

***Centre for  
Personnel  
Management***



## April, 2009

### Centre for Personnel Management

The Personnel Management Cell organized three training programmes on Personnel Policies & Administration in the month of February 2009. One programme was conducted at Chandigarh while the others were conducted at Faridkot and Ferozpur. 91 participants from various directorates, corporations, boards and other government agencies attended the programme at these locations and were benefited immensely. These programmes were designed and conducted by Sh. Bankey Bihari, Under Secretary (Retd.) who has expertise in this area and Sh. Jatinder Singh, Assistant Administration Officer of the Institute. The feedback has revealed that the programme will help the participants in improving their knowledge and capacity in dealing with matters relating to personnel administration.

During the programme, an effort was made to identify the persons who can be used as trainer to introduce multiplier effect through organization of similar programmes at the organizations level. It is also proposed to train these persons as Master Trainers and use them as Resource Persons for similar programmes organized by the Institute.

## May 2009

### Workshop of Personnel Management Cell

The Centre for Personnel Management organized its first workshop to articulate an approach to the research studies and capacity building programmes in PM which this Centre ought to undertake. The purpose was to formulate framework for objectives and activities of the Centre in consultation with practitioners and experts. Shri Iqbal Singh Sidhu, Secretary Personnel; Shri D. D. Ternach, former Special Secretary, Personnel; Shri Shiv Dular Singh, Additional Secretary Personnel; Shri Dharminder Pal, Joint Secretary Personnel and Shri Yog Raj, Under Secretary Personnel; expressed their views on the subject in the light of their hands-on experience in design and operation of personnel policies of the government.

*A meaningful and dynamic system of appraisal linked to incentives and disincentives would bring out spectacular improvements in productivity*

Shri H.S. Rakhra, who has had a long experience in personnel management systems of the government and is currently dealing with the litigations arising from personnel matters, emphasized the need for accountability of the officers in dealing with the personnel matters. Shri Harbans Singh, Shri Harcharan Singh Walia and Shri Kapil Kakkar, who were specially invited as legal experts in service matters, also expressed similar feelings and emphasised the need for an institutional mechanism to review the grievances of employees in personnel matters, particularly in pre-litigation stage of notices under Section 80 CPC. It was also mentioned in this context that a system of "review committee" started by the government a few years ago did not take off. The group, however, recalled and praised the efforts made in this regard by Shri Sarvesh Kaushal during his tenure as Secretary Education. It was decided that this Cell should draft a framework to institutionalize the 'review & hearing' mechanism in a manner that pools the experiences gathered from such review exercises and typical case studies for framing of guidelines and designing of training programmes.

*A meaningful and dynamic system of appraisal linked to incentives and disincentives would bring out spectacular improvements in productivity*

Mr. B.K. Srivastava, Director General of the Institute, emphasized the need for creating a cadre of Personnel Officers to be deputed to the various departments/bodies of the government just as accounts & finance officers, law officers, etc. He stressed that a trained cadre of Personnel Management Officers would streamline management of this important aspect of public administration which has now assumed great importance due to the growing emphasis on performance appraisal, accountability and contract employment through payment of performance fees. He called upon the Cell to prepare draft of an incentive policy to put a premium on exemplary performance in general and actualize human potentials in research based innovation and training in particular. The group agreed that a meaningful and dynamic system of appraisal linked to incentives and disincentives would bring out spectacular improvements in productivity.

It was decided that the Cell would also study and streamline (a) the process of seeking opinion of the Personnel Department by the various departments, (b) the rigmarole of consultation by the Personnel Department with the Department of Finance, and (c) the framing of service rules by the Departments and other government bodies.

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## June 2009

### Personnel Management Centre (PMC)

#### Improving Employee Performance through Appraisal-based Incentives

*The employee development should be done through a system of obligatory responsibility of each officer to contribute towards innovations, improvements and reforms in any sphere of public administration*

Since a large portion of government expenditure is incurred on salary of personnel, productivity of human resource is a matter of prime concern in governance. There is need to incorporate effective provisions in the personnel policy of the state government, particularly in the following areas:

**Appraisal based Incentives:** The scale of compensation has to be necessarily linked to performance. Appraisal based incentive system leads to institutional growth and efficiency. The Personnel Management Centre at the Institute is working on a project to identify various parameters that can be used for designing an incentive system based upon performance of employees.

**Administrative Research and Innovation:** The personnel policy should also aim at putting in place an effective system for enhancing creativity and capabilities of the employees. The employee development should not be done through routine training alone, but also through a system of obligatory responsibility of each officer to contribute towards innovations, improvements and reforms in any sphere of public administration. Substantial weightage of annual appraisal should be earmarked for this purpose to make the employees more responsive to administrative research, reform and capacity building.

The PMC of the Institute invites suggestions from the readers on the issues mentioned above. Those willing to act as resource persons to further delve on the above ideas and prepare proposals shall be paid honorarium by the Centre.

