

Group – III : EQUITY

Introduction

– Darshnita B Ahluwalia

Consultation

& Consensus Building

– Air Cmde Gurpreet Singh

Bhatia & Darshnita B Ahluwalia

Decision Making

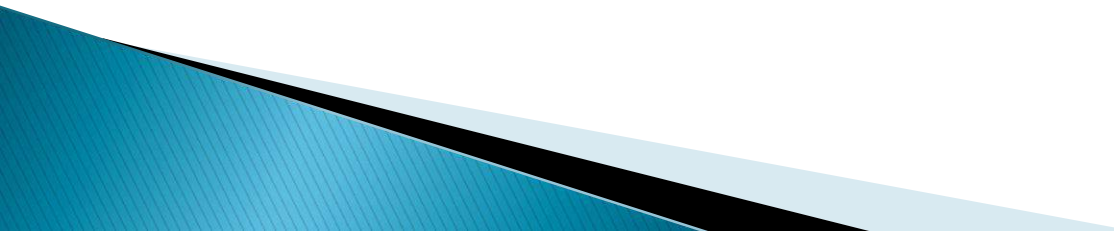
– Sandeep Gupta & Ajay Negi

Empathy

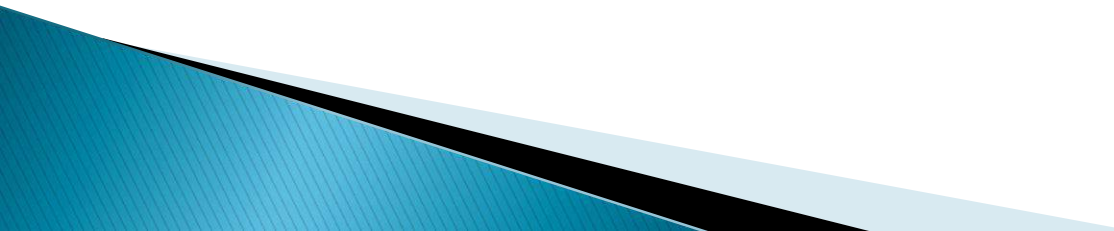
– Rameshwar Dhariwal

Delegation

– Amandeep Garg

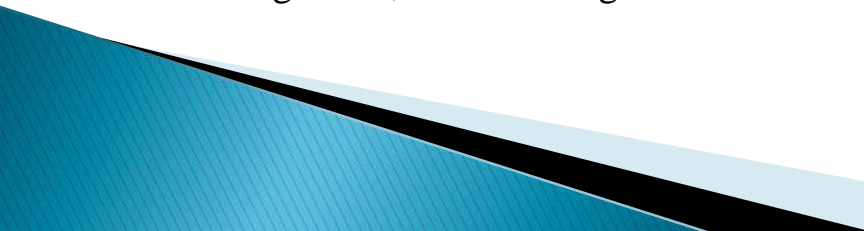


Mission Karamayogi

- ▶ To strengthen the Human Resource Management of Civil Service, the DoPT launched the Mission Karamayogi.
 - ▶ The mission focuses on role based capacity building of civil servants and aims for strengthening the enabling environment in view of a more effective, efficient, transparent and accountable Public Administration at National and State level.
 - ▶ It envisages achieving the Government of India objective of inclusion through an enhanced delivery of services to the marginalised and vulnerable.
 - ▶ This mission is supporting the Government of India (GoI) in the shift towards Competency-based Human Resource Management (HRM) for the Indian Civil Services.
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New Competency Based Governance Model

It has been categorized under five broad areas namely Ethos, Ethics, Equity, Efficiency and Productivity as follows:

- I. **Ethos:** This component will focus on the importance of citizen centricity and inclusiveness, promote public good and long-term interests of the Nation.
 - II. **Ethics:** It will highlight the importance of integrity, transparency, openness and fairness.
 - III. **Equity:** This constituent will motivate the participants to treat all citizens alike, ensures justice to all, with empathy for the weaker sections.
 - IV. **Efficiency:** This component will promote operational excellence and value for money in managing human capital and nurtures capability.
 - V. **Productivity:** This component will provide an opportunity to learn about human resource management, office management and how to deal with audit and parliament matters
- 

Prime Objective of the CBTs

Stimulate the inner strength and capabilities and also to improve the functional competencies of individual officers. These five broad categories contains 30 competencies.

Equity

Consultation & Consensus Building

Decision Making

Empathy

Delegation





Competency Framework for Civil Services

TOPIC: CONSULTATION & CONSENSUS BUILDING

By

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Mrs Darshnita B Ahluwalia Roll No. 4803



Consultation



Consensus
Building

Consultation

- ▶ **Consultation** is intended for eliciting opinions aimed at policy formulation and implementation.
- ▶ Two types of consultative or advisory bodies that can be constituted, namely,
 - **Expert committees** based on specialized knowledge or experience
 - **Representatives committee** based on their representative character
- ▶ Importance of consultation in governance in the large Indian democratic framework cannot be over emphasized



Consultation

- ▶ Successful outcome of consultation process depends on the **experience, maturity, understanding** and spirit in which opinion of consultative bodies is sought by the concerned authorities.
- ▶ Guard against **biased opinions** emanating from parochial and vested interests of committee members.



Consensus is...

- finding an **acceptable proposal** that all members can *support*.



