



*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 LABOUR AND
EMPLOYMENT**

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 Labour and Employment. 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 Ministry of Human Resource Development.

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 Ministry of Human Resource Development.

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 Department of Higher Education, Ministry of Human Resource 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 09 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 institutionalise 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. Virender Singh, Director, Sh. K.M. Gupta, Economic Adviser, Sh. Devender Singh, Director, Sh. Vikas, Director, Sh. H.K. Jethi, Deputy Secretary, Sh. B.L. Tikania, Deputy Secretary, Ms. Vandana Sharma, Deputy Secretary, Sh. D. Bandopadhyaya, Senior Analyst, Sh. Arun Kumar Sarkar, Section Officer 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. The Team is also grateful to all the officers of his Division for providing relevant material pertaining to the Ministry and also, copies of various circulars issued by the Ministry from time to time.

4. The Consultancy Team is grateful to Sh. Virender Singh, Director, Sh. K.M. Gupta, Economic Adviser, Sh. Devender Singh, Director, Sh. Vikas, Director, Sh. H.K. Jethi, Deputy Secretary, Sh. B.L. Tikania, Deputy Secretary, Ms. Vandana Sharma, Deputy Secretary, Sh. D. Bandopadhyaya, Senior Analyst, Sh. Arun Kumar Sarkar, Section Officer 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, (Former Joint Director, ISTM)

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

TABLE OF CONTENTS

I	Introduction.....	1 - 2
II	Need and Rationale of Study.....	3-4
III	Methodology.....	5
IV	Data Collection.....	6
V	Data Analysis.....	7 - 8
VI	Training Needs.....	9- 11
VII	Design Brief.....	12 - 13
VIII	Design.....	14 - 18
IX	Programme Brochure.....	19 - 24
X	Programme Guide.....	25 - 33

List of Annexure

- 1 Projective Directive vide Letter No: K-11022/72/2009-AR, dated 08.3.2010 to Secretary, Ministry of Labour & Employment
- 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 Labour & Employment, Ministry of Coal, Ministry of Mines, Ministry of Urban Development, Ministry of Human Resource & Development and Department of Agriculture & Cooperation.
- 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 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 would help the officer get integrated with the day to day working of the Ministries / Departments and in understanding and evaluating proposals, formulating policies and programmes and thus 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, Water Resource, 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 were to be covered. The scope of consultancy and methodology for the project are as under.

Scope of Consultancy and Methodology

Department of Administrative Reforms & Public Grievances vide its letter No K11022/72/2009-AR dated 8.3.2010 issued the Project Directives (**Annexure-I**)

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 Ministry (**Annexure-II**)

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

The identified Ministries /Departments for the Phase II of the Project are – Labour & Employment, Urban Development, Agriculture & Cooperation, Human Resource 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 Labour & Employment.

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. There 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 organization 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 specific 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(Copy of D.O. letter dated 31.3.2010 is placed at **Annexure VI**) to the nodal officer of Ministry of Labour and Employment 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 Labour and Employment, Consultancy team visited the Ministry on **20th** 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 amongst officers in the Ministry of Labour & Employment are placed at **Annexure – VII .**

5.2.2 Consolidated data collected through interview of officers in Ministry of Labour and Employment with **Check List is placed at Annexure – VIII .**

5.3 The analysis of the consolidated data received through questionnaires 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 respondents found it difficult to familiarize with the 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 Analysis of data collected by Questionnaires from officers of Ministry of Labour and Employment .

- 1. Out of 24 respondents, 213 have not received any Induction training on their postings to the Ministry.
- 2. Out of 24 respondents, 19 have faced difficulty in familiarizing with the structure, functions and activities of the Ministry on their postings to the Ministry.
- 3. Out of 24 respondents, 18 think that had any Induction/Orientation training was imparted, it would have facilitated their effective grasp of the assigned tasks in a more productive way.
- 4. The contents suggested by the respondents are mainly- Overview of the functions of the Ministry, work allocation of the Ministry, Structure of the

organization, attached, subordinate offices, autonomous bodies, functions, schemes and delivery mechanisms, Major activities of the Ministry, welfare schemes, important legislations, overview of the Legislations, Rules/regulations, policies and programmes, Budget allocation, international cooperation.

