COURSE GUIDE

Induction Training Programme

for

Group 'B' (Non-Gazetted) and Group 'C' officers/staff in States

Practice is the hardest part of learning, and training is the essence of transformation.

– Ann Voskamp

INTRODUCTION

Background

There is an ever-emerging challenge of capacity building of the officers/ employees who join the State Government at cutting-edge level. The National Training Policy 2012 specifically lays down that the training will be imparted to all civil servants –

- At the time of entry into service.

- At appropriate intervals in the course of their careers.

- Such training will be made available for all civil servants from the lowest level functionaries to the highest levels.

- The opportunities for training will not be restricted only at the mandated points in a career but will be available to meet needs as they arise through a mix of conventional courses, distance and e and e and e-learning.

- ***Priority will be given to the training of front-line staff, including training on soft skills, so as to improve customer orientation as well as quality of service delivery to the citizens.***

AIM OF THE PROGRAMME

- To build desired capacity in State Government functionaries at the cutting-edge level.

- To promote good-governance and citizen-centricity.

- To improve Public Services Delivery.

- To build Competencies for untrained functionaries.

- To target attitudinal orientation, motivation, upgrade skill and knowledge.

- To develop generic and domain specific competencies.

- To bring about a significant positive change in values and culture of the organizations.

PROGRAMME OBJECTIVES AND EMBEDDED COMPETENCIES

PART A- 5 DAYS: BUILD GENERIC COMPETENCIES FOR EFFECTIVE PUBLIC SERVICE DELIVERY

Objectives and Embedded Competencies

1. To build a citizen centric and inclusive attitude
   1.1 People First: Responds Sensitively to the needs of the Citizens

2. To develop empathy and sensitivity in public interface
   2.1 Integrity: Acts Ethically
   2.3 Empathy: Understand unspoken content

3. To increase accountability and increase ownership
   2.4 Takes accountability: Delivers Results consistently
   4.3 Initiative and drive: Takes actions on immediate priorities

4. To develop and hone the ability for decision making
   3.2 Decision making: Follows Guidelines effectively

5. To develop effective communication skills of listening, speaking and presentation
   4.11 Communication skills: Listens attentively and presents information clearly

6. To improve interpersonal skills
   4.9 Developing others: Expresses positive expectations of others
   4.11 Communication skills: Listens attentively and presents information clearly

7. To develop problem-solving, creative and critical thinking skills
   4.2 Conceptual thinking: Applies Basic Rules
   4.4 Seeking information: Conducts Basic Search
   4.8 Problem solving: Breaks Down Problems

8. To promote team cohesion in diverse attributes (Attitude, Skills, Behaviour, Beliefs)
   4.12   Team-work: Cooperates with Others

9. To equip with conflict resolution skills
   3.1   Consultation and consensus building: Open to Consultation and Presents Views in a Concise Manner with the help of Data
   3.2   Decision making: Follows Guidelines Effectively

10. To promote time management skills
    3.2   Decision making: Follows Guidelines Effectively
    4.5   Planning and coordination: Organises and Schedules Own Work

11. To foster self-reflection/metacognition
    4.10   Self-awareness and self-control: Is Aware of Self and Restrains Emotional Impulses
    2.2   Self Confidence: Acts confidently within job role

12. To develop skills for Stress Management and build competencies

13. To encourage the importance of personal and workplace hygiene (Swachch Bharat Abhyan)To equip with conflict resolution skills

PART B: FIELD/NGO/SITE VISITS

Objectives

1. To familiarize the trainees with local socio-economic and cultural environment

2. To observe issues, challenges and problems faced by Local population

3. To explore best practices and solutions to improve Public Service Delivery

PART C- 5 DAYS: BUILD ORGANIZATION AWARENESS AND SUBJECT SPECIFIC ORIENTATION

Objectives

1. To develop an understanding of the organisation's mandate, structure, policies, processes, norms and its interface with other organisations.
    •Organizational awareness: Understands Formal Structure

2. To align attitude and interest with the needs and goals of the organizations.
    1.4   Commitment to the organization: Aligns Self with the Organisation

3. To give an overview of domain and service specific functions of the officers/staffs
    1.3   Organizational awareness: Understands Formal Structure

4. To develop domain and service specific competency sets for efficiency and improve Public Service Delivery in consultation with stakeholder.
    4.1   Result Orientation: Focuses on doing what is Expected
    4.2   To encourage application of general competencies in their Job-functions.

TARGET GROUP

- Recently/newly recruited frontline government functionaries of identified sectors

- Recently means recruited in last 2 years

- Those who have received no training since recruitment

- Belong to Group B (non- gazetted) and Group C

- Working in sectors which have high interaction with citizens

TARGET SECTORS

- Land Revenue

- Health & Family Welfare

- Municipality

- Education

- Environment & Forests

- Rural Development

- Panchayati Raj

- Social Welfare

- Women & Child Development

PROGRAMME OUTLINE

Broad Contours of the Programme

Key institution: State ATIs

Coverage in Pilot program:

- In 3 states: J&K, Maharashtra, Tamil Nadu

- In each State: five districts

- In each District: Five programmes

- In each Program: about 40 participants

Thus, by 31 March 2015, Target: 75 programs (3 states*5 districts*5 programs) for 3000 cutting edge employees (75programs*40 per program)

Programme Duration and Design

Duration: Two weeks

Three distinct 5-2-5 Day modules where:

- Part A: 5-days Generic Competencies Module

  ▶ To be developed on the basis of Generic Modules prepared by a grouo of resource persons (master trainers and experts on generic domain areas) and to be delivered in association with ATIs

- Part B: 2-day of NGO and field/site visits

- Part C: 5-days Domain Specific Module (organization awareness and subject specific orientation)

  ▶ To be developed on the basis of Domain Specific Modules by subject experts of the identified Departments in coordination with ATIs

Course Style

- Trainee-centered

- Learning by doing

- Emphasis on application

- Peer-learning

- Individual/Team activities

- Supported/Supplemented by Visuals, Exercises and Reading Material

Since the Course is intensive, it is residential. Accordingly, to obtain full benefit from the Course, it is expected that the participants pay full attention and time to Course activities.