Consensus Building

- ▶ Involves a **good-faith** effort to meet the **interests of all stakeholders** and generally seeks a unanimous agreement
- ▶ Allows a diverse section of **citizens to participate in decision-making process** and avoid dissent, protests and hindering decision implementation subsequently
- ▶ Helps stakeholders to **establish a common understanding** and framework for arriving at **mutually acceptable solution**



Consensus Building

- ▶ Administrators that focus on making decisions through consensus building tend to implement the policies in more **pragmatic and acceptable manner**
- ▶ Consensus implies support as a result of both **informed debate** and the opportunity for **divergent views, interests and values to be heard and understood**
- ▶ Consensus is thus the result of an effective process which is both **fair and competent**



Consensus requires...

- ▶ Time
- ▶ Active participation by all
- ▶ Good listening and communication skills
- ▶ Open-mindedness
- ▶ Creative thinking



How to Build Consensus - STEPS

1. Brainstorm, using one of the following techniques:

- Free style
- Post-it
- Graffiti

2. Clarify and rank ideas by:

- Multi-voting

CONSENSUS:

WHEN it WORKS:

- ✓ common goal
- ✓ commitment to consensus
- ✓ enough time
- ✓ clear process

via Starhawk,
"truth or dare"
© Miriam Simos

Visual: Sam Broad

Stages/ Levels of Consensus Building

- ▶ **Problem identification**
- ▶ **Participant identification and inclusion of ideal candidates**
- ▶ **Convening, setting** ground rules choosing a convener or facilitator, **assigning roles and responsibilities**
- ▶ **Process Design-** *agenda setting with reasonable timetable*
- ▶ **Problem definition, analysis and re-defining**
- ▶ **Group problem solving, identification and evaluation of alternative solutions**
- ▶ **Decision making and reaching agreement**
- ▶ **Approval of the agreement**
- ▶ **Implementation and Monitoring**



Via Rhizome Network UK
drawn: Sambradd

Consensus is not...

- ▶ A unanimous vote
- ▶ A majority vote
- ▶ Everyone 100% satisfied

CONSENSUS: WHEN IT DOESN'T WORK:

- ✗ when there's no group in mind
- ✗ two terrible choices
- ✗ it's trivial
- ✗ not enough information
- ✗ in an emergency

via Starhawk,
"truth or dare"
© Miriam Simos

Visual: Sam Brandt

Don't Forget!

Consensus is finding an **acceptable proposal** that all members can *support*.

1. I like it, am on board and can easily accept this decision.

2. I accept this decision but may have some questions/points to clarify at a later time.

3. I can live with this decision even though it may not be my preferred option.

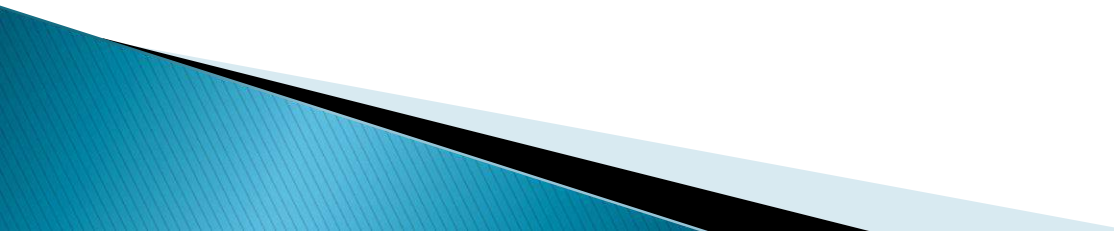
4. I don't agree but I will not block this decision.

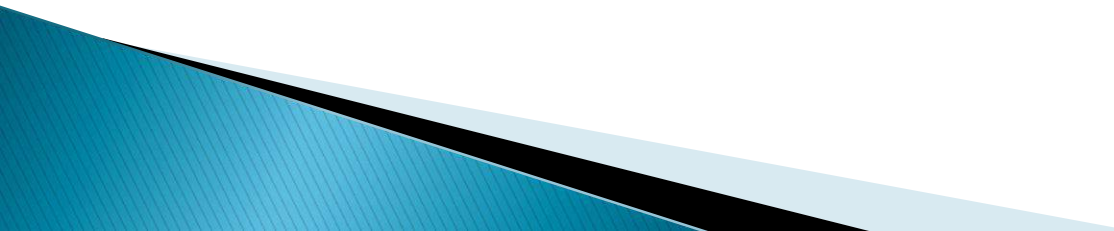
5. I loathe it and cannot accept this decision.

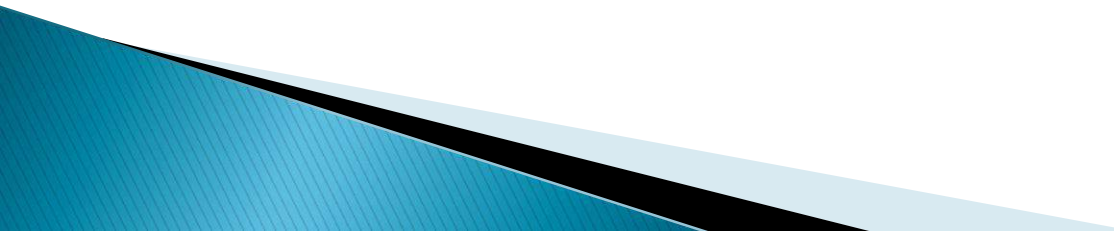
Effective Consensus Building: Considerations and Guidelines