5. The methodology suggested-mixture of classroom lectures, discussions, visits to important attached/subordinate offices, autonomous bodies, field visits for experiencing implementation of the policies.

5.3.7 Analysis of data collected by Interview of Directors, Deputy Secretaries of the Ministry.

1. All the officers interview were of the opinion that Orientation/Induction training is essential and would increase the productivity of the Ministry.
2. The contents suggested by the officers are mainly-Organizational structure, roles and functions, Attached/subordinate offices, Autonomous bodies, National Labour Policy, Terminologies used in the Ministry, Overview of Legislations, Flagship Programmes, coordination mechanism between Central and State Governments overview of proposed Legislations, Negotiations, International bodies, cooperation, treaties etc.
3. Balance between classroom inputs and visits to various attached/subordinate offices, autonomous bodies, field visits for attitudinal change.
4. As regards duration, the officers agreed that two week including visits and field visits would be appropriate.
5. The officers were of the view that the Annual Report should be the base for the Induction Reading Material.

6. Training Needs

IDENTIFICATION OF TRAINING NEEDS FOR ORIENTATION TRAINING FOR UNDER SECRETARIES, SECTION OFFICERS AND ASSISTANTS OF MINISTRY OF LABOUR AND EMPLOYMENT.

6.1 NEEDS IN TERMS OF KNOWLEDGE:

- ROLES AND FUNCTIONS OF THE MINISTRY;
ORGANIZATIONAL STRUCTURE OF THE MINISTRY;
- ORGANIZATIONAL STRUCTURE OF:
 - ❖ ATTACHED OFFICES;
 - ❖ SUBORDINATE OFFICES;
 - ❖ ATTACHED OFFICES.
- COORDINATION MECHANISM FOR ACTIVITIES OF THE MINISTRY AND ATTACHED, SUBORDINATE OFFICES & AUTONOMOUS BODIES;
- MAJOR POLICIES AND EXISTING LEGISLATIONS PERTAINING TO THE MINISTRY;
- TERMINOLOGIES RELATED TO THE FUNCTIONING OF THE MINISTRY;
- OVERVIEW OF PROPOSED LEGISLATIONS OR BILLS INTRODUCED IN PARLIAMENT;
- SALIENT FEATURES OF EVOLUTION OF LABOUR POLICIES IN INDIA AND ITS LINKAGE WITH THE ECONOMY OF THE COUNTRY;
- OVERVIEW OF THE NATIONAL LABOUR POLICY;

- FLAGSHIP PROGRAMMES OF THE MINISTRY;
- CENTRAL & STATE SPONSORED PROGRAMMES/SCHEMES;
COORDINATION MECHANISM FOR SUCH PROGRAMMES/SCHEMES;
- METHODOLOGY OF TRIPARTITE NEGOTIATIONS, LEGAL VALIDITY IMPLICATIONS THEREOF;
- METHODOLOGY OF BUDGETARY ALLOCATION FOR VARIOUS CATEGORIES OF PROGRAMMES/SCHEMES;
- INTERNATIONAL FUNDING – TERMS & CONDITIONS;
MONITORING MECHANISM OF INTERNATIONAL FUNDINGS;
- PROJECTIONS IN THE 11th PLAN; POSITION RELATING TO ACCOMPLISHMENT OF TARGETS;
- MONITORING AND EVALUATION MECHANISMS FOR VARIOUS SCHEMES AND IMPLEMENTATION OF PROVISIONS OF EXISTING LEGISLATIONS; USE OF INFORMATION TECHNOLOGY IN MONITORING & EVALUATION;
- INTERNATIONAL TREATIES ON LABOUR & EMPLOYMENT;

6.2 NEEDS RELATING TO KNOWLEDGE AND ATTITUDE:

- FIELD VISITS TO SELECTED AREAS DEPICTING DIFFERENT LEVELS OF ACHIEVEMENTS WITH REGARD TO IMPLEMENTATION OF FLAGSHIP PROGRAMMES AND IMPLEMENTATION OF PROVISIONS OF VARIOUS LEGISLATIONS IN ORDER TO:

