



सत्यमेव जयते

**FIVE-DAY REFRESHER COURSE AND EXPERIENCE SHARING FOR
LATERAL ENTRANTS JOINED THE
GOVERNMENT OF INDIA IN 2019 AND 2022 AT THE LEVEL OF
JOINT SECRETARY/DIRECTOR/DEPUTY SECRETARY**

8 – 12 January 2024

A Report

Sponsored by
Department of Personnel & Training
Government of India

Organised by



Indian Institute of Public Administration
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FIVE-DAY REFRESHER COURSE AND EXPERIENCE SHARING FOR LATERAL ENTRANTS JOINED THE GOVERNMENT OF INDIA IN 2019 AND 2022 AT THE LEVEL OF JOINT SECRETARY/DIRECTOR/DEPUTY SECRETARY

The lateral entry in the civil services helps to promote the introduction of value of economy, effectiveness, and efficiency in the government sector. It facilitates bringing in the domain expertise to the civil services. The Refresher Course was a mid-term course correction of each lateral entrant to enhance his/ her understanding further of the public governance systems and the role of leadership at senior level government positions. The course was designed around a model of developing skills for effective delivery of government services.

Purpose:

The Department of Personnel and Training (DoPT) through the Indian Institute of Public Administration (IIPA) intend to Five-day Refresher Course and Experience Sharing for contractually appointed officers for the post of Joint Secretaries/Directors/Deputy Secretaries in New Delhi during 8-12 January of 2024 on mutually convenient dates with the support of various Ministries in the Government of India.

The Indian Institute of Public Administration (IIPA) has been a major contributor to the Government of India's knowledge and learning services for the last about 70 years. The IIPA's strengths lay in its corporate level position which extends across States and sectors of public governance; its expertise in adult pedagogy and learning technology; its network of partner public institutions and its success in innovating and incubating some key new ideas.

Feedback received from partners in Government of India confirms that IIPA can play a valuable role in facilitating capacity development through its core mandate of providing learning opportunities for senior civil servants including those joined the Government of India as Joint Secretaries /Directors/Deputy Secretaries through lateral entries. In addition, feedback received from the last two batches of a) joint secretaries; and b) joint secretaries/directors/deputy secretaries inducted through lateral entries in 2019 and 2022 respectively encouraged the IIPA to take lead in this endeavor.

In this context, the Institute's core business was to facilitate learning, knowledge exchanges, and shared practitioner-generated innovations, all with a view to address the key capacity constraints that the newly recruited Joint Secretaries/Directors/Deputy Secretaries were facing in their pursuit of development results. The Institute achieved these objectives by connecting and leveraging global and local expertise on the "how" of reforms which helped in achieving a more durable and scaled-up impact. Knowledge exchange activities facilitated policy debates on frontier themes and sectors (some of these are outlined below) to build consensus around several aspects of public governance. The workshop provided platforms for sharing and incubating practitioner-generated innovations that addressed development challenges.

Objectives:

The main objective of the course was to enable the participants to enhance their leadership capabilities further through experience sharing and field exposures. The other objectives were:

- 1) To understand the difficulties faced by the lateral entrants in their functioning in government set up;
- 2) To enhance participants' understanding of the government functioning through experience sharing and peer learning;
- 3) To enhance the capacity of the participants through field exposures so that they understand further the respective roles of Joint Secretary/Director/Deputy Secretary in the Union Government.

Design:

- The course was built around the concepts of **adult learning principles** encompassing relevance, relatedness, and applicability of the content to be delivered.
- Wherever feasible, the course had **hands-on activities** for a better understanding of government procedures in fields.
- The first day of the course began with grouping participants to promote **collective and peer learning**. Each group represented a Ministry from any of the functional domains of Regulation, Social sector, or Security Affairs.
- In the subsequent day, each group released a **problem statement** which impacted their concerned Ministry. The problem statement uncovered the challenge that impedes the effective service delivery of the Ministry or a Department within.