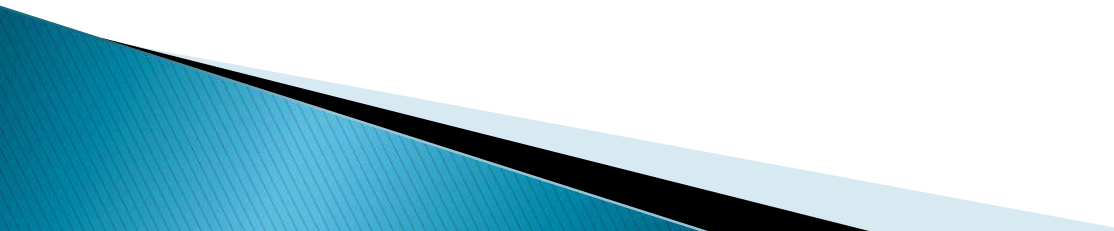
- **Be open to consultation and consensus building :-**
 - ✓ Accept and involve the public as a legitimate partner while demonstrating respect for them.
 - ✓ Demonstrate openness to consult others by involving the community and all stakeholders early in decision making and implementation process.
 - ✓ Co-ordinate and collaborate with other credible sources.
 - ✓ Plan carefully, begin with clear objectives and evaluate effort.
 - ✓ Display sincerity of effort by presenting your view in a in a clear, concise and constructive manner supported by data.
 - ✓ Reach out within and outside the organisation, with those who can provide work-related information.
 - ✓ Invite others' views and opinions.
- ▶ Communicate the pros and cons of an initiative including benefits for the public

- **Consult and take multiple actions to persuade others:-**
 - ✓ Develop links with the experts and relevant information sources, propose good solutions to benefit the public.
 - ✓ Develop and nurture key contacts as a source of information, keeping in mind the end goal of providing qualitative citizen centric services.
 - ✓ Leverage colleagues experience for synergy and convergence.
 - ✓ Understand the target groups' views and customise the communication to convince them.

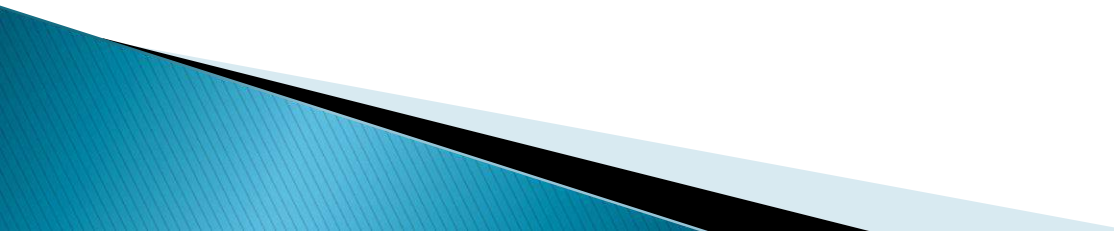
- **Proactively look for opportunities to promote convergence:-**
 - ✓ Continuously seize opportunities to partner and transfer knowledge.
 - ✓ Take initiative to engage with stakeholders to create innovative ideas and solutions.
 - ✓ Proactively shares knowledge and information for capacity building and convergence.
 - ✓ Keep stakeholders informed about various initiatives and engage with them regarding new initiatives.
 - ✓ Gain insight into divergent motives and use this insight to tailor consensus building communications.
 - ✓ Contingency planning to cater for opposition, reactions and visualising the implications of the proposal on the larger public.
- 

- **Help to align diverse interests to a common goal :-**
 - ✓ Explore innovative ways to converge different opinions in consonance with end goal.
 - ✓ Creatively use the knowledge of the experts in order to address diverse interests of the stakeholders.
 - ✓ Listen to people's concerns, identify with the audience, recognise people's emotions and hidden agendas.
 - ✓ Communicate clearly with conviction, using simple non-technical language.
 - ✓ Discuss actions that are under way or can be taken while clearly enunciating what cannot be done and promise only what you can do.
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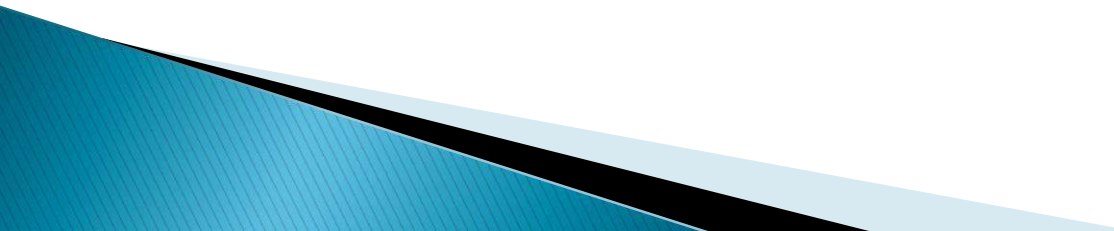
- **Promote consultation, consensus building and convergence:-**
 - ✓ Create forums where people can interact with each other on the larger goal and move away from a 'silo' mindset.
 - ✓ Identify opportunities to build relationships with external partner and larger communities with the purpose of serving larger public interest.
 - ✓ Demonstrate willingness to trade-off immediate gain with long-term benefits.
 - ✓ Take long-term perspective of development in synch with public good.
 - ✓ Inspire others to consult, keeping the greater good in mind, before arriving at any critical decisions.
- 

- **Transparent conduct of entire process while keeping all concerned informed :-**
 - ✓ All stakeholders should be kept adequately informed by preparing and providing background material.
 - ✓ Meet the needs of the media by being open and accessible to reporters while respecting deadlines.
 - ✓ Provide risk information tailored to media needs
 - ✓ Establish long-term media relationships for factual reporting and avoiding rumour mongering.
- 