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**July 2009**

## **Centre for Personnel Management**

### **Diagnostic Workshops**

*Suggestions are invited to address the issues of litigation in service matters, disciplinary matters, performance measurement, appraisal linked promotion system and capacity building methods and processes*

The Centre is planning to organize a series of diagnostic workshops for various state departments to identify areas of concern in personnel management. The issues can possibly be divided in following broad areas

- Administration of personnel policies and services
- Litigation in service and disciplinary matters
- Performance measurement and appraisal linked promotion
- Capacity building methods and processes

It is proposed to hold department-wise workshops on service matters and personnel policies. Views will be elicited on problems faced and specific suggestions for improving the functional systems to refurbish personnel management. The feedback received will be utilized for designing suitable programmes for improving knowledge and skill-level of persons involved in formulating and implementing personnel policies. The workshops will also help in identifying suitable persons who can be utilized as resource persons/experts by the Institute for research, training and policy making in the area of personnel management.

**Persons with deep insight and creative ideas are cordially invited to associate with the Centre in this venture. Ideas and suggestions are also welcome.**

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## August 2009

### Introducing Performance Management System

A proper Performance Management System needs to be built, documented and continuously improved in every Directorate and body of the government. Some Directorates and Corporate bodies have comprehensive periodical reviews but it is not an integral part of a Performance Management System that utilizes the review as an occasion to integrate many managerial functions at a time i.e. appraise, assist, encourage, mildly reprimand, facilitate, guide and hold accountable.

Contents of the Annual Administrative Reports prepared by the departments reveal that most departments do not present critical analysis of the department's objectives, achievements and targets, indicating the perspective, priorities, problems, parameters of performance and the deficiencies remaining unaddressed. This is largely due to lack of Performance Management System that helps in undertaking the reviews systematically. The advantage of the Performance Management System lies not so much in the performance appraisal of the individual employees. The real advantage of the process lies in the fact that it is a process that facilitates cognizance of many management issues that would not come to notice otherwise.

The Legislature has no Committee on Performance Review (CPR). The Public Accounts Committee functions as a post-audit cognizance committee and is dependent on the groundwork done by the A.G. Office. The post facto fault-finding becomes a wasteful exercise because nothing can be done after a lapse of time. The latest Departmental Annual Administrative Report should be the starting point of the discussion by the proposed CPR. The Departmental Standing Committees cannot possibly discharge this function because they are committees of the government, not the Legislature. Systematic and documented efforts to review performance are possible if the Performance Management System is effectively implemented at all levels of governance.

The Institute wants to help the volunteer departments to improve and systematize the process of the Annual Performance Review/Performance Management System. A few good samples and practices might encourage all others to follow the suit.

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## August 2009

### Centre for Personnel Management

#### Amendment to Punjab Civil Services Rules

*The training of field staff in personnel matters is likely to help the participants in improving their knowledge and capacity in dealing with matters relating to personnel administration. This, in turn, will reduce the litigation arising due to non-implementation of procedures prescribed in the service rules.*

To orient the management system in the government towards incentive-linked performance appraisal, a draft for introduction of new chapter 3-A in Punjab Civil Services Volume 1 part 1 and for amendment of the related provisions of Punjab Civil Services (General and Common Conditions of Services) Rules, 1994, has been prepared by the Centre. The changes put premium on research and innovation in appraisal and provide for accelerated promotion to performers of outstanding grade. The proposal will be submitted to the government after improving the concept in one or two workshops to be organized for the purpose.

#### Capacity Building of Field Staff in Personnel Matters

The Centre organized two training programmes on Punjab Civil Services (Punishment & Appeal) Rules, 1970 at its District Centres, Hoshiarpur and Kapurthala. 62 officers/officials from various departments attended these programmes. The programmes are likely to help the participants in improving their knowledge and capacity in dealing with matters relating to personnel administration. This, in turn, will reduce the litigation arising due to non-implementation of procedures prescribed in the service rules.

An effort has been made to identify suitable persons from among the trainees who could be trained as Master Trainers in Personnel Management and allied subjects by providing them advance training. After this training, these persons will be used as resource persons for organizing similar programmes in future.

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**September 2009**

## **Training Programme on “Punishment and Appeal Rules”**

The Centre for Personnel Management (CPM) organized two-day training programme on “Punishment and Appeal Rules” each at Amritsar, Gurdaspur and Jalandhar in July 2009 with the objective of not just imparting training at the cutting edge level but also identifying talented and motivated officials who could act as trainers in future for such programmes.

These programmes led to revealing feedback from the participants. It was felt that the service rules do not cast any responsibility upon the employees to undergo training, conduct research and study. Now, this Centre proposes to draft necessary amendments to the service rules to make it mandatory for the employees to undergo prescribed training, conduct research and achieve excellence. This would be linked to incentives and promotions.

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## November 2009

### Inducing Change

The quality of public administration has suffered considerably due to absence of any method to emphasize and enforce involvement of officers in administrative research and creative thinking for identifying the deficiencies and suggesting improvements in the management systems and programmes of the government.

