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From the Desk of Advisor, CPMVO



Ms. Neena Singh , Advisor, CPMVO

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Thoughts from within

Joining the Mahatma Gandhi State Institute for Public Administration as the Advisor for the Center for Participatory Management and Voluntary Organization has come as a huge revelation for me. I wish to stress on three aspects of work here that I have found interesting: intrinsic motivation, leadership and incentives.

Public organizations in India are usually perceived to be inefficient and laden with individuals who have either lost all motivation to public service or are desirous of working in the private sector. It has been observed that when people join public service, they tend to be more intrinsically motivated and their goals usually match with the goals of the organization. However, over time, discontentment builds in and because the return they get from the public sector is not as high as what they would achieve in the private sector, they become disenchanted. MGSIPAP is an exceptional public organization on two counts: first, it has been able to recruit the best talents from the region and maintain their motivation towards fruitful and evidence-based research that augurs well for public policy. Second, it has been able to institutionalize a healthy work ethic that flows from the top to the bottom.

There has been a long intellectual debate about the extent to which leaders matter, both in the public and the corporate sector as well as politically. Although, the research evidence seems to give mixed results, I feel that leaders do matter and at MGSIPAP, my opinions have been reinforced after observing the work and direction of the Director General, Sh. B.K. Srivastava. There is an open and welcoming culture wherein any faculty member can just walk in to the DG's room between 1.30 p.m. and 2.00 p.m.. The DG's daily/weekly itinerary is shared with all. There are monthly sharing meetings where attention to detail, cooperation and excellence are encouraged through brainstorming of ideas with the DG.

The recruitment of young Research Associates brings innovation and creativity to the fore and grooms local talent for taking on higher responsibilities.

Among the latest initiatives at the Institute are the launch of Civil Service Coaching which has received a good response from the region, the award of government projects-on Human Rights and training for Police personnel, and Study Circles for networking the intellectuals and bringing about change.

Coming from a private sector bank, I can vouch for the fact that incentives do work. To incentivize quality public service, the Institute has come up with a series of Excellence Awards for the outstanding government employees and individuals drawn from civic society. This will not only motivate the winners to achieve greater heights, but also serve the twin goals of motivating other public service organizations and improving the visible presence of MGSIPAP in the public domain.

However, excellence is a pursuit; many challenges still remain in front of us and your comments and suggestions would contribute towards achieving optimal solutions. These include introducing new Diploma courses viz. Policy Research and Training, Participatory Management and institutionalising training quality audit, as well as the diffusion of technology throughout the Institute.

Contact: Ms. Neena Singh, Advisor, CPMVO
M: 09316032266, volunteerism@mgshipap.org