Necessary Conditions for Success

- ▶ Eun (2016) contend that *success or failure is dependent upon*
 - ▶ **Time limits** - providing for an adequate amount of time for discussion before a decision is required;
 - **Flexibility** - not precluding discussion by taking the decision before discourse is commenced.
 - **Equal opportunity**- ensuring that all the parties taking part have equal access to information and are in an equal position to participate.
 - **Consensus-based discussion** - willingness from all those taking part to learn and if necessary, amend or adapt proposals and opinions.
 - **Inclusiveness** - all interests (including minority) in the issue having an opportunity to be involved /represented.
 - **Respect for Diverse Interests** - recognition and acceptance of the diverse values, interests and knowledge of those involved.
 - **Self design** - those taking part design the process and agree the objectives.
 - **Implementation** - commitment to implementation and effective monitoring are essential parts of any agreement.
- 

Payoffs of Consultation and Consensus Building

- It enhances the quality of solutions based on a comprehensive analysis of the problem, innovative solutions and minimizes chances of deadlock.
 - Stakeholders have ownership of the outcome of consensus-building processes.
 - The ability to participate in the problem-solving process enhances acceptance of the solution and willingness to implement it among the affected population.
 - The participatory process assists in strengthening the relationships between stakeholders.
 - Consensus building saves time and resources besides developing mechanisms for dealing with related problems in the future.
- 

Conclusion

- ▶ Governance is assuming an increasingly citizen centric, collaborative and participative , leveraging technology and online platforms to engage the public in government policy formulation and implementation.
 - ▶ Consensus building is a non-adversarial approach to decision-making which goes beyond the traditional consultative processes. The latter rely primarily on decision makers, proponents and/or experts defining a problem and the preferred solutions, and then seeking public comment on their proposals.
 - ▶ Consultation is a top-down process which often displays the decision making characteristics of the initiating body. By contrast, consensus building is a primarily bottom-up process where stakeholders are enlisted into the drawing up of initial proposals as well as the consideration of the preferred proposals or solutions.
 - ▶ Consensus building processes provide forums for exchange of information, predictions, opinions, interests and values.
 - ▶ Those initiating the process have to be open to the potential need for change and to be prepared to work with different interests to develop plans or to amend or even drop existing proposals.
- 



Competency Framework for Civil Services

TOPIC: DECISION-MAKING

By

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&

Ajay Negi, Roll No 4825

Decisions? Decisions?

► Every Day Decisions

- Personal Decisions
- Work Decisions.
- Financial Decisions
- Health Decisions
- Social Decisions



What is Decision Making

- ✓ Decision making is the process of selecting the best possible course of action from multiple alternatives.
- ✓ It involves identifying a problem or an opportunity, gathering and analyzing information, evaluating options, and choosing the most appropriate solution based on one's objectives and preferences.
- ✓ Decision making can be a complex process that involves both rational and intuitive thinking, and can be influenced by various factors, such as emotions, biases, and external pressures.
- ✓ Effective decision making requires a balance between analytical thinking and intuition, as well as the ability to consider the potential consequences of one's choices.

Types of Decision Making

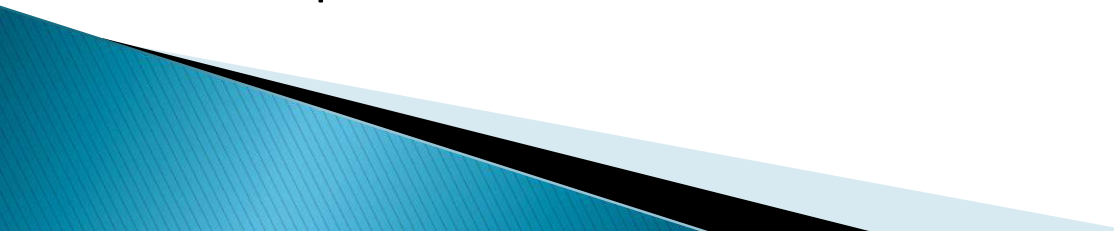
- **Programmed decision making:**

- Involves routine and repetitive decisions.
- Based on a set of predetermined rules or procedures.
- E.g :- bank may have a set of procedures for processing loan applications.

- **Non-programmed decision making:**

- Involves unique and non-repetitive decisions.
- Based on the situation and require creativity and judgment
- E.g :- a CEO may have to make a decision about whether to invest in a new product line.

- **Individual decision making:**

- Involves one person making the decision.
 - The individual may seek input from others, but ultimately, they are responsible for the decision.
- 

Types of Decision Making

- **Strategic decision making:**
 - Affect the long-term direction and success of an organization.
 - Involve a high degree of uncertainty and risk.
- **Tactical decision making:**
 - Affect the day-to-day operations of an organization.
 - These decisions are typically more routine
 - Involve less risk than strategic decisions.
- **Group decision making:**
 - Involves a group of people making the decision.
 - The group may use a variety of methods, such as brainstorming or consensus-building, to arrive at a decision.

Importance of Decision Making

- **Helps to achieve objectives:**

- Effective decision making ensures that individuals and organizations make choices that lead to achieving their objectives.

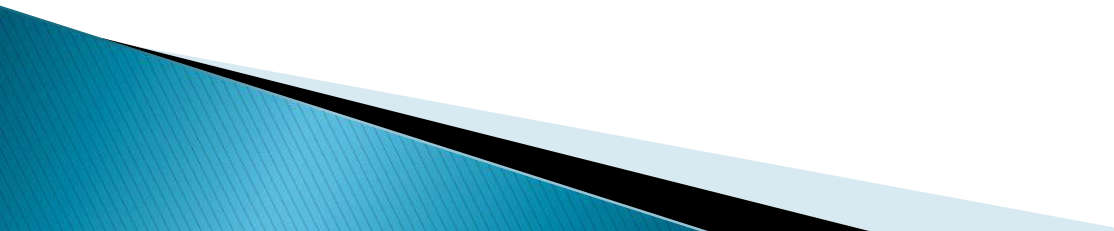
- **Facilitates problem-solving:**

- Decision making allows individuals and organizations to identify and solve problems.
- It helps to identify the root cause of problems and develop appropriate solutions.

