL</u>	<u>6,94,000/-</u>
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**may be borne by respective ministry.*

9.15.3 It is suggested that the mechanism for the funds mentioned above may be firmed up by DARPG for the pilot projects.

LEARNING LOG

Format - I

Learning Log	Name:	Date:
Learning Event / Situation / Experience		
What happened		
What I learnt / concluded		
How I can use this learning		
Action Planned and when		

LEARNING LOG

Format – II

Name:

Date:

Event / Topic:

Learning points (What I have learnt)

Application of Learning (How can I use what I have learnt?)

PROGRAMME GUIDE

10. Programme Guide

ORIENTATION TRAINING FOR ASSISTANTS, SECTION OFFICERS AND UNDER SECRETARIES OF MINISTRY OF RURAL DEVELOPMENT

10 Introduction

10.1 Need for Orientation training programme arises from lack of any existing systematic mechanism for imparting domain specific knowledge involving familiarity with the working of the ministries / departments, policies and their flagship programmes. The officers in their work are required to formulate / review / monitor policies and programmes of the ministries in which they are posted and the absence of familiarity with the domain of the organisation is seen as a significant handicap. The newly posted officers take a lot of time in integrating themselves with the working of the ministry / department and perform below the optimum level as the learning curve in the absence of any formal training takes extra-ordinary long time.

10.2 Orientation training programme is intended to provide the officers with an opportunity to have sectoral knowledge of the ministries / departments and to give them a feel of the field situation before they are tasked with the responsibilities in the ministries / departments. The domain specific knowledge, familiarity with the activity / programme and policies will help them to integrate with the day-to-day working of the ministries / departments and in understanding and evaluating proposals, formulating policies and programmes leading to improved decision making.

10.3 Aim

The Orientation Training Programme aims at facilitating the newly posted officers to attain the optimum level of performance in the ministry at quick pace.

10.4 Objectives

The Orientation Training will enable the newly posted Assistants, Section Officers and Under Secretaries to:

- (i) Describe the organizational structure of the Ministry and its Departments and the coordination mechanism for activities of various Departments;
- (ii) Identify the salient features of rural India and rural economy;
- (iii) List out the major policies and legislations of the Ministry;
- (iv) Identify the centrally sponsored schemes and flagship programs;

- (v) Describe the delivery systems and mechanisms in States, Districts, Blocks and Panchayati Raj institutions.
- (vi) Enumerate the financial provisions, budgetary provisions and projections in the 11th Plan;
- (vii) Describe the monitoring and evaluation mechanisms, Centre-State coordination and International co-operation;
- (viii) Oversee the implementation of the projects and policies in the field and activities at rural development agencies and at village level.

10.5 Duration

The duration of the program will be Two Weeks consisting of Ten (10) Working days. There will be 4 Sessions every day of 90 minutes duration. Thus, there will be 40 Sessions in the Program.

10.6 Methodology

10.6.1 Orientation training programme will be run on a highly participative basis. Initial phase of class room input will involve learning by being told, through lectures and discussion mode. Domain experts from the ministry and other related spheres will be involved in imparting training about the organisational structure, major policies and legislations, centrally sponsored schemes, salient features of delivery mechanism, financial allocation, and monitoring mechanism concerning the ministry.

10.6.2 The learning will be augmented by observation method as visits to the relevant sections of the ministry followed by briefing by the officers of the ministry is intended to provide insight to the intra-functional relationships between the various units of the ministry.

10.6.3 Field visit for five days (including two intermediate week end days) to selected projects at outstation is planned to enable the officers to acquire knowledge about the ground realities and sensitizing them to the functional / positional constraints.

10.6.4 Participants will be required to maintain a learning log to capture the knowledge and skills acquired by them during the orientation training programme. The format of the learning log is prescribed in the Annexure.

10.6.5 To reinforce learning, presentations by the participants of consolidated learning during the training are planned towards the end of the programme.

10.7 Programme Deliverables

10.7.1 Each participant will submit duly completed learning log capturing the learning high lights during the programme on the format prescribed in the Annexure.

10.7.2 Group of participants will submit team papers on visit to the relevant sections of the ministry and briefings thereof.

10.7.3 Field visit reflection paper – each participant will individually submit a reflection paper regarding specific aspects of field visit bringing out the learning points having relevance to the functioning of the ministry.

10.7.4 Group presentation – consolidating the learning during the programme.

10.8 Outcomes

10.8.1 The following outcomes are expected from the Orientation training programmes:

- a. Accelerate the learning curve of the participants for optimum performance.
- b. Improve in the ability of officers to appreciate the competitive environment in which ministries / departments are working.
- c. Develop sensitivity towards the ground realities to be taken into consideration while processing the cases in the ministry.
- d. Promote developmental mind set.
- e. Appreciate the importance of coordination, intra-ministry, inter-ministry as well as with the States / Districts and other involved stakeholders.
- f. Integrate the officers with the day to day working of the ministry / department.
- g. Promote understanding to facilitate evaluating proposals, formulating policies and programmes, etc.
- h. Improve efficiency and decision making.
- i. Promote good governance.

10.9 Session Plan and Learning Events

Learning event	Training Method	No. of sessions (90 mts each)
1. Registration, Program Objectives, Methodology etc.	N. A.	One
2. Organizational Structure of the Ministry including its three Departments - Department of Rural Development, Department of Drinking Water and Department of Land Resource.	Lecture, Handouts, Films, Discussion.	One
3. Salient features and broad overview of Rural India, Rural Economy and aspects of Poverty in different parts of the country.	Lecture, Films, Discussion, Handouts	Two
4. Major Policies and Legislations pertaining to Poverty Alleviation Programs in different Departments.	Lecture, Films, Discussion, Handouts	Two
5. Overview of Centrally Sponsored Schemes pertaining to the three Departments including Flagship Programs.	Lecture, Films, Discussion, Handouts	Two
6. Delivery Systems and Mechanism in States, Districts, Blocks and Panchayati Raj Institutions	Lecture, Films, Discussion, Handouts	Two
7. Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding etc.	Lecture, Films, Discussion, Handouts	Two
8. Monitoring and Evaluation Mechanisms, Special IT tools related to the Poverty Alleviation Programs.	Lecture, Films, Discussion, Handouts	Two
9. Visit to relevant Sections of the three Departments.	Briefing, Discussion	Four (One day)
10. Field Visit to Selected Projects.	Briefing, Discussion	Twelve (Three days + week-end)
11. Preparation of Presentations on the Learning Events and Field Visits.	Discussions in Groups.	4

12. Presentation by Participants	Presentation by Participants, AV Aids.	2
13. Evaluation and Valediction.	Discussion, Structured Feed back.	1
14. Briefing and others.	NA	3
Total		40

10.10 Evaluation/ Assessment

The effectiveness of the orientation training programme will be demonstrated by the following:

- Learning log
- Team paper on Visit to relevant sections and briefing
- Reflection paper on field visit
- Group presentation of learning acquired during the programme

LEARNING LOG

Format - I

Learning Log	Name:	Date:
Learning Event / Situation / Experience		
What happened		
What I learnt / concluded		
How I can use this learning		
Action Planned and when		

LEARNING LOG

Format – II

Name:

Date:

Event / Topic:

Learning points (What I have learnt)

Application of Learning (How can I use what I have learnt?)

Programme Schedule / Time Table**FIRST WEEK**

Day / Date	Session	Contents of Sessions
Day 1	I	Registration, Program Objectives, Methodology.
	II	Organizational Structure of the Ministry and the Departments.
	III - IV	Rural India, Rural Economy and Poverty.
Day 2	I - II	Major Policies & Legislations on Poverty Alleviation.
	III - IV	Visit to concerned sections of the Ministry/Department.
Day 3	I - II	Overview of Centrally Sponsored Schemes of the Ministry.
	III - IV	Visit to concerned sections of the Ministry/Department.
Day 4	I - II	Delivery Systems and Mechanisms in States, Districts, Blocks and Panchayati Raj Institution.
	III - IV	Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding.
Day 5	I - II	Monitoring and Evaluation Mechanisms, Special IT tools.
	III - IV	Field Visit Briefing

SECOND WEEK

Day / Date	Session	Contents of Sessions
Day 1,2 and 3		Field Visit
Day 4	I - IV	Preparation of Presentation on the Learning Events and Field visits.
Day 5	I - III	Presentation on the Learning Events and Field Visit.
	IV	Evaluation and Valediction.

Timings

Session I : 1000 – 1130 hrs

Session II : 1145 - 1315 hrs

Session III : 1415 - 1545 hrs

Session IV : 1600 - 1730 hrs

Tea break : 1130 – 1145 hrs and 1545 – 1600 hrs.

Lunch break : 1315 – 1415 hrs.

ANNEXURE



RAJNI RAZDAN
सचिव
SECRETARY

भारत सरकार,
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय,
प्रशासनिक सुधार और लोक शिकायत विभाग,
सरदार पटेल भवन, संसद मार्ग,
नई दिल्ली-110001
GOVERNMENT OF INDIA,
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES
& PENSIONS,
DEPARTMENT OF ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES,
SARDAR PATEL BHAVAN, SANSAD MARG,
NEW DELHI-110001

D.O.No.K-11022/43/2008-AR

30th December 2008.

The Department of Administrative Reforms and Public Grievances is implementing the DFID funded Capacity Building for Poverty Reduction (CBPR) Programme. The intent of the Programme is to promote and support improvements in Public administration for improving the service delivery to the poor.

2. As part of the CBPR Programme, this Department has initiated a proposal for orientation programme for officers of the cadres comprising Assistants, Section Officers and Under Secretaries of the Ministries/Departments as the same would provide them an opportunity to have a feel of the field situation and sectoral knowledge of the Ministries/Departments even before the officer actually joins the new office/posting. The domain specific knowledge, familiarity with the Ministries/Departments activities, flagship programmes, policies as well as the ground situation will help the officer get integrated with the day to day working of the Ministries/Departments and in understanding and evaluating proposals, formulating policies and programmes and thus improve efficiency and facilitate decision making. Besides, it will also aid in establishing a clear foundation, and expectations in terms of developing responsibility, integrity and thus increasing overall productivity, which is essential for Good Governance. ISTM has been entrusted with the consultancy proposal.

