

Induction Training Proposal for Lateral Entrants in Government of India
Series Four: Joint Secretaries/Directors/Deputy Secretaries
Venue at
Indian Institute of Public Administration, New Delhi, **[13-27 May 2024]**
to
THE DEPARTMENT OF PERSONNEL AND TRAINING (DoPT)

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 Induction Programme is to provide the participants with an enabling environment to enhance their understanding of the governance systems and the role of leadership at senior level government positions. The programme is 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 conduct training for contractually appointed officers for the post of Joint Secretaries/Directors/Deputy Secretaries in New Delhi during 13 – 27 May 2024 with the technical 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 andragogy 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; b) joint secretaries/directors/deputy secretaries; inducted through lateral entries in 2019 and 2022 respectively encourages the IIPA to take lead in this endeavour.

In this context, the Institute's core business will be to facilitate learning, knowledge exchanges, and sharing practitioner-generated innovations, all with a view to addressing the key capacity constraints that the newly recruited Joint Secretaries/Directors/Deputy Secretaries could face in their pursuit of development results. The Institute will achieve these objectives by connecting and leveraging global and local expertise on the "how" of reforms so as to achieve a more durable and scaled-up impact. Knowledge exchange activities will facilitate policy debates on frontier themes and sectors (some of these are outlined below) to build consensus around several aspects of public governance. The programme will provide platforms for sharing and incubating practitioner-generated innovations that could address development challenges.

Objectives:

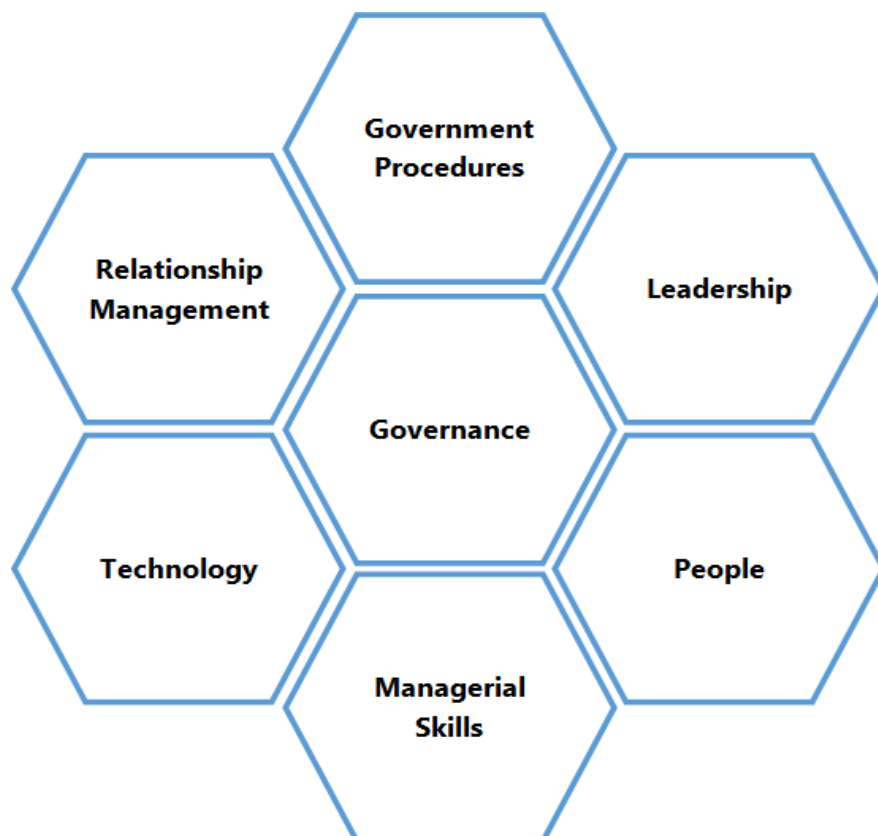
The main objective of the programme is to enable the participants to enhance their leadership capabilities. It is both developmental and diagnostic, identifying areas with potential for improvement and enhancing skills. The other objectives are:

- 1) Provision of insight into the management of the government machinery and core concepts of governance
- 2) Development of skills for effective service delivery
- 3) To understand the respective roles of Joint Secretary/Director/Deputy Secretary in the Union Government.

