

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 URBAN DEVELOPMENT

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

SEPTEMBER 2010

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 critical sectors like water resources, where the policies/schemes are formulated at National Level but implemented through States at District, Block and Panchayat level. The problem is also acute in Ministries dealing with technical subjects like Ministry of Urban Development. The newly posted officers have to handle technical subjects without any familiarization training.

4. The newly posted officials find it extremely difficult to learn about the important policy/schemes and also their implementation mechanism 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. As part of the above endeavour, five ministries were identified and a task team constituted in ISTM to carry out a Training Need Analysis, design an Orientation Programme and conduct one pilot programme in each of the

Ministries. The task team successfully completed this activity. It gives me great pleasure to state here that this orientation programme was received extremely well by the Ministries and the participants.

7. As a follow-up of the successful completion of the Orientation Programmes in five Ministries, DARPG entrusted Phase-II of the programme for six identified Ministries to ISTM. As in the earlier Phase the task included carrying out a need analysis and identifying training needs, design a training programme based on the identified needs and developing training material.

8. To undertake the task assigned, ISTM has constituted a consultancy team consisting of Sh. K.S. Kumar, Joint Director, Sh. Chandan Mukherjee, Deputy Director and Sh. S.K. Dasgupta, former Director, DOPT and Dr.A.N.Chakravarty, former Joint Director, ISTM (as External Consultant).

9. 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 Department of Agriculture and Cooperation has been identified.

10. 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 Department of Agriculture & Cooperation.

11. 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

September 2010

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 Urban Development. DARPG assigned the task to ISTM as Consultant, which in turn constituted a consultancy team consisting of the undersigned along with Sh. Chandan Mukherjee, Deputy Director and Sh. S.K. Dasgupta, former Director, DOPT and Dr. A.N. Chakravarty, former Joint Director, ISTM (as External Consultant) to conduct training needs analysis, design training and develop training material. 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 310 officers and 4 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 -6 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 7 to 10.
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. We look forward to constructive suggestions / comments for improving our efforts, both in content and context.

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September 2010

ACKNOWLEDGEMENT

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 Sh. V.K. Sharma, Director (Admn.), Ministry of Urban Development for coordinating the visit of the team to the Ministry for collection of data and for facilitating meeting with other officers to ascertain their views and 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 Ms.Sujata Chaturvedi, Director & Dy. CVO (NURM Division), Sh. M. Shankaranarayanan, Dy. Advisor (CPHEEO), Shri A.K.Saroha, Director (UT Cell) and Ms.E.P.Nivedita, Director (WS & LSG) 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. Last but not the least the Consultancy Team acknowledges the contribution and assistance provided by the supporting staff consisting of Smt. Veena Monga, Smt. Binita Pandey, Shri Ravi Shankar, and Shri Attar Chand. But for their untiring efforts, the Team could not have succeeded in submitting this part of the Report.

K.S.Kumar,
Chandan Mukherjee,
S.K. Dasgupta and A.N.Chakravarty

CONSULTANCY TEAM

- Sh. K.S.Kumar, Joint Director, ISTM
- Sh. Chandan Mukherjee, Deputy Director, ISTM
- Sh. S.K. Dasgupta, (Former Director, Government of India), External Consultant
- Dr. A.N.Chakravarty, (Ex Joint Director, Government of India), External Consultant.

Staff Members

- Smt. Veena Monga, PA
- Smt. Binita Pandey, PA
- Sh. Ravi Shankar, Peon
- Sh. Attar Chand, Peon

MENTOR

Dr. Khwaja M. Shahid, Director, ISTM

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1	Projective Directive vide Letter No: K-11022/72/2009-AR, dated 08.03.2010 to Secretary, Ministry of Urban Development	
2	Copy of D.O.No. K-11022/72/2009-AR, dated 08.04.2010 from Secretary (DARPG) to all the six Ministries viz. Ministry of Human Resources & Development, Deptt. of Agriculture & Cooperation, Ministry of Labour & Employment, Ministry of Coal, Ministry of Mines, Ministry of Urban Development	
3	Copy of the Questionnaire for data collection	
4	Copy of the Check list for data collection through interview.....	
5	List of documents / reports identified for literature survey	
6	Copy of ISTM letter No. A-33090/7/2008-ISTM (RTI), dated 31.03.2010	
7	Consolidated data obtained through Questionnaire	
8	Consolidated data obtained through interview	
9.	Consolidated response through questionnaire administered to 310 participants of CSS courses	

1. Introduction

As part of the Capacity Building for Poverty Reduction (CBPR) Programme, the Department of Administrative Reforms & Public Grievances, Government of India, decided to introduce a series of 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 sector 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 would help the officer get integrated with the day to day working the Ministries / Departments and in understanding and evaluating proposals, formulating policies and programmes and thus improving efficiency and facilitate decision making. Besides, it would also aid in establishing a clear foundation, and expectations in terms of developing responsibility, integrity and thus increasing overall productivity. Institute of Secretariat Training & Management (ISTM) was entrusted with the task of designing, developing and operationalize such programme for identified Ministries /Department in phases.

As part of the Pilot Project, five Ministries /Departments viz, Urban Development, Petroleum & Natural Gas, Power, Health and Rural Development were identified in the Phase I, and the assignment of carrying out the training need identification, designing of the courses and implementing the same were completed by ISTM. In Phase II, six more Ministries /Department under the said programme. The scope of consultancy and methodology for the project are as under.

Scope of Consultancy and Methodology

1.3.1 Department of Administrative Reforms & Public Grievances vide its letter No.K.11022/72/2009-AR dated 8.3.2010 issued the Project Directives (Annexure-I).

1.3.2 Subsequently, Department of Administrative Reforms & Public Grievances issued a letter vide D.O.No.K.11022/72/2009-AR dated 8.4.2010 to these identified Ministries (Annexure-II).

- 1.3.3** ISTM in its role as consultant will undertake the following activities:
- (a) In consultation with DAR&PG, identify six Ministries/Departments as part of the Phase II of the 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 courses
 - (d) Develop training modules having the following components
 - Programme brochure – consisting of context, structure, methodology etc.
 - Programme design –consisting of the modules contents, aims, objectives, details of sessions and field visits etc.
 - Course material – consisting of handouts, check lists, exercises etc.
 - Suggest validation and assessment mechanism

1.3.4 The identified Ministries /Departments for the Phase II of the Project are – Labour & Employment, Human Resources Development, Agriculture & Cooperation, Urban Development, Mines and Coal. The deliverables of Project are as under:

- (a) A report of Training Need Analysis
- (b) Training Module consisting of programme brochure, programme design and course material
- (c) Facilitating implementation of the courses for one year.

The present report is on the Study conducted in respect of the Ministry of Urban 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 (Level C, Level D and Level E) being organized for the target groups of Assistants, Section Officers and Under Secretaries respectively. It was noticed that existing training interventions relate to the day to day work focusing on 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. The methodology to be adopted by the consultancy team was the same as was done in the Phase I of the project, as under:

- 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 guide
- Compile training material

3.2 Based on the agreed Methodology, the study group designed:

- (a) Questionnaire for data collection .Copy at Annexure - III.
- (b) Check list for data collection through interview. Copy at Annexure - IV

3.3 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 - V.