3. New inductees through recruitments/promotion as well as officers transferred to a new Department/Ministry from the designated cadre would be provided with orientation training for two weeks. As mentioned, the training would primarily focus on familiarizing the participant with the domain specific knowledge pertaining to the Ministry/Department where he/she is proposed/newly posted. A field visit component would also be included. The orientation programme would be implemented in close cooperation of the ISTM, CS Division, this Department and the line Ministry. At the on set the Pilot Project will be implemented in five Ministries/Departments namely Department of AR&PG, DOP&T, Ministry of Health, Ministry of Defence and Ministry of Rural Development.

.....contd/-

Please Visit Our Websites : <http://darpg.nic.in>; <http://darpg-grievance.nic.in>; <http://goicharters.nic.in>

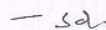
Telefax : ++ 91 11 2374 2133; ++ 91 11 2374 2546

4. I would like to invite your attention to the project Directive sent to you vide my communication of even number dated 10th December, 2008. A copy of the same is enclosed for reference.

5. In order to initiate the proposal I will be taking a meeting of the nodal officer of the five identified pilot Ministries/Departments along with representatives of CS Division, Training Division and ISTM on **14.01.2009 at 3.30 PM in the Conference Hall, Department of AR & PG, 5th Floor, Sardar Patel Bhawan** where ISTM will make a presentation of the Study Project and brief all concerned about the need and methodology of the study.

6. I would be grateful if you could nominate one officer not below the level of Joint Secretary/Director as Nodal Officer for the aforesaid study with the direction to attend the meeting.

Yours Sincerely,



(Rajni Razdan)

To

1. Secretary, Ministry of Health, Nirman Bhavan, New Delhi.
2. Secretary, Ministry of Defence, South Block, New Delhi.
3. Secretary, Ministry of Rural Development, Krishi Bhavan, New Delhi.
4. Secretary, Department of Personnel & Training, North Block, New Delhi.

Copy for information to:

- (i) Additional Secretary, Department of AR&PG, Sardar Patel Bhavan, New Delhi
- ✓ (ii) The Director, Institute of Secretariat Training & Management, JNU Campus (Old), New Meharauli Road, New Delhi-110 067.
- (iii) Joint Secretary, Training Division, JNU Campus (Old), New Meharauli Road, New Delhi-110 067.
- (iv) Director, CS Division, Lok Nayak Bhavan, Khan Market, Lodhi Road, New Delhi.



(S.A. Rahim)
Deputy Secretary
Tele: 23741006

57

No.K-11022/43/2008-AR
Government of India
Department of Administrative Reforms & Public Grievances
(Ministry of Personnel, Public Grievances & Pensions)

....
New Delhi, the 10th December, 2008

PROJECT DIRECTIVE

Subject:- Orientation Training Programme for Assistants, Section Officers and Under Secretaries on their postings to specific Ministries/Departments.
....

PREAMBLE: With the view to help Assistants/Section Officers and Under Secretaries joining a Ministry/Department on posting, transfer, deputation to reach the level of performance expected from an experienced officer in the Department quickly, they are to be provided domain specific knowledge and an opportunity to have a feel of the field situation as well as familiarity with Ministry/Department activities, policies and flagship programmes.

AIMS OF STUDY:

- 1 To identify the training needs of the target groups.
2. To design the training module and prepare training material in collaboration with concerned Ministry/Department.
3. To provide supervisory, advisory and facilitator support for one year (from the date of submission of design) to the nodal officer/training manager of the identified Ministry/Department on requirement basis for execution and organizing the programme.

SP2

COMPOSITION OF STUDY TEAM

1. Shri M.S. Kasana, Joint Director,ISTM
2. Shri P.S. Sareen, Deputy Director, ISTM
3. Shri S.K. Dasgupta, Consultant

MINISTRIES/DEPARTMENTS IDENTIFIED FOR THE PILOT PROJECT

1. Department of Administrative Reforms & Public Grievances
2. Department of Personnel & Training
3. Ministry of Health
4. Ministry of Defence
5. Ministry of Rural Development

ROLE OF ISTM

ISTM will:

- ❖ Liaison with the identified Ministries for identification of the training needs of the target groups – Assistants, Section Officers and Under Secretaries.
- ❖ Decide contents, methods, media and duration for the training schemes.
- ❖ Develop training modules having the following components
 - **Programme Brochure** - consisting of context, structure, methodology etc.
 - **Programme design**—consisting of the modules contents, aim, objectives details of the sessions and field visits etc.
 - **Compile orientation training material**
- ❖ Suggest validation and assessment mechanism

- ❖ Identify the cost implications for operationalising induction training programmes.
- ❖ ISTM would structure the training design, training material and provide overall coordination and logistics functions. The training design and content will be designed in collaboration with the Line Departments,
- ❖ ISTM will assist the identified Ministries/Departments in conducting the Orientation Training,
- ❖ as a hand holding exercise for one year, from the date of acceptance of the report.

ROLE OF IDENTIFIED MINISTERS

Identified Ministry will designate a Joint Secretary/Director level officer to act as Nodal Officer/Training Manager for the Consultancy Project and operationalisation of the orientation training.

The identified Ministries will extend full cooperation to ISTM for identifying the training needs of the target groups and make available the required data for training needs analysis.

The identified Ministry will provide domain contents linked with identified training needs and help in identification and development of orientation training material.

The responsibility for operationalising the induction training programmes will be of the identified Ministry.

The required certificate to the officials for completion of the orientation training will be issued to the officials by the nodal officer.

(60)
24

The required certificate to the officials for completion of the orientation training will be issued to the officials by the nodal officer.

ROLE OF C.S.DIVISION

CS Division will intimate and nominate officers for orientation training. It will coordinate with the Line Departments/Ministries for release of the nominated officers for the orientation training and in facilitating the field visit.

LIAISON

The Joint Secretary/Director level officer in the Ministry designated as Nodal Officer/Training Manager will extend full cooperation to the consultancy team for completion of task mentioned above.

ADMINISTRATION

The identified Ministry will provide secretarial assistance to the consultancy team. The work relating to editing, keying-in, redaction etc. of the data for preparing the study material will be facilitated by the identified Ministry through the Nodal Officer.

REPORT

The Training Need Analysis Report and Training Module based thereon would be submitted within two months.

R Razdan

(Rajni Razdan)
Secretary to the Government of India



RAJNI RAZDAN
सचिव
SECRETARY

भारत सरकार,
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय,
प्रशासनिक सुधार और लोक शिकायत विभाग,
सरदार पटेल भवन, संसद मार्ग,
नई दिल्ली-110001

GOVERNMENT OF INDIA,
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES
& PENSIONS,
DEPARTMENT OF ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES,
SARDAR PATEL BHAVAN, SANSAD MARG,
NEW DELHI-110001

D.O.No.K-11022/43/2008-AR

Dated 03rd March, 2009

Handwritten signature and date 12/3

The Department of Administrative Reforms and Public Grievances is implementing the DFID funded Capacity Building for Poverty Reduction (CBPR) Programme. The intent of the Programme is to promote and support improvements in Public administration for improving the service delivery to the poor.

Handwritten note: 387/2009/1715789

2. As part of the CBPR Programme, this Department has initiated a proposal for orientation programme for officers of the cadres comprising Assistants, Section Officers and Under Secretaries of the Ministries/Departments as the same would provide them an opportunity to have a feel of the field situation and sectoral knowledge of the Ministries /Departments even before the officer actually joins the new office/ posting. The domain specific knowledge, familiarity with the Ministries/Departments activities, flagship programmes, policies as well as the ground situation will help the officer get integrated with the day to day working of the Ministries /Departments and in understanding and evaluating proposals, formulating policies and programmes and thus improve efficiency and facilitate decision making. Besides, it will also aid in establishing a clear foundation, and expectations in terms of developing responsibility, integrity and thus increasing overall productivity, which is essential for Good Governance. ISTM has been entrusted with the consultancy proposal.

3. New inductees through recruitments/promotion as well as officers transferred to a new Department /Ministry from the designated cadre would be provided with orientation training for two weeks. As mentioned, the training would primarily focus on familiarizing the participant with the domain specific knowledge pertaining to the Ministry /Department where he /she is proposed/newly posted. A field visit component would also be included. The orientation programme would be implemented in close cooperation of the ISTM, CS Division, this Department and the line Ministry. At the on set the Pilot Project will be implemented in five Ministries/Departments namely Ministry of Water Resources, Ministry of Petroleum, Ministry of Health, Ministry of Power and Ministry of Rural Development.

Contd.../-

Please Visit Our Websites : <http://darpg.nic.in>; <http://darpg-grievance.nic.in>; <http://goicharters.nic.in>

Telefax : ++ 91 11 2374 2133; ++ 91 11 2374 2546

4. I would be grateful if you could nominate one officer not below the level of Joint Secretary/ Director as Nodal Officer of the aforesaid study for coordinating with Director, ISTM.

Yours sincerely,

Sd/-

(Rajni Razdan)

1. The Secretary,
Ministry of Water Resources,
Shram Shakti Bhavan,
New Delhi

2. The Secretary,
Ministry of Petroleum & Natural Gas,
Shastri Bhavan, New Delhi.

3. The Secretary,
Ministry of Power,
Shram Shakti Bhavan, New Delhi.

4. The Secretary,
M/o Health, Nirman Bhavan, New Delhi.

5. The Secretary,
M/o Rural Development,
Krishi Bhavan, New Delhi.

Copy for information:

The Director,
ISTM, JNU Campus (Old),
New Mehrauli Road,
New Delhi-110067

- With reference to their D.) letter No.
A-33090/7/2008-ISTM dated 23.2.2009.



(S.A. Rahim)
Deputy Secretary
Tele: 23741006

No.K-11022/43/2008-AR-
Government of India
Ministry of Personnel, Public Grievances & Pensions,
Department of Administrative Reforms & Public Grievances

Sardar Patel Bhavan, Sansad Marg,
5th Floor, New Delhi,
Dated the 03rd March 2009.

PROJECT DIRECTIVE

Subject: - Orientation Training Programme for Assistants, Section officers and Under Secretaries on their postings to specific Ministries/Departments.
.....