- **Increases efficiency:**

- Decision making helps to improve efficiency by streamlining processes and eliminating unnecessary steps.
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Importance of Decision Making

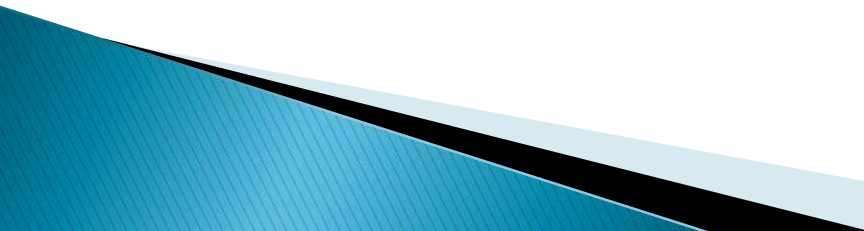
- **Reduces risks:**
 - Effective decision making involves identifying and evaluating risks and developing strategies to minimize them.
 - **Enhances creativity:**
 - Decision making requires creativity and innovation, which can lead to the development of new ideas and solutions.
 - **Fosters accountability:**
 - Decision making encourages individuals and organizations to take responsibility for their choices and actions.
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Decision Making At Different Levels Within An Organization

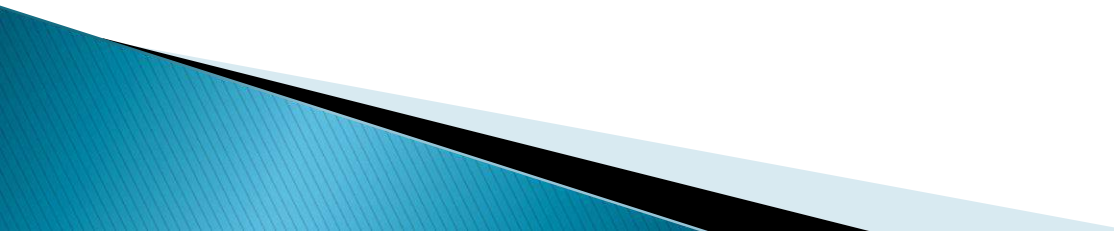
- **Operational decisions:**

- These decisions are made at the lower levels of an organization and are concerned with day-to-day operations, such as scheduling employees, ordering supplies, and resolving customer complaints.
- These decisions are typically made by front-line employees and supervisors.