Methodology

The course was delivered through structured interactions, experiential group activities, field visits and lectures to ensure wholesome transfer of knowledge and to develop need-based skills. The participants were required to share their learning experiences at the end of the course.

Learning Outcome and Impact:

On completion of the course, the participants became better prepared to:

- Lead their wings for higher level of performance and effectiveness in their teams.
- Exhibit a clear understanding of contemporary thoughts and concepts of leadership in Government.
- Identify their leadership pattern and key qualities of great civil servants.
- Align resources with strategy to create a more resilient and agile wing in the Ministries.
- Endow them with skill sets to function effectively.

Dates & Venue:

The five-day course commenced on Monday, 8 January 2024 and concluded on Friday, 12 January 2024. The programme was conducted in the Conference Hall, First floor, Indian Institute of Public Administration, New Delhi

Evaluation of the Programme and Presentations:

The final session was devoted to evaluation and presentations before the valedictory session on 12th January 2024. The participants presented their learning experiences from the field on the evening of Friday, 12th of January 2024.




List of Participants:

Sl. No.	Name of the Candidate	Post & Domain Area	Ministry /Department	Email Of Candidate	Mob.	Photo
1.	Rajeev Saksena	Joint Secretary	Economic Affairs	rajeev.saksena@gov.in	9911155237, 7838500596	
2.	Sujit Kumar Bajpayee	Joint Secretary	Environment Forest & Climate Change	sujit.baju@gov.in	9717494567	
3.	Suman Prasad Singh	Joint Secretary	Road, Transport and Highways	suman.prasad65@gov.in	7285019355	
4.	Shri Manish Chadha	Joint Secretary	Commerce	Chadha.manish@gmail.com	9811368929	
5.	Shri Prabhu Narayan	Director (Cyber Security in Financial Sector)	Economic Affairs	pnarayan1@gmail.com	9867568485	

Sl. No.	Name of the Candidate	Post & Domain Area	Ministry /Department	Email Of Candidate	Mob.	Photo
6.	Shri Dheeraj Kumar	Deputy Secretary (Mining Legislation and Policy)	Mines	dkvaisya@gmail.com	9434777186	
7.	Ms Ruchika Drall	Deputy Secretary (Environment Policy)	Environment Forest & Climate Change	ruchikadrall85@yahoo.com	9811687007	
8.	Shri Shiv Mohan Dixit	Director (Water Management)	Water Resources	shivdixit78@gmail.com	9910044863	
9.	Shri Hardik Mukesh Sheth	Director (Banking)	Department of Financial Services	hardiksheth80@gmail.com	7600057741	
10.	Shri. Sagar Ramesh Rao Kadu	Director (Logistics)	Department for Promotion of Industry and Internal Trade	sagarkaduone@gmail.com	9987792427	

Sl. No.	Name of the Candidate	Post & Domain Area	Ministry /Department	Email Of Candidate	Mob.	Photo
11.	Shri Rajan Jain	Deputy Secretary (Insolvency and Bankruptcy Code, 2016)	Corporate Affairs	jainrajan55@gmail.com	9538729315; 8169295187	
12.	Shri Rajesh Asati	Deputy Secretary (Sagarmala and PPP)	Ports, Shipping and Waterways.	asatiraj@gmail.com	7923238347; 9727772146	
13.	Shri Mateshwari Prasad Mishra	Director (Warehouse Expertise)	Department of Food and Public Distribution,	matesh_git2001@yahoo.co.in	9727772146	
14.	Smt. Mukta Agarwal	Director (Media Management)	Department of School Education and Literacy	agarwal_mukta@yahoo.co.in	9560735667	
15.	Ms. Reetu Chandra	Deputy Secretary (Foundational Literacy and Numeracy Mission)	Department of School Education and Literacy	ncert.reetuchandra@gmail.com	8447271791	