4. Data Collection

4.1. With a view to initiate the process of data collection, the consultancy team issued D.O. letter No.A-33090/7/2008-ISTM dated 31.3.2010 at Annexure VI to the nodal officer of Ministry of Urban Development enclosing Questionnaire designed 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 officer was 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. Based on the response received from Ministry of Urban Development, Consultancy team visited the Ministry on 31 May 2010 and collected data through Questionnaire, interview and literature survey.

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 circulated among officers of Ministry of Urban Development are placed at Annexure – VII.

5.2.2 Consolidated data collected through interview of officers in Ministry of Urban Development with Check List are placed at Annexure – VIII.

5.3 The analysis of the consolidated data received through Questionnaire filled by participants of various programmes in ISTM (CSS Officers) indicates:

5.3.1 Out of 310 officers who have responded, 270 have not received any Orientation Training on their postings to new Ministry/Department.

5.3.2 Out of 310 respondents, 239 found it difficult in familiarizing with the structure of the Ministry in the absence of Orientation Training.

5.3.3 Due to lack of Orientation Training, 245 respondents out of total 310 found it difficult to familiarize with functions of the Ministry/Department.

5.3.4 Out of 310 respondents, 249 found it difficult to understand the activities of the Ministries/Departments.

5.3.5 Consolidated data obtained through Questionnaire administered to above mentioned 310 participants of CSS courses in ISTM is at Annexure-IX.

5.3.6 On analysis of data collected through interview and questionnaire, following conclusion emerge following emerge:

Need for Orientation Training:

The need for orientation training soon after joining the Ministry was emphasized by all the officers. It was stated that orientation towards the roles and functions of the Ministry, attached and subordinate offices, various Scheme/ programmes and national level projects will provide a composite view of the entire organization and give advantage for performance, which will create interest in the jobs leading to the kind of contribution not perceptible in the absence of proper orientation. Some officers stated that the orientation training would provide a holistic approach and role clarity. In the circumstances the officers interviewed were of unanimous view that the orientation training will go long way in helping the officers pick up the ethos and working of the Ministry quickly leading to effective performance.

Contents of the training:

Administrative structure of the Ministry, roles and functions of the organization, attached and subordinate offices, autonomous bodies; various Policies, Schemes and Enactments such as Local self-government, role of Finance Commission with reference to local bodies, basics of Water Supply, Sanitation and Solid based management, Climate Change, JNURM, Satellite town infrastructure development, DDA Act, 1957, Land Administration and Land Regulation-Constitutional provisions, Master Plan 2021, National Capital Region Planning Board, Delhi Urban Arts Commission, building bye-laws, Acquisition & Requisition Act, Public Premises Eviction Act, Public Health Engineering & Environment. Visit to DDA, DUAC, Slums etc.

Duration:

The officers suggested that the duration of 2 weeks including visits to the Ministry and other organizations and field visit would be adequate.

Methodology:

It was suggested that the methodology should be interactive with classroom inputs and field visits. The speakers could be those who are handling the subject matter so that the officers could relate to the work situation when they are in respective desks in the Ministry.

Orientation Material:

It was stated that no induction material was available in the Ministry. It was suggested that the Annual report of the Ministry will provide adequate information supplemented by other information available on the website of the Ministry.

Miscellaneous:

The officers emphasized that visits to various offices and interaction with the concerned officers of such offices will be very beneficial to the participants.

6 Training Needs

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

6.1 NEEDS IN TERMS OF KNOWLEDGE:

- Organizational structure of the ministry;
- Organizational structure of attached offices of the ministry
- Role and functions of Attached / subordinate offices, public sector undertakings, and autonomous bodies of the ministry.
- Coordination mechanism for activities of the ministry, attached and subordinate offices.
- Salient features of Major policies and legislations pertaining to the ministry.
- Overview of research schemes and their implementation.
- Overview of centrally and state sponsored schemes and projects.
- Flagship programmes: Urban Development
 - ❖ Jawaharlal Nehru National Urban Renewal Mission (JNNRUM)
 - ❖ Urban Infrastructure and Governance (UIG)
 - ❖ Urban Infrastructure Development Scheme for Small and Medium Towns Scheme (UIDSSMT)
 - ❖ National Urban Information System (NUIS)

- ❖ Scheme for Urban Infrastructure in Satellite Town around seven mega cities.
- ❖ Tax Free Municipal Bonds
- ❖ Pooled Finance Development Scheme
- International Cooperation in Urban Development
 - ❖ Indo-Japan Working Group on Urban Development
 - ❖ Indo-French Joint Working Group on Urban Development
- Urban Water Supply and Sanitation
 - ❖ Centrally Sponsored Accelerated Urban Water Supply Programme (AUWSP)
 - ❖ Central Scheme of Solid Waste Management and Drainage in Air Field Towns
 - ❖ Sea Water Reverse Osmosis De-salination Plant at Nemmeli, Chennai
 - ❖ Brihan Mumbai Storm Water Drainage (BRIMSTOWAD) Project at Mumbai
 - ❖ National Urban Water Awards
 - ❖ National Urban Sanitation Policy
 - ❖ Public Health Engineering Training Programme
- Delhi, and Miscellaneous Initiatives in Urban Sector

B. Delhi and National Capital Region

1. Master Plan for Delhi 2021

2. The National Capital Territory of Delhi Laws (Special Provisions) Act, 2009
3. Regularization of Unauthorised Colonies in NCT of Delhi
4. Commonwealth Games Delhi 2010
5. National Capital Region Planning Board
6. Delhi Urban Arts Commission

C. Miscellaneous Initiatives in Urban Sector

1. Constitution (74th Amendment) Act, 1992
2. Municipal accounting Reforms
3. Model Municipal Law
4. Empowerment of Women in Urban Local Bodies
5. Training Centres for Municipal Employees
6. Capacity Building in Urban Local Bodies
7. Promotion of Barrier-Free Built Environment for the Disabled and Elderly Persons
8. Foreign Direct Investment in Development of Integrated Township Including Housing and Building Materials.

➤ Urban Transport

- ❖ Reforms in Urban Transport
- ❖ Metro Rail Projects in India
- ❖ World Bank-GEF-UNDP assisted Sustainable Urban Transport

- Urban Development in North Eastern Region
- ❖ North Eastern Region Urban Development Programme (NERUDP)
- Financial provisions:
 - ❖ Budgetary Allocations;
 - ❖ Projections in 11th plan.
- Monitoring and Evaluation Mechanisms;

6.2 NEEDS RELATING TO KNOWLEDGE AND ATTITUDE:

- Field visits to Autonomous bodies/Attached Offices/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 implementation of projects and schemes.

7. Design Brief

7.1 Based on the training need analysis and identification of training needs shown 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

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.

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.

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 five days will be the class room training.
- The total duration of the two weeks will also involve a field visit component.

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:

- a. Improvement in the ability of officers to appreciate the competitive environment in which ministries / departments are working.
- b. Accelerate the learning curve of the participants for optimum performance.
- c. Develop sensitivity of the ground realities need to be taken into consideration while processing the cases in the ministry / department.
- 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.