- ❖ SENSITISE THE PARTICIPANTS TO VARIOUS ASPECTS OF SCHEMES/PROGRAMMES;
- ❖ ENABLE THE PARTICIPANTS TO EXPERIENCE THE IMPLEMENTATION OF VARIOUS SCHEMES/PROGRAMMES;
- VISITS TO MAJOR ATTACHED, SUBORDINATE OFFICES AND AUTONOMOUS BODIES;
- FIELD VISITS TO STATE AGENCIES ENGAGED IN IMPLEMENTATION OF PROGRAMMES/LEGISLATIONS AT DISTRICT LEVEL;

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 extraordinary 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 PROGRAMME FOR ASSISTANTS, SECTION OFFICERS AND UNDER SECRETARIES OF MINISTRY OF LABOUR & EMPLOYMENT

8.1 TRAINING OBJECTIVES

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

- (i). Describe the roles & functions, organizational structure of the Ministry, its Attached/Subordinate Offices, Autonomous Bodies and the coordination mechanism for activities of various agencies;
- (ii) Identify and explain the terminologies used in the Ministry;
- (iii). Describe the evolution of the labour Policy in India and Identify the salient features the National Labour Policy and its linkage with the national economy;
- (iv). List out the major policies and existing Legislations of the Ministry as well the proposed Legislations;
- (v). Identify the Central & State sponsored schemes and flagship programs;
- (vi). Describe the coordination mechanism for Central and State programmes/schemes;
- (vii). Describe the methodology of tripartite negotiations and analyze the legal validity & implications of such negotiations;
- (viii). Describe the delivery systems and mechanisms in States, Districts;
- (ix). Enumerate the financial/budgetary provisions and projections in the 11th Plan;
- (x). Describe the monitoring and evaluation mechanisms and the special IT tools for the Ministry;
- (xi). Describe the mechanism of International Funding and the monitoring procedure;
- (xii). List out and describe International Treaties on Labour and Employment;
- (xiii). Oversee the implementation of the projects and policies in the field.

DURATION

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

8.3 SESSION PLAN AND LEARNING EVENTS

Learning event	Training Method	No. of sessions (90 minutes each)	Training objectives
1. Registration, Programme Objectives, Methodology etc.	N. A.	One	N. A.
2. Roles/functions and Organizational Structure of the Ministry, Attached/Subordinate Offices, Autonomous Bodies, Terminologies used in the Ministry;	Lecture, Handouts, Films, Discussion.	One	(i) & (ii)
3. Evolution of labour policy in India and salient features of National Labour Policy;	Lecture, Films, Discussion, Handouts	One	(iii)
4. Major Policies, existing Legislations & proposed Legislations;	Lecture, Films, Discussion, Handouts	Two	(iv)
5. Overview of Centrally Sponsored Schemes including Flagship Programs, State Programmes, Coordination mechanisms;	Lecture, Films, Discussion, Handouts.	Two	(v) & (vi)
6. Delivery Systems and Mechanism in States, Districts;	Lecture, Films, Discussion, Handouts.	One	(viii)
7. Methodology of tripartite negotiations, legal validity and implications;	Lecture, Films, Discussion, Handouts.	One	(vii)
8. Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding etc.	Lecture, Films, Discussion, Handouts.	One	(ix) & (xi)
9. Monitoring and Evaluation Mechanisms, Special IT tools related to the Ministry;	Lecture, Discussion	One	(x)
10. International Treaties on labour & employment;	Lecture, Discussion	One	(xii)

9. Visit to relevant Sections of the Ministry, selected attached/subordinate offices, autonomous bodies;	Briefing, discussions	Six	(xiii)
10. Field Visit to agencies located in States & Districts	Briefing, Discussion	Twelve (Three days + week-end)	(xiii)
11. Preparation of Presentations on the Learning Events and Field Visits.	Discussions in Groups.	4	All objectives
12. Presentation by Participants	Presentation by Participants, AV Aids.	3	All objectives
13. Briefing on Field Visits	Discussion	2	N. A.
14. Evaluation and Valediction.	Discussion, Structured Feed back.	1	N. A.
	Total	40	