Sl. No.	Name of the Candidate	Post & Domain Area	Ministry /Department	Email Of Candidate	Mob.	Photo
16.	Shri Harsha Bhowmik	Director (Digital Economy and FinTech)	Economic Affairs	harsha.bhowmik@gmail.com	9432584109	
17.	Shri Gaurav Singh	Director - Educational Technology (Edutech)	Higher Education	gaurav.gsingh@gmail.com	8879260858	
18.	Shri Sarathy Raja	Deputy Secretary (Iron/ Steel Industry experience)	Steel	sarathy4ever@yahoo.co.in	9879103419	
19.	Shri Neeraj Gaba	Director (Exports Marketing)	Commerce	neerajgaba23@gmail.com	9811161251	
20.	Shri Gaurav Kishore Joshi	Deputy Secretary (Manufacturing Sector)	Heavy Industries & Public Enterprises	joshigk@gmail.com	9175903976	

Sl. No.	Name of the Candidate	Post & Domain Area	Ministry /Department	Email Of Candidate	Mob.	Photo
21.	Shri Bidur Kant Jha	Director (New Technology for Highway development)	Road Transport and Highway	bidur1in@yahoo.co.in	8826173057	
22.	Shri Soumendu Ray	Deputy Secretary (Information Technologies),	Statistics & Programme Implementation	soumendu.ray@gmail.com	7044284592	
23.	Shri Govind Kumar Bansal	Director (Maternal Health Issues)	Health and family Welfare	drgovindbansal1@gmail.com	9910070977	

Programme Schedule:

As scheduled, the programme was inaugurated on the 8th January 2024 at 10 AM. In the session, Prof V N Alok traced the history of the programme and referred to the meeting that Shri Manoj Kumar Dwivedi, Additional Secretary, Department of Personnel and Training (DoPT), Government of India had of all lateral entrants at the Civil Services Institute. In the meeting, the demand came from the lateral entrants for the organization of a five-day refresher course in which field visits to district, block and village could be organized in addition to an interaction with the State Government. Experience sharing and peer learning were also emphasized in the meeting. The Secretary, DoPT was also of the view to organize a refresher course. Shri S N Tripathi, DG, IIPA welcomed the chief guest and others with his address. Shri Manoj Kumar Dwivedi, Additional Secretary, DoPT delivered the inaugural address and stressed the importance of lateral entry in the government. Shri Amitabh Ranjan, Registrar, proposed a vote of thanks.





In the first technical session, Prof V N Alok and Shri Sanjeev Kumar had an interaction with the participants. In which, open ended feedback of the participants about their workings was sought on the following, among others:

- a). Challenges in dealing with other Ministries and departments
- b). Limited flexibility of Government Procedures
- c). Collaborative effort
- d). Aversion to New Ideas
- e). Working in pyramidal structure
- f). Intimidation through Over monitoring
- g). Bureaucratic Overload
- h). Lack of Autonomy and Discretion
- i). Lack of effective, clear and timely communication
- j). Challenges because of underplay of Insider/outsider (lateral) power dynamics.



In the second session, an interaction took place on areas for further support in the workplace, by Prof V K Sharma and Shri Sanjeev Kumar. The participants discussed the gaps existing for lateral entrants to enter in the system. In the third session on the same day by Prof Suresh Mishra and Shri Sanjeev Aggarwal, the participants shared their success stories experiences.

The first session on the second day, i.e., 9th January 2024, an interaction took place in between the participants and Shri Ramaswami Balasubramanian, Member, Capacity Building Commission. He discussed on improving the capacity of civil servants of India. He had also invited Shri S P Roy, Secretary, Capacity Building Commission to take feedback and areas to improve further the functioning of lateral entrants in various ministries and departments. In the second session, Shri Sanjeev Kumar conducted some interesting activities with the participants on team building and improving coordination followed by a session on working in hierarchical structure which was also one of the challenges highlighted by the participants. In the last session conducted by Shri Sanjay Aggarwal, the participants got an opportunity to clear their doubts on public procurement and how to utilize GeM portal in a better manner.