Design:

- The programme will be built around the concepts of **adult learning principles** encompassing relevance, relatedness and applicability of the content to be delivered.
- Wherever feasible, the programme will have **hands-on activities** for the better understanding of government procedures (session will be conducted and coordinated by IIPA with the support of ISTM).
- The first day of the programme will begin with grouping participants to promote **collective and peer learning**. Each group will represent a Ministry from any of the functional domain of Regulation, Social sector, or Security Affairs.
- By the third day, each group will release a **problem statement** which impacts their concerned Ministry. The problem statement can uncover any challenge that impedes the effective service delivery of the Ministry or a Department within.
- On the last day of the Induction programme, a **solution framework** shall be presented by each group based on the learning of the training program.

Thematic Areas



Pre-orientation of the participants

Each participant will be expected to undergo the following online courses on iGOT Platform:

- Noting and Drafting (2h)
- Office Procedure (2h 17m)
- Government E Marketplace (1h 9m)
- Right to Information Act - Part 1 (55m)
- Right to Information Act - Part 2 (41m)
- Code of Conduct for Government Employees (35m)
- Parliamentary Procedures (2h)
- Leave Rules (55m)
- Prevention of Sexual Harassment at Work (1h 51m)
- Central Civil Services (Conduct) Rules 1964 (46m)

The participants will be expected to show their familiarization wrt the above in the initial stages of the program.

Schedule: Summaries of sessions

Day 1 (Monday, 13 May 2024)

Inaugural Address

Session 1: 1000-1130 hrs (Lateral Entrants of all batches will also be invited)

- Welcome address to participants by Sh. S N Tripathi (DG, IIPA)
- Remarks (Secretary, DoPT)
- Inaugural Address by Cabinet Secretary (tbc)
- Vote of Thanks

Session 2: 1145-1300 hrs - Discussion with the Programme Director

The icebreaking session will be conducted to give participants the much-needed opportunity to know each other, as this is the first time the lateral entrants will be meeting as a group.

Theme - Government Procedures

Session 3: 1400-1530 hrs - Office Procedures

The efficiency of an organization depends largely on evolution of adequate processes and procedures and the ability of its employees to follow them. Accordingly, the efficiency of persons handling secretarial work in a government organization can be judged by their ability to dispose of matters – mostly receipts, cases etc. with speed and quality, following the procedures prescribed for the purpose. The ultimate object of all Government business is to meet the citizen's need and further their welfare. At the same time, those who are accountable for fair conduct of business have to ensure that public funds are managed with utmost care and prudence. It is, therefore, necessary, in each case, to keep appropriate record not only of what has been done but also of why it was so done.

1. Policy formation
2. Accountable to parliament
3. Obtains & allocates funds
4. Monitor

Session 4: 1545-1715 hrs – Noting and Drafting

- Guidelines for Noting
- E-Samiksha/ Pragati/ Council of ministers.
- Senior officer's meeting agenda/ template
- Noting Skill
- Format prescribed
- Dos' and Donts'

Day 2 (Tuesday, 14 May 2024)

Session 1: 1000-1130 hrs – Records Management

Records are defined as all documents with future reference value, which can be on paper

media or non-paper media and which works as tools of management or in short memory of an organization. The session will discuss the following:

- Principle of Record Management, Categorization of Records Record Retention Schedule and subsequent Custody or Transfer of Records
- Rules and Procedures for physical as well as electronic documents
- Manual of Office Procedures and Public Records Act

Session 2: 1145-1530 hrs – Parliamentary Procedure

- Parliamentary Questions, Starred and Unstarred, Supplementary Question
- Dos' and Donds' to be added
- Types of Questions with examples
- Zero Hour Session of Lok Sabha and Rajya Sabha
- Parliament Standing Committee/ Parliament Assurance
- Case Study based Questions Sample on
 - i. VIP reference
 - ii. PMO Reference
 - iii. State Government Reference

Session 3: 1545-1730 hrs – RTI & Citizen Charter

- Role of Appellate authority (RTI)
- Emphasis on
 - i. Act
 - ii. Roles of Public Information Officer (PIO) & Central Public Information Officer (CPIO)
 - iii. Handling of RTI
 - iv. Appeals

Day 3 (Wednesday, 15 May 2024)

Session 1: 1000-1130 hrs – Vigilance/Role of CVC

The topic of Vigilance will be introduced along with its role in day to day functioning of the Government. The participants will be informed about all the necessary precautions and considerations they have to take care of while working in government.

