Strategy and Strategic Plan

2010-2015

Department of Personnel & Training
Ministry of Personnel, Public Grievances & Pensions
Government of India

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Purpose of the strategy and strategic planning

There is a general belief that the purpose of strategy is to create a good fit between the organisation and the expectation of the stakeholders. Accordingly, the strategy is designed keeping in view the working environment. The strategist needs to consider both parts of the equation.

Department of Personnel and Training (DOP&T) is a nodal agency of the Government of India for formulation and implementation of personnel polices as well as selection, placement and development of the human resources engaged in public service. It is increasingly being felt that there is a need to shift from mere Personnel Administration to Human Resource Management in order to meet the emerging needs in the public service. DOP&T, through this strategy, has identified the gap between what we are doing and what we aspire to do under the sub-titles where we are now & where we want to be and accordingly, DOP&T has chartered out the strategies which would lead to attainment of Vision and Mission of the department by bridging this gap in the next five years.

This strategy paper also takes into consideration the fact that India has shown an impressive performance in improving the quantum of public services. However, the quality and the effectiveness of public services may still have much to catch up with.

The strategy paper endeavours to respond to the challenges of improving performance, bringing efficiency with transparency in public service while keeping pace with the changing environment in the public service. As mere access to public service is not enough; citizens want assurance of quality and effectiveness, this strategy paper also endeavours to respond to challenges related to the quality of administration and effectiveness with maximum efficiency.

This paper gives details of where we are now along with the situation and analysis, where we want to be, and the gap between these two by prescribing the strategies to reach the destination. The following six strategic goals have been suggested:

(i) Attract the most suitable.

(ii) Nurture excellence.

(iii) Incentivise excellence.

(iv) Revitalise Junior and Middle Management in Central Secretariat.

(v) Strengthen Vigilance administration.

(vi) Bring more Transparency in Public Affairs.

Strategic actions have been out lined with the objective to have clear cut action plan to achieve these strategies.

The strategic plan gives two pronged approach for implementation of these strategies. These are generic and strategy specific approaches; risk mitigation has also been suggested in so far as implementations of the strategic plans are concerned.

The strategy and strategic plan of DOP&T would provide its senior management the required leverage they need to steer the department effectively, without overly constraining the method chosen by the middle managers and employees to row the boat. It is intended that the department, having implemented this strategy in the next five years would be able to reach closer to its mission.

Chapter-I

(A) What we do?

Functions of Department of Personnel & Training as per the Business of Allocation Rules:

1. Recruitment for All India and Central Services through Civil Services Examination.

2. Placement of Successful candidates to various Services/Cadres; Officers under Central Staffing Scheme.

3. Cadre Management of Indian Administrative Service (IAS) and three Secretariat Services (CSS, CSSS, CSCS).

4. Administrative vigilance - to oversee and provide necessary directions to the Government's programme of maintaining discipline and eradicating corruption from public services.

5. Formulation and implementation of the policy related to RTI.

6. Formulation and implementations of policy of reservation in services under the Government of India.

7. Welfare of Central Government Employees.

8. Administrative Tribunals.

9. Increasing the efficiency of public services along with the well-being of the employees through Joint Consultative Machinery.

10. Capacity Building/Training.

11. Framing personnel policies in respect of various service matters applicable to the Central Government employees.

(B) Where we are?

SWOT of the Department of Personnel and Training

STRENGTHS

a.   Nodal Department for Central Government for regulating personnel policies along with being the custodian of Rules and Regulations.

b.   Institutional memory, equipped with knowledge of rules, regulations.

c.   Use of IT in simplification of procedure and dissemination of information.

d.   Partner in capacity building.

e.   Established & Credible procedure for recruitment, placements and training of Central Govt. employees along with Cadre Management.

f.   Catalyst in bringing greater transparency and free flow of information in Govt.

g.   Superintendence over Vigilance Administration in the Country.

WEAKNESSES:

a.   Complicated Rules, cumbersome procedures and multiplicity of agencies involved.

b.   Poor Awareness/understanding regarding HR procedures, practices

c.   Lack of forward thinking.

d.   High level of centralization for decision making and poor co-ordination of administration with other units

e.   Lack of motivation among staff, poor working conditions, lack of incentives for good workers.

f.   Lack of vision for areas like manpower forecasting and provisioning.

g.   Impersonal interaction with Stakeholders.

h.   Unable to keep pace with the ever changing world.

i.   Dissatisfaction among the stakeholders due to delayed and ambiguous replies.

j.   Forced decision making/ short term decision making in a fire fighting mode.

k.   Selective application of Rules.

l.   Non codification of Administrative law.

m.   Non availability of a legal cell.