On the third day of the refresher course, the participants moved from IIPA campus to Dehradun, Uttarakhand. In the Uttarakhand State Secretariat, they had a meeting firstly with a number of senior civil servants. The meeting was chaired by Shri Meenakshi Sundaram, IAS, Secretary, Planning Department. Among others, Shri Iqbal, IAS, Secretary, Finance Department; Shri Vinod Suman, IAS, Secretary, GAD, Shri Dipendra Chaudhary, IAS, Secretary, and other state government officials of various departments were present. Subsequently, participants also had an opportunity to interact with Dr S S Sandhu, Chief Secretary, Government of Uttarakhand. Dr Sandhu shared his insights on policy making and the working of the state. There were live discussions and Dr Sandhu responded to all the questions participants asked. In the last session of the day, a workshop was organized in Inderlok Hotel by the IIPA Uttarakhand Regional Branch, Economic Forum of Dehradun, Centre for Public policy, Doon University and Centre for Public policy and Good Governance, Government of Uttarakhand. Prof V N Alok, IIPA welcomed all to the workshop. Shri Indu Kumar Pandey, former Chief Secretary of Uttarakhand, Dr. Manoj Kumar Pant, Chief Executive Officer of Good Governance and Public Policy Planning Department, Professor H C Purohit, Dean of University School of Management shared their views and answered questions of the participants. Dr. Avinash Chandra Joshi, Chair Professor, Centre for Public Policy, Doon University conducted the proceedings.







In the second day in Uttarakhand, the group went to Haridwar, an aspirational district and had a meeting with Shri Dhiraj Singh Garbyal, IAS, District Magistrate, who along with other officers explained about the functioning of the district. The meeting took place at Dam Kothi. The Block Development Officer (BDO) Shri Manas Mittal guided the group to the village Atmalpur Bangla which comes under the aspirational block of Bahadarabad. The group had a long interaction with the

Sarpanch, Gram Sabha members, Self Help Groups (SHGs), Joint Director (Medical) and Anganwadi workers. They also had an opportunity to visit the Anganwadi Kendra (No.-6) and Ayushman Arogya Mandir of the village Atmalpur Bangla. At the invitation of the DM, Haridwar, the group had an opportunity to participate in the Ganga Arti at famous Har ki Paudi. Haridwar.





The group moved to Delhi from Dehradun on the last day of the field visit, i.e. Friday, the 12th January 2024. The participants shared their learning outcomes of the refresher course including the field visits. A content analysis of the feedback and report is at Annex 1. The last session was chaired by Shri S N Tripathi, DG, IIPA in which Prof V N Alok presented a report of the course and all participants appreciated it. Shri Amitabh Ranjan, Registrar thanked on behalf of IIPA. Shri Sujit Kumar Bajpayee, Joint Secretary, Ministry of Environment proposed a hearty vote of thanks on behalf of the participants.



Five-Day Refresher Course and Experience Sharing – Feedback of Participants

The course evaluation by participants covered several key aspects, including the structure and organization of the course, the usefulness of the training in both current and future job roles, the benefits derived from interactions with fellow participants, topics relevant to the course, satisfaction level from the facilities available and the overall impression of the course. The table below shows the course evaluation by the participants.