7.8 Assessment Criteria

The outcome of the orientation training programme will be assessed through the 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 AND UNDER SECRETARIES OF MINISTRY OF URBAN 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 Attached and Subordinate Offices and the coordination mechanism for activities of various Agencies;
- (ii) Identify the salient features of availability and utilization of water resource in India;
- (iii) List out the major policies and Legislations of the Ministry;
- (iv) Identify the flagship programs, projects and schemes of the Ministry;
- (v) Describe the procedure for formulation of schemes;
- (vi) Describe the scheme and mechanism for implementation of JNNURM
- (vii) Enumerate the financial provisions, budgetary provisions and projections in the 11th Plan;
- (viii) Describe the monitoring and evaluation mechanisms;
- (ix) Describe the Initiatives for Reforms in Urban Transport (Metro Rail in India)
- (x) 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 along with the intervening Saturday & Sunday. 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.	1
2. Organizational Structure of the Ministry including its Attached and Subordinate Offices.	Lecture, Handouts, Films, Discussion.	2
3. Salient features and broad overview of availability, requirement and utilization of water resources in India.	Lecture, Films, Discussion, Handouts	1
4. Major Policies and Legislations pertaining to the Ministry.	Lecture, Films, Discussion, Handouts	2
5. Overview of flagship programs, projects and schemes, including the procedure for formulation of the schemes.	Lecture, Films, Discussion, Handouts.	2
6.	Lecture, Films, Discussion, Handouts.	1
7. Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding etc.	Lecture, Films, Discussion, Handouts.	1
8. JNNRUM - The scheme and its implementation	Lecture, Films, Discussion, Handouts.	2
9. Monitoring and Evaluation Mechanisms.	Lecture, Discussion.	1
10. Visit to relevant Sections of the Ministry and CPWD.	Briefing, Discussion	6 (One and half day)

11. Field Visit to Selected Projects.	Briefing, Discussion.	12 (Three days + week- end)
12. Preparation of Presentations on the Learning Events and Field Visits.	Discussions in Groups.	4
13. Presentation by Participants	Presentation by Participants, AV Aids.	2
14. Evaluation and Valediction	Discussion, Structured Feed back.	1
15. Briefing and others.	N.A.	2
	Total	40

8.4 PROGRAMME SCHEDULE

FIRST WEEK

Day / Date	Session	Contents of Sessions	Faculty
Day 1	I	Registration, Program Objectives, Methodology	
	II - III	Organizational Structure of the Ministry, attached and subordinate offices	
	IV	Salient features & broad overview of Urban Development schemes/programmes.	
Day 2	I - II	Major Policies & Legislations pertaining to the Ministry	
	III - IV	Visit to concerned sections of the Ministry	
Day 3	I - II	Overview of flagship programs, projects and schemes, procedure for formulating schemes	
	III - IV	Visit to the office of CPWD	
Day 4	I	Autonomous bodies and Public Sector Undertakings of the Ministry.	
	II	Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding.	
	III - IV	JNNURM - the scheme and its implementation	
Day 5	I	Monitoring and Evaluation Mechanisms, Special IT	
	II	Field Visit Briefing	
	III - IV	Visit to office of Urban Arts Commission	

SECOND WEEK

Day / Date	Session	Contents of Sessions	Faculty
Day 1,2 and 3	I - IV	Field visit	
Day 4	I - IV	Preparation of Presentation on the Learning Events and Field Visit	
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.

9. Programme Brochure

ORIENTATION TRAINING FOR ASSISTANTS, SECTION OFFICERS AND UNDER SECRETARIES OF MINISTRY OF URBAN 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 critical national resources like water are formulated at National, State and grass-root level 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. In Phase II of the project, six ministries viz, Ministry of Agriculture & Cooperation, Ministry of Human Resources Development, Ministry of Urban Development, Ministry of Labour & Employment, Ministry of Coal and Ministry of Mines are included.

9.4 This 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 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.

1. Ministry of Agriculture & Cooperation
2. Ministry of Labour & Employment
3. Ministry of Human Resource Development
4. Ministry of Urban Development

5. Ministry of Mines
6. Ministry of Coal

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 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 availability, requirement and utilization of water resources in India, delivery system, financial allocation, inter-state water dispute, monitoring and evaluation 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

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

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

9.9.3 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.

9.9.4 Group presentation – consolidating the learning during the programme.

9.10 Outcomes

9.10.1 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.

9.11 Evaluation / Assessment

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

- Learning log (Attached)
- 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 of the Ministry including its attached and subordinate offices
- Salient features and broad overview of availability, requirement and utilization of water resources in India
- Major policies, legislations
- Centrally sponsored schemes
- 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.

LEARNING LOG

Format - I

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

LEARNING LOG

Format - II

<p>Name:</p> <p>Date:</p> <p>Event / Topic:</p>
<p>Learning points (What I have learnt)</p>
<p>Application of Learning (How can I use what I have learnt?)</p>

10. Programme Guide

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

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 Attached and Subordinate Offices and the coordination mechanism for activities of various Agencies;

- (ii) Identify the salient features of availability and utilization of water resource in India;
- (iii) List out the major policies and Legislations of the Ministry;
- (iv) Identify the flagship programs, projects and schemes of the Ministry;
- (v) Describe the procedure for formulation of schemes;
- (vi) Describe the Scheme, the mechanism for implementation of JNNURM.
- (vii) Enumerate the financial provisions, budgetary provisions and projections in the 11th Plan;
- (viii) Describe the monitoring and evaluation mechanisms;
- (ix) Describe initiative for Reforms in Urban Transport in India
- (x) Oversee the implementation of the projects and policies in the field.

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. Class room input will be for five and half working days and visits to ministry / DDA / DUAC / (1-1/2 days) with outstation field visit of five days including intervening Saturday/Sunday.

10.6 Methodology

10.6.1 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 availability, requirement and utilization of water resources in India, delivery system, financial allocation, inter-state water dispute, monitoring and evaluation 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 highlights 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:

- 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.
- 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.

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.	1
2. Organizational Structure of the Ministry including its Attached and Subordinate Offices.	Lecture, Handouts, Films, Discussion.	2
3. Salient features and broad overview of availability, requirement and utilization of water resources in India.	Lecture, Films, Discussion, Handouts	1
4. Major Policies and Legislations pertaining to the Ministry.	Lecture, Films, Discussion, Handouts	2
5. Overview of flagship programs, projects and schemes, including the procedure for formulation of the schemes.	Lecture, Films, Discussion, Handouts.	2
6.	Lecture, Films, Discussion, Handouts.	1
7. Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding etc.	Lecture, Films, Discussion, Handouts.	1
8.	Lecture, Films, Discussion, Handouts.	2
9. Monitoring and Evaluation Mechanisms.	Lecture, Discussion.	1
10. Visit to relevant Sections of the CPWD	Briefing, Discussion	6 (One and half day)
11. Field Visit to Selected Projects.	Briefing, Discussion.	12 (Three days + week-end)

12. Preparation of Presentations on the Learning Events and Field Visits.	Discussions in Groups.	4
13. Presentation by Participants	Presentation by Participants, AV Aids.	2
14. Evaluation and Valediction	Discussion, Structured Feed back.	1
15. Briefing and others.	N.A.	2
	Total	40

10.10 Evaluation / Assessment

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

- Learning log (Attached)
- 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

<p>Name:</p> <p>Date:</p> <p>Event / Topic:</p>
<p>Learning points (What I have learnt)</p>
<p>Application of Learning (How can I use what I have learnt?)</p>