8.4 PROGRAMME SCHEDULE

FIRST WEEK

DAY/DATE	SESSION	CONTENTS OF SESSIONS	FACULTY
1 st day	I	Registration, Program Objectives, Methodology.	
	II	Organizational Structure of the Ministry, attached/subordinate offices, autonomous bodies, terminologies used in the Ministry.	
	III & IV	Visit to important sections in the Ministry	
2 nd day	I	Evolution of labour policy in India, salient features of the National Labour Policy	
	II	Methodology of Tripartite Negotiations, legal validity and implications.	
	III & IV	Visit to a selected attached/subordinate office/autonomous body.	
3 rd day	I & II	Major Policies, existing Legislations & proposed Legislations.	
	III & IV	Visit to a selected attached/subordinate office/autonomous body.	
4 th day	I & II	Centrally sponsored schemes including flagship programmes, State programmes, coordination mechanisms	
	III	Delivery Systems and mechanisms in States/Districts.	
	IV	Financial Allocations, Budgetary provisions, 11 th Plan projections, International Funding.	
5 th day	I	Monitoring and Evaluation Mechanisms, Special IT tools.	
	II	International Treaties on Labour & Employment	
	III & IV	Field Visit Briefing	

SECOND WEEK

DAY/DATE	SESSION	CONTENTS OF SESSIONS	FACULTY
1 st , 2 nd and 3 rd day	-----	Field Visit	
4 th day	I to IV	Preparation of Presentation on the Learning Events and Field visits.	
5 th day	I to III	Presentation on the Learning Events and Field Visit.	
	IV	Evaluation and Valediction.	

TIMINGS

SESSION – I – 1000 – 1130 hrs.

SESSION – II – 1145 – 13.15 hrs.

SESSION – III – 1415 – 15.45 hrs.

SESSION – IV – 1600 – 17.30 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 LABOUR & EMPLOYMENT

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 Urban Development, Ministry of Human Resource Development, Ministry of Labour & Employment, Ministry of Coal and Ministry of Mines are included.

9.4 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 Urban Development
4. Ministry of Human Resource Development
5. Ministry of Mines
6. Ministry of Coal

9.5 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.

9.6 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.

9.7 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.

9.7.2 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.

9.7.3 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.

9.7.4 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.

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

9.8 Programme Deliverables

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

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

9.8.3 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.

9.8.4 Group presentation – consolidating the learning during the programme.

9.9 Outcomes

9.9.1 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.

9.10 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

9.11 Contents

- Roles/functions and Organizational Structure of the Ministry, Attached/Subordinate Offices, Autonomous Bodies, Terminologies used in the Ministry;
- Evolution of labour policy in India and salient features of National Labour Policy;
- Major Policies, existing Legislations & proposed Legislations;
- Overview of Centrally Sponsored Schemes including Flagship Programs, State Programmes, Coordination mechanisms;
- Delivery Systems and Mechanism in States, Districts;
- Methodology of tripartite negotiations, legal validity and implications;
- Financial Allocations, Budgetary Provisions, 11th Plan Projections, International Funding etc.

9.12 **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.

9.13 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 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>

10. Programme Guide

ORIENTATION TRAINING FOR ASSISTANTS, SECTION OFFICERS AND UNDER SECRETARIES OF MINISTRY OF LABOUR & EMPLOYMENT

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 roles & functions, organizational structure of the Ministry, its Attached/Subordinate Offices, Autonomous Bodies and the coordination mechanism for activities of various agencies;
- (ii) Identify and explain the terminologies used in the Ministry;
- (iii). Describe the evolution of the labour Policy in India and Identify the salient features the National Labour Policy and its linkage with the national economy;
- (iv). List out the major policies and existing Legislations of the Ministry as well the proposed Legislations;
- (v). Identify the Central & State sponsored schemes and flagship programs;
- (vi). Describe the coordination mechanism for Central and State programmes/schemes;
- (vii). Describe the methodology of tripartite negotiations and analyze the legal validity & implications of such negotiations;
- (viii). Describe the delivery systems and mechanisms in States, Districts;

- (ix). Enumerate the financial/budgetary provisions and projections in the 11th Plan;
- (x). Describe the monitoring and evaluation mechanisms and the special IT tools for the Ministry;
- (xi). Describe the mechanism of International Funding and the monitoring procedure;
- (xii). List out and describe International Treaties on Labour and Employment;
- (xiii). 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 (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 high lights during the programme on the format prescribed in the Annexure.