OPPORTUNITIES :

a.   IT – Leveraging.

b.   Adopting the best practices on Human Resource Management in Government.

c. Availability of more technology savvy candidates for recruitment.

d. Government's commitment to Performance Monitoring and Evaluation System.

e. Emphasis on transparency.

f. Stable Government.

THREATS:

a. Judicial Activism.

b. Pressure Groups.

c. Political Intervention.

d. Trust deficit with stakeholders.

e. Creation of new authority/ Erosion of power on account of dissatisfaction.

f. Poor perception/ poor picture of Bureaucracy.

g. Resistance/passive opposition to change from within/without.

Chapter-II

(A) What we aspire?

Our Vision: To create an enabling environment for the development and management of human resources of the Government for efficient, effective, accountable, responsive and transparent governance.

Our Mission

 ➢ To attract the most suitable, to develop them to deliver the best and to provide better opportunities of excellent career advancement with the objectives to retain and maintain the spirit of excellence of public service for effective and efficient delivery.

 ➢ To provide a dynamic framework of personnel policies and procedures for the effective functioning of the government.

 ➢ To develop competence and innovation in government by building capacity of human resources at all levels of government for efficient delivery of public services.

 ➢ To inculcate and support a culture of transparency, accountability and zero tolerance of corruption in public affairs and to institutionalise a system of constructive ongoing engagement with stakeholders to have the desired result for taking India a new height.

(B)   Our values

Our values are:

(i)   **Dedication in Service**   -   We pledge to serve the nation as Government employees with full dedication.

(ii)   **Equity in Opportunity**   -   We believe in providing equal opportunities to equally placed people in the country and ensure adequate representation of socially and economically deprived section of the people in the country.

(iii)   **Performance**   -   We believe in attaining excellence through our performance and superior client service that reflects our commitment to collaboration and the highest standards of quality.

(iv)   **Transparency**   -   We support high standard of transparency, accountability and zero tolerance of corruption in public affairs.

Chapter-III

How we formulated the Strategy? (i.e. Process of Strategy formulation)

Action –wise details of the processes have been described in the Annex-A of this strategy paper. During the process, we have outlined the functions as we perform and where we are on the one hand and then on the other hand specified our aspiration to attain to the vision/mission of the department through this strategy paper. While doing so, the following gaps have been identified between the two stages as where we are and where we aspire to be:

(A) The gaps:

(i)   Weak human resource requirement planning.

(ii)   Lack of professional approach in data management.

(iii)   Absence of domain expertise.

(iv)   Lack of inclusiveness.

(v)   No link between the expectations of the government with the aspirations of the employees.

(vi)   More and more reliance on rules and procedures resulting in bottlenecks and procedural delays.

(vii)   Non-sharing of information giving rise to corruption.

(viii)   Fragmented training plan.

(ix)   Lack of career planning in career development in respect of government employees.

(x)   Limited communication with stakeholders/government employees.

(B)   **Our Learning Agenda :** After identifying the gaps, the Core Group on Strategy identified the learning Agenda for the department, Which are as under:

(i)   To have better communication with the stakeholders/employees.

(ii)   Professional Management of Human Resources.

(iii)   Efficient data management.

(iv)   Improved system of feedback from the Ministries/Departments.

(v)   Need to have more clarity on guidelines issued by the Department.

(vi)   Adapt to the changes taking place in the area of Human Resource Management.

(vii)   Move from Personnel Management to Human Resource Management.

(viii)   Need to have domain expertise and initially to hire consultant/outside experts to guide.

(ix)   Need to have element of training on attitudinal changes as required to keep pace with the changing need.

(x)   Matching Government expectation with prospective employees' aspirations.

(xi)   Understanding stakeholder's aspirations through regular consultation.

(xii)   Developing a system to detect bottlenecks and delays in process.

(xiii)   Encouraging a culture of transparency and corruption free administration.

(xiv)   Developing a system to ensure adequate representation of socially and economically deprived section of the society.

(C) **Spectrum of potential strategy emerged during international seminar held on best HR practices conducted by DOP&T**

(i) Initiate a collaborative approach for long term human resource requirement planning (numbers, skills/ competencies) and provisioning.