FACILITATORS

- Experienced Master Trainers
- Experts on generic and domain areas provided by DoPT/UNDP in association with ATIs

FACILITATION GUIDELINES

• Complete understanding and knowledge about the vision, modalities, design and the content of the programme

• Thoroughness with the resources and tools

• Ability to follow the session plan

• Ability to understand and adopt an effective style with reference to the audience

- ► Multi-sensory training for lasting impact which includes content, activities, discussions, displays, creative tasks etc.
- ► Clear directions and expectations for each activity
- ► Handling questions, disagreements, varying energy levels
- ► Planning time for maximum effectiveness

- Capability to adopt a mix of participatory and authoritative style of delivery
  - ► Clear understanding of one's strengths and limitations so that methodologies can be built to use both efficiently-voice and body language
- Capacity to create a congenial atmosphere

A successful session/workshop is contingent on the level of preparedness and collectedness the facilitator maintains. Requisite knowledge, skills and attitude in each session ensures effectiveness. Each workshop is learning for the facilitator to deliver effective training sessions

COURSE OBJECTIVES

Motivation

At the end of the session, participants will be able to –

- Explain the importance of 'motivation'

'The System' and employee's role

At the end of the session, participants will be able to –

- Describe 'The System'
- Explain employee's role in the 'big picture to individual'

Self-Reflection

At the end of the session, participants will be able to –

- Describe 'self-reflection'
- Relate himself with 'self-reflection'

Qualities of an excellent employee

At the end of the session, participants will be able to –

- Explain the qualities of an excellent employee
- Clarify the relationship between 'dos' and don'ts of an excellent employee

Personal and organizational values

At the end of the session, participants will be able to –

- Explain 'personal' and 'organizational' values

Personality of a State Government employee

At the end of the session, participants will be able to –

- Identify the factors contributing to developing personality

Swachch Bharat Abhyan

At the end of the session, participants will be able to –

- Explain the concept of 'Swachch Bharat Abhiyan'
- Apply the larger vision of the misson in their personal and work life

Peer Feedback

E-Governance and ICT

At the end of the session, participants will be able to –

- Explain 'E-Governance'
- Explain the role of ICT
- Explain ways and means of finding innovative solutions to citizen-related issues through e-governance

Behaviour

At the end of the session, participants will be able to –

- Identify the implications of verbal/non-verbal behviour in fostering relationships
- Differentiate between 'hearing' and 'listening'
- Display the 'listening' and 'active listening' skills

Communicate Better

At the end of the session, participants will be able to –

- Demonstrate the use of 'verbal' and 'non-verbal' communication

Time Management

At the end of the session, participants will be able to –

- Explain 'Time Management' techniques

Team Work

At the end of the session, participants will be able to –

- Demonstrate the team-building skills

Problem Solving

- Demonstrate the problem-solving skills

Creativity

At the end of the session, participants will be able to –

- Explain the concept of 'creativity' as propounded by Edward De Bono

Right to Information (RTI)

At the end of the session, participants will be able to –

- Explain the salient features of RTI

- Explain 'transparency' in administration

- Explain 'Accountability' in administration

Stress Management/Resilience

At the end of the session, participants will be able to –

- Describe Stress Management techniques

- Explain the concept of 'Resilience'

Emotional Quotient

Power of Subconscious mind

Goal Setting

ASSESSMENT

Assessment will be carried out at 3 levels in the programme

1. A complete module on giving and taking Peer Feedback which will be introduced on day 1 .The participants will reflect and note feedback on each day and on day 5 will engage in a positive feedback sharing session

2. Informal feedback through the course of the programme will be taken from participants

3. An experience sharing workshop will be held with all stakeholders, core team members fom states and DoPT to share the learnings form the programme on content, facilitation and implementation

TIMETABLE

Given below is an indication of how the various learning activities are scheduled into five days of the Course. Participants can expect some 'own-time work' in the evening.

DAY AND TIME	CONTENT	OBJECTIVES
Monday 0900 - 1730	Registration/Inauguration/ Introduction	
	Motivation	1
	'The System' and employee's role	2
	Self Reflection	3
	Qualities of an excellent employee	4
	Personal and Organizational values	5
	Personality of a State Government Employee	6
	Swachch Bharat Abhiyan	7
Tuesday 0930 - 1730		9
	E-Governance and ICT	10
	Behaviour	11
	Communicate Better	12
Wednesday 0930 - 1730	Time Management	13
	Team Building	14
	Problem Solving	15
	Creativity	16

DAY AND TIME	CONTENT	OBJECTIVES
Thursday 0930 - 1730	Right to Information (RTI)	17
	Negotiation/Dialogue Skills	18
	Stress Management/Resilience	19
Friday 0930 - 1730	Emotional Quotient	20
	Power of Sub-conscious mind	21
	Goal setting	22
	Briefing for NGO/Village visit	