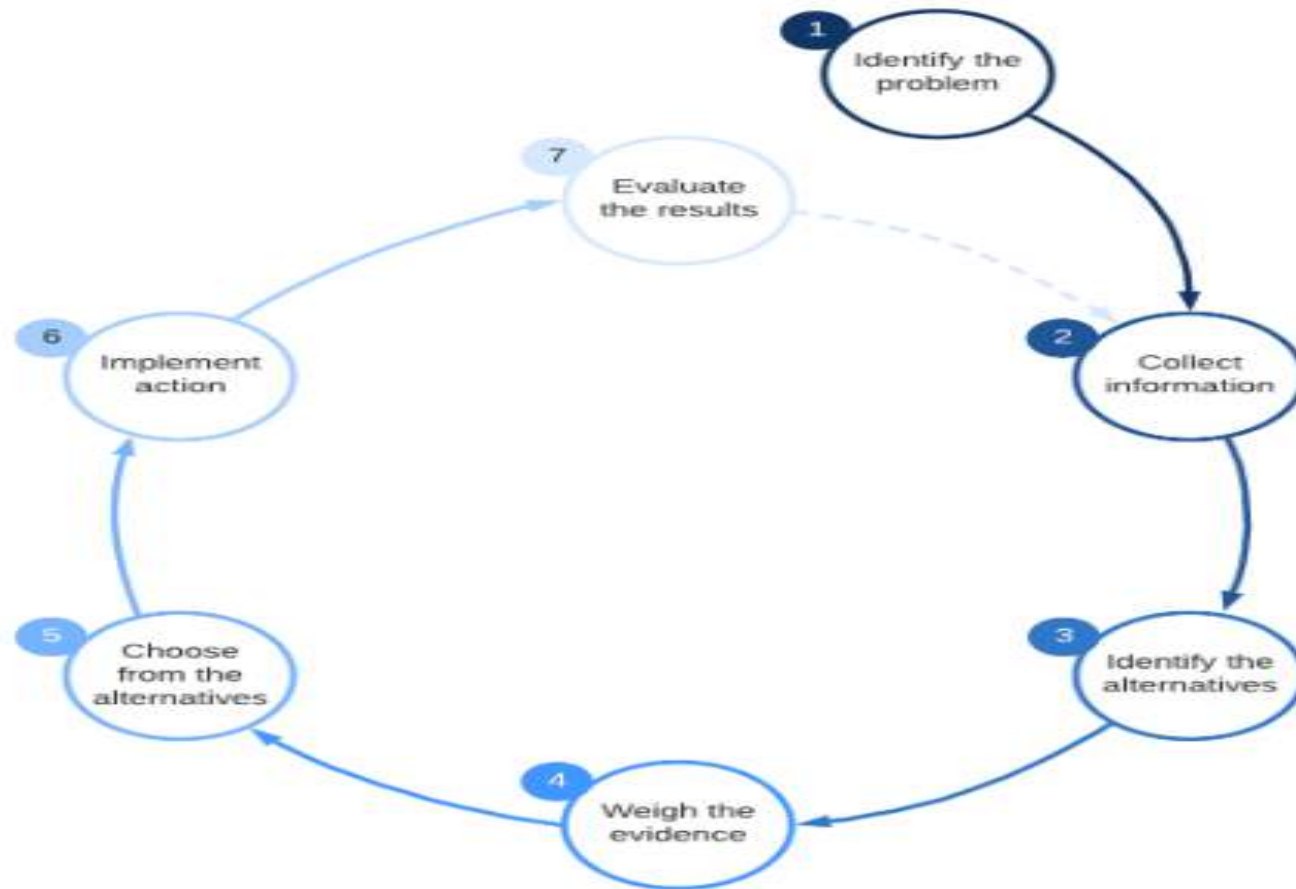
- **Tactical decisions:**

- These decisions are made at the middle levels of an organization and are concerned with implementing the organization's strategy.
 - Examples include decisions about resource allocation, marketing strategies, and pricing policies. These decisions are typically made by department heads and middle managers.
- 


Decision Making At Different Levels Within An Organization

- **Strategic decisions:**
 - These decisions are made at the highest levels of an organization and are concerned with the overall direction and long-term success of the organization.
 - Examples include decisions about mergers and acquisitions, entering new markets, and developing new products or services. These decisions are typically made by the executive team and board of directors.
- 

Steps Of The Decision-Making Process



Conclusion

- ▶ Decision Making is important in all aspects of the life.
 - ▶ Right decision at right time can change the fate of the organization
 - ▶ Some time not taking decision is detrimental to the organization.
 - ▶ In a fear of failure one should not stop taking decisions because any decisions could not be 100 % risk free'
 - ▶ *we should encourage boldness in decision-making, provided that the decisions are well considered and according to the law of the land*
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Competency Framework for Civil Services

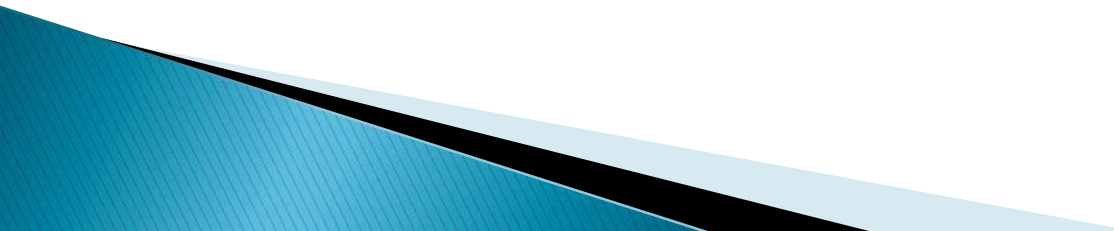
TOPIC: EMPATHY

By

Rameshwar Dhariwal

Roll No .4808

EMPATHY

- capacity to understand or feel what another person is experiencing from within their frame of reference, i.e capacity to place oneself in another's position.
 - ability to imagine how another person is feeling and so understand his/her mood.
 - being able to accurately hear out and understand the thoughts, feelings and concerns of others, even when these are not made explicit.
- 

INTRODUCTION

*“Empathy is the art of stepping imaginatively into the shoes of another person, understanding their feelings and perspectives, **and using that understanding to guide your actions.**”*

(Roman Krznaric, Empathy, 2014)

EMPATHY- A CHANGE MANAGEMENT TOOL

Empathy is not a soft skill rather it's a business skill.

- A useful for HR practitioners
- An effective leadership skill
- A change management tool
- A tool of emotional intelligence
- An effective conflict management tool
- A key to organizational effectiveness


(87% CEO confirmed that there is a connection between performance and empathy)-
(State of Workplace Empathy, Buisnessolvers, 2018)

CONCEPTUAL BACKGROUND

Empathy is a critical HR skill and helps build and ***sustain positive workplace relationships, foster diversity, and inclusion, encourage cooperation and collaboration, and facilitate conflict management.***

HR values compliance but lacks empathy. **Oprah Winfrey**, the renowned talk show host agrees that *“Leadership is about empathy”*

*“we’ve seen three “ages” of management since the industrial revolution, with each putting the emphasis on a different theme namely **execution, expertise, and empathy.**” Whether or not we have formally arrived at the age of empathy, what we do know is that more and more people are talking about the importance of empathy, especially for HR- **Rita Gunther** (Harvard Business Review(2014)*



1-2-3 SEQUENCE OF EMPATHY

WHAT IS EMPATHY?



Emotional Empathy

The ability to share/ feel another person's feelings as if they were our own.



Cognitive Empathy

The capacity to understand another person's feelings and what they must be thinking.

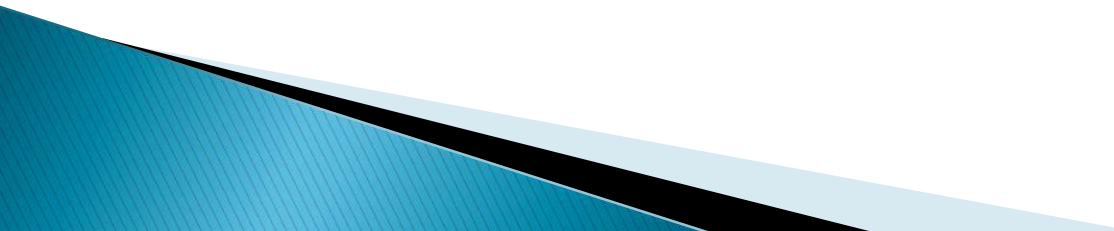


Compassionate Empathy

The ability to not only understand another's feelings but also to feel compelled to help them.