Programme Schedule / Time Table

FIRST WEEK

Day / Date	Session	Contents of Sessions	Faculty
Day 1	I	Registration, Program Objectives, Methodology	
	II - III	Organizational Structure of the Ministry, attached and subordinate offices	
	IV	Salient features & broad overview of Urban Development schemes/programmes.	
Day 2	I - II	Major Policies & Legislations pertaining to the Ministry	
	III - IV	Visit to concerned sections of the Ministry	
Day 3	I - II	Overview of flagship programs, projects and schemes, procedure for formulating schemes	
	III - IV	Visit to the office of Central Public Works Department (CPWD)	
Day 4	I	Delivery systems and mechanism in States/Districts	
	II	Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding.	
	III - IV	JNNURM - The scheme and its implementation	
Day 5	I	Monitoring and Evaluation Mechanisms, Special IT	
	II	Field Visit Briefing	
	III - IV	Visit to office Delhi Urban Arts Commission	

SECOND WEEK

Day / Date	Session	Contents of Sessions	Faculty
Day 1,2 and 3	I - IV	Field visit	
Day 4	I - IV	Preparation of Presentation on the Learning Events and Field Visit	
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.

No.K-11022/72/2009-AR

Government of India

Ministry of Personnel, Public Grievances & Pensions
Department of Administrative Reforms & Public Grievances

New Delhi, the 29th March, 2010.

PROJECT DIRECTIVE

Subject:- IInd Phase Orientation Training Programme for Officials at various levels in the Ministries/Departments.

PREAMBLE With a view to enable 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 need 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.

COMPOSITION OF STUDY TEAM

1. Shri M.S. Kasana, Joint Director, ISTM
2. Shri P.S.Sareen, Deputy Director, ISTM

MINISTRIES/DEPARTMENTS IDENTIFIED FOR THE PILOT PROJECT

1. Ministry of Urban Development
2. Ministry of Agriculture
3. Ministry of Labour
4. Ministry of Human Resources Development
5. Ministry of Tribal Affairs
6. Ministry of Panchayati Raj

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 implication 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,

ROLE OF IDENTIFIED MINISTRIES

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.

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

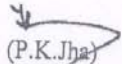
The Joint Secretary/Director level officer in the Ministry designated as Nodal Officer/Training Manager will extend full cooperation to the consultancy team for completion of task mentioned above.

ADMINISTRATION

The identified Ministry will provide secretarial assistance to the study 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 by 31st March, 2010.


(P.K.Jha)
Joint Secretary to Government of India

To

As per list attached.

Shri M.Ramachandran,
Secretary,
Ministry of Urban Development,
Nirman Bhavan, New Delhi

Shri A.N.P.Sinha,
Secretary,
Ministry of Panchyati Raj,
Krishi Bhavan, New Delhi

Shri Prabhat C.Chaturvedi
Secretary,
Ministry of Labour & Employment,
Shram Shakti Bhavan, New Delhi

Shri Prabeer Kumar Basu
Secretary,
Department of Agriculture & Cooperation,
Ministry of Agriculture,
Krishi Bhavan, New Delhi

Ms.Anshu Vaish,
Secretary,
Ministry of Human Resources Development,
Shastri Bhavan, New Delhi

Shri Gautam Buddha Mukherjee,
Secretary,
Ministry of Tribal Affairs,
Shastri Bhavan,
New Delhi

Copy for information to:

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



रमेश चन्द्र मिश्रा
Ramesh C. Misra
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.11022/72/2009-AR

Dated 08 April,2010.

The Department of Administrative Reforms & Public Grievances is implementing DFID funded Capacity Building for Poverty Reduction (CBPR) Programme. The objective 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 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. The Institute of Secretariat Training and Management (ISTM), Department of Personnel & Training has been entrusted with implementing this initiative.


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-DoPT, this Department and the line Ministry. In the 1st phase of the programme we already decided to implement the 'pilot project' in 5 Ministries/Departments. Your Ministry has been included for the 2nd phase of the programme to be held in May-Jun 2010 alongwith the following identified ministries:-

Contd/-

- (i) Ministry of Urban Development
- (ii) Ministry of Agriculture
- (iii) Ministry of Labour
- (iv) Ministry of Human Resources Development

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,


(Ramesh C. Misra)
9.4.2010

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

List of Documents

1. Annual Report
2. Organizational Chart
3. List of attached Offices, subordinate offices, autonomous bodies, PSUs.
4. Work Allocation in the Ministry
5. Induction material
6. Delhi Metro Railway – Amendment Bill,2008
7. Delhi Metro Railway – Act, 2009
8. Terms & conditions for booking Holiday homes and Touring officers’ Hostels.
9. Brochure of Channel of Submission & Level of Final Disposal
10. The Requisitioning and Acquisition of Immovable Property Act, 1952
11. The Public Premises (Eviction of Unauthorized Occupants) Act, 1971
12. National Urban Transport Policy
13. Jawaharlal Nehru National Urban Renewal Mission – Urban Infrastructure and Governance –Glimpses of Reform Implementation
14. Handbook on Service level Benchmarking
15. Handbook on Service level Benchmarks for Urban Transport
16. Handbook on Service level Benchmarks for e-Governance in Municipalities
17. National Urban Sanitation Policy
18. Capacity Building Scheme for Urban Local Bodies
19. CPWD Works Manual

31st March 2010

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

Dear

Please refer to the D.O letter No.K-11022/72/2009-AR dated 24th December 2009 from Secretary, DARPG to Secretary, Ministry of Urban Development and subsequent project directive No. K-11022/72/2009-AR dated 8.3.2010 on Orientation Training Programme for officers of the grades comprising of Assistant, Section Officer and Under Secretary.

2. As you are aware the subject matter was discussed in the meeting held in the office of Sh. P.K. Jha, Joint Secretary, DARPG on 16.03.2010. As explained in the said meeting, ISTM has been engaged as consultant by DARPG for identifying training needs, design of training, development of training material and facilitating the organisation of the orientation programmes.

3. As the first component of the 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 to 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 and Under Secretary. We intend to collect the completed questionnaire from the nodal officer of the Ministry/Department after few days.

5. The consultancy team of ISTM 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 are fixed in your Ministry/Department.

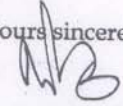
6. It is also requested that the following documents which will facilitate training need identification, design of the programme and development of the training material may also be made available to us:-

- 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 of 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 relating to the working of ministry, etc.

7. As the task is time bound, the study team would like to visit the respective Ministry/departments at the earliest and accordingly the task of completion of questionnaires and fixing of interviews may please be done on priority and intimated.

With regards,

Yours sincerely,


(M.P. SETHY)

Sh. V.K. Sharma,
Director (Admn.),
Ministry of Urban Development,
Nirman Bhavan,
New Delhi.