(ii) Re-visit the system of recruitment with a view to study and implement suitably the recommendations of expert groups on recruitment in civil services or other services.

(iii) Putting in place software which would enable constant interaction with stakeholders/user Ministries/Departments for Human Resource Management and allow online expression of views on the policy aspects.

(iv) Develop Human Resource Information System (HRIS) for all the Services/Cadres managed by the Department and streamline distribution of HR functions between DOP&T and cadre units and making it more efficient and effective, using ICT as per the name.

(v) Initiate work on career planning and career development in a phased manner and develop innovative tools for capacity development, including mentoring, on-line training, on-the job training.

(vi) Put in place up-to-date Human Resources Management practices by simplifying the cumbersome rules and procedures in a phased manner.

(vii) Introduce element of mandatory capacity building component in each scheme while making each line manager to be responsible for training staff – reflect in their Performance Appraisal Report (PAR).

(viii) Mandate for training frontline personnel through a competency framework

    a. Stipulation that each job is performed by a person with requisite competencies

    b. Core and sector-specific competencies – with special focus on attitude

c.	Induction as well as refresher training at least once in five years.

(ix) Training Manager to be designated in each Department /Organization/District

(x) Proactive assistance to states in preparation of content and delivery for capacity building while strengthening ATIs – from Administrative to Apex Training Institute and works with each Department to prepare training plan, content & build capacity with the followings :

    a) Ensure that each district has a training plan
    b) Act as consultants and catalysts, train the trainers

(xi) Set up a National Training Council and strengthen Trainer Development Programme to provide wide coverage.

(xii) Step up visibility and get a political mandate

(xiii) Ensure adherence to the principle of at least 1.5% of the salary budget of each office/organisation being set apart for training and where funding is an issue, provision be made under centrally sponsored scheme

(xiv) Introduce Performance Management systems review :
    a. **APAR** : HR skills to be appraised.
    b. Personal Development Plans.
    c. Mid – Year review.
    d. Work towards 180/360 degree feedback.

(xv) Develop system for career counseling and planning through the followings to begin with :
    a. Assessment and counseling centre.
    b. Review of competencies at all levels.
    c. Assessment against competencies.

(xvi) Harnessing traditional and innovative practices for awareness generation in respect of Right to Information Act through Cinematographic film / serials, collaborating with creative media personalities.

(xvii) Process re-engineering for empanelment for top and senior management to the Government and develop a system to detect bottlenecks and delays in process.

(xviii) Optimisation of existing Human Resources at the top and senior management to the Government.

(xix)   Convergence of personal aspiration of officers/employees and needs of the Government.

(xx)   Assessment of future requirement of supporting staff

(xxi)   Use of RTI Act, Citizen Charter, ICT Tools for reducing discretion and improving process in public dealing department.

(xxii) Developing a system to ensure adequate representation of socially and economically deprive section of the society.

CHAPTER - IV

STRATEGY OF THE DEPARMENT

Strategic Goals

We have designed our strategic goals and strategies to attain the vision and mission of the Department. In this process, the Spectrum of potential strategies, as mentioned in the preceding chapter, has acted as a base thinking canvas for choosing the strategic goals and strategies for accomplishing the Mission of the Department.

- ➢ **Attract the most suitable.**

- ➢ **Nurture excellence.**

- ➢ **Incentivise excellence.**

- ➢ **Revitalise Junior and Middle Management in Central Secretariat.**

- ➢ **Strengthen Vigilance administration.**

- ➢ **Bring more Transparency in Public Affairs.**

For each of the above strategic goals, strategic statements, detailed strategies and indicators of progress have been delineated in subsequent chapters.

"Attract the most suitable"

STRATEGIC STATEMENT

Help recruitment agencies recruit/select the most suitable and diverse work force to meet the present and future need of the Government.

STRATEGIES

(i) Define an over arching credible and transparent broad Personnel Policy with a clear cut mandate which is non-negotiable.

(ii) Introduce requisite reform in Civil Services Examination with the objective of attracting the most suitable candidates with the right Knowledge, Skills and Attitudes.

(iii) Build the brand image for all levels of service.

(iv) Make the recruitment and placement process more objective by specifying job descriptions with pre-defined and widely disseminated selection criteria and eliminate elements of arbitrariness.

(v) Enrich the work environment to maximise system effectiveness and optimize Human Resource utilisation.

(vi) Secure adequate and effective representation of socially and economically disadvantaged groups in the society.