Rating of Empathy Skill

Empathy is not the same thing as demonstrating empathy. Subordinates rate managers on empathy skill on following four items:

- ▶ Is sensitive to signs of overwork in others.
 - ▶ Shows interest in the needs, hopes and dreams of other people.
 - ▶ Is willing to help an employee with personal problems.
 - ▶ Conveys compassion toward them when other people disclosed a personal loss.
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Levels of Developing Empathy

Level-1 Understands unspoken contents

Level-2 Has concerns for others

Level-3 Expresses concerns for others

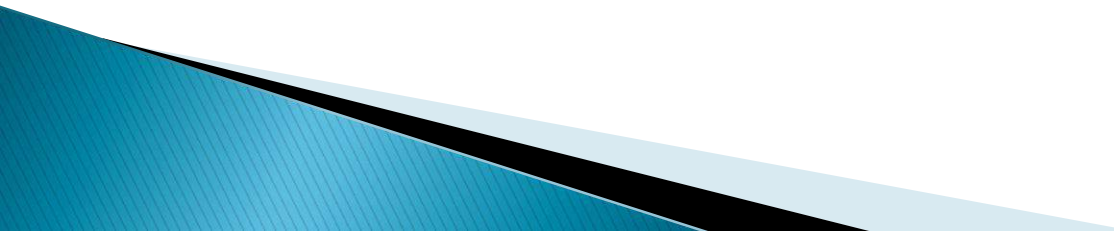
Level-4 Acts as a Role Model

Level-5 Creates and promotes environment of respect

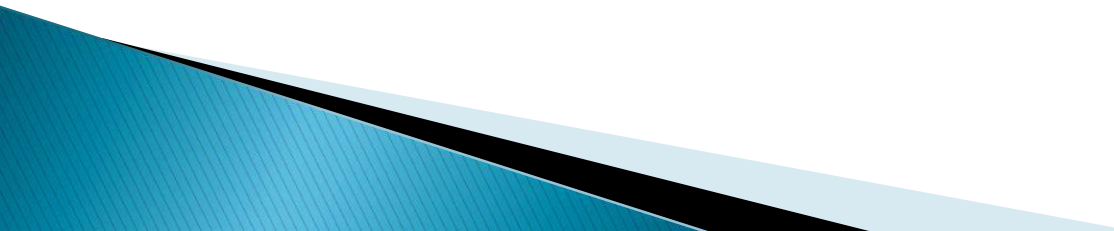
- ▶ Barak Obama, based on DDI World Report 2018, said that ***“Only 40% of leaders are able to demonstrate empathy effectively.”***

Ways to Develop Empathy

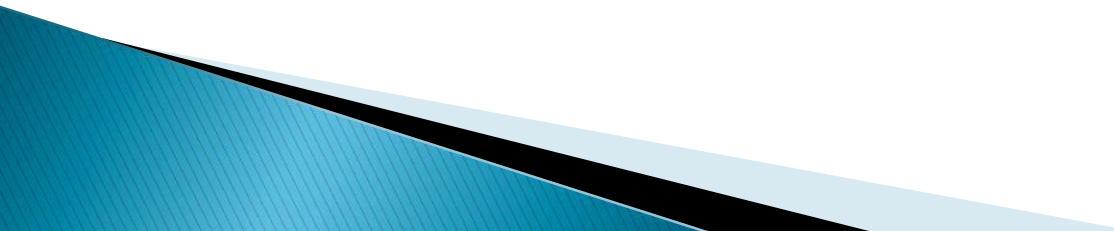
Seven practices identified in the State of Workplace Empathy Report (2018) to build empathy:

- ▶ Time off for family/medical issues
 - ▶ Offering flexible working hours
 - ▶ Recognizing employee milestones
 - ▶ Paid maternity/paternity leave
 - ▶ Health insurance, and 401(k) contributions (Employers sponsored retirement plan having tax benefits and further investments)
 - ▶ Embrace Diversity
 - ▶ Use smart technology
- 

Take away Points

- A balance between compliances and being empathetic.
 - Non-empathetic HR practitioners will be irrelevant. HR is still about people & without people, there is no organization.
 - Five ways an organization can encourage empathy in its workplace:
 - Talk about empathy
 - Teach listening skills
 - Encourage genuine perspective taking
 - Cultivate compassion
 - Support global managers for global and cross cultural organizations
- 

Conclusion

- ▶ Empathy- a very basic human emotion, lost during service provided to the company, shouldn't be at the expense of its employees' needs.
 - ▶ It's time to put the 'Human' back in Human Resources.
 - ▶ HR professionals can turn around any negative emotions the employees have about their jobs.
 - ▶ The ability to be compassionate and connect with others is critical to our lives, both personally and professionally.
 - ▶ Demonstrating empathy in the workplace - a key part of emotional intelligence and leadership effectiveness - also improves human interactions in general and can lead to more effective communication and positive outcomes, in both work and home settings.
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Competency Framework for Civil Services