PREAMBLE: With the view to help Assistants/Section Officers and Under Secretaries joining a Ministry /Department on posting, transfer, deputation to reach the level of performance expected from an experienced officer in the Department quickly, they are to be provided domain specific knowledge and an opportunity to have a feel of the field situation as well as familiarity with Ministry /Department activities, policies and flagship programmes.

AIMS OF STUDY:

1. To identify the training needs of the target groups.
2. To design the training module and prepare training material in collaboration with concerned Ministry / Department.
3. To provide supervisory, advisory and facilitator support for one year (from the date of submission of design) to the Nodal Officer / Training Manager of the identified Ministry /Department on requirement basis for execution and organising the programme.

COMPOSITION OF STUDY TEAM

1. Shri M. S. Kasana, Joint Director, ISTM
2. Shri P. S. Sareen, Deputy Director, ISTM,
3. Shri S. K. Dasgupta, Consultant.

MINISTRIES/DEPARTMENTS IDENTIFIED FOR THE PILOT PROJECT

1. Ministry of Water Resources.
2. Ministry of Petroleum.
3. Ministry of Health
4. Ministry of Power.
5. Ministry of Rural Development.

Contd....p/2.

ROLE OF ISTM

ISTM will:

- Liaise with the identified Ministries for identification of the training needs of the target groups – Assistants, Section Officers and Under Secretaries.
- Decide contents, methods, media and duration for the training schemes.
- Develop training modules having the following components:-

~ **Programme Brochure** – consisting of context, structure, methodology etc.

~ **Programme design** – consisting of the modules contents, aim, objectives details of the sessions and field visits etc.

~ **Compile orientation training material.**

- Suggest validation and assessment mechanism.
- Identify the cost implications for operationalising induction training programmes.
- Structure the training design, training material and provide overall coordination and logistics functions. The training design and content will be designed in collaboration with the Line Departments.
- Assist the identified Ministries/Departments in conducting the Orientation Training.
- As a hand holding exercise for one year, from the date of acceptance of the report.

ROLE OF IDENTIFIED MINISTRIES:-

i. Identified Ministry will designate a Joint Secretary/Director level officer to act as Nodal Officer /Training Manager for the Consultancy Project and operationalisation of the orientation training.

ii. The identified Ministries will extend full cooperation to ISTM for identifying the training needs of the target groups and make available the required data for training needs analysis.

iii. The identified Ministry will provide domain contents linked with identified training needs and help in identification and development of orientation training material.

iv. The responsibility for operationalising the induction training programmes will be of the identified Ministry.

v. The required certificate to the officials for completion of the orientation training will be issued to the officials by the Nodal Officer.

Contd...p/3.

ROLE OF C. S. DIVISION:-

CS Division will intimate and nominate officers for Orientation Training. It will coordinate with the Line Departments /Ministries for release of the nominated officers for the orientation training and in facilitating the field visit.

LIAISON:-

The Joint Secretary/Director level officer in the Ministry designated as Nodal Officer/Training Manager will extend full cooperation to the consultancy team for completion of task mentioned above.

ADMINISTRATION:

The identified Ministry will provide secretarial assistance to the consultancy team. The work relating to editing, keying-in, and redaction etc. of the data for preparing the study material will be facilitated by the identified Ministry through the Nodal Officer.

REPORT:

The Training Need Analysis Report and Training Module based thereon would be submitted within two months.

Sd/-

(Rajni Razdan)

Secretary to the Government of India

To

1. Secretary, M/o Health, Nirman Bhavan, New Delhi.
2. Secretary, M/o Rural Development, Krishi Bhavan, New Delhi.
3. Secretary, Ministry of Water Resources, Shram Shakti Bhavan, New Delhi.
4. Secretary, Ministry of Petroleum, Shastri Bhavan, New Delhi.
5. Secretary, Ministry of Power, Shram Shakti Bhavan, New Delhi

Copy for information to the Director, ISTM, JNU Campus (Old), New Mehrauli Road, New Delhi-110067 with reference to their D.O letter No.A-33090/7/2008-ISTM dated 23/02/09 for information.

(S. A. Rahim)

Deputy Secretary to the Govt. of India

Tele.23741006.

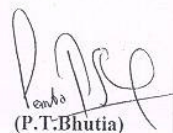
K-11022/43/2008-AR
Government of India
Department of Administrative Reforms & Public Grievances

Sardar Patel Bhavan, Sansad Marg,
New Delhi Dated 27th January 2009.

Office Memorandum

Subject:- Minutes of the Meeting held under the Chairmanship of Secretary,
DAR&PG on 14th January, 2009 regarding Induction Training for
Officials at various levels in the Ministries/Departments.

The undersigned is directed to refer to the meeting held on 14th January, 2009 at
1530 hrs. under the Chairmanship of Secretary, DAR&PG on the above mentioned
subject and to forward herewith the Minutes of the said meeting.


(P.T. Bhutia)

Under Secretary to Government of India

To

1. Shri. Khwaja M. Shahid, Director, ISTM, Old JNU Campus,
New Mehrauli Road, New Delhi 110 067.
2. Shri Budh Prakash, Joint Secretary, ISTM, Old JNU Campus,
New Mehrauli Road, New Delhi 110 067.
3. Shri V.K. Langan, Director (Estt.) Ministry of Defence.
4. Shri Karnail Singh, Director Admn. (Hqr.) DGHIS
5. Shri K.G. Verma, Director, DOP&T, North Block, New Delhi
6. Shri Suresh Pal, Director & CMO, DOP&T, North Block, New Delhi
7. Shri A.K. Singh, Deputy Secretary, M/o Rural Development, Krishi Bhavan,
New Delhi
- ✓ 8. Shri S.K. Dasgupta, Consultant, ISTM
9. Dr. Reena Sethi, Under Secretary (CS.I Training), DOP&T, North Block,
New Delhi
10. Shri P.S. Sareen, Deputy Director, ISTM.
11. Shri C.K. Koshy, Advisor, Adam Smith International
12. Shri Sudipto Sengupta, Consultant, Adam Smith International

File

Copy to:

- (i) The Secretary, DAR&PG
- (ii) The Additional Secretary, DAR&PG
- (iii) The Joint Secretary, DAR&PG
- (iv) Smt.Meenakshi Sharma, Director (AR), DAR&PG
- (v) Shri Manish Mohan, Director (PG), DAR&PG
- (vi) Ms. Ritika Bhatia, Deputy Secretary (D&D), DAR&PG
- (vii) Shri S.A.Rahim, Deputy Secretary (AR), DAR&PG
- (viii) Shri V.K.Verma, Under Secretary (Admn.), DAR&PG

Copy for information:

- (ix) Secretary, M/o Health, Nirman Bhavan, New Delhi
- (x) Secretary, M/o Defence, South Block, New Delhi
- (xi) Secretary, M/o Rural Development, Krishi Bhavan, New Delhi
- (xii) Secretary, DOP&T, North Block, New Delhi



(P.T.Bhutia)

Under Secretary to Government of India

**Minutes of the meeting on Orientation Training Initiative proposed under the
CBPR Programme held in the Conference Hall, DARPG
on 14 Jan 2009 at 1530 hrs**

The meeting to discuss the approach and methodology for the Orientation Training Initiative under the Capacity Building for Poverty Reduction Program was held under the Chairpersonship of Secretary (AR&P) on 14th January 2009 at 1530 hrs in the Conference Hall of the Department of Administrative Reforms and Public Grievance. The list of participants is at **Annexure I**.

Secretary DAR&PG opened the meeting by welcoming the participants. This was followed by an introduction by all participants and a brief introduction to the project by Joint Secretary DAR&PG.

The following issues were discussed:

(i) Institute of Secretarial and Management (ISTM), the consultants for the study project made a presentation (**Annexure II**) on their proposed methodology, approach and road map for the Orientation Training project. The salient features highlighted are as follows:

- **Target Group:** Assistants, Section Officers, Under Secretaries
- **State of Orientation Training :** Training would be provided to officers joining a new department on Recruitment, Transfer and Promotion
- **Pilot Ministries:** DAR&PG, Ministry of Health & FW, Ministry of Defence, Ministry of Rural Development, DoPT
- **Focus of the Orientation Programme:** Provide (i) Sectoral Knowledge, (ii) Familiarity with functions, activities of the Ministry/Deptt, (iii) Various policies of the Department, (iv) Major programmes being implemented by the department, (iv) Exposure in field pertaining to the department's clients, programmes, agencies and activities
- **Scope of consultancy:** (i) Identification of Training needs (TNA), Design of Training, Compile training material/modules/manuals, Cost implications, advisory to the departments on the actual training implementation and assessment

- **Timelines:** The project would be completed within 50 days from commencement
- (ii) Since each training batch should have sufficient number of participants, it was suggested that new officers joining a particular department on promotion, recruitment or transfer in last six months of a calendar year would constitute a training batch.
- (iii) It was also recommended that given that individual departments/ministries might not have the wherewithal in terms of faculty, logistics and training domain knowledge, the actual training may be taken up on turnkey basis by ISTM. The implementation of project by ISTM would therefore be in two distinct phases (i) Training Design (within 50 days from start), (ii) Turnkey implementation of training for the five designated Ministries/Departments .
- (iv) The training should be a three tier structure:-
 - Overview of the Ministries/Departments.
 - Classroom Sessions at ISTM.
 - Fieldvisits.
- (v) It was stressed that field visit component should be an important constituent in the training design.
- (vi) The Representatives from the pilot departments/ministries were advised/ requested to facilitate ISTM's interaction with the officers of their respective departments/ministries especially for the Training Needs Analysis, Module preparation and training design. It was highlighted/ emphasised that without the cooperation of the pilot ministries/departments, the project cannot be successfully conceptualised and launched. (ISTM has already issued a DO letter to the representatives of the Pilot Departments/Ministries)
- (vii) Once it is demonstrated (in the present pilot phase) that Orientation Training Programme has benefits, CS division may take-up the matter of making the Orientation training mandatory. It was also highlighted that role of CS Division was crucial for the project to be successful.
- (viii) There was a consensus regarding need for Orientation Ttraining of the officer newly joining a department/ministry

The meeting ended with vote of thanks to the chair.