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

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

10.7.4 Group presentation – consolidating the learning during the programme.

10.8 Outcomes

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

- 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 minutes each)	Training objectives
1. Registration, Programme Objectives, Methodology etc.	N. A.	One	N. A.
2. Roles/functions and Organizational Structure of the Ministry, Attached/Subordinate Offices, Autonomous Bodies, Terminologies used in the Ministry;	Lecture, Handouts, Films, Discussion.	One	(i) & (ii)
3. Evolution of labour policy in India and salient features of National Labour Policy;	Lecture, Films, Discussion, Handouts	One	(iii)
4. Major Policies, existing Legislations & proposed Legislations;	Lecture, Films, Discussion, Handouts	Two	(iv)
5. Overview of Centrally Sponsored Schemes including Flagship Programs, State Programmes, Coordination mechanisms;	Lecture, Films, Discussion, Handouts.	Two	(v) & (vi)
6. Delivery Systems and Mechanism in States, Districts;	Lecture, Films, Discussion, Handouts.	One	(viii)
7. Methodology of tripartite negotiations, legal validity and implications;	Lecture, Films, Discussion, Handouts.	One	(vii)
8. Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding etc.	Lecture, Films, Discussion, Handouts.	One	(ix) & (xi)
9. Monitoring and Evaluation Mechanisms, Special IT tools related to the Ministry;	Lecture, Discussion	One	(x)
10. International Treaties on labour & employment;	Lecture, Discussion	One	(xii)

9. Visit to relevant Sections of the Ministry, selected attached/subordinate offices, autonomous bodies;	Briefing, discussions	Six	(xiii)
10. Field Visit to agencies located in States & Districts	Briefing, Discussion	Twelve (Three days + week-end)	(xiii)
11. Preparation of Presentations on the Learning Events and Field Visits.	Discussions in Groups.	4	All objectives
12. Presentation by Participants	Presentation by Participants, AV Aids.	3	All objectives
13. Briefing on Field Visits	Discussion	2	N. A.
14. Evaluation and Valediction.	Discussion, Structured Feed back.	1	N. A.
	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 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>

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 availability, requirement & utilization of water resource	
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 Ministry of Labour and Employment	
Day 4	I	Delivery systems and mechanism in States/Districts	
	II	Financial Allocations, Budgetary Provisions, 11 th Plan Projections, International Funding.	
	III - IV		
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



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, SANSSAD 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/-

Institute of Secretariat Training and Management

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. Organisation/Functional Chart
3. Work Allocation in the Ministry
4. List of attached offices, subordinate offices, autonomous bodies, PSUs
5. Copies of resolutions while formation of above bodies- the mandate/items of work of these of bodies
6. Induction material, if any
7. Delegation of Powers/Decision Making within the Ministries
8. Departmental Record Retention schedule
9. Citizen charter
10. Allocation of Business Rules/II Schedule
11. Demarcation of Responsibilities in Government
12. films/Documentary/DVDs/CDs relating to the working ministry etc.

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 Labour & Employment 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.

CONSOLIDATED RESPONSE TO THE QUESTIONNAIRES OF UNDER SECRETARIES, SECTION OFFICERS AND ASSISTANTS OF MINISTRY OF LABOUR & EMPLOYMENT

QUESTIONNAIRES FILLED BY 24 OFFICERS

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

A. No – 23 respondents

Additional Comments:

- (i) After posting in a particular Division, one has to learn on his own and acquaint himself with the subject matter he is going to handle through reading the files, Act/Rules etc. from the material available on the website of the Ministry/ Department (though not always up-dated);

Q. If yes, could you please give any details of such briefing / training?

A. N. A. – 22 respondents (in view of response/comments given above)

Q. If no, did you face any difficulty in familiarizing with (a) structure; (b) functions; (c) activities, etc. of your Ministry/Department?