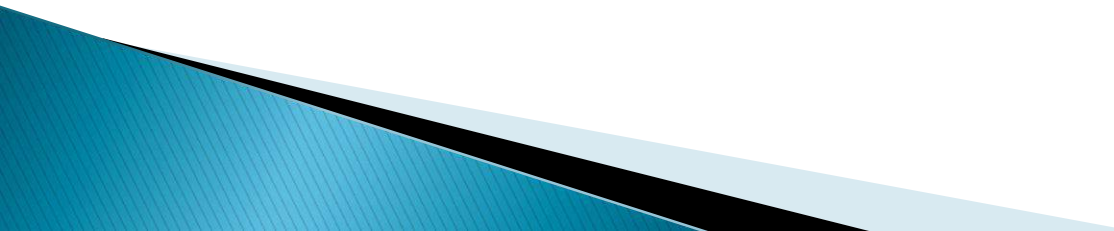
TOPIC: Delegation

By

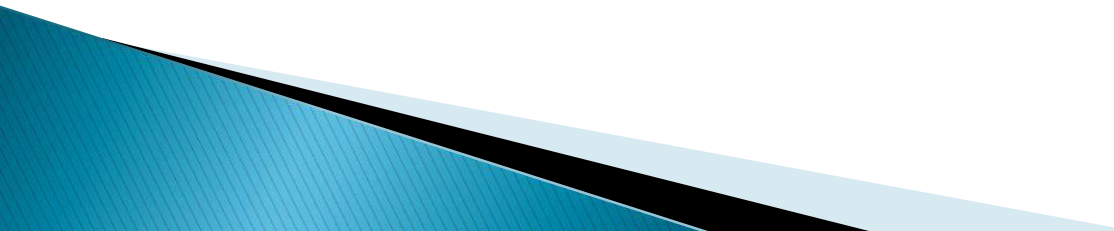
Amandeep Garg

Roll No .4809

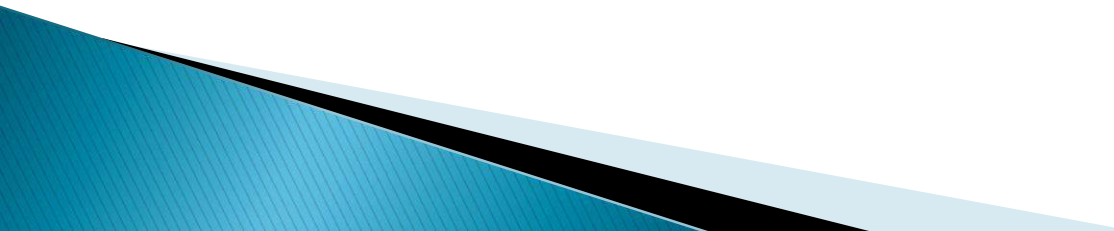
Delegation

- ▶ Why delegate if you can do it better?
 - ▶ Time
 - ▶ Your skills
 - ▶ Value to institution
 - ▶ Teambuilding
 - ▶ Empowerment
- 

How to delegate

- ▶ Determine and define task
 - ▶ Make yourself let go
 - ▶ Ask, don't tell
 - ▶ Match tasks to people's strengths
 - ▶ Encourage independent thinking
 - ▶ Provide necessary resources
 - ▶ Reward and recognition
- 

Key attributes of effective delegation

- ▶ Specific – what is the task or objective?
 - ▶ Measurable – how will it be measured?
 - ▶ Agreed– does everyone agree?
 - ▶ Realistic– is it realistic?
 - ▶ Time-bound– when does it need to be done?
- 

Delegation-Competency*

Level 1: Provide personal guidance and Direction

- Finalize work plan in a participatory manner
- Make resources available as per work plan
- Express confidence in the ability of the team members to get the work done
- Keep track of assigned tasks by monitoring milestones as per work plan

Level 2: Express trust and stay focussed

- Assign targets while designing work plan
- Ensure the employee or team has the clarity of the task assigned and understands its importance
- Provide timely feedback and encourage the employee to undertake the task
- Provide them the specific direction and hands-on support needed to undertake the task
- Do not indulge in fault finding in the event of failure
- Recognise success and gives credit for the same

**Source: GOI-UNDP-Strengthening HR management of Civil service*

Delegation–Competency*

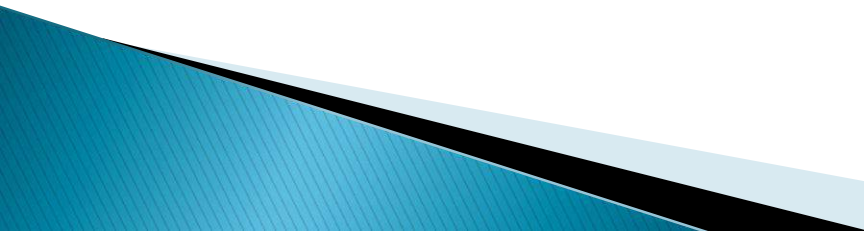
Level 3: Set the criteria for success:

- ▶ Provide forums to elicit diverse perspectives across teams to enable robust decisions
- ▶ Provide direction and process expectations for delivery against a standard of performance
- ▶ Communicate the criteria of success and do not get into monitoring the details of the plan

Level 4: Set and monitor key policy objectives:

- ▶ Set policy direction as well as targets on key indicators to monitor the policy implementation
- ▶ Ensure adequate level of authority, required to deliver a specified outcome or series of outcomes
- ▶ Provide others the autonomy to operate within Departmental Policies

**Source: GOI–UNDP–Strengthening HR management of Civil service*



Delegation–Competency*

Level 5- Push the limits of autonomy within norms of Governance:

- ▶ Has faith in the technical know-how, decision-making, and managerial ability of others
- ▶ Delegate full authority and responsibility to team members to provide solutions for the Government and community on agreed policies
- ▶ Create a culture of trust and empowerment amongst team members

**Source: GOI–UNDP–Strengthening HR management of Civil service*

Thank you!