INDICATORS OF PROGRSS

(i) Improvement of performance over a period of time compared to the baseline.
(ii) Trend analysis of the profile of applicants.
(iii) Change in perception of Recruitment process as indicated in opinion surveys / media coverage.
(iv) Increased inclusiveness in employment opportunities in the Government.

"Nurture excellence"

STRATEGIC STATEMENT

Develop required training programme including work life balance necessary for nurturing excellence amongst the employees.

STRATEGIES

(i) Develop innovative tools for capacity development, including mentoring, on-line training and on the job training.

    (a)   Ensure adherence to the principle of at least 2.5% of the salary budget of each office/organisation being set apart for training and also introduce an element of mandatory capacity building component in each scheme.

    (b)   Interact with achievers & luminaries through conferences/seminars while learning and development through international best practices.

(ii) Develop an Inclusive Policy frame work; an appropriate organizational culture to develop creativity, innovation, responsiveness, and ethical values leading to "excellence" at all levels in government.

    (a)   Make organisation/agencies accountable for providing training of opportunities for their employees.

(iii)Mandate training of frontline personnel through a competency framework that stipulates:-

    (a)   Each job is performed by a person with requisite competencies
    (b)   Core and sector-specific competencies – with special focus on attitude
    (c)   Induction as well as refresher training at least once in five years.

(iv)Strengthen the required infrastructure for training and development through:-
    (a)   Setting up a National Training Council and strengthening Trainer Development Programme to provide wide coverage.
    (b)   Collaborating with ATIs in attaining the goal for training for all.

(v) Promote work life balance.

(vi) Competency based human resource management **(new entry)**

(a) Design Phase- focusing on developing common Competency Model for the Indian Civil Services and on developing a competency model tool-kit, methodology and knowledge resource.

(b) Pilot Phase – focusing on identifying Competency Requirement for all positions within two select government departments; developing Competency Models for all grade-levels within a select civil service cadre; and developing Recommendations on application of competencies for the following functions: Recruitment, Training, Leadership Development, Performance Management, Remuneration, Career Planning, Succession Planning and Promotions etc.

INDICATORS OF PROGRESS

i   Increase in competence level for efficient delivery as measured through comparative output analysis.

ii.   Increased number of training programmes and trainees.

iii. Increase in infrastructural capacity of the training institutes and growth in their numbers.

iv.   Increased level of employee's satisfaction as reported through surveys.

v.   Improvement in DOP&T's rank among other Departments of Government as reported by Performance Management Division, Cabinet Secretariat.

vi.   Issue of order/Memorandum for adherence to fair and credible standards for appraisal of individuals performance and accountability.

vii. Increased level of motivation for high performance leaders/workforce as reported in surveys

viii. Increased level of satisfaction among high performing employees

"Incentivise excellence"

STRATEGIC STATEMENT

Recognise and reward extraordinary performance of employees and their contribution in improvement of the system.

STRATEGIES

(i) Create fair and credible standards for appraisal of individual's performance with reference to benchmarked base trends as reflected in sub RFD/Annual Action Plan at group/division level.

(ii) Review existing schemes and introduce new schemes of monetary/non monetary incentives for extraordinary performance.

(iii) Recognise specified percentage of outstanding officers/employees every year and reward them through specially designed incentive schemes.

(iv) Make use of Human Resource Information System (HRIS) for all the Services/Cadres managed by the Department with a view to recognising performance and recommending incentives.

(v) Recognise, select and sustain individuals who provide strong leadership and direction for the Department/Organisation.

INDICATORS OF PROGRSS

(i) Increased level of motivation for high performers as derived from their performance reflected in sub RFD/Annual Action.

(ii) Increased competition for excellence with respect to availing of monetized/non monetized incentives

"Revitalise Junior and middle management in Central Secretariat"

STRATEGIC STATEMENT

Ensure timely availability of adequate and capable (right skills and aptitude) staff to Ministries/Departments simultaneously meeting employee expectations

STRATEGIES

(i) Correct and timely assessment of manpower needs in Ministries/Departments

    (a) IT based planning and forecasting of manpower based on current allocation of posts
    (b) IT based Cadre Management System
    (c) Re-assessment of Junior/Middle Management Staff in Central Secretariat.
    (d) Development of competency framework for various positions
    (e) Assessment of viability of introduction of EA System

(ii) Recruitment, promotion and placement of suitable staff in a timely manner keeping needs of Ministries as well as employees in view.