Table: Course Evaluation by Participants

S. No.	Course Evaluation	Grading on point 5 scale				
		5	4	3	2	1
1	Structure and organization of the course	Very well structured	Well structured	Structured	Unstructured	Can't say
	Response (%)	21.7	39.1	39.1	0.0	0.0
2	Usefulness of training in current job	Very useful	Quite useful	of Limited use	Not at all useful	Can't say
	Response (%)	26.1	65.2	8.7	0.0	0.0
3	Usefulness of training in future job	Very useful	Quite useful	of Limited use	Not at all useful	Can't say
	Response (%)	30.4	60.9	8.7	0.0	0.0
4	Benefit from interaction with fellow participants of the course	Extremely	Considerably	Fairly	Not at all	Can't say
	Response (%)	69.6	30.4	0.0	0.0	0.0
5	Topics relevant to the course	Extremely relevant	Considerably relevant	Fairly relevant	Not at all relevant	Can't say
	Response (%)	21.7	47.8	30.4	0.0	0.0
6	Satisfaction from following	Satisfied fully	Satisfied to a large extent	Satisfied to a limited extent	Not satisfied at all	Can't say
	i). Reception (%)	69.6	30.4	0.0	0.0	0.0
	ii). Food quality and service (%)	82.6	17.4	0.0	0.0	0.0

	iii). Classroom facilities (%)	87.0	13.0	0.0	0.0	0.0
	iv). Interaction with the faculty (%)	69.6	30.4	0.0	0.0	0.0
7	Impression of Course	Excellent	Very Good	Good	Fair	Can't say
	Response (%)	26.1	56.5	17.4	0.0	0.0

The participants provided feedback on the effectiveness of the course's structure and organization. This included assessments of how well the course content flowed, the clarity of instructions, and the overall coherence of the learning materials. Overall, 78 per cent of the total participants agreed that the course was either structured or well structured. According to the responses, about 65 per cent of the participants accepted that the training was quite useful in their current job and about 61 per cent said that the training will also be quite useful in future jobs that the participants might handle. Positive responses indicated that the training helped participants improve job performance, solve work-related challenges more effectively, or adapt to changing industry demands. About 70 per cent of the participants agreed that they were extremely benefitted from the interaction with fellow participants of the course and 70 per cent also agreed that the topics covered were either considerably relevant or extremely relevant for them.

Also, most of them were fully satisfied with facilities like reception (70%), food quality and service (83%), classroom facilities (87%) and interaction with the faculty (70%). The overall impression of the course was rated excellent by 26 per cent of the attendees while 57 per cent were of the view that the course was very good for them. Positive feedback highlighted well-organized modules, clear learning objectives, and a logical progression of topics. Also, suggestions were invited for improvement of the course structure which highlighted enhancing clarity in certain areas, providing additional resources for complex topics, or adjusting pacing to better accommodate diverse learning styles.

Table: Faculty Evaluation by Participants

Sl. No.	Topic	Name of the faculty	Grading on point 5 scale				
			5	4	3	2	1
1	a). Challenges in dealing with other Ministries and departments b). Limited flexibility of Government Procedures c). Collaborative effort d). Aversion to New Ideas e). Working in pyramidal structure f). Intimidation through Over monitoring g). Bureaucratic Overload h). Lack of Autonomy and Discretion i). Lack of effective, clear and timely communication j). Challenges because of underplay of	V N Alok/Sanjeev Kumar	31.25	56.25	6.25	6.25	0

	Insider/outsider (lateral) power dynamics.						
2	Areas for further support in the workplace	V K Sharma/ Sanjeev Kumar	18.75	62.50	12.50	6.25	0
3	Experience Sharing - Presentation of success stories	Suresh Mishra/ Sanjeev Kumar	18.75	62.50	12.50	6.25	0
4	An Interaction	Ramaswami Balasubramanian	56.25	31.25	12.50	0.00	0
5	Managing ups and downs: Team Building in Government	Sanjeev Kumar	25.00	62.50	6.25	6.25	0
6	Managing ups and downs: Working in Hierarchical Structure	Sanjeev Kumar	25.00	62.50	6.25	6.25	0
7	Public Procurement and GeM	Sanjay Aggarwal	81.25	18.75	0	0	0
8	Interaction with Finance Department	Secretary Finance	64.29	21.43	14.29	0	0
9	Interaction with Planning Department	Secretary Planning	64.29	21.43	14.29	0	0
10	Interaction with Chief Secretary, UK	Chief Secretary	86.67	13.33	0	0	0
11	Meeting with a District Magistrate	District Magistrate, Haridwar	73.33	20.00	6.67	0	0
12	Visit to an Aspirational Block	Block Development Officer, Bahadarabad	86.67	13.33	0	0	0
13	Visit to Municipal body/Panchayats	Sarpanch and Other Members	66.67	33.33	0	0	0

