

RECRUITMENT AND TRAINING OF THE IIS OFFICERS

CADRE TRAINING POLICY FOR INDIAN INFORMATION SERVICE GROUP 'A'

Department of Personnel and Training (DoP&T), the nodal agency of Government of India for matters relating to training of civil servants had formulated a National Training Policy, 2012 and circulated the same vide O.M. dated 19-01-2012.

Background of NTP, 2012

The National Training Policy was first issued in April, 1996 through a set of Operational Guidelines for the development of the human resources of the Government. This new development took place following the process of liberalization of the economy through de-licensing and deregulation which began in 1991 and 73rd and 74th Amendments to the Constitution which took effect in 1993 thereby creating the third tier of Government at the Panchayat and Municipal levels.

These new developments and changes such as rapid economic growth, devolution of funds, functions and functionaries to the Panchayats and Municipalities, enhanced transparency through the right to information, globalization, climate change and extremism have created a complex and challenging environment in which the civil service has to function at a time when there are increasing expectations of its performance and ability to respond more efficiently and effectively to the needs of the citizens.

Hence, the Human Resource Management function has also undergone a significant change. Organisations are attaching tremendous importance to the management and development of their people. There is increasing recognition that the individual in an organization is a key resource and should not be simply looked upon as a cost.

For transforming the civil service, it is imperative to move to a strategic human resource management system, which would look at the individual as a vital resource to be valued, motivated, developed and enabled to achieve the Ministry/Department/Organisation's mission and objectives. Within this transformational process, it is essential to match individuals' competencies with the jobs they have to do and bridge competency gaps for current and future roles through training.

Competency framework

Competencies encompass knowledge, skills and behavior, which are required in an individual for effectively performing the functions of a post. Competencies may be broadly divided into those that are core skills which civil servants would need to possess with different levels of proficiency for different functions or levels. Some of these competencies pertain to leadership, financial management, people management, information technology, project management and communication. The other set of competencies relate to the professional or specialized skills, which are relevant for specialized functions.

A fundamental principle of the competency framework is that each job should be performed by a person who has the required competencies for that job.

Training has usually been based on the duties that are to be performed in a particular post. Once the competencies are laid down, an individual's development can be more objectively linked to the competencies needed for the current or future jobs. Career progression and placement need to be based on matching the individual's competencies to those required for a post. The training plan of each Ministry/Department/Organization needs to address the gap between the existing and the required competencies and provide opportunities to the employees to develop their competencies.

Training Objectives

The objective of training will be to develop a professional, impartial and efficient civil service that is responsive to the needs of the citizens. In doing so, care may be taken to emphasize the development of proper ethics, commitment to work and empathy for the vulnerable sections such as differently abled, senior citizens, SCs, STs etc.

Training Target

All civil servants may be provided with training to equip them with the competencies for their current or future jobs. Such training will be imparted:

- (a) At the time of their entry into service, and
- (b) At appropriate intervals in the course of their careers.

Foreign Training

Foreign training fills a crucial gap in the training system. It provides opportunities for officers to gain exposure to the latest thinking on different subjects in some of the leading institutions of the world. It exposes them to experiences and best practices of different countries with differing models of development and governance.

Funding

Each Ministry/Department/Organization shall provide adequate funding to meet the training requirement.

The National Training Policy of 1996 had recommended that 1.5 percent of the salary budget be set aside by each Department to be used solely for the purpose of training. Given the likely increase in the need for training by moving to a competency based system, it is recommended that each Ministry/Department/Organization set aside at least 2.5 percent of its salary budget for training.

To implement NTP, 2012 DoP&T vide its O.M. dated 04-07-2012 issued guidelines on Training Managers and Cadre Training Plan (CTP). As per these guidelines, each Ministry/ Department/Controlling Authority would have to urgently undertake the following training and development activities as stipulated in the NTP, 2012:-

(i) Appointment of Training Manager who should be of the level of Joint Secretary or Director preferably handling administrative matters of the Ministry. He will be the nodal person for implementation of the training function in the Ministry. He will be assisted by a Training Cell with HR and capacity building professionals in discharging his responsibilities.

(ii) Development of Cadre Training Plan by Cadre Controlling Authorities for their respective cadres. The underlying principle should be to provide or training which is need based and linked to the competencies required for their current and future jobs. It is a comprehensive training plan for the employees belonging to a particular cadre/service, developed and implemented by the respective Cadre Controlling Authority incorporating suitable 'Training Interventional' after taking into consideration the various duties and responsibilities to be performed by them from the stage of recruitment to retirement.

