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### 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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