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

Consolidated Response of the target group in Ministry of Urban Development to the questionnaire administered

Questionnaire

9. Name:
- Surat Singh (US)
 - R.P. Meena(US)
 - Shivani Chakravorty (SO)
 - Soma Sanyal (AD)
 - Sujit Kumar (AD)
 - V.K. Rajan (US)
 - Mithilesh Kumar Mandal (Assistant)
 - Diwan Chand (SO)
 - Kanhaiya lal Bhatia (US)
 - Phool Singh (Assistant)
 - Arvind Kumar Suraj (Assistant)
 - Jayanthi Kanojia (Assistant)
 - Bappa Bhowmick (Assistant)
 - Kunal Bhashkar (Assistant)
 - Abhimanyu Kumar Manish (SO)
 - Sudesh Kumar (AD)
 - Rakesh Kumar (SO)
 - G.a. Raghuvanshi (SO)
 - Mohammad Ashif (Assistant)
 - Saurabh Misra (Assistant)
 - Pramod Kumar Jaiswal (SO)
 - Paras Sarwiaya (Assistant)
10. Designation:
- Under Secretary (4)
 - Section Officer (6)
 - Assistant Director of Estates (3)
 - Assistant (9)

11. Ministry / Department:
- Urban Development(12)
 - Directorate of Estates
 - DGW, CPWD(2)
 - Department of Printing
12. Did you receive any briefing / Induction / Orientation training on the organisational structure/ functions / schemes of the Ministry / Department on joining the new Ministry / Department?
- No (21)
13. If yes, could you please give any details of such briefing / training?
- N.A (18)
 - Not applicable
14. If no, did you face any difficulty in familiarizing with:
- (a) structure:**
- Yes I did face difficulty in familiarizing with structure, functions and activities of the Department.
 - Yes, but not much since I came from other Ministry
 - No, as this is like other Ministries/Department
 - No, because it is almost like any other Ministry/Department and I know this from my previous experience.
 - In this Ministry, I am dealing with matters relating to Land in Delhi such as policies on land records, acquisition of land, allotment of alternate land, allotment of institutional land etc. which is very new subjects for an officers joined on promotion from another Ministry.
 - No (3)
 - Familiarization with structure, functions and activities is always a difficult task without imparting a periodical training which should be provided compulsorily to class-B and above officers.
 - At the time of joining I did face difficulties in familiarizing with the functioning of the Ministry
 - Yes(4)
 - Yes, in the beginning I faced many problem and difficulty in understanding the working of the Ministry.
 - Structure is more or less same as that of previous Ministry, however, appointment at consultant in large no. in this Ministry

- Yes, I faced difficulties in familiarizing with structure, functions and activities of this Ministry
- I did not face any kind of difficulty
- There was some difficulty at initial stage (2)

(b) functions:

- On being posted in a Desk in the new Ministry no guidance/experienced staff available. Even files were traced on his own
- Yes, But picked up gradually
- Yes, but picked up within a short period.
- Yes. Induction/orientation training must have helpful in these areas.
- No (3)
- Yes, Because I did not know the Programmes, Policy and Activities of this Ministry.
- Yes(3)
- Clear cut division line/coordination between administrative and technical approval
- Sometimes difficulty arises when functions are not clear (2)

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

- I was not instantly familiar with the activities etc but after due course of time I became familiar with all the functions of the Ministry.
- Yes I did faced difficulty in familiarizing with functions and activities of the Department.
- I was not familiar with the activities of Directorate of Estates in the first instance. But gradually, I became familiar with the allotment of Government houses
- Yes. Induction/orientation training must have helpful in these areas.
- No (4)
- Yes (4)
- To understand different aspects to be taken into accounts for evaluating the infrastructural Projects, capacity building training etc.
- Since all the activities are not involved in the individual functioning, therefore sometimes it is difficult to understand activities performed in other Division/Section
- Since all the activities or not involved in the individual functioning, therefore sometimes it is difficult to understand.

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(3)
- No such induction/orientation was imparted when I joined Ministry of Urban Development in 1994.
- Definitely yes. Proper training always brings the best of any person if imparted in focused manner.
- Distinctly yes. If training is imparted in a proper manner it always became productive .
- Yes. Definitely
- No training was imparted, if any training was imparted, definitely it would have helped in discharging the duties in a more productive way.
- Yes. Training makes grasping power of the officer more effective which proves to be useful in day-to-day official working.
- Yes, this being a very big Ministry with a number of schemes, funding etc could have been dealt with in a more productive way.
- Yes, it will give me more effective understanding while spending time to familiarize with the structure, function and activities of the Ministry.
- Yes, It will improve my efficiency and I shall feel very comfortable in discharging day to day work.
- Yes, definitely it would be more easy to work and know about the working of the Ministry after training.
- Yes. It will give us a better understanding to different factors/aspects to be taken into account for appraisal of DPR and successful completion at projects also.
- It would enhance my understanding to examine and evaluate proposals, formulate policy efficiently and properly
- If such training was imparted, it would have facilitated me an early familiarity with activities, programmes policies of this Ministry as well as outcome of these activities at ground level.
- Yes. If induction/orientation training was imported. It would have facilitated my effective grasp of assigned tasks in more productive way in less time and qualitative in nature. I could have also shared such knowledge with my colleagues.
- To improve the efficiency and output training, is necessary at every level. Trained people handle their work & activities more perfectly
- Functioning of the Ministry/Directorate, policies, nature of work

- No doubt the induction/orientation training would have facilitated a lot in understanding the purpose of the Ministry and the oriented tasks
- No, doubt the Induction/Orientation training would have facilitated a lot in understanding the purpose of the Ministry and oriented tasks

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

Contents:

- Duties/functions of different Divisions of the Ministry
- Detailed study of specific functions and functionaries of the Ministry and its attach/subordinate offices etc.
- The contents, methodology and duration as mentioned in the O.M are very meticulous.
- The contents and methodology as mentioned in the OM (Note) are properly proposed.
- Structure of the organisation and its lateral & vertical linkages with other organization/main functions and their inter-relationship/programmes being run/PR if required.
- Nil
- Schemes of the Ministry and its target groups
- Familiarization with structure, functions and activities is always a difficult task without imparting a periodical training which should be provided compulsorily to class-B and above officers.
- Various schemes like JNNURM, Schemes for North Estates, working of Directorate of Estates, Land & Development Office, CPWD, Directorate of Printing, Department of publication etc
- Schemes of the Ministry its targets groups.
- Field situations, Programmes, Policy and my role in whole situation.
- Various schemes/projects of the concerned Ministry.
- Functions & various schemes of the Ministry
- Consisting matters regarding function, structure and activities of Ministry
- Broad outlines at the schemes particularly target group adjective, procedure, structure etc.
- Main activities and programmes of the Ministry of Urban Development. [2]
- General Rule & Regulation (Administrative & Financial) of G.O.I overall Policy & Programme of G.O.I
- Field visits.