Orientation Training Programme for Assistants / Section Officers / Under Secretaries on their joining to Specific Ministries / Departments

Background:

The Department of Administrative Reforms and Public Grievances is implementing the DFID funded Capacity Building Programme in which one of the initiatives proposed is Induction / Orientation Training for officials on their posting in the specified Ministries / Departments. As a pilot project for implementation in five ministries / departments, consultancy team of ISTM has been assigned the task to identify training needs of the functionaries and design training programme accordingly. As part of the exercise, the questionnaire given below has been designed to identify the training needs. We shall be grateful, if you please help us by giving your free and frank opinion on the questions appended below.

Questionnaire

1. Name:
2. Designation:
3. Ministry / Department:
4. Did you receive any briefing / Induction / Orientation training on the organisational structure/ functions / schemes of the Ministry / Department on joining the new Ministry / Department?
5. If yes, could you please give any details of such briefing / training?
6. If no, did you face any difficulty in familiarizing with:
 - (a) structure:
 - (b) functions:
 - (c) activities, etc. of your ministry / department:

7. If Induction/ Orientation training was imparted, do you think it would have facilitated your effective grasp of the assigned tasks in a more productive way? If yes, please specify:

8. Please suggest the contents, methodology and duration of such training.

Contents:

Methodology:

Duration:

Signature:.....

Date:.....

Orientation Training Programme for Assistants / Section Officers / Under Secretaries on their joining to Specific Ministries / Departments

Name:

Designation:

Ministry / Department:

CHECK LIST

1. Need for orientation training
2. What should be the contents
3. Duration
4. Methodology
5. Suggestion for induction material
6. Any other suggestions / comments

Documents / Reports collected for literature survey

- Providing copies of Annual Report
- Organisation Functional Chart
- Work allocation in the Ministry
- List of Attached offices, subordinate offices, autonomous bodies and PSUs
- Copies of resolutions while formation of above bodies – the mandate / items of work of these bodies, induction materials, if any
- Delegation of Powers / Decision making within the Ministries
- Departmental Record Retention Schedule
- Citizen Charter
- Allocation of Business Rules / II Schedule
- Demarcation of Responsibilities in Government
- Films, documentary/ DVDs/CDs, etc.

M.S. KASANA
JOINT DIRECTOR
TEL.NO.26180589

D.O. NO. A.33090/7/2008-ISTM

14.1.2009

Dear

Please refer to the correspondence resting with Secretary, DARPG D.O letter No.K-11022/43/2008-AR dated 30th December, 2008 on Orientation Programme for officers of the grades comprising of Assistant/Section Officer/Under Secretary.

2. ISTM has been engaged as consultant by DARPG for identifying training needs, design of training and development of training material for the orientation programme. The presentation on the scope of the study has since been made in the meeting chaired by Secretary, Deptt. of ARPG on 14th January, 2009 in the Conference Hall, Deptt. of ARPG, Sardar Patel Bhawan, New Delhi.

3. As the first component of study is the identification of training needs, we are required to collect data on the same. A questionnaire for data collection has been designed for administering the target above. Copy of the questionnaire is enclosed.

4. It is requested that the enclosed questionnaire may please be administered in your Ministry/Department to the target groups, at least 10 from each grade of Assistant/Section Officer/Under Secretary. We intend to collect the completed questionnaire from the nodal officer of the Ministry/Department after two - three days.

5. The consultancy team consisting of Shri M.S. Kasana, Joint Director, ISTM, Shri P.S. Sareen, Deputy Director, ISTM and Shri S.K. Dasgupta, former Director, DoPT also requests that meeting may be fixed with at least five officers of Joint Secretary/Director/Deputy Secretary level of your ministry/ department for collecting data through interview. Accordingly, we shall be grateful if

appointments with at least five such officers for interview is fixed in your Ministry/Department.

6. It is also requested that the following documents which will facilitate training need identification, design and development of the programme may also be made available to us:-

- Annual Report
- Organisation Functional Chart
- Work Allocation in the Ministry
- List of attached offices, subordinate offices, autonomous bodies, PSUs
- Copies of resolutions while formation of above bodies – the mandate / items of work these of bodies
- Induction material, if any
- Delegation of Powers/Decision Making within the Ministries
- Departmental Record Retention Schedule
- Citizen Charter
- Allocation of Business Rules / II Schedule
- Demarcation of Responsibilities in Government
- Films/Documentary/DVDs/CDs etc.

7. As the task is time bound, the study team would like to visit the respective Ministry/departments.

With regards,

Yours sincerely,

(M.S. KASANA)

LIST OF OFFICERS INTERVIEWED

Sl.No.	Name S/Sh.	Designation	Ministry/Department
1.	B. Virdi	Director	Rural Development
2.	Krishan Kumar	Director	-do-
3.	B. Narayanan	Director	-do-
4.	Jagdish Singh	Director	-do-
5.	B.S. Negi	Deputy Secretary	-do-
6.	H.R. Joshi	Director	M/o Health & Family Welfare
7.	Karnail Singh	Director	-do-
8.	R.K. Kalra	Deputy Director	-do-
9.	P.K. Jha	Joint Secretary	DARPG
10.	Mrs.Meenakshi	Director	-do-
11.	Mrs.Ritika Bhatia	Deputy Secretary	-do-
12.	S.K. Gupta	Deputy Secretary	-do-

**LIST OF UNDER SECRETARIES WHO HAVE RESPONDED THE
QUESTIONNAIRE**

Sl.No.	Name S/Sh.	Designation	Ministry/Department
1.	S.K. Shrivastava	Under Secretary	D/o Food & Public Distribution
2.	Mrs.Pramila Raghavendran	Under Secretary	Industrial Policy & Promotion
3.	H.C. Azad	Under Secretary	D/o Food & Public Distribution
4.	Mrs.Harinder Kaur	Assistant Director General	Deptt. of Posts
5.	B.L. Tikania	Under Secretary	Deptt. of Commerce & Industry
6.	Girish Kumar	Under Secretary	M/o Finance
7.	V.K. Kapoor	Under Secretary	Heavy Industries
8.	K. Gurumurthy	Deputy Director (Vig.)	Employees Provident Fund Organisation

9.	Dr.Balmiki Prasad	Deputy Director	Min.of Health & FW
10.	P.P. Muralidharan	Under Secretary	M/o Finance
11.	N. Barik	Under Secretary	Min.of Health & FW
12.	T. Henry Franklin	Deputy Director	-do-
13.	Mrs.Santha Thampi	Under Secretary	Min. of Home Affairs
14.	N.J. Thomas	Under Secretary	D/o Industrial Policy and Promotion
15.	K. Muralidharan	Under Secretary	Min. of Chemicals & Fertilisers
16.	S.K. Ahluwalia	Under Secretary	DoPT
17.	Bakshi Ram	Under Secretary	MHA
18.	Ms.Perin Devi	Under Secretary	Deptt. of Economic Affairs
19.	Shashi Bhushan Kaushik	Under Secretary	Min. of Chemical & Fertilisers
20.	J.A. Vaidyanathan	Under Secretary	M/o Housing & Urban Poverty Alleviation

21.	S.C. Sivaji Rao	Under Secretary	Ministry of Defence
22.	Nanak Chand	Under Secretary	Deptt. of Telecommunications
23.	Vijay Kumar	Under Secretary	DoPT
24.	P.C. Pratihari	Under Secretary	M/o Corporate Affairs
25.	R. Vaidyanathan	Under Secretary	M/o Culture
26.	V.K. Sethi	Under Secretary	Deptt. of Revenue
27.	Ms.Sunita Beck	Under Secretary	Planning Commission
28.	Ms.Nirmala Dev	Under Secretary	M/o Communication
29.	Ms.Surinder Kaur	Under Secretary	M/o Finance
30.	Dharmvir Sharma	Under Secretary	UPSC
31.	R.N. Singh	Under Secretary	M/o Finance
32.	Vivek Ashish	Under Secretary	Deptt. of Road Transport & High Ways
33.	Smt.Alice Tete	Under Secretary	M/o Rural Development
34.	Chandra Shekhar Pal	Under Secretary	M/o Coal
35.	S.C. Jana	Under Secretary	M/o Defence
36.	Jag Jeet Kumar	Dy.DGFT	Dte. Genl. of Foreign Trade

37.	S.N. Jasra	Under Secretary	M/o Urban Development
38.	I.P. Mishra	Under Secretary	DAR & PG
39.	Anurag Srivastava	Under Secretary	-do-
40.	Juglal Singh	Under Secretary	-do-
41.	Vinod Krishan Verma	Under Secretary	-do-

**LIST OF SECTION OFFICERS WHO HAVE RESPONDED THE
QUESTIONNAIRE**

Sl.No.	Name S/Sh.	Designation	Ministry/Department
1.	Sunil Kumar	Section Officer	M/o Finance
3.	Krishan Lal	Section Officer	M/o Finance
4.	C.M. Kochhar	Section Officer	-do-
5.	S.C.Kaushik	Section Officer	Min. of Home Affairs
6.	Bhola Nath Saini	Section Officer	M/o Finance
7.	Smt.Sarita Gulati	Section Officer	M/o Finance
8.	Magandeep	Section Officer	M/o Finance
9.	Mrs.Manju Mathur	Section Officer	M/o Finance
10.	Bhaskar Chakrabarti	Section Officer	-do-
11.	Rajesh Kumar	Section Officer	-do-
12.	N. Sreekumar	Section Officer	M/o Communications
13.	Raj Krishan Bhorla	Section Officer	M/o Finance
14.	J.P. Singh	Section Officer	D/o Commerce
15.	Amrith Kumar	Section Officer	-do-

16.	Sunil Kumar Mandi	Section Officer	-do-
17.	G.K. Evggal	Section Officer	-do-
18.	Mrs.S.V.R. Ramana	Section Officer	Health & Family Welfare
19.	Dharamsingh Meena	Section Officer	-do-
20.	Ms.Geeta Bose	Section Officer	-do-
21.	Ms.Sarojini Rawat	Section Officer	-do-
22.	Devaki Nandan	Section Officer	-do-
23.	Prem Sagar	Section Officer	-do-
24.	S.K. Kapoor	Section Officer	-do-
25.	Syed Imran Ahmed	Section Officer	DoP&T
26.	O.P. Sharma	Sr.Technical Officer	M/o Finance
27.	Siddharth Buchchan	Section Officer	M/o Defence
28.	Mrs.Nisha Gaur	Desk Officer	M/o Power
29.	Mrs.Asha Sota	Section Officer	M/o Agriculture
30.	Surendra Patel	Section Officer	M/o Communications
31.	I.P. Nagpal	Assistant Director	M/o Urban Development
32.	Rajiv Mazik	Section Officer	D/o Science & Technology