A. Yes – 19 respondents

No – 1 respondent

Additional Remarks:

- (i) I managed to collect information on all the three above from the Section Officer and Staff, and material as available on the website of the Ministry;
- (ii) It took few days to get first hand knowledge of Ministry's functions/activities;
- (iii) Initially, it was difficult to understand the functions of my Division as well as the subjects/work being handled by other Divisions of the Ministry. My Division – ILAS has to coordinate and collect information from various Divisions about their achievements etc. so that the same can be highlighted in international forum. Problems were encountered in identifying Divisions/Sections dealing with relevant subjects due to lack of full knowledge.
- (iv) Not much difficulty was there in understanding the structure of the Ministry as basic structure/hierarchy of Central Secretariat Ministries is similar. It is of course difficult to understand the functions of the Ministry in absence of any induction/orientation programmes. Without any training or induction programme, it would take years to familiarize with the activities of Ministry. Knowledge gets limited to the section whose charge is assigned;

- (v) Without having any basic knowledge about the work assigned to me it was difficult to understand the functions/activities of this Ministry and hence, problems were encountered in identifying Divisions/Sections dealing with relevant subject due to lack of full knowledge – 2

Q. 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:

A: Yes – 18 respondents

No – 3 respondents (Since dealing with administration – 1 respondent)

Remarks:

- (i) Such training would have been useful in terms of understanding as to what is expected from us, particularly in view of the thrust areas of the Ministry. Instead of self-learning from files, it would have made us more oriented;
- (ii) Such training would have given an overall mandate of the Ministry;
- (iii) Yes, the training would have equipped us with activities and schemes of the Ministry – 2 respondents;
- (iv) It would have facilitated one to understand the general vision of the Department with understanding of major focus areas including Acts and Rules and major schemes/programmes;
- (v) In the event of undergoing induction/orientation training, it would have been much easier to have first hand information about the functions of the Ministry, which has been presently done through trial and error method as also looking at the Annual Report of the Ministry.
- (vi) After the induction/orientation training, I would have fulfilled my duties/responsibilities more smoothly/easily. The understanding of structure, functions and activities of the Ministry is a pre-requisite before transfer;
- (vii) Induction training would help to have better grasp of tasks assigned in more effective manner as we would have more knowledge about the Ministry;
- (viii) Induction/orientation programme would no doubt be helpful in facilitating the grasp & disposal of the assigned tasks, e.g. while handling vigilance cases of CLS officers, it is important in the first hand to know the structure of the cadre, work assigned & related rules;
- (ix) We will be able to dispose of cases more efficiently;
- (x) The time spent in initial understanding of work would be utilized in a more result-oriented manner;
- (xi) I would have received definitive information about work, culture, manner instead of learning on piece-meal basis from fellow employees who did not have proper knowledge;
- (xii) It would have helped to understand one's role & functions in the set-up, interact & co-ordinate with the concerned officers in the ministry and its attached offices expeditiously;

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

Contents:

- (i) Brief about work allocation of the Ministry vis-à-vis prevailing structural set-up;
- (ii) Thrust areas of all the Divisions and areas of priorities in terms of changing scenario;
- (iii) Work allocation, policies, thrust areas including short term and long term plan/objectives, budget, performance requirements and accountability, scope for innovation, availability of data/MIS facility for capacity building, sources for knowledge about area of work including international practice, information about stakeholders and priorities, constraints in implementation of schemes, scope/areas for quality improvements, grievance redressal mechanism, etc.
- (iv) Organization, functions, schemes and their delivery mechanism – 2
- (v) Overview of Acts, Rules handled by the Department, Overview of major schemes and programmes, Overview of field level organizations, History of Ministry of Labour & Employment;
- (vi) Main functions of the Ministry/Department;
- (vii) Structure/functions/activities – existing and new programmes;
- (viii) Organizational Structure and functions of the Ministry, important legislations, policies and programmes being administered, budget outlays for different subjects, role of attached/subordinate offices and subjects handled by them etc.;
- (ix) Structure, functions, objectives, Citizens' Charter of the Ministry and activities of the Ministry;
- (x) Structure, functions and activities of the Ministry, Schemes and their delivery mechanism being administered by the Ministry;
- (xi) Rules & regulations of Government of India, new ideas in policy making;
- (xii) Functions/activities for which the Ministry is the nodal agency; structure & functions of all the attached & subordinate offices; USP & short-comings noticed by senior officers in working of the Ministry etc.;
- (xiii) Overview of the Ministry's working with future schemes to be introduced;
- (xiv) Major activities of the Ministry, welfare schemes and grants-in-aid programmes;
- (xv) Organizational structure, functions of the Ministry, important legislations, release of different types of grants-in-aid, policies & programmes being administered, budget outlays for different subjects – 2;
- (xvi) Structure, functions & activities, Attached & Subordinate offices, final level of disposals, delegation of power, Budgetary mechanism & Parliamentary matters;