The background for forming CVC and its jurisdiction, role and functions will also be deliberated in detail. The regulations for Protection of Whistle Blowers along with Power and Privileges of CVC will be discussed wherein CVC has overarching powers over such matters. Following will also be covered in the session:

- Mandate of Vigilance in the Ministry and Dos' and Donds'
- Role of CVC/ Vigilance para
- C&AG Audit

Session 2: 1145-1300 hrs – Court Matters

- 'Procedure for Handling Legal Matters including
 - i. Role of Deptt of Legal Affairs, Ministry of Law & Justice';
 - ii. Briefing to Law Officers;

iii. Types of Litigation etc.

Session 3: 1400-1530 hrs – Central Civil Services Rules

The Central Civil Services (Conduct) Rules, 1964 applies to every person appointed as a civil servant or post in connection with the affairs of the Union. Various areas related to observance of government policies and the behavior of an officer therein will be discussed with participants in detail.

Session 4: 1545-1715 hrs – Conduct Rules

- Interpretation of the Rules.

Day 4 (Thursday, 16 May 2024)

Session 1: 1000-1130 hrs – Prevention of Sexual Harassment at Work

- Emphasis on Rules
- Add procedure to handle complaints related to the same

Session 2: 1145-1300 hrs – Cabinet Note Preparation

Session 3: 1400-1530 hrs – General Financial Rules (GFR)

- Emphasis on basics of Finance,
- Working for the Ministry of Finance and Integrated Finance Division (IFD).
- Technical Approval, IFD Concurrence, Administrative Approval & Financial Sanction (AA&FS)
- How to prepare sanction letters
- Dos' and Donts'

Session 4: 1545-1715 hrs – Budget & Expenditure control

- Budget Expenditure, Revenue Expenditure, Supplementary Grant
- Budget Sanctions

Day 5 (Friday, 17 May 2024)

Session 1: 1000-1130 hrs – Travel Allowance Rules

- Dearness Allowance (DA),
- Leave Travel Concession (LTC), STC

Session 2: 1145-1300 hrs – Handling Media

Session 3: 1400-1530 hrs – Civil servants in the governance

Session 4: 1545-1715 hrs - Hierarchical Structure

- At Union level
- At State level

Day 6 (Saturday, 18 May 2024)

Theme - People

0730 hrs - Departure to Dehradun from IIPA

1300 hrs - Hotel check-in and Lunch in the hotel

1500-1615 hrs - Interaction with Finance Department

1615-1715 hrs - Interaction with Planning/Urban Department

1715-1815 hrs - - Interaction with Chief Secretary, Uttarakhand

Day 7 (Sunday, 19 May 2024)

1000 hrs - Visit to an Aspirational District, Haridwar

1145-1300 hrs - Meeting with a District Magistrate

1400-1530 hrs - Visit to an Aspirational Block

1545-1715 hrs - Visit to Municipal body/Panchayats

Day 8 (Monday, 20 May 2024)

0830 hrs - Check-out and Departure to Delhi from Dehradun

1400 hrs – Lunch at IIPA

Theme - Governance

Session 1: 1400-1715 hrs – Role of Government in a Federation

The session will explain federalism and types of federalism in India, the constitutional recognition of finance commission and other intergovernmental institutions. It will cover the mechanisms/ ways or means through which funds are transferred from centre to states in India. The working of constitutional bodies in other federations such as Australia, Canada, and South Africa will be explored. Also the working of Planning Commission (now NITI Aayog), State Finance Commission, Inter-State Council, etc and their role will in federation will be discussed.

Day 9 (Tuesday, 21 May 2024)

Session 1: 1000-1130 hrs – Relations – Union/State fiscal

- Union List
- State List
- Concurrent List

Session 2: 1145-1300 hrs – Decentralization (local governments)

Session 3: 1400-1530 hrs – Government Machinery and Administrative Reforms

The participants will be introduced to the Government Machinery, its working and various significant reforms undertaken in the Public Administration, over the years, owing to recommendations of various committees such as Gorwala Report on Public Administration (1955), Paul Appleby Committee Report on Public Administration in India (1953), Santanam Committee Report on Prevention of Corruption (1966) and Reports of 2nd Administrative Reforms Commission. Session will also include the following:

- Accountability through CAG, CVC, CBI etc.
- Introduction of Regulatory agencies after liberalization like TRAI, IRDA etc.
- Idea of Minimum Government and Maximum Governance.
- Focus on transparency, Good Governance and balance the conflicting considerations of speed, quality, and transparency.
- Introduction to the Centralised Public Grievance Redress and Monitoring System (CPGRAMS).