In so far as appointment of Training Manager is concerned, JS (P&A) is already working as Training Manager for the Ministry and is being assisted by DS(IIS) and DG, IIMC.

On the Cadre Training Plan, the following 'Training interventions' would be required in the career span of the Group 'A' IIS officers to build/upgrade requisite competence.

(i) Entry Level Training: All Direct Recruitment Entrants at JTS level are already undergoing training before they are assigned duties/responsibilities in any Media Unit. The objective is to provide deeper understanding of the functioning of the Ministry and the Media Units and to fully prepare them for specific responsibilities that they are expected to execute on assuming charge of their posts. In this regard, IIMC conducts

a training programme, which includes three months Foundation Course and nine months Professional Training for JTS officers. Thereafter, these Probationers are put on the job training for one year with different Media attachments. The completion of this Training is mandatory for termination of their Probation Period and confirmation in service.

Mid-Career Training: As per NTP, it is a career linked mandatory training to be provided to all employees at various levels/stages of their career before they are promoted to positions of higher responsibilities. The design, curriculum, pedagogy, institutional partners and faculty resources etc., of each phase of the programme will be finalized by the respective Cadre Controlling Authorities after analyzing the needs of the officers and to build their next level competencies. The duration of the programme varies between 4 to 8 weeks and may have domestic and foreign components. The 'Pay/Service Rules' pertaining to grant of grades, scales and increments of the respective services, may have to be amended so as to link them to completion of the respective phases of the mandatory programme.

In case of IAS , Lal Bahadur Shastri National Academy of Administration is the nodal institute organizing the various Mid Career Training programs (MCTP) for them. MCTP is organized at 3 stages as Phase III, IV and V after 9,14 and 25 years of service respectively.

Foreign component is part of all the stages of the mandatory Mid Career Training Program.

The inclusion of foreign component is necessary as in the present world, where reaction time has remarkably reduced due to emergence of new and faster means of communication and social media. It becomes absolutely essential for the civil servants to have knowledge and awareness of the geo-political realities and understanding of the international developments. In addition, learning skills acquired in different parts of the world can be leveraged to make our growth process faster and by avoiding the pitfalls which the other countries may have experienced.

Exposure to the world and the international best practices for officers involved in the task of governance is as important as the task of governance itself. It is an investment which though not quantifiable easily has the potential of exponential returns. The very fact that it is part of the mandatory training programme ensures that officers nominated attend the program. This is the essential part of organizing the trainings as without it being mandatory, departments/ministries sometimes themselves tend to skip it due to various exigencies of work, thereby defeating the objective of organizing the programme.

The primary objective of such programmes is to help develop " next level competency" before the officers get promoted to higher positions. Mid career training programmes is a mandatory requirement for further promotion at certain stages in an officer's career.

It is proposed that the Mid Term Career Training programmes be conducted for JAG, SAG and HAG level officers of IIS on similar lines that of IAS. The STS officers may not require a compulsory training as they get promoted after putting in five years of service at JTS level and have already undergone two years training at JTS level.

The Mid Career Training Programme for IIS officers is proposed as follows:-

Name of the training programme	Eligibility	Duration
Phase III	JAG officers with two years of service or IIS with 9 years of service	6 weeks (including 1 week foreign component)
Phase IV	SAG officers/NFU or IIS with 14 years of service	4 weeks (including 10 days foreign component)
Phase V	HAG officers with 2 years of service or IIS with 25 years of service	2 weeks (including one week foreign component)

The completion of Phase III, training will be mandatory for IIS officers for promotion to next level (SAG). Similarly, Phase IV and V for SAG and HAG level officers respectively for promotion to next higher grade.

Training Requirements of Indian Information Service as per the National Training Policy

Competencies may be broadly divided into those that are core skills which civil servants need to possess with different levels of proficiency for different functions or levels. Some of these competencies are general in nature and pertain to leadership, financial management, people management, information technology, project management and communication. The other set of competencies relate to the professional or specialized skills, which are relevant for specialized functions. This is more so for Indian Information Service as the fast-changing media scenario provides the backdrop against which IIS is expected to deliver. Therefore it is imperative for IIS officers to remain abreast of latest technology innovations and the impact of such disruptions on public policy and governance.

Foreign components of the training at various levels have been designed in such a way so as to provide maximum exposure to the officers of global trends in media landscape. The idea is to expose the officers to global experience, latest thinking and technological advances as well as media scenario in the advanced world.

Indian Information Service – EDP Programmes

Phase III

Before JAG, at the beginning of 9th year of service

Duration – 6 weeks including one week international immersion module.