Methodology:

- (i) Structural and academic briefing must be added with practical and ground level exposure. This should be linked with This should be linked with structural and academic briefing again;
- (ii) Modern training methodology used in developed countries including field visits;

- (iii) Group discussions, field visits;
- (iv) Lectures, reading material and Discussion – 2 respondents;
- (v) Both classroom and on-the-job training;
- (vi) Annual Report/Briefing, field visit;
- (vii) Training to be conducted by professional Institute like ISTM with Guest-speakers from Ministry/Subordinate organizations;
- (viii) Theoretical as well as practical including field visit component;
- (ix) Field visits to important organization to know about their functioning;
- (x) Classroom inputs by senior officers of the Ministry; visit to outstation attached/subordinate offices would be helpful in better understanding/achievement of the objectives;
- (xi) The training may include lot of field visits will be useful because there are many field formations under the Ministry, like EPFO, ESIC, DGFASLI, DGMS, DGE&T and Labour Commissioners;
- (xii) The programme should be interactive;
- (xiii) Mixture of classroom inputs and field visits – 2 respondents;
- (xiv) Class-room inputs in ISTM and visits of field/attached offices where various schemes are being implemented;

Duration:

- (i) 2 weeks – 4 respondents;
- (ii) 2-3 weeks – 1 respondent;
- (iii) 2-4 weeks – 1 respondent;
- (iv) 3 weeks – 5 respondent;
- (v) 4 weeks – 3 respondents;
- (vi) 1 to 2 weeks – 1 respondent;
- (vii) 2 to 3 months – 1 respondent (depending upon the size)
- (viii) 3 days – 1 respondent;
- (ix) 3-4 weeks – 3 respondents (If not practicable to relieve the officers at the same time for such long time, staggered approach may be adopted for the programme – 1 respondent);
- (x) 6 weeks – 1 respondent.

Additional remarks:

- (i) Provided the induction training is subsequently given continuity by further interactive training with 1-2 year gap to utilize the feed back;

NAMES & DESIGNATIONS OF OFFICERS RESPONDING TO THE
QUESTIONNAIRES

S. NO	NAME	DESIGNATION
1	Shri P. K. Tamrakar	Under Secretary.
2	Shri S. Dominic Xavier	Under Secretary.
3	Shri Ishwar Singh	Under Secretary.
4	Shri Ashok Kumar	Under Secretary.
5	Shri P. S. Ghosh	Under Secretary.
6	Shri N.C. Bhatia.	Under Secretary.
7	Ms. Indrani Gupta.	Under Secretary.
8	Shri T. Nand Kumar	Under Secretary
9	Shri D. C. Bijalwan	Under Secretary
10	Shri Manoj Kumar.	Section Officer.
11	Shri Dharminder Singh.	Section Officer.
12	Shri Raj Kumar.	Section Officer.
13	Shri D. S. S. Srinivasa Rao	Section Officer.
14	Ms. Pooja Sharma	Section Officer.
15	Shri P. K. Sharma	Section Officer.
16	Shri N. P. Toppo	Section Officer.
17	Shri V. K. Thakur	Assistant
18	Shri Vivek Mathur	Assistant
19	Shri K. N. Pandey	Assistant
20	Shri Sanjay Sood	Assistant
21	Shri Christopher Jate	Assistant
22	Ms. Shibani Das	Assistant
23	Ms. Sumitra Toppo	Assistant
24	Ms. Suchismita Ghosh	Assistant