Session 4: 1545-1715 hrs –Bringing Change in Governance

- Challenges before the nation and how to overcome them.
- Transformative initiatives of the Government i.e. Ease of Doing Business, Single Window System, Reducing Compliance Burden, sectoral approach to complex issues, Atmanirbharta etc.
- Preparation for rising aspirations of citizens, complex global issues, and technological disruption

Day 10 (Wednesday, 22 May 2024)

Session 1: 1000-1130 hrs – Mission Karmayogi – by Adil Zainulbhai (tbc)

Session 2: 1145-1300 hrs – Affirmative Action/Reservation

Session 3: 1400-1530 hrs – GST

Session 4: 1545-1715 hrs – Disaster Management

Discuss the concepts like hazard, risk reduction, vulnerability and water centric governance. The history of development of this field in India will be highlighted by giving examples of disasters that happened over the years and how they were managed. How climate change is a big reason for increased frequency of extreme events in the world. Further, the background of setup of legislation in this area i.e. Disaster Management Act, 2005 and about the latest developments in this field touching upon India's maturity level in this discipline will be explained.

Such knowledgeable session will help the participants make informed decisions regarding Disaster Management in their respective areas of work.

Day 11 (Thursday, 23 May 2024)

Theme – Relationship Management

Session 1: 1000-1130 hrs – Collaboration, Cooperation, Coordination – by R Balasubramanian

- Collaboration, Cooperation, Coordination with different stakeholders (inter-institutional, intra-ministerial, private sectors/industries)

Session 2: 1145-1300 hrs – Working with Private Sector

Theme – Public Policy

Session 3: 1400-1530 hrs – Introduction to Public Policy – by R Balasubramanian

Theme – Managerial Skills

Session 4: 1545-1715 hrs – Managing People, Working with Teams

- Relationship building capabilities,
- Business expertise,
- Interpersonal skills and
- Understanding of organization - structure and function of department

Day 12 (Friday, 24 May 2024)

Theme - Technology

Session 1: 1000-1130 hrs – PM Gatishakti

Session 2: 1145-1300 hrs – ONDC, E-NAM, e-marketplace

- Procurement in Government

Session 3: 1400-1530 hrs – PFMS (Public Financial Management System)

- Budget Book/ Budget Estimates/ Ceilings/ Expenditure heads.

Session 4: 1545-1715 hrs – E- Office

- e-HRMS (electronic Human Resource Management System)
- Emerging technologies (AI, Blockchain technology, Cloud, Data Analytics)
- Direct Benefit Transfer (DBT)/ Digitization/ Case Study.

Day 13 (Saturday, 25 May 2024)

Session 1: 1000-1130 hrs – Tech-enabled governance

- Digital India,
- e-Governance case studies,
- Cyber security,
- AI in Governance

Theme - Leadership

Session 2: 1145-1300 hrs – Communication and Negotiation

- International Cooperation and knowledge of multilateral and bilateral bodies.
- Emphasis on Negotiation
- Foreign Direct Investment,

- Foreign Portfolio Investment,
- Production Linked Incentive Scheme,
- EXIM Trade, Make in India

Session 3: 1400-1530 hrs – Persuasion

Session 4: 1545-1715 hrs – Conflict Resolution

Day 14 (Sunday, 26 May 2024)

Session 1: 1000-1130 hrs – Thought Leadership

Session 2: 1145-1300 hrs – Strategic Thinking

Session 3: 1400-1530 hrs – Participant’s Presentations

Session 4: 1545-1715 hrs – Participant’s Presentations

Day 15 (Monday, 27 May 2024)

Session 1: 1000-1130 hrs – Participant’s Presentations

- Participants of the previous batch will also be invited.