- Awareness to the field situation and sectoral knowledge of Ministries and Departments – w.r.t. improving the service delivery to the poor .
- Administrative matters including office procedure
- Policy of Department/Ministry channels of Functioning/Submissions Type of Assignments
- Organisation-its purpose, how to make it effective, functions/ Activities-their need and how to achieve desired results
- Organizations-its purpose, how to make it effective, functions/activities-their need and how to achieve desired results

Methodology:

- Training
- Field visit, presentations of various documents such as Annual Report, Demand for grant etc would be helpful
- Presentations and field-exposures should be given primacy.
- Nil
- Maximum thrust should be on the problem being faced in implementing the schemes and there should be more field visits to understand them
- Group wise training should given to Class-B and above officers by well informed officers or by outside faculties.
- Lecture, Distribution of write ups.
- Under posting work establishment is service matter and pay fixation of Pay structure of Rs. 4600/- in Directorate of Printing 01.02.2010 to till date.
- Theory and Practical
- Simple, interactive, IT (computerized) based
- By lectures and providing study materials
- By providing study materials and power point presentation
- Maximum thrust should on the problem being faced in implementation in practical manner i.e. field visit, specific real stories at success and failure at the schemes through field visit
- Theoretical knowledge plus field visits
- After joining a new Ministry/Department an officers should be imparted such induction/orientation training that officer should have a feel of the field situation and sectoral knowledge & the Ministry/Department
- Audio-vedio presentations and field experience by study tour which will be more important for trainees. Field visit must be at least 7-10 days.
- Theoretically as well as practically

- Briefing by Senior Officer Training by concerned officer
- Only classroom methodology is not sufficient. The candidates must be brought in actual situations
- Only classroom methodology is not sufficient the practical knowledge should also be include

Duration:

- 2-3 weeks (4)
- 2 weeks training should be sufficient. (3)
- Nil
- Depends on the content of the training.
- Three days
- It may be one month
- 2 weeks
- Depends upon the no. of schemes and the areas of implementation
- 4 weeks (2)
- 2-4 weeks (3)
- 2 week is not sufficient time. It should be al least one-month duration.
- 1 week

Suggestions

- I have already completed 3 years in this Ministry and will retire in February 2013. Such training should be given to them who have joined very recently.

**CONSOLIDATED RESPONSE TO INTERVIEW OF OFFICERS OF MINISTRY
URBAN DEVELOPMENT**

Officers of the level of Directors/Deputy Secretaries of the Ministry of Urban Development were interviewed by the team of consultants on 31st May, 2010. The interview session was coordinated by Shri V.K. Sharma, Director, (Administration) is also the Nodal Officer nominated by the Ministry. The following officers were interviewed:

1. Ms.Sujata Chaturvedi, Director & Dy.CVO (NURM Division)
2. Sh.M.Shankaranarayanan, Dy.Advisor (CPHEEO)
3. Shri A.K.Saroha, Director (UT Cell)
4. Ms.E.P.Nivedita, Director (WS & LSG)

The responses of the above mentioned officers various aspects of the Orientation training are as follows:

Need:

All the officers interviewed that there was a definite need of exposing the newly posted officers to the various activities, programmes and policies and functioning of the Ministry soon after joining. Such an orientation course would be beneficial and helpful in familiarizing with the working of the Ministry sooner than the time they have been taking now to understand them hard way.

Contents of the training:

Administrative structure of the Ministry, roles and functions of the organization, attached and subordinate offices, autonomous bodies; various Policies, Schemes and Enactments such as Local self-government, role of Finance Commission with reference to local bodies, basics of Water Supply, Sanitation and Solid based management, Climate Change, JNURM, Satellite town infrastructure development, DDA Act, 1957, Land Administration and Land Regulation-Constitutional provisions, Master Plan 2021, National Capital Region Planning Board, Delhi Urban Arts Commission, building bye-laws, Acquisition & Requisition Act, Public Premises Eviction Act, Public Health Engineering & Environment. Visit to DDA, DUAC, Slums etc.

Duration:

The officers suggested that the duration of 2 weeks including visits to the Ministry and other organizations and field visit would be adequate.

CONSOLIDATED RESPONSE OBTAINED THROUGH QUESTIONNAIRES ADMINISTRED TO 310 PARTICIPANTS OF CSS COURSES IN ISTM.

ORIENTATION TRAINING WOULD HAVE FACILITATED EFFECTIVE GRASP OF THE ASSIGNED TASKS IN MORE PRODUCTIVE WAY IN THE FOLLOWING MANNER:

- Would have helped in understanding the organisation and its activities and importance thereof. (5)
- By imparting awareness of divisions, branches, sections and their activities.
- Detailed knowledge about the structure, functions and activities of Ministry/Department.
- Yes (26)
- Field visit to attached/subordinate office.
- The knowledge of norms, procedures, rules and regulations, reference books, etc.
- Working knowledge of Ministries.
- 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. (3)
- 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. (2)
- 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. (2)
- 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. (2)
- Understanding of environment / of functions / the work assigned / background and the structure. (2)
- Knowledge of abbreviations used in the working of the department.

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:

- Conducted in the concerned ministries and not in ISTM.
- 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	34
Up to two weeks	68
Up to three weeks	16
Above three weeks	11

No.K-11022/72/2009-AR
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Administrative Reforms & Public Grievances

New Delhi, the 29th March, 2010.

PROJECT DIRECTIVE

Subject:- IInd Phase Orientation Training Programme for Officials at various levels in the Ministries/Departments.
.....

PREAMBLE With a view to enable 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 need 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.

COMPOSITION OF STUDY TEAM

1. Shri M.S. Kasana, Joint Director, ISTM
2. Shri P.S.Sareen, Deputy Director, ISTM

MINISTRIES/DEPARTMENTS IDENTIFIED FOR THE PILOT PROJECT

1. Ministry of Urban Development
2. Ministry of Agriculture
3. Ministry of Labour
4. Ministry of Human Resources Development
5. Ministry of Tribal Affairs
6. Ministry of Panchayati Raj

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 implication 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,

ROLE OF IDENTIFIED MINISTRIES

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.

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

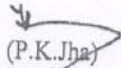
The Joint Secretary/Director level officer in the Ministry designated as Nodal Officer/Training Manager will extend full cooperation to the consultancy team for completion of task mentioned above.

ADMINISTRATION

The identified Ministry will provide secretarial assistance to the study 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 by 31st March, 2010.


(P.K.Jha)
Joint Secretary to Government of India

To
As per list attached.

Shri M.Ramachandran,
Secretary,
Ministry of Urban Development,
Nirman Bhavan, New Delhi

Shri A.N.P.Sinha,
Secretary,
Ministry of Panchyati Raj,
Krishi Bhavan, New Delhi

Shri Prabhat C.Chaturvedi
Secretary,
Ministry of Labour & Employment,
Shram Shakti Bhavan, New Delhi

Shri Prabeer Kumar Basu
Secretary,
Department of Agriculture & Cooperation,
Ministry of Agriculture,
Krishi Bhavan, New Delhi

Ms.Anshu Vaish,
Secretary,
Ministry of Human Resources Development,
Shastri Bhavan, New Delhi

Shri Gautam Buddha Mukherjee,
Secretary,
Ministry of Tribal Affairs,
Shastri Bhavan,
New Delhi

Copy for information to:

The Director,
ISTM,
JNU Campus (Old), New Meharauli Road,
New Delhi



रमेश चन्द्र मिश्रा
Ramesh C. Misra
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.11022/72/2009-AR

Dated 08 April,2010.

The Department of Administrative Reforms & Public Grievances is implementing DFID funded Capacity Building for Poverty Reduction (CBPR) Programme. The objective 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 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. The Institute of Secretariat Training and Management (ISTM), Department of Personnel & Training has been entrusted with implementing this initiative.