CONSOLIDATED RESPONSE OF OFFICERS INTERVIEWED

Officers of the level of Directors/Deputy Secretaries of Ministry of Labour & Employment were interviewed by the team of Consultants on 20.5.2010. The following officers were interviewed:

- i. Mr. Virender Singh, Director
- ii. Mr. K.M. Gupta, Economic Adviser
- iii. Mr. Devender Singh, Director
- iv. Mr. Vikas, Director
- v. Mr. H.K.Jethi, Deputy Secretary
- vi. Mr. B.L. Tikania, Deputy Secretary
- vii. Ms. Vandana Sharma, Deputy Secretary
- viii. Mr. D. Bandopadhyaya, Senior Analyst
- ix. Mr. Arum Kumar Sarkar, Section Officer

The responses of the above mentioned officers to various aspects of the proposed Orientation Training Programmes are as follows:

Need: The officers interviewed were unanimous that such Orientation Programmes for newly-posted Officers were extremely necessary. They were of the view that exposure to such structured training programmes would enable the officers to quickly familiarize with the role & functions of the Ministry and would also increase the productivity of the Ministry.

Contents: The views of the officers about the contents of the Orientation Training Programmes are as follows:

- Roles and functions of the Ministry, Organizational Structure of the Ministry;
- Attached Offices, Subordinate Offices, Autonomous Bodies. Special emphasis on the functioning of Employees' State Insurance Corporation (ESIC), Employees' Provident Fund Organization EPFO), Director General of Employment & Training (DGE & T), National Labour Institute (NLI);
- Coordination mechanism between the Central and State Governments about implementation of various schemes;
- Overview of National Labour Policy and the linkage between such policy and the Economy of the country;
- Terminologies related to the functioning of the Ministries;
- Flagship programmes of the Ministry like Rashtriya Swasthya Beema Yojana;
- Legislations relating to Child Labour, implementation of Child Labour Provisions;
- Broad overview of 44 existing Legislations allotted to various Divisions of the Ministry;
- Overview of proposed Legislations or Bills already introduced in the Parliament;

- Methodology of tripartite negotiations and the implications and legal validity of such negotiation processes;
- International Bodies like, International Labour Organization, Role of Government of India in International Bodies;
- International Treaties on Labour & Employment;
- International funding – terms and conditions, monitoring of such funds;
- Monitoring and Evaluation of various schemes and implementation of provisions of various Legislations;

Other suggestions:

- Inputs on preparation of Cabinet Notes;
- Parliamentary Procedure;
- Establishment Matters;
- Financial Management;

Methodology: The officers suggested that the methodology should be a good balance between classroom inputs and visits to various attached, subordinate offices and autonomous bodies. According to them, interactions with officers of such offices would facilitate learning as well as familiarization with the roles and functions of the Ministry.

On the question of Faculty for engaging the sessions in the Orientation Training Programmes, the officers suggested that officers of appropriate level who are dealing with various subjects should form the core. They also suggested that Faculty members from the National Labour Organization may also be involved in such Programmes.

Duration: The officers responding to this issue agreed that the duration should be two weeks including the field-visits.

Field Visits: All the officers interviewed were of the view that field visits would greatly enhance the process of familiarization and help in broadening the horizon. Also, such visits have positive impact on the attitudinal changes required for the newly posted officers.

It was also stated that the Ministry has networks throughout India and, the field-visits would establish positive linkages between the officers functioning from New Delhi with actual ground situations.

Induction Material: The officers interviewed were of the view that the Annual Report of the Ministry should form the base for the Induction material. They also promised that any other material required would be provided by them. They suggested that the induction material should not be very lengthy and may be limited to 40-45 pages.

CONSOLIDATED RESPONSE OBTAINED THROUGH QUESTIONNAIRES ADMINISTERED 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 man-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