    (a) Review of direct recruitment policy in Central Secretariat Services
    (b) Introduce a system of personal development plan in a gradual manner
    (c) Provide competency framework based training to all employees as per CTP
    (d) Institutionalize induction training
    (e) Continuous training through innovative tools viz., online training, mentoring, etc.
    (f) Placement of staff- balancing the need, of individuals for career advancement, of departments for skilled staff and of Government to promote fairness in opportunity & promotion of integrity.

(iii) Strengthening HR management for Central Secretariat Services by:-

    (a) Developing core HR Managers in the Ministries as well as CS Division.
    (b) Streamlining distribution of HR functions between DOPT and Cadre Units for efficiency and effectiveness using ICT.

(c) Institutionalize systems for open and transparent engagement with Ministries and employees in a sustained manner.

(d) Review and strengthen system for redress of employees' grievances.

INDICATORS OF PROGRSS

(i) Percentage improvement in staff availability index

(ii) Percentage improvement in employees morale and motivation compared to baseline

(iii) Percentage completion of annual CTP

(iv) Number of functional units established against targets

"Strengthen vigilance administration"

STRATEGIC STATEMENT

Encourage a culture of trust and integrity with zero tolerance of corruption.

STRATEGIES

(i)   Reduce the trust deficit in Government by simplifying existing Rules and Procedures for reimbursement of personal claims & perquisites.

(ii)   Develop a preventive mechanism through psychological profiling at entry level.

(iii)   Laying down, inculcating and nurturing organizational values at all levels through:-

(a) Providing training on ethics at all levels.

(b) Reviewing and amending the rules and procedures regulating Regular Departmental Action (RDA) cases to ensure that violators are dealt with surely and swiftly.

(c) Improving process for punishing violations by providing for Alternate Dispute Resolution and negotiated penalty.

(d) Improving systems of communication at all levels and encouraging ethical behaviour.

(iv)   Strengthening institutional mechanism for prevention and detection of corruption amongst public servants.

(v)   Improving public and media perception of the Government by highlighting achievements and making an example of those punished.

(vi)   Develop ICT tools for reducing discretion and improving transparency in public dealing departments.

INDICATORS OF PROGRESS

(i)   Reduction in processing time for individual claims.
(ii)   Increase in the number of claims for which a self-certifying system of claims is in place.
(iii)   Actual reduction in time cycle in RDA proceedings.
(iv)   Improvement in the general perception of civil services in media or survey reports.
(v)   Improvement in motivation levels as reflected in employee surveys

"Bring More Transparency in Public Affairs"

STRATEGIC STATEMENT

Bringing greater transparency in Public Affairs through effective implementation of the Right to Information Act.

STRATEGIES

(i) Institutionalize system for effective implementation of provisions for suo- moto disclosure by public authorities
   (a) Lay down detailed rules and templates for suo-moto disclosure.
   (b) Audit of suo-moto disclosure made by Public authorities.

(ii) Strengthen demand side through awareness generation, training and effective collaboration with civil society and media
   (a) Develop and implement a long term communication strategy for RTI which synergizes the efforts of central and state governments, CIC /SICs, CSOs, and Media.
   (b) Establish identity of RTI through effective use of RTI logo and media campaign.
   (c) Support State governments and SICs in their awareness generation efforts.
   (d) Build capacity of general public to use the RTI act effectively through publication of Act, rules, guidebooks etc., training, and through supporting efforts of State governments and CSOs in this regard.

(iii) Enhance capability of public authorities, Central Public Information Officers, Appellate Authorities and Information Commissions to perform their assigned roles under the Act.
   (a) Training of CPIOs/ AAs and support to states for training of SPIOs and AAs.
   (b) Capacity building of ICs.
   (c) Streamlining procedures and strengthening of infrastructure for handling RTI requests in central public authorities.
   (d) Review and streamlining record management procedures in central public authorities, in consultation with DARPG.
   (e) Facilitate updating of knowledge of CPIOs and AAs on a continuous basis.

(iv)Strengthen institutional framework for implementation of the RTI Act through:-
  (a) Review and revision of RTI Act and Rules and related procedures, as per need.
  (b) Setting up institutional arrangements for 'Knowledge Management' in regard to RTI and dissemination of knowledge.
  (c) Review of procedures for selection of CIC / ICs.
  (d) Review of Government-CIC relationship for smoother functioning of CIC.
  (e) Setting up a forum for regular exchange of views between the government, Information Commissions and CSOs for better implementation of the Act.
  (f) Undertaking and supporting surveys, research and studies on issues relating to the Act.