33.	Manoj Kumar Jha	Section Officer	MHA
34.	Murali Bhavaraju	Section Officer	M/o Power
35.	Kameshwar Mishra	Section Officer	M/o Women & Child Development

36.	Ashok Kumar Bhardwaj	Section Officer	M/o Environment & Forests
37.	Sanjai Bajpai	Assistant Director	DoP&T
38.	Ashish Sharma	Section Officer	M/o Micro, Small & Medium Enterprises
39.	K.K. Mohandas	Section Officer	M/o Defence
40.	S.K. Gupta	Desk Officer	Deptt. of Posts
41.	S. Padmanabhan	Section Officer	M/o Health & FW
42.	S. Naganathan	Desk Officer	M/o Defence
43.	Soumitra Bandyopadhyay	Desk Officer	M/o Food & PD
44.	Uday Shanker Pandey	Section Officer	M/o Labour & Employment
45.	Umesh Kumar Bhatia	Assistant Director	M/o Urban Development
46.	Shobha Balakrishnan	Section Officer (ad- hoc)	M/o Environment & Forests
47.	Neera Budhiraja	Section Officer	M/o Finance
48.	A.K. Sharma	Section Officer	M/o Finance

49.	A. Francis	Section Officer	Central Vigilance Commission
50.	U.S. Mehta	Accounts Officer	UPSC

LIST OF ASSISTANTS WHO HAVE RESPONDED THE QUESTIONNAIRE

Sl.No.	Name S/Sh.	Designation	Ministry/Department
1.	Ms.Leena George	Assistant	M/o Communication
2.	Ms.Rita Rani Khanna	Assistant	D/o Telecommunications
3.	Omkari	Assistant	D/o Posts
4.	Anjan Kr. Bandopadhyay	Assistant	M/o Commerce & Industry
5.	Varsha Malhotra	Assistant	Deptt. of Commerce
6.	Ranjit Singh	Assistant	M/o Finance
7.	Puran Singh	Assistant	UPSC
8.	G.Roy Choudhury	Assistant	Planning Commission
9.	Umed Singh	Assistant	Deptt. of Telecommunication
10.	Suraj Bhan	Assistant	M/o Finance
11.	Meena Khurana	Assistant	UPSC
12.	Ms.Neelam Choudhary	Assistant	UPSC
13.	Ms.Shashi Gulati	Assistant	-do-

14.	M.C. Chaturvedi	Assistant	Deptt. of Agriculture & Cooperation
15.	Naresh Chand	Assistant	M/o Communication & IT
16.	S.Balaji Srinivasan	Assistant	M/o Defence
17.	A.K. Mondal	Assistant	-do-
18.	Shaukat Rai	Assistant	M/o Finance
19.	Kishore Kumar	Assistant	SSC
20.	Ms.Anita Juneja	Assistant	M/o Finance
21.	Suresh Kumar Sharma	Assistant	M/o Commerce
22.	Dev Raj Pal	Assistant	M/o Finance
23.	Shiv Charan Singh	Assistant	M/o Petroleum & Natural Gas
24.	Rajesh Kumar Pandey	Assistant	D/o Posts
25.	Jagdish Chander	Assistant	M/o Home Affairs
26.	Shyam Sunder Lal	Assistant	M/o Communications & IT
27.	K.K. Dawar	Assistant	-do-
28.	Joy Jacob	Assistant	DoPT
29.	Sharat Chandra	Assistant	M/o Power
30.	Rattan Lal	Assistant	UPSC

31.	Gurdjal Singh	Assistant	M/o Agriculture
32.	Ramesh Kumar	Assistant	UPSC
33.	Devidayal Singh	Assistant	D/o Animal Husbandry
34.	Mrs.Kshama Dhir	Assistant	M/o Communications & IT
35.	Ms.Santosh Kumari	Assistant	-do-
36.	Chander Pal	Assistnat	D/o Shipping
37.	Rakesh Pal	Assistant	M/o I&B
37.	R.P. Sharma	Assistant	UPSC
38.	Vyomesh Pant	Assistant	MHA
39.	R.P. Bhatia	Assistant	MHA
40.	Surinder Kumar	Assistant	DG: AIR, M/o I&B
41.	Ashutosh Kumar Agrawal	Assistant	M/o Social Justice & Empowerment
42.	Subhendu Hota	Assistant	M/o Water Resources
43.	Priya Ranjan	Assistant	MHA/Foreigners Division
44.	Satyendra Kumar Singh	Assistant	M/o Steel
45.	Zachariah Thomas	Assistant	D/o Higher Education

46.	Vimal Kumar Bhatt	Assistant	M/o Civil Aviation
47.	Achint Kumar	Assistant	M/o Defence
48.	Satya Pal Sharma	Assistant	M/o Agriculture & Cooperation
49.	S.C. Solanki	Assistant	Deptt. of Chemicals & Petrochemicals
50.	S.S. Kamboj	Assistant	DoPT
51.	Suman Mathur	Assistant	Min.of Health & FW
52.	Ravinder Singh	Desk Attache	M/o Power
53.	Ms.Neelam Bhatia	Assistant	M/o Health & FW
54.	Pradeep Kumar Gaur	Assistant	M/o I&B
55.	Ashok Kumar Gupta	Assistant	M/o Home Affairs
56.	Harish Chander Mandratta	Assistant	M/o Civil Aviation
57.	P.C. Gera	Assistant	M/o I&B
58.	Ms.Neeru Johar	Assistant	DoP&T
59.	Ms.Kalavathi M	Assistant	M/o Home Affairs

60.	Smt.Sudesh Kumari	Assistant	M/o Health & FW
61.	Ms.Sunita Sharma	Assistant	M/o Agriculture
62.	Ms.Anita Soni	Assistant	-do-
63.	Vinod Kumar	Assistant	D/o Consumer Affairs
64.	M.V. Balasubramanian	Assistant	-do-
65.	Tara Thomas	Assistant	-do-
66.	S. Das	Assistant	-do-
67.	Paramjit Kaur	Assistant	-do-
68.	Bazram Prasad	Assistant	-do-
69.	Vijay Singh	Assistant	-do-
70.	Mrs.Saroj Pal Gakhar	Assistant	-do-
71.	Ashutosh Apte	Assistant	-do-
72.	Sohan Singh	Assistant	M/o Overseas Indian Affairs
73.	Satish Kumar Tuli	Assistant	-do-
74.	Virender Kumar	Assistant	M/o Communication & IT
75.	Rajeev Kumar Sinha	Assistant	MHA
76.	Neelam Shome	Assistant	M/o Urban Development

77.	Sachin Tuli	Assistant	M/o HRD
78.	Vidya	Assistant	Central Electrical Authority
79.	Sunita	Assistant	M/o Mines
80.	Purnima Kochhar	Assistant	M/o Mines
81.	A.K. Gopal	Assistant	M/o Labour & Employment
82.	Navin Kumar Kochhar	Assistant	M/o HRD
83.	Pushpa Rana	Assistant	D/o Food & Public Admn.
84.	Mrs.Jagjeet Kaur	Assistant	UPSC
85.	S.K. Das	Assistant	M/o Communication & IT
86.	Kamlesh Mahajan	AL&IO	M/o Consumer Affairs
87.	Nitin Mane	Assistant	D/o Commerce
88.	V.K. Chopra	Assistant	M/o CA, Food & Public Distribution
89.	Sachin Arora	Assistant	M/o HRD
90.	Parvati	Assistant	M/o Law
91.	Anant Ram	Assistant	M/o Water Resources
92.	Durjan Sal Singh	Assistant	M/o Mines
93.	Anil Bajpai	Assistant	M/o Water Resources

94.	Satyapal Bist	Assistant	UPSC
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Institute of Secretariat Training and Management

**Orientation Training Programme for Assistants, Section Officers &
Under Secretaries on their joining to Specific Ministries /
Departments**

CONSOLIDATED FEEDBACK OF QUESTIONNAIRE

Background:

The Department of Administrative Reforms and Public Grievances is implementing the DFID funded Capacity Building Programme in which one of the initiatives proposed is Induction / Orientation Training for officials on their posting in the specified Ministries / Departments. As a pilot project for implementation in five ministries / departments, consultancy team of ISTM has been assigned the task to identify training needs of the functionaries and design training programme accordingly. As part of the exercise, the questionnaire given below has been designed to identify the training needs. We shall be grateful, if you please help us by giving your free and frank opinion on the questions appended below.

Questionnaire

1. Name:
2. Designation:
3. Ministry / Department: **MINISTRY OF RURAL DEVELOPMENT**
4. Did you receive any briefing / Induction / Orientation training on the organisational structure/ functions / schemes of the Ministry / Department on joining the new Ministry / Department?

Yes: (1) No: (27)
5. If yes, could you please give any details of such briefing / training?
6. If no, did you face any difficulty in familiarizing with:

Yes: 24 No: 2

- Yes, I had to learn by trial and error method. The learning process was slow and difficult.
- Initially I had to spend a lot of time to know about the nature of work/about organisation.

(a) structure:

Yes: 18

No: 4

- After putting more than 2 decades in service, familiarization in new department is not much of problem. However, induction programme will surely help in fast grasping of structure, function, activities of the new department.
- I took time to familiarize
- Unaware of the functional structure for a long time
- I joined the Ministry as an LDC and in that position I was doing only typing and diary/dispatch work. There was neither any need to familiarize with the structure and functioning of the Ministry nor I was given any orientation of such aspects of the Ministry.
- On becoming a dealing hand at the level of UDC/Assistant in whichever Section I have been posted (mainly the Programme Sections) , I was assigned a seat dealing with certain issues and was given the files related to that seat. Attending to various work related to that seat was the only on the job training. My Section Officer used to be my trainer. My quality of training/learning process depended on the level of knowledge of my trainer who has also gone through more or less the same training process which I had at my disposal. At that time I earnestly felt the need for having knowledge of attending to various tasks pertaining to the jobs in a Programme Section such as (a) procedure of release of funds (b) preparation of various documents pertaining to Budgeting and (c) preparation of Plan documents, EFC Memo etc. I found myself blank and blind about the implementation of programme at the ground level and felt the need to have an understanding of implementation of various programmes of the Ministry at the ground level.