Session 2: 1145-1300 hrs – Feedback

Session 3: 1400-1530 hrs – Valediction

Session 4: 1545-1715 hrs – Departure from IIPA hostel

Schedule in brief

Day. Date	Time	Theme	Session	Speaker(s)
Sunday	<i>Arrival of the Participants in IIPA Hostel</i>			
Monday	1000-1130		Inaugural Session Welcome Address Remarks Inaugural Address Vote of Thanks	S N Tripathi Secretary (DoPT) Cabinet Secretary (tbc)
	1145-1300		Group Formation for tasks	
	1400-1530	Government Procedures	Office procedures	
	1545-1715		Noting and drafting	
Tuesday	1000-1130		Records Management	
	1145-1530		Parliamentary Procedure (i) Committees (ii) Bills (iii) Q&A	
	1545-1730		RTI & Citizen Charter	
Wednesday	1000-1130		Vigilance/role of CVC	
	1145-1300		Court matters	
	1400-1530		Central Civil Services Rules	
	1545-1715		Conduct Rules	
Thursday	1000-1130		Prevention of Sexual Harassment at Work	
	1145-1300		Cabinet Note Preparation	
	1400-1530		General Financial Rules (GFR)	
	1545-1715		Budget & Expenditure control	
Friday	1000-1130		Travel Allowance Rules	
	1145-1300		Handling Media	
	1400-1530		Civil servants in the governance	
	1545-1715	Hierarchical Structure		
Saturday	0730	People	Departure to Dehradun from IIPA	
	1300		Hotel check-in and Lunch in the hotel	
	1500-1615		Interaction with Finance Department	
	1615-1715		Interaction with Planning/ Urban Department	

	1715-1815		Interaction with Chief Secretary, UK		
Sunday	1000		Visit to an Aspirational District, Haridwar		
	1145-1300		Meeting with a District Magistrate		
	1400-1530		Visit to an Aspirational Block		
	1545-1715		Visit to Municipal body/Panchayats		
Monday	0830		Check-out and Departure to Delhi from Dehradun		
	1400-1750		Role of Government in a Federation		
Tuesday	1000-1130	Governance	Relations – Union/State fiscal		
	1145-1300		Decentralization (local governments)		
	1400-1530		Government Machinery and Administrative reforms		
	1545-1715		Bringing change in Governance		
Wednesday	1000-1130			Mission Karmayogi	Adil Zainulbhai (tbc)
	1145-1300			Affirmative Action/Reservation	
	1400-1530			GST	
	1545-1715			Disaster Management	
Thursday	1000-1130		Relationship Management	Collaboration, Cooperation, Coordination	R Balasubramanian
	1145-1300			Working with Private Sector	
	1400-1530	Public Policy	Introduction to Public Policy	R Balasubramanian	
	1545-1715	Managerial Skills	Managing people, working with teams		
Friday	1000-1130	Technology	PM Gatishakti		
	1145-1300		ONDC, E-NAM, e-marketplace		
	1400-1530		PFMS (Public Financial Management System)		
	1545-1715		E-office		
Saturday	1000-1130		Tech enabled government		
	1145-1300	Leadership	Communication and Negotiation		
	1400-1530		Persuasion		
	1545-1715		Conflict Resolution		

Sunday	1000-1130		Thought Leadership	
	1145-1300		Strategic Thinking	
	1400-1530		Participant's Presentations	
	1545-1715		Participant's Presentations	
Monday	1000-1130		Participant's Presentations	
	1145-1300		Feedback	Participants
	1400-1530		Valediction	S N Tripathi
	1545-1715		Departure from IIPA hostel	

Note:

- 0700 – 0800 hrs Yoga Classes
- 0800 – 0900 hrs Breakfast
- 1130 – 1145 hrs Tea/Coffee break
- 1300 – 1400 hrs Lunch
- 1530 – 1545 hrs Tea/Coffee break

Post-Course Assignments and Follow-up

After six months of the workshop all the participants will be expected to meet in a two-day refresher course in which they will share their experience and provide feedback.

Similarly, after one year of the workshop all the participants will be expected to meet on a five-day refresher course in which they will share their experience and provide feedback.

Methodology

The programme will be 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 will be required to present reports on selected topics at the end of the programme.

Learning Outcome and Impact:

On completion of the programme; the participants would be better prepared to:

- Lead their wings for higher level of performance and effectiveness in their teams.
- Have 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.

Scope of Work:

In order to ensure implementation of the workshop, IIPA will a) cooperate with DoPT to jointly manage and direct the workshops through the Programme Director who will be acting under the control of the Director General, IIPA who is an academic and administrative head of the Institute b) provide speakers who are qualified and prepared to deliver portions of the workshop c) conduct all correspondence with prospective and actual speakers d) use the amount provided by DoPT to coordinate the organizational, administrative and intellectual aspects of the workshops

In order to ensure implementation of the workshops, the DoPT will a) provide participants for the workshop b) cooperate with IIPA to jointly manage and direct the workshop through the Programme Director c) pay for the costs of organizing workshops and delivery, and d) provide a list of participants at least a week before the commencement of the workshop.

Dates: The programme will be conducted for 15-days during 13 -27 May 2024

Venue: Indian Institute of Public Administration, New Delhi

Organisers' Contacts:

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