(v) Improve public access to information through use of ICT by:-
  (a) Setting up a call centre to receive RTI applications for central public authorities.
  (b) Setting up a portal for enabling on-line submission and follow up of RTI applications and first appeals.
  (c) Facilitating filing of RTI applications by NRIs through use of ICT.

INDICATORS OF PROGRESS

  (i) Percentage of Public authorities rated 'excellent' on suo-motu disclosure.
  (ii) Approval of the communication strategy.
  (iii) Percentage improvement in people who are aware of RTI act and its basic provisions as compared to baseline.
  (iv) Percentage of CPIOs/ AAs trained.

Chapter-V

Strategic Planning/ Planning Implementation

Department of Personnel & Training plans to follow two approaches for implementation of the strategies:-

(A)   Generic approach

    (i)   Each strategic goal has a list of strategies which DOP&T will implement in a time bound manner to achieve the strategic goal.

    (ii)   Make a Wing Head (Joint Secretary or equivalent) and a Divisional Head (Director/Deputy Secretary and equivalent) accountable for the outcome of the Wing/Division through Annual Action Plan.

    (iii)   Secretary of the Department will assign one or more strategies to a Wing Head who will champion the implementation of the strategies.

    (iv)   Secretary of the Department will review the progress of Annual Action Plan monthly in addition to RFD to ensure that agreed Action Plans other than RFD targets are achieved timely.

    (v)   The Wing Heads implementing a strategy will indicate the resources required for implementation of the strategy at an appropriate time.

(B)   Strategy Specific Approach

Strategy specific approach will have three levels of Plan Implementation:

    (i)   Individual level

    (ii)   Work Unit/Decision centre level

    (iii)   Institutional level

This is portrayed through a diagram on subsequent page:

Strategic Goals

Strategies

	Work execution plan	
Individual Performance Agreement.		Performance incentives
	Section level	
Individual stake analysis	Branch level	Individual skill matching
	Division level	
Individual involvement	Wing level	