(b) functions:

Yes: 18

No: 4

- I had learnt it by trial and error.

(c) **activities, etc. of your ministry / department:**

Yes:

No: 5

- Ever since I joined M/o Rural Development, I am associated with the work of NREGA which I have picked up with the passing of time and under the guidance of my seniors. The knowledge about the activities of the Ministry is not quite thorough.
 - As part of my functions, I learnt to know the activities of the Ministry.
 - Least aware
7. If Induction/ Orientation training was imparted, do you think it would have facilitated your effective grasp of the assigned tasks in a more productive way? If yes, please specify:
- Yes, orientation training would have helped me familiarize with the work done by different divisions.
 - Yes, I am of the view that at the level of Under Secretary, it is beneficial if an individual is aware of the functioning of the Ministry/Department as he/she is quite frequently required to coordinate with other Divisions in the discharge of his/her duties.
 - Yes, it would have definitely helped in getting proper perspective of the job I was assigned after promotion. (2)
 - Since I have not received any training, it is difficult to say that training would facilitate my effective grasp of the assigned tasks in a more productive way.
 - Yes, it would have helped to work more and quick. (5)
 - Not necessary.
 - Definitely an overall feel of organization is a must. Then there are core programmes with which familiarization is a must. A good combination of these and contribution of Ministry's work in overall scheme of Government of India would give useful understanding.
 - One can have better understanding and consequently deeper examination of issues involved. It can broaden the outlook in general and familiarization of the work.
 - Not much.
8. Please suggest the contents, methodology and duration of such training.

Contents:

- A bird's view of the functioning of the Ministry followed by work of the given division. A field exposure and interaction with state level bodies.

- Programmes/functions/activities of the Ministry
- Funding principles
- Implementation of programmes at grass root level
- The training for US should be on Leadership Development, Communication Skills, Staff Management and the Role of US in GOI.
- Functions of the department, its activities, procedures etc.
- Should contain basic and common function of the department.
- Basic Rules, Acts, Regulations and accepted proceedings.
- All relevant rules under GOI, i.e, FR/SR, CSS Rules etc.
- Programme guidelines in brief, coverage of beneficiaries, tasks at hand.
- Job/programme specific
- One week training/practical experience
- Knowledge of Information Technology
- How does the functioning of Ministry and its important programme fit in.
- Establishment, Administration and Accounts
- Overall view of functioning of Ministry with special emphasis on discussions where going to be posted.

Methodology:

- A fortnight training programme which contains lectures, presentations etc.
- It should be combination of class room teaching and presentations along with field visit if possible.
- Through internal and field training, an implementation /monitoring of various schemes.

1. Class room - Yes (10) [Lecture as well as power points]
2. Panel Discussions - Yes (3)
3. Guided Reading - Yes (4) - To some extent
4. Visits - Yes (9)

Duration:

3-4 weeks, 2-3 weeks, as required for covering the topics from 1 month to 6 months, one month(3), one week(2), 6 weeks, need based, At least 4 weeks.

9. Any other suggestions:

- Induction training is a must for all new entrants. It should be made mandatory for all new comers. (2)
- Orientation programme should be not more than 2 days. Material should give an overview of Department's structure with a detailed input about the task going to be assigned to the officer.
- If training on capacity building is given, it would be beneficial.
- There should be a visit tour to offices in other states to have interaction with the staff.
- Training of govt. officials is a grossly neglected phenomenon. Familiarizing with key concepts, updating with current trends etc. is a must.
- The reading material may include the Annual Report of the Ministry, the report of the Standing Committee etc. Senior officers of the Ministry may deliver lecture on the concerned subjects being looked after by them in the Ministry.
- Training should be imparted by officers having expertise on specific functions of the department and should not be left to Training Section as a part of routine exercise.

Orientation Training Programme for Assistants / Section Officers / Under Secretaries on their joining to Specific Ministries / Departments

Consolidated Response of the target group to the questionnaire administered

1. Did you receive any briefing / Induction / Orientation training on the organisational structure/ functions / schemes of the Ministry / Department on joining the new Ministry / Department?

Yes : 9

No : 144

- Received a 2-3 page brief consisting of the list of cadres of the Ministry and nothing else.
- Briefing about the function of the branch was given by the Branch Officer, i.e, Director.
- I have joined service in 1975 in Press Information Bureau under I&B Ministry where I got briefing from Assistant Information Officer regarding functions. I had worked in purchase side in DGS&D for 6 years. There also Assistant Director explained nature of work wholly gradually by practice I could gain knowledge of purchase procedure.
- No, except to access to the annual report of Ministry of our own.
- A detailed briefing was given by the Director in charge of the Branch.
- A copy of induction material was provided and tried to understand the details from colleagues.
- Yes, only briefing and some folders of old cases/decisions. No orientation training was provided. It was difficult to manage the work as it was based on Desk System with no staff/support.
- I didn't receive any briefing, induction or any training on the organizational structure etc. on joining the new Ministry. I received only transfer order to join the Ministry.

2. Details of such briefing / training:

- Three to four lines briefing by Sr.Assistant/Section Officer with the instruction to see the earlier dealt files and go through the Manual. Slogan - "start doing work, you will learn gradually".
- There was no such formal briefing programme sorts or training. But a little briefing from senior officers of that department who are well

conversant with all functions gave guidance but ultimately practical work experience gives a lot of perfection.

- The Annual Report of the Ministry gave us the information relating to all the departments, subordinate and attached offices. The function at all desks, attached offices. The annual report also gave information on major schemes, financial allocation to various schemes etc. It also gave information or functions of various divisions of individual departments under ministry.
- I received general orientation training at ISTM which facilitated to understand the Government Rules and procedure at induction level of Section Officer in 1995.
- The briefing given by the Director included the hierarchical structure of the Department, the channels of submission, the work allocation and the general work culture of the department.
- The immediate senior explains their expectations and in the process also explain details of schemes/organizational structure.
- Concerned gave me briefing about the task assigned to me. Since my predecessor had sought voluntary retirement and I had joined a fortnight before his retirement, I got an opportunity to get myself familiarize with the work allocated to me.
 - A brief introduction/briefing but no training.
 - The information about all the officers
 - Name of all staff in the section
 - All sections in the Ministry/Department

3. Did you face any difficulty in familiarizing with:

(a) structure: (Yes) : 117 (No) : 11

- Types of visa, which type of visa MHA/foreigners' division is dealing with etc.
- I have been assigned establishment work related to the officers.
- I joined as LDC in MoF in 1978. From this level, I learnt everything like noting, drafting etc. and received 3 promotions in the same Ministry. I did not face any problem.
- I was posted in the Min. of Health & Family Welfare and have no knowledge about the structure of the department. Nobody helped me to make me understand about the structure of the department.
- Revenue department has several subordinate offices like CBEC/CBDT/Central Intelligence Economic Bureau, etc.
- Annual report did not give actual structure of the Ministry. It was known only when we started functioning in the desk.

- Was completely new to government on joining as a direct recruit assistant and had no idea of the ministerial/hierarchical structure. Only a very general idea which was completely insufficient to initiate any work.
- Yes, as I was posted to Administration, it took me time to get acclimatized with the Ministry's structure, terminology, various rule provisions etc.
- Initially, it was difficult to understand the different wings, division of the organisation and level of officers manning them.
- Yes; without any introduction to the subject that I am going to deal with, I felt a lot of impediments in carrying out the duties assigned.
- I familiarized about the Ministry through Annual Report and web-site of the Ministry. Org. Brochure of the Ministry also facilitated in this regard.
- For a fresh entrant having no idea of office functioning, there was difficulty to know the structure and hierarchy.
- Yes, Annual Report of the Ministry does not contain all the required information . So assistance of colleagues has to be taken and with experience of a few months one get familiar with office work.
- It took some time in understanding the structure
- Especially regarding allocation of work amongst the divisions and the officers in charge as the documents in website are not updated.
- Want to know about the officers and how to interact with them.
- Did not know about the channels.
- Not aware of the structure of the new department and also whether there is any attached office/subordinate office.
- There is little different from my previous Ministry
- Difficulty in familiarizing with the structure initially.
- A little bit confusing about the administration sections of different ministries.
- No knowledge about organization chart, how many Sections in the Department, etc.

(b) functions: (Yes): 119 (No): 8

- Which level officers to decide the grant of extension of visa and type of visa etc.
- After going through the old files/annual reports, we familiarize with the functions/ structure of Ministry.
- Nature of work varies, hence individual takes time to settle in the new set up.
- I have no knowledge about the functions and I faced a lot of problems.
- There are a number of sections in the Deptt. of Revenue in each head of CBEC/CBDT/CEIB. The functions also differ a lot due to technicalities of works. A number of sections meant technical in nature.
- It takes time to get acquaint with the functions of various divisions.

- Though I was not concerned directly with the basic functions of the Ministry, it took time to acquire knowledge about the ministry.
- The functions and duties of different wings and divisions was difficult to identify during the initial period of posting.
- The structure of the ministry/department, activities involved etc. were new to me and I could grasp everything only through day-to-day experience.
- To some extent. Within a week's time, general awareness and logic could aid me understanding the structure of the division in which I was posted.
- Broad functions were known but a comprehensive / updated list was not available.
- We are hesitant to discuss with the officers and higher staff.
- Did not know about the work/task of my department.
- Exact nature of work/subject matter which fall under the new department.
- Functions are very much different from previous work
- Work should be briefed.
- Functions are also different. In Defence Ministry, we file current papers on top of file, while here, they file the current papers at the end of file.
- We were unaware about which section is doing which kind of work.