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-DoPT, this Department and the line Ministry. In the 1st phase of the programme we already decided to implement the 'pilot project' in 5 Ministries/Departments. Your Ministry has been included for the 2nd phase of the programme to be held in May-Jun 2010 alongwith the following identified ministries:-

Contd/-

- (i) Ministry of Urban Development
- (ii) Ministry of Agriculture
- (iii) Ministry of Labour
- (iv) Ministry of Human Resources Development

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,


(Ramesh C. Misra)
9.4.2010

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

List of Documents

1. Annual Report
2. Organizational Chart
3. List of attached Offices, subordinate offices, autonomous bodies, PSUs.
4. Work Allocation in the Ministry
5. Induction material
6. Delhi Metro Railway – Amendment Bill,2008
7. Delhi Metro Railway – Act, 2009
8. Terms & conditions for booking Holiday homes and Touring officers’ Hostels.
9. Brochure of Channel of Submission & Level of Final Disposal
10. The Requisitioning and Acquisition of Immovable Property Act, 1952
11. The Public Premises (Eviction of Unauthorized Occupants) Act, 1971
12. National Urban Transport Policy
13. Jawaharlal Nehru National Urban Renewal Mission – Urban Infrastructure and Governance –Glimpses of Reform Implementation
14. Handbook on Service level Benchmarking
15. Handbook on Service level Benchmarks for Urban Transport
16. Handbook on Service level Benchmarks for e-Governance in Municipalities
17. National Urban Sanitation Policy
18. Capacity Building Scheme for Urban Local Bodies
19. CPWD Works Manual

31st March 2010

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

Dear

Please refer to the D.O letter No.K-11022/72/2009-AR dated 24th December 2009 from Secretary, DARPG to Secretary, Ministry of Urban Development and subsequent project directive No. K-11022/72/2009-AR dated 8.3.2010 on Orientation Training Programme for officers of the grades comprising of Assistant, Section Officer and Under Secretary.

2. As you are aware the subject matter was discussed in the meeting held in the office of Sh. P.K. Jha, Joint Secretary, DARPG on 16.03.2010. As explained in the said meeting, ISTM has been engaged as consultant by DARPG for identifying training needs, design of training, development of training material and facilitating the organisation of the orientation programmes.
3. As the first component of the 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 to 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 and Under Secretary. We intend to collect the completed questionnaire from the nodal officer of the Ministry/Department after few days.
5. The consultancy team of ISTM 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 are fixed in your Ministry/Department.

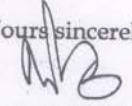
6. It is also requested that the following documents which will facilitate training need identification, design of the programme and development of the training material may also be made available to us:-

- 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 of 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 relating to the working of ministry, etc.

7. As the task is time bound, the study team would like to visit the respective Ministry/departments at the earliest and accordingly the task of completion of questionnaires and fixing of interviews may please be done on priority and intimated.

With regards,

Yours sincerely,


(M.P. SETHY)

Sh. V.K. Sharma,
Director (Admn.),
Ministry of Urban Development,
Nirman Bhavan,
New Delhi.

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

Consolidated Response of the target group in Ministry of Urban Development to the questionnaire administered

Questionnaire

1. Name:

- Surat Singh (US)
- R.P. Meena(US)
- Shivani Chakravorty (SO)
- Soma Sanyal (AD)
- Sujit Kumar (AD)
- V.K. Rajan (US)
- Mithilesh Kumar Mandal (Assistant)
- Diwan Chand (SO)
- Kanhaiya lal Bhatia (US)
- Phool Singh (Assistant)
- Arvind Kumar Suraj (Assistant)
- Jayanthi Kanojia (Assistant)
- Bappa Bhowmick (Assistant)
- Kunal Bhashkar (Assistant)
- Abhimanyu Kumar Manish (SO)
- Sudesh Kumar (AD)
- Rakesh Kumar (SO)
- G.a. Raghuvanshi (SO)
- Mohammad Ashif (Assistant)
- Saurabh Misra (Assistant)
- Pramod Kumar Jaiswal (SO)
- Paras Sarwiaya (Assistant)

2. Designation:

- Under Secretary (4)
- Section Officer (6)
- Assistant Director of Estates (3)
- Assistant (9)

3. Ministry / Department:
 - Urban Development(12)
 - Directorate of Estates
 - DGW, CPWD(2)
 - Department of Printing

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?
 - No (21)

5. If yes, could you please give any details of such briefing / training?
 - N.A (18)
 - Not applicable

6. If no, did you face any difficulty in familiarizing with:
 - (a) structure:**
 - Yes I did face difficulty in familiarizing with structure, functions and activities of the Department.
 - Yes, but not much since I came from other Ministry
 - No, as this is like other Ministries/Department
 - No, because it is almost like any other Ministry/Department and I know this from my previous experience.
 - In this Ministry, I am dealing with matters relating to Land in Delhi such as policies on land records, acquisition of land, allotment of alternate land, allotment of institutional land etc. which is very new subjects for an officers joined on promotion from another Ministry.
 - No (3)
 - Familiarization with structure, functions and activities is always a difficult task without imparting a periodical training which should be provided compulsorily to class-B and above officers.
 - At the time of joining I did face difficulties in familiarizing with the functioning of the Ministry
 - Yes(4)
 - Yes, in the beginning I faced many problem and difficulty in understanding the working of the Ministry.
 - Structure is more or less same as that of previous Ministry, however, appointment at consultant in large no. in this Ministry

- Yes, I faced difficulties in familiarizing with structure, functions and activities of this Ministry
- I did not face any kind of difficulty
- There was some difficulty at initial stage (2)

(b) functions:

- On being posted in a Desk in the new Ministry no guidance/experienced staff available. Even files were traced on his own
- Yes, But picked up gradually
- Yes, but picked up within a short period.
- Yes. Induction/orientation training must have helpful in these areas.
- No (3)
- Yes, Because I did not know the Programmes, Policy and Activities of this Ministry.
- Yes(3)
- Clear cut division line/coordination between administrative and technical approval
- Sometimes difficulty arises when functions are not clear (2)

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

- I was not instantly familiar with the activities etc but after due course of time I became familiar with all the functions of the Ministry.
- Yes I did faced difficulty in familiarizing with functions and activities of the Department.
- I was not familiar with the activities of Directorate of Estates in the first instance. But gradually, I became familiar with the allotment of Government houses
- Yes. Induction/orientation training must have helpful in these areas.
- No (4)
- Yes (4)
- To understand different aspects to be taken into accounts for evaluating the infrastructural Projects, capacity building training etc.
- Since all the activities are not involved in the individual functioning, therefore sometimes it is difficult to understand activities performed in other Division/Section
- Since all the activities or not involved in the individual functioning, therefore sometimes it is difficult to understand.