Strategic Plan

Individual level

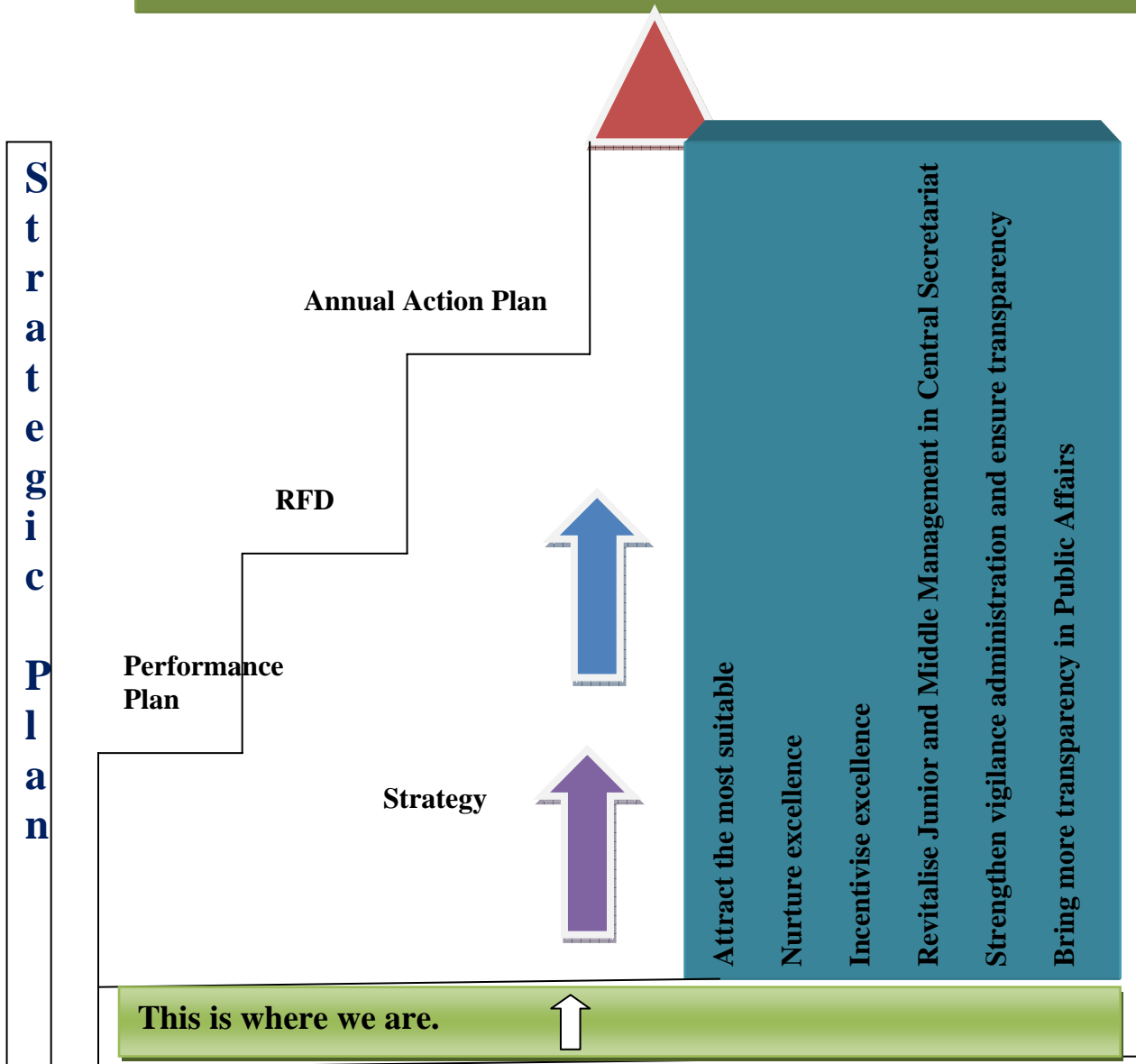Work structure level

Institutional level

(C) Mitigation of Implementation Risk: The following diagram shows as to how the implementation risk is proposed to be mitigated.
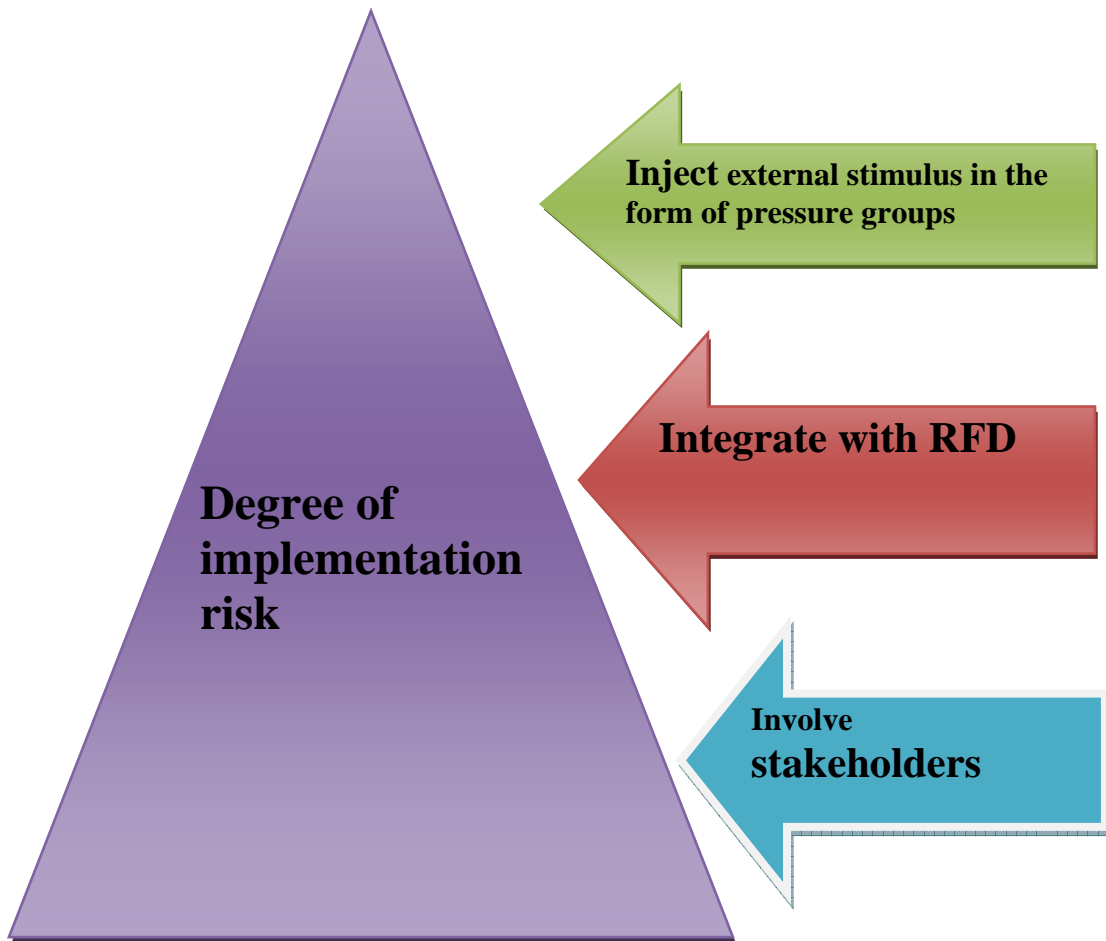
Chapter-VI