(c) activities, etc. of your ministry / department:

Yes: 116

No: 1

- It took me a lot of time to understand the structure, functions and the activities of Ministry because there was no induction training as such, as a result, I faced a lot of problems.
- Initially, lot of difficulties are faced but depending upon the materials available, support from colleagues and others who are aware of the matter, have made to overcome these difficulties.
- In fact, it took me years to know the structure, functions etc. of my Ministry.
- One of the main functions of the Ministry is protection of emigrants wherein public dealing is required and activities are time bound. I was given Vigilance Division, though I was not aware of functions of Emigration Act.
- Annual Report of the Ministry provided an overview of the activities.
- Sources of income of the country, expenditure in proper way and preparation of budget every year.
- Dte. Gen. of Civil Aviation is a regulatory body. Research & Development activities, fuel testing, designing and certification of aircrafts, air transport

- data bulletin, to use various licences such as CPS(A)/CPL(H), to conduct exams. for pilots, to investigate air crashes, etc.
- Yes, the work I was allotted was Parliament questions, assurances, court cases, FIPB case etc.
 - Preparing budget, grants, loans, giving loans and grants to institutions, etc.
 - Since we were not aware the activities of the department, apart from administrative/vigilance matters, there were a lot of difficulties being almost identical issues in both board, i.e, Central Board of Direct Taxes and Central Board of Excise and Customs.
 - Mainly, the problems were felt to get familiar with the unknown and lesser known activities.
 - Yes, like implementation of various schemes in the field of environment, Ganga Action Plan, Green India Programme. In addition, international conventions like UN Frame work, convention on climate change, ICFRE, BSI etc.
 - The activities undertaken by the Ministry and different schemes (Plan) being implemented in the Ministry was not known during initial period.
 - It took me a long time to understand and know the activities of the Department. Through personal initiative like reading the annual report, I got to know of the activities.
 - I was aware of the broad activities of the Department.
 - It took some time to know the entire activities of the Ministry
 - I had to depend on the briefing given by my senior colleagues.
 - I had to go through Annual Report to understand the new Ministry.
 - This is achieved gradually by efforts, without any special support from the department.
 - I could not avail of some facilities / activities
 - We should have the knowledge of the activities. It may help us in work.
 - The activities of my department was not known to me.
 - The details of activities undertaken by the new department, Department's authority, responsibility etc. are also not known.
 - Allocation of budget for different programmes. For this purpose, so many information is required to collect from different states/organisation etc.
 - Should have a clear view.

4. Orientation Training would have facilitated effective grasp of the assigned tasks in more productive way by promoting:

- Yes, I was not aware of the levels of the officers since in Deptt. of Post, designations were ADG, DG whereas in my previous office, the designation was US, Deputy Secretary. Not aware of number of divisions, branches which has also affected my day to day working in the office.

- Yes, by this training the tasks could have been done easily, confidently and successfully.
- A brief training or an induction programme including site visit of attached/subordinate office.
- If orientation training was given to me, I would have done the work in a more productive way.
- It is very useful to me because the work is new. Training programme is very much needed.
- Yes, the norms of procedure, rules and regulations, reference books required and their names etc.
- Definitely it will be helpful in knowing the working of different Ministries.
- To work smoothly in the Department.
- It had given me detailed knowledge about the structure.
- Yes, I was not aware of the levels of the officers since in Deptt. of Post, designations were ADG, DG whereas in my previous office, the designation was US, Deputy Secretary. Not aware of number of divisions, branches which has also affected my day to day working in the office.
- Yes, it would have equipped me to get to the job straightaway rather than groping in the dark and adopting "hit and trial" method as also finding precedents.
- Probably yes. Induction programme/orientation training helps to understand the Ministry/Department organisational structure, functions and activities that facilitate for effective grasp of the assigned tasks/work.
- It would not help in discharging the task assigned which has to develop through hands-on experience on the job.
- Yes, certainly it could have helped in the way that I could have been more effective and productive instead of depending upon my colleagues at that time.
- Yes, the time taken in familiarizing with the required material etc. could have been shortened.
- Yes, it would have helped in availing of clear indications of the activities being performed at each desk and movement of files within the department thus improving functioning of the organisations.
- A new person joining a department requires an induction training so that he is conversant with the functions/structure.
- If I had been given induction training, I could have had a better perspective of how various schemes are being implemented.
- In view of the detailed briefing given by Director and considering the long years of service, an induction training was not necessary.
- It would have been a great assistance and a path showing process in dealing with highly techno-economic nature job in an Economic Ministry/Department.

- Work of some divisions and even within divisions is interlinked and proper consultation can be held if one is familiar of such linkages through induction training
- It would have facilitated an official to deal with any of the activity of the department in efficient and speedy manner.
- To deal various establishment matters such as Pension on Superannuation, Voluntary Retirement, Parliament Question etc., orientation training would have helped.
- It will have improved many fold efficiency in disposal of official work and will give knowledge of my counterparts in other sections/divisions of the Ministry.
- Yes, it will definitely increase efficiency in handling/performing official duties. It can save time and energy which can be used in productive way.
- I have come to know about the whole deptt. in 30 years of service. I would have known about the department in 15 days, if I would have given orientation course. More experience can be had only if you are transferred to some other departments.
- Only for certain departments, orientation programme should be introduced and not for each and every department like Parl. Section/Budget, IB/RAW etc.
- It would have helped in grasping the work more effectively and taking less time in familiarize ourselves in the new task.
- At least it would give a prima-facie glimpse of the department. When a new incumbent will join the department, he would be more relaxed and can concentrate on his job. He can familiarize with remaining work almost in no time.
- Before an officer is posted in some department/ministry, a brief introduction about the overall functions/ activities of the department and an orientation training in some details on the immediate task to be assigned may be given.
- The induction/orientation would definitely facilitate us in getting the hands on experience.
- Induction training would have definitely helped me in understanding the functions of the Ministry, its structure, its areas of concern, major policies being framed/implemented. (3)
- Yes. Power being a technical Ministry, it is impossible to understand the technical aspects of power generation or transmission or distribution etc. without even a vague idea of the working etc. of a hydro or thermal power plant.
- It is absolutely must and should be imparted by the concerned ministry itself. It would help in quicker grasp of issues pertaining to the concerned ministry.

- It could have given an overview of organization structure, its functioning and a brief of the subjects entrusted to handle so that any proposal could have been dealt comprehensively.
- The only training I attended was the one imparted by ISTM (Direct Recruit Assistants Training). Though the contents were general in nature, they indeed helped me in widening my understanding.
- Yes. Having a brief before joining the new ministry is always better than learning by trial and error.
- As decision making is involved, a training on the new Ministry will facilitate to go for timely decision in a better time frame.
- Field training/class room would enhance familiarizing with the nature of work of the organization.
- In Defence Ministry, the filing system is unique. It took time to understand the Air Force set up. Defence Ministry should take initiative to give training to the new entrants.
- Yes, it will facilitate, as this training would be a structured one to familiarize with the substantive functions of the Ministry beyond Annual Report, with web site and Brochure.
- Certainly that would have helped me a lot. I would have been able to understand the functions, structure and activities of my Ministry, so that I would have been able to perform my duties much more efficiently.
- One should definitely know the background of the Department in which he/she is working. It would be productive if the person is aware of the motive/mission of the department behind the task assigned to him/her and the expectation of department from him/her.
- Generally, on joining new post or department, the major problem area is to formalize with its environment or functions. The work assigned to a given situation always carry together a background and the structure. These things can be made understandable if orientation training is imparted while joining.
- Orientation training is very much essential. For example, before posting in Immigration Section, I was not aware of PRMs, QDX, PISON, APIS etc. which I have learnt after handling such cases. It required more than one month and my image of a good worker completely vanished during that period.
- About work allotted.
- I would have handled the work in a more better way.

5. **Suggestions for contents, methodology and duration received are:**

Contents:

- The culture of the Department. The different offices, Wings, Divisions, Branches that the Department has. How the Department is segregated, i.e, how many technical Divisions are there and non- tech, broad outline of the working of the Department.
- Ministry's subject like structure, functions, main activities, grey areas, attached offices, the work done on routine basis, the basic rules being followed etc.
- Should be about the work being handled by the Ministry or Department in which you are working, how to interact with higher officers, how to communicate the problems faced by us in a day to day working, i.e, mainly office procedure.
- Briefing materials etc.
- The new Ministry should tell us a little brief on the structure and functions of the work.
- The culture of the Department. The different offices, Wings, Divisions, Branches that the Department has. How the Department is segregated, i.e, how many technical Divisions are there and non- tech, broad outline of the working of the Department.
- Ministry's subject like structure, functions, main activities, grey areas, attached offices, the work done on routine basis, the basic rules being followed etc.
- Should be about the work being handled by the Ministry or Department in which you are working, how to interact with higher officers, how to communicate the problems faced by us in a day to day working, i.e, mainly office procedure.
- Briefing materials etc.
- The new Ministry should tell us a little brief on the structure and functions of the work.
- General policy making tools/procedure, issues specific to the Ministry/Deptt. And their attached/subordinate offices, problems in execution of policies and possible solutions
- Broad introduction to the activities / schemes administered by the Ministry / Department.
- General approach to case handling in terms of attitude.
- Knowledge of computer, office procedure and work relating to activities of that department/ministry.
- These should broadly cover the allocation of subjects to the Ministry in general and to the specific divisions in particular.