The participants also evaluated the faculty who interacted with them during the course. Interaction with the Chief Secretary of Uttarakhand and visit to an aspirational block of Bahadarabad where participants also interacted with the Block Development Officer (BDO), was rated five, i.e., highest by 87 per cent of the participants. The session conducted by Shri Sanjay Aggarwal on Public procurement and GeM was also rated five by almost 81 per cent of the participants followed by a meeting with the District Magistrate of Haridwar which was also highly appreciated by 73 percent of the participants.

The refresher course gave an opportunity to the lateral entrants to give their feedback on challenges they face while working in the ministry. They were also asked to share their success stories and experiences in the feedback sessions. In the following tables the feedback and reviews are tabulated where the allocation of their time, their contribution in policy design and their challenges in working in the ministry.

Table: Allocation of time in the Ministry

Allocation of time in the Ministry (in %)	0-10%	11-20%	21-30%	31-40%	41-50%	50-60%	More than 61%
Routine files	13.04	26.09	13.04	30.43	8.70	8.70	0
Policy making document writings	8.70	21.74	21.74	8.70	26.09	8.70	4.35
Attending meetings in other ministries	34.78	47.83	17.39	0	0	0	0
Any other	31.25	25.00	18.75	12.50	0	6.25	6.25

About 48 per cent and 35 per cent of the lateral entrants have accepted that about 11-20 per cent and 0-10 per cent of their time, respectively, in the Ministry is spent on attending meetings in other ministries. Out of the total time available, 31-40 percent time of about 30 per cent participants is spent on routine files and 41-50 per cent time of 26 per cent participants is spent on policy making document writing. The table below further highlights that 48% of the respondents made significant contributions to policy design in the ministry.

Table: Contribution on policy design in the Ministry

Contribution on policy design of the Ministry	Extensive	Significant	Moderate	Limited
Response (%)	21.74	47.83	26.09	4.35

The table below highlights the challenges lateral entrants face while working in their respective ministry. The 20 percent of the participants had strongly agreed to the challenges they face because of underplay of Insider/outsider (lateral) power dynamics followed by 18 per cent of the participant agreeing to the challenge in making collaborative effort while working. As per the response received from the participants, 27 per cent agreed with the challenge of working in pyramidal structure, followed by bureaucratic overload (26%) and aversion to new ideas (23%).

Table: Challenges in working

Challenges in working	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
a). Challenges in dealing with other Ministries and departments	22.73	31.82	36.36	9.09	0.00
b). Limited flexibility of Government Procedures	0.00	50.00	40.91	9.09	0.00
c). Collaborative effort	9.09	40.91	22.73	9.09	18.18
d). Aversion to New Ideas	22.73	18.18	31.82	22.73	4.55
e). Working in pyramidal structure	13.64	27.27	27.27	27.27	4.55
f). Intimidation through Over monitoring	34.78	13.04	26.09	21.74	4.35

g). Bureaucratic Overload	17.39	26.09	17.39	26.09	13.04
h). Lack of Autonomy and Discretion	13.64	36.36	27.27	9.09	13.64
i). Lack of effective, clear and timely communication	30.00	25.00	15.00	20.00	10.00
j). Challenges because of underplay of Insider/outsider (lateral) power dynamics	30.00	20.00	10.00	20.00	20.00

Overall, the course evaluation highlighted both strengths and areas for improvement, providing valuable insights to enhance the learning experience for future participants. The feedback received will inform adjustments to course design, delivery methods, and collaborative learning opportunities to better meet the diverse needs and expectations of learners.

Some other pictures of the five-day course for lateral entrants (8-12 January 2024).





















