Strategy and Strategic Plan – A Sum up

"To create an enabling environment for the development and management of human resources of the Government for efficient, effective, accountable, responsive and transparent governance."

Strategic Plan

Annual Action Plan

RFD

Performance Plan

Strategy

Attract the most suitable

Nurture excellence

Incentivise excellence

Revitalise Junior and Middle Management in Central Secretariat

Strengthen vigilance administration and ensure transparency

Bring more transparency in Public Affairs

This is where we are.

Process of formulation of Strategy and Strategic Plan for Department of Personnel and Training (2010-15) as per the timeline given in the Action Plan

(A)	(B)	(C)	(D)
Stage	Sub-activity	Approach followed	Dates by which completed
Define the aspiration	Purpose of the Ministry/ Department	Internal Discussions	05.02.2010
	Designing vision of the Ministry/Department	(i) Internal discussions	15.02.2010
		(ii) Brain storming sessions	20.02.2010
	Laying out of the aspiration/mission	Internal discussions	26.02.2010
Assessing the situation	Understand and assess external factors that will impact us	(i) Desk Study	15.03.2010
		(ii) External impact Analysis through Partial SWOT	19.03.2010
		(iii) Questionnaire based survey	25.03.2010
	Identification of key stakeholders, their core agenda and basis of working together with them	(i) Internal discussions	25.03.2010
		(ii) Desk study	30.03.2010
		(iii) Reference pattern study	05.04.2010
	Assess Department's strengths and weakness	SWOT Analysis	19.04.2010
	Define the core learning agenda	(i) Internal discussions	20.04.2010
		(ii) Involvement of experts	Experts involved at next stage
Develop the strategy	Share the spectrum of potential strategies and chosen path	The spectrum of potential strategies for the Department of Personnel and Training has been intended to be developed by involving International experts and all the	**27 the, 28th and 29th May, 2010**

		officers of the Department. In line with the above, international seminar on best Human Resource practices was organised from 27th to 29th May, 2010 with participation of experts and group works followed by paper presentation by groups headed by Wing heads of the Department on the following Sub themes. (i) Managing top and senior level human resources for meeting the challenges of the future need of the Government. (ii) Revitalising Secretariat junior and middle level officers' cadres to meet the current and future needs of Secretariat of Government of India. (iii) Capacity building for effective service delivery. (iv) Better enforcing ethical standards of performance in all levels of Government and especially in senior civil services. (v) Enforcing quality and speed of decision making in Government of India. (vi) Personnel policies for profession al and efficient management in Government of India. (vii) Strengthening regime for implementation of the Right to Information Act.	
	Develop a plan to engage the stakeholders	(i) Analysis of outcome of international seminar by the Core Group	07.06.2010
		(ii) Discussion with individual stakeholders	Between 10th to 14th

			June, 2010
	Plan to build knowledge and capabilities	(i) Internal discussions	15.06.2010
		(ii) Subject specific discussion by Core Group	16.06.2010
		(iii) Final discussion under Steering Committee	
	Lay out key priorities	(i) Discussion in senior officers meeting	14.07.2010
		(ii) Compilation by RFD Division	30.07.2010
Plan implementation	Build a detailed implementation plan	(i) Initial planning by Strategy/RFD Division	27.08.2010
		(ii) Discussion in the Core Group	13.09.2010
	Resource requirement for the chosen strategy	(i) Resource identification by Steering Committee	To be done after the strategy is submitted
		(ii) Finalisation in senior officers meeting	
	Tracking and measurement mechanism	(i) Development of assessment mechanism by Strategy/RFD Division	To be done after the strategy is implemented
		(ii) Designing a review mechanism through monthly meeting	
		(iii) Putting in place software for tracking and issuing auto - generated reminder to Wing heads responsible for specific strategy implementation.	