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(3)
- No such induction/orientation was imparted when I joined Ministry of Urban Development in 1994.
- Definitely yes. Proper training always brings the best of any person if imparted in focused manner.
- Distinctly yes. If training is imparted in a proper manner it always became productive .
- Yes. Definitely
- No training was imparted, if any training was imparted, definitely it would have helped in discharging the duties in a more productive way.
- Yes. Training makes grasping power of the officer more effective which proves to be useful in day-to-day official working.
- Yes, this being a very big Ministry with a number of schemes, funding etc could have been dealt with in a more productive way.
- Yes, it will give me more effective understanding while spending time to familiarize with the structure, function and activities of the Ministry.
- Yes, It will improve my efficiency and I shall feel very comfortable in discharging day to day work.
- Yes, definitely it would be more easy to work and know about the working of the Ministry after training.
- Yes. It will give us a better understanding to different factors/aspects to be taken into account for appraisal of DPR and successful completion at projects also.
- It would enhance my understanding to examine and evaluate proposals, formulate policy efficiently and properly
- If such training was imparted, it would have facilitated me an early familiarity with activities, programmes policies of this Ministry as well as outcome of these activities at ground level.
- Yes. If induction/orientation training was imported. It would have facilitated my effective grasp of assigned tasks in more productive way in less time and qualitative in nature. I could have also shared such knowledge with my colleagues.
- To improve the efficiency and output training, is necessary at every level. Trained people handle their work & activities more perfectly
- Functioning of the Ministry/Directorate, policies, nature of work

- No doubt the induction/orientation training would have facilitated a lot in understanding the purpose of the Ministry and the oriented tasks
- No, doubt the Induction/Orientation training would have facilitated a lot in understanding the purpose of the Ministry and oriented tasks

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

Contents:

- Duties/functions of different Divisions of the Ministry
- Detailed study of specific functions and functionaries of the Ministry and its attach/subordinate offices etc.
- The contents, methodology and duration as mentioned in the O.M are very meticulous.
- The contents and methodology as mentioned in the OM (Note) are properly proposed.
- Structure of the organisation and its lateral & vertical linkages with other organization/main functions and their inter-relationship/programmes being run/PR if required.
- Nil
- Schemes of the Ministry and its target groups
- Familiarization with structure, functions and activities is always a difficult task without imparting a periodical training which should be provided compulsorily to class-B and above officers.
- Various schemes like JNNURM, Schemes for North Estates, working of Directorate of Estates, Land & Development Office, CPWD, Directorate of Printing, Department of publication etc
- Schemes of the Ministry its targets groups.
- Field situations, Programmes, Policy and my role in whole situation.
- Various schemes/projects of the concerned Ministry.
- Functions & various schemes of the Ministry
- Consisting matters regarding function, structure and activities of Ministry
- Broad outlines at the schemes particularly target group adjective, procedure, structure etc.
- Main activities and programmes of the Ministry of Urban Development. [2]
- General Rule & Regulation (Administrative & Financial) of G.O.I overall Policy & Programme of G.O.I
- Field visits.

- Awareness to the field situation and sectoral knowledge of Ministries and Departments - w.r.t. improving the service delivery to the poor .
- Administrative matters including office procedure
- Policy of Department/Ministry channels of Functioning/Submissions Type of Assignments
- Organisation-its purpose, how to make it effective, functions/ Activities-their need and how to achieve desired results
- Organizations-its purpose, how to make it effective, functions/activities-their need and how to achieve desired results

Methodology:

- Training
- Field visit, presentations of various documents such as Annual Report, Demand for grant etc would be helpful
- Presentations and field-exposures should be given primacy.
- Nil
- Maximum thrust should be on the problem being faced in implementing the schemes and there should be more field visits to understand them
- Group wise training should given to Class-B and above officers by well informed officers or by outside faculties.
- Lecture, Distribution of write ups.
- Under posting work establishment is service matter and pay fixation of Pay structure of Rs. 4600/- in Directorate of Printing 01.02.2010 to till date.
- Theory and Practical
- Simple, interactive, IT (computerized) based
- By lectures and providing study materials
- By providing study materials and power point presentation
- Maximum thrust should on the problem being faced in implementation in practical manner i.e. field visit, specific real stories at success and failure at the schemes through field visit
- Theoretical knowledge plus field visits
- After joining a new Ministry/Department an officers should be imparted such induction/orientation training that officer should have a feel of the field situation and sectoral knowledge & the Ministry/Department
- Audio-vedio presentations and field experience by study tour which will be more important for trainees. Field visit must be at least 7-10 days.
- Theoretically as well as practically

- Briefing by Senior Officer Training by concerned officer
- Only classroom methodology is not sufficient. The candidates must be brought in actual situations
- Only classroom methodology is not sufficient the practical knowledge should also be include

Duration:

- 2-3 weeks (4)
- 2 weeks training should be sufficient. (3)
- Nil
- Depends on the content of the training.
- Three days
- It may be one month
- 2 weeks
- Depends upon the no. of schemes and the areas of implementation
- 4 weeks (2)
- 2-4 weeks (3)
- 2 week is not sufficient time. It should be al least one-month duration.
- 1 week

Suggestions

- I have already completed 3 years in this Ministry and will retire in February 2013. Such training should be given to them who have joined very recently.

**CONSOLIDATED RESPONSE TO INTERVIEW OF OFFICERS OF MINISTRY
URBAN DEVELOPMENT**

Officers of the level of Directors/Deputy Secretaries of the Ministry of Urban Development were interviewed by the team of consultants on 31st May, 2010. The interview session was coordinated by Shri V.K. Sharma, Director, (Administration) is also the Nodal Officer nominated by the Ministry. The following officers were interviewed:

1. Ms.Sujata Chaturvedi, Director & Dy.CVO (NURM Division)
2. Sh.M.Shankaranarayanan, Dy.Advisor (CPHEEO)
3. Shri A.K.Saroja, Director (UT Cell)
4. Ms.E.P.Nivedita, Director(WS & LSG)

The responses of the above mentioned officers various aspects of the Orientation training are as follows:

Need:

All the officers interviewed that there was a definite need of exposing the newly posted officers to the various activities, programmes and policies and functioning of the Ministry soon after joining. Such an orientation course would be beneficial and helpful in familiarizing with the working of the Ministry sooner than the time they have been taking now to understand them hard way.

Contents of the training:

Administrative structure of the Ministry, roles and functions of the organization, attached and subordinate offices, autonomous bodies; various Policies, Schemes and Enactments such as Local self-government, role of Finance Commission with reference to local bodies, basics of Water Supply, Sanitation and Solid based management, Climate Change, JNURM, Satellite town infrastructure development, DDA Act, 1957, Land Administration and Land Regulation-Constitutional provisions, Master Plan 2021, National Capital Region Planning Board, Delhi Urban Arts Commission, building bye-laws, Acquisition & Requisition Act, Public Premises Eviction Act, Public Health Engineering & Environment. Visit to DDA, DUAC, Slums etc.

Duration:

The officers suggested that the duration of 2 weeks including visits to the Ministry and other organizations and field visit would be adequate.

CONSOLIDATED RESPONSE OBTAINED THROUGH QUESTIONNAIRES ADMINISTRED TO 310 PARTICIPANTS OF CSS COURSES IN ISTM.

ORIENTATION TRAINING WOULD HAVE FACILITATED EFFECTIVE GRASP OF THE ASSIGNED TASKS IN MORE PRODUCTIVE WAY IN THE FOLLOWING MANNER:

- Would have helped in understanding the organisation and its activities and importance thereof. (5)
- By imparting awareness of divisions, branches, sections and their activities.
- Detailed knowledge about the structure, functions and activities of Ministry/Department.
- Yes (26)
- Field visit to attached/subordinate office.
- The knowledge of norms, procedures, rules and regulations, reference books, etc.
- Working knowledge of Ministries.
- 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. (3)
- 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. (2)
- 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. (2)
- 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. (2)
- Understanding of environment / of functions / the work assigned / background and the structure. (2)
- Knowledge of abbreviations used in the working of the department.

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:

- Conducted in the concerned ministries and not in ISTM.
- 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	34
Up to two weeks	68
Up to three weeks	16
Above three weeks	11