- Structure, functions, activities of the Ministry/attached offices. And after that, specific to the Division one needs to handle.
- Organisational structure of the department, functions being performed by the department, distribution of work between desks and levels at which decisions on various types of protocols are taken.
- Power presentation to understand and familiarize with organization.
- Brief knowledge about various schemes, role of PSUs under the Ministry, Budget and monitoring of expenditure.
- Items of business/activities allotted to different departments of government.
- Hierarchical set up of the staff/officers of the departments.
- System / procedure of handling / disposal of business activities.
- Innovatives that can be adopted / implemented
- Should be based on full Ministry functioning
- Structure, policies and working of the Ministry must be studied in advance.
- Make available list of Ministry's subordinate/attached offices and their heads and briefing of the work done in that Ministry etc.
- The training may be based on technical aspects, not on administrative matters.
- Administrative knowledge is absolutely necessary such as LTC, Leave , Promotion, Recruitment Rules, ACRs, medical rules, etc.
- Functioning of the department, brief history and background of the department, type of work, objectives of the department.
- Interaction with other departments of the Ministry, i.e, Deptt. of Revenue & Expenditure, Financial Services and Disinvestment.
- It should be practical and relevant to the present work we are doing. Other subjects should not be added in the course.
- Only on technical issues of the Ministry (apart from routine work of section such as administrative and vigilance matters)
- Give the knowledge regarding stock market.
- Brochure / handouts/ brief information on 'web'
- Introduction by some senior functionary of the department
- Brief training
- Basic structure of the ministry, its functions, various schemes/
- projects under its jurisdiction, information about subordinate/attached offices. (2)
- Brief overview of the statutory functions and attached and subordinate offices, PSUs etc. under the control of the Ministry – its primary thrust and its vision.
- Theoretical/practical training
- CD containing the activities of all ministries should be provided.
- Organisational structure – introduction

- Organisational functions - brief of such function
- Assigned responsibility - chronological developments of subjects, the progress achieved so far.
- Should be general ones relating to the ones US needs to perform and areas of work which we needed to work on.
- General, procedural, technical, legal broad implications.
- Contents should give an in-depth details of the subject matter in brief and at the same time in clean terms.
- Broad areas being dealt with by a particular Ministry. How papers are being processed? Is there any unique system? Any other information specific to the Department/Ministry.
- To give knowledge about the structure, functions, activities of various departments of various Ministry.
- General information about the Ministry/Department. Specific information about the Section / Division in which the person is being posted, motive of the government behind creating such section/division, expectations from the person and challenges he/she will have to face there.
- A section should be created in each Ministry/Department to brief the new entrants.
- Background of the Ministry, general functions, particularly, the new items which are not shown in the Delegation of Business Rules etc.
- The training imparted should also include visit of PSUs so as to know about the functions, structure and activities of these PSUs.
- Organisational chart

Methodology:

- The officials must be given an orientation about the Department.
- Audio-visual and site visit
- In the same Ministry/Department.
- Training should be at least once in a year.
- Site visits, practical exercises etc.
- The new Ministry should give us a practical training and show us the method of working.
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- Academic inputs from experts, practical on-the -spot experience, case studies
- Class room inputs to introduce the theoretical features
- Visit to sections/department handling core subjects allotted to the Ministry for interaction with the Division's functions
- Class room and field visits, Case study method
- It can be through provision of induction material. Briefing by a designated official would be desirable.
- Briefing can be done by ex-DS/Directors who have worked in the ministry.
- Lectures, group discussions, field visits
- Self study - of the Ministry's Annual Report (recent years) Performance Budgets, Discussion with the officials of O&M Section
- Mainly to familiarize with the overall functions of the department/ministry, brief discussion with officers within the Ministry can be organized either by the Deptt. or by ISTM.
- Project/plant visit to familiarize with the typical job and man-management.
- Combination of class room inputs and on the job training.
- Lectures supplemented by reading material such as Annual Report, scheme guidelines etc.
- One supervisor and the officer who would be sub-ordinate to him/her may have some sort of get-together and appraise the new comer about the department.
- Visit to some attached/subordinate, autonomous /PSUs.
- To be devised keeping in view the resources of space, persons etc. that can be spared by the Ministry on quarterly basis.
- To make known them by having a visit to the department.
- To share the views on visit of the department.
- To give practical knowledge / presentation of concerned specific subject
- Theory and practical - both way, one or two officers from concerned Ministry be called either as trainee or trainer.
- By imparting training and by visiting the organizations which are under the administrative control of the Ministry/department.
- By imparting by the Administration Section of the concerned Ministry.
- Through exercise
- It will be appropriate if all participants may be allowed to visit some attached/subordinate offices of different ministries during the training session.
- Brief presentation on organization structure, functions, activities and schemes of the Ministry.
- Rule position is to be explained in a meeting once in a month by Deputy Director (Admn)/Director(Admn) in his Chamber.

- The training should be given theoretically and practically.
- Trainees should visit India Govt. Mint, Mumbai, Hyderabad & Kolkata, Currency Note Press, Nasik.
- Practical training/presentation/seminar
- Induction can be used as a tool. Presentation method on the subject will be effective, highlighting the main issues in the concerned Ministry. 2 or 3 nominees, having vast experience of Ministry can also be requested to take one or two special sessions.
- Write ups, personal contact, training.
- A concise power point presentation on Ministry/Department , its functions, various schemes/projects etc.
- Class room briefing followed by field visits and interaction with people working on major policy formulation/implementation and execution of projects.
- Field visit to any one power plant – presentation within the Ministry by a technical expert.
- Lecture of the experts as well as on the spot exposure backed by all the data / material available on the subject.
- Field visits and interaction with the field officers.
- It can be hands on.
- Participatory inter-active approach.
- Discussions, field visit, written materials.
- Lecture by an experienced officer from the relevant Ministry.
- Brief familiarization about the Ministry/Department through handouts, field visit to the concerned offices / PSUs under the Ministry.
- It should form parts like introduction, policy analysis, problem areas, methods to approach the problems, tools available for handling the same etc.
- Before assigning any task, educational/family/cultural background and interests of the person may also be taken into account. For example, a graduate in Agriculture and who belongs to a family which depends on agriculture, if available, may be assigned the task of making policies for farmers.
- All Ministries and its departments should be taught. A visit to its important units/sectors should also be introduced for practical experience.
- It should be a distance course; it may be displayed in all Ministry's website as well as ISTM's web page.
- Class room teaching, field training, experts' lectures, personal interaction with concerned/effective persons etc.
- Brief lectures/field visits.
- Through written documents and personal meetings.

Duration:

- 3 days (2), 10-15 days (6), 3 months (3), 1 month, 5-10 days, One day, 6 months
- 3 days (2), 10-15 days (6), 3 months (3), 1 month, 5-10 days, One day, 6 months
- One month, 10-15 days, 2-3 weeks, 1 week, one or two hours once in a month, 6 weeks
- Theory and practical's length should vary based on the size of Ministry and its departments of which the training is planned.
- One month, 5 days (2), 15 days , 3-5 days, 4-5 weeks, 10 working days, 2-3 days, not more than 7 days and not less than 4 days, one – two hours meeting would be sufficient, 1 day
- More than one week, one week(4), 2-3 weeks (6), 3-4 weeks (2), 6 weeks, one month (3)
- Depending on the intricacies of the particular Ministry – one week.
- 2-3 weeks for subject related classes, 2-3 weeks for field visits, 1 week for financial management
- 2 weeks (3), One month(2), 1 or 2 days, 1 week (2)
- Generally, on transfer or carrying out new post, one finds himself difficult to relieve from office. So, this training should not be made place oriented/time oriented. Rather, to organize workshop will be an alternate idea.

6. On analysis of data collected through interview, following emerge:

Need for orientation training

- All the five officers emphasized that there is a dare need for orientation training as the Ministry of Rural Development is working in a highly competitive environment. New programmes for poverty reduction are being promoted by the Government and their implementation and monitoring leaves no scope for learning by trial and error. Rural Development attains its most important contact to meet the targets set in millennium development growth.
- It was brought out that due to lack of orientation training, the officials of the target group display absence of sensitivity of the ground realities. Orientation training is necessary to bring in developmental mind set and importance of rural economy. Officers working in Ministry of Rural

- Development needed to be oriented to the needs of rural area to enable them to develop vision of village as a unit of economic development.
- Orientation training is emphasised as the Ministry of Rural Development is a social sector requiring pro-active project, empathy and sensitivity to help the poor.
 - Implementation of most of the policies and programmes of the rural development is through states, districts and panchayat raj institutions. There are variations from state to state and orientation training is necessary to enable the officials to facilitate the delivering mechanism by developing flexibility in their attitude.
 - It was stressed that the officers posted in Ministry of Rural Development for the first time lack the awareness about various aspects of poverty and therefore their examination of cases are more file oriented rather than beneficiary oriented.

Contents

The officers interviewed suggested the following contents:

- Purpose of centrally sponsored schemes, understanding of the delivering systems, appreciation of the delivery systems, adverse conditions in different parts of the country relating to poverty and poverty alleviation, structure and functions of Ministry of Rural Development and delivery mechanism in states, districts and PRI. Salient features and broad overview of rural India and rural economy. Flagship programmes and policies in the areas of safety needs, infrastructure developments, self employment and health related exposure to such IT tools especially designed for Ministry of Rural Development relating to policies, implementation and monitoring of programmes, problems of poor millennium development growths , social audit.

Duration

- The duration suggested by the officers was varying from 2-4 weeks including at least one week for field visits.

Methodology

- The officers suggested that emphasis should be more on developing sectoral skills. Methods by interaction with the experts and officers of the Ministry on various flagship programmes. It was also suggested that visits to various divisions of the Ministry should also be component of the training. Guest speakers from the Ministry and other experts in the area of self employment, rural housing, rural connectivity, drinking water and

- land resources need be involved. Use of films developed by the Ministry was also considered to be useful
- All the officers suggested the need for field visits which would enable them to correlate the policies and the implementation in the rural areas. Some of the suggestions for field visits were as follows:-
- a) Field visit should be away from NCR
 - b) Field visit should be to areas where the need for poverty reduction programmes is more methodical.
 - c) Field visits will bring about the attitudinal realities and interests for rural development programme for the BPL category.
 - d) Some of the projects for field visits as suggested are:
World Bank funded field visit programmes, SAARC Village visit being developed in West Bengal, public partnership models of ITC in Madhya Pradesh, e-Bhumi in Karnataka, Andhra Pradesh and Gujarat.
 - e) Field visit to district rural development agencies and villages to observe the success stories was suggested.

Orientation material

All the officers mentioned that there is no induction material available in the Ministry. However, all of them emphasized the need for crisp and brief induction material not exceeding 20-70 pages.

Miscellaneous

Purpose, strategy, targets and monitoring of flagship schemes should be covered in the training.

Institute of Secretariat Training and Management

Orientation Training Programme for Assistants / Section Officers / Under Secretariat on their joining to Specific Ministries / Departments

Consolidated responses of the following officers from Ministry of Rural Development who were interviewed on 17th February, 2009

CHECK LIST

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2. What should be the contents?

The officers interviewed suggested the following contents:

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3. Duration:

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5. Suggestion for induction material:

All the officers mentioned that there is no induction material available in the Ministry. However, all of them emphasized the need for crisp and brief induction material not exceeding 20-70 pages.

6. Any other suggestions/comments:

Purpose, strategy, targets and monitoring of flagship schemes should be covered in the training.