A suitable provision in the personnel policy should oblige employees of A, B and C categories to show an output on this account. Innovations and improvements are possible by harnessing the ingenious abilities of the employees through effective appraisal-based promotion and incentive policy. The scale of compensation howsoever high is per se not an incentive unless it is linked to performance appraisal.

Each employee could be required to select an area or subject for survey, research, study, analysis, documentation, training-design or any other meaningful applied academic activity relating to governance or public interest. Team work should be allowed with freedom to form or join groups for undertaking such projects. Administrative research, innovation and training are interlinked.

Meaningful change on a sustained basis over the entire spectrum of governance will be possible through an institutionalized change management mechanism for which initiatives and efforts are required by the individual heads of departments, the departments of Personnel and Finance, and by the Mahatma Gandhi State Institute of Public Administration, championing and facilitating the modules and methods of change.

To harness the creative potentials of employees, the Institute plans to identify, enrol and develop government officers and other employees as Extended Faculty and remunerate them for their contributions in research and training. To avoid irrelevant research or training and to achieve synergy between domain knowledge and holistic perspective of governance, the Institute must work in tandem with the departments.

To actualize this approach, Research, Innovation and Training (RIT) Councils are proposed to be set up in each Directorate/Body of government. The Institute will pay to the nodal officer an honorarium by way of performance fees. To associate capable employees with flair for research and training, the Institute would confer on them honorary designations such as Associates, Fellows, etc.

Following observation of the Finance Minister made during the Budget Speech of 2009 is relevant here: "The Government has decided to use the services of the Mahatma Gandhi State Institute of Public Administration, Punjab, for organizing administrative research and training activities in order to improve administrative efficiency in various aspects of governance and development. ... The Institute is to be developed as a vibrant center for participatory learning by facilitating interaction between all the stakeholders of governance."

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# May 2010

## Centre for Personnel Management

### Training of Trainers (ToT) programme on Office Procedures & Management



*Shri B. K. Srivastava, IAS, Director General interacting with the participants*

To meet demand from various quarters for training in office work and procedures, the Centre for Personnel Management (CPM) of this Institute organized Training of Trainers (ToT) programme on Office Procedures & Management on 4-7 May 2010 at Chandigarh. Sh. D. D. Ternach, IAS, Director of the Institute inaugurated the programme, which 27 (Superintendents and Under/Deputy Secretaries etc) participants drawn from various Departments of Government of Punjab attended.

The content of the programme was divided into two parts: one to impart trainer skills, training methods (lecture, visual aids, group discussions), and preparation of training material etc; the second part was on office procedures and management. Dr. A. N. Chakravarty and Dr. (Prof.) S. K.



*Participants during the programme*

Ghosh who had earlier worked as faculty in the Institute of Secretarial Management, New Delhi, having expertise on office management procedures were the resource persons in this programme.

Dr. Chakravarty informed the participants that Punjab Government Manual of Office Procedures was like a holy book in government departments and the procedure laid down therein must be followed accordingly. He stated that each department expected efficiency and quality from its officers and training is the means to meet this expectation. They emphasized that the training would lead to:

- (i) Change in output and behavior
- (ii) Knowing what and how to do
- (iii) Ability to do things better



*Shri D. D. Ternach, IAS, Dr. A.N. Chakravarty, Dr. (Prof.) S. K. Ghosh and Sh. Shiv Dullar Singh Dhillon, PCS during the valedictory address*

As the objective of this programme was to identify participants suitable for imparting training in future for such programmes and enlist them as resource persons of the Institute in the area of Office Procedures & Management, thirteen participants were found suitable for the purpose. Shri B. K. Srivastava, IAS, DG of the Institute, appealed to them to act as flag bearers to spread knowledge to others.

Shri Shiv Dullar Singh Dhillon, PCS, Additional Secretary, General Administration Department, delivered valedictory address and emphasized that the supervisory staff were an asset to their respective departments and as trainers, they should guide the new entrants/promotees.

The feedback from the participants suggested that the training programme should be more detailed and it should be repeated.

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## August 2010

### Training Programme on Office Procedure and Management

A training programme on "Office Procedure & Management" was organized by Centre from 2<sup>nd</sup> August to 4<sup>th</sup> August 2010 for Clerks and Senior Assistants of Punjab Mandi Board, FCR, Punjab Civil Secretariat and office of Deputy Commissioner, Sangrur. The participants were



*Participants of the training programme alongwith faculty*

explained various office procedures starting from receipt of dak to its disposal, important registers and their maintenance, various types of office communication, drafting of letters and notes, court matters, record management, punishment and appeals rules, conduct rules, financial and budget matters, accounts and procurement of stores. The detailed information on important policies and Right to Information Act was also provided to the participants.

The training would help in better disposal of cases within the framework of the rules and increase the efficiency as well as quality of work in government departments. The participants desired that such training programme should be made compulsory for all employees in the state government. They also suggested that duration of the training should be five days instead of three days to impart comprehensive knowledge on the subjects covered.

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