Profile of Officers – Civil servants of more than 8 years of seniority, initially recruited through a national competitive examination. Officers are from various educational backgrounds; however, they have been imparted Orientation training in media and communication at Indian Institute of Mass Communications.

Work experience – Officers, in general, have worked at the junior management level in various offices under the Ministry of Information & Broadcasting and in some cases in other departments of the government as well. Broad functional classification of their work experience would include assisting the senior executives in the following activities: media planning and management for the government, developing communication strategies for socio-economic progress and handling divisions/sections independently in national broadcasting authority, which is one of the largest public broadcasters in the world.

- **Skill set already acquired** – Broadly, officers under this category have the knowledge and skills to manage efficiently and professionally communication and media products, services and organizations/departments. They are familiar with the government's role in the context of media, across the spectrum, with thorough knowledge of government processes in administrative and financial matters. They also have an understanding of the functioning of the different media units of the government. They have hands-on knowledge of the practical usage of communication & information technology. They also have an exposure in formulating media strategies and marketing of social concepts for achieving developmental goals.

Future Role –

- To be communication enablers for government communication processes across diverse media platforms.
- To be aware of the rapid and ongoing transformation in the media and communication fields across diverse sectors.

Skills Required

The main objective of the Phase III EDP programme is to build “next level competency”. As the officers of this level would graduate to higher levels of

responsibility and need to independently deal with critical issues, it is important to equip the officers in following mentioned fields.

Communications:

- Social Marketing and Brand management
- Strategic Media Planning in the light of global experiences
- Content creation: Strategies and Technologies (especially Social media)
- Data Mining and Analysis
- Interfacing Technology with communication
- Social and Behavior change communication
- Information Management: Tools and techniques
- Managing government communication in the digital age – technologies and strategic aspects
- Communications Governance – understandings of norms, rules and public resources that inform the production and consumption of media and communication services in the context of a democratic and developing country.

Managerial and Others:

- Managerial Effectiveness
- People management skills – sharpening people management techniques
- Financial management skills – planning, budgeting and monitoring
- Capacity Building and Motivation

Course Content

It is proposed to hold the following modules at IIMC, New Delhi

- **Theories of Communication**
- **Situation Analysis for Communication Strategy**
- **Planning Processes, Implementation and Applications of Media Tools**
- **Themes and Message Design**
- **Programme Management for Enhanced Outreach**
- **Strategic Communication Management** : Course Content should emphasize on Information planning and Information management and should include Rural marketing techniques as part of social marketing; inter-personal communication techniques; case studies; class room exercises along with visit to events.

- **Public Relations and Event Management:** The course content would include an overview of the media-scope in India and globally; acquaintance with latest technology; introduction to the world of social media- blogs, micro-blogging, Facebook, Twitter, YouTube and how to use them effectively; government policies and their impact; Event Management technique advancements, presentation skills, updation of the PR tool kit; inter-personal communication skills, case studies, class room exercises, audio-visual aids to PR.

- **Planning and Management of PR campaigns and Media**
- **Communication and PR through Social Media:** The officers should be familiarized with the latest developments in information technologies and New Media and the focus should be on how to harness them for more efficient and professional functioning of the organization.

- **Crisis Communication Management**

- **Communication Strategy design and development**

Course content would include an orientation to the developing technology for designing of advertisements coupled with an introduction to new media and its utilization for maximum reach and impact; managing client accounts; Media.

- **Media Management and Media Relations**

- **Editing & Production**

Specific issues related with editing, publishing, print production, marketing, documentation systems etc. are proposed to be covered. Technological innovations and up gradation would also form part of this course.

The institution selected would be requested to customize the course for the need of the IIS officers.

Foreign:

It is proposed to hold the following modules at (QUT Australia, NUS Singapore)

- Crisis communication through global case studies concerning Public and Private sector
- Social Marketing and Brand Management.
- Technology and Communication- Overview of latest technologies and platforms for information dissemination
- Media content and Globalization, Nationalism & Localism.
- Government communication through social media platforms
- Perception management

Evaluation-

Presentation based assessment of the officers undergoing training at the end of the training.

Phase IV

Before SAG, at the beginning of 16th year of service

Duration - 4 weeks with a special module of 10 days at a globally renowned institution

Profile of Officers – Civil servants of more than 15 years of seniority, initially recruited through a national competitive examination. Officers are from various educational backgrounds; however, they have been imparted rigorous training in theory and practical aspects of communications and media management, especially in the Indian context.

Work experience – Officers, in general, have worked at the cutting edge and middle management level in various offices under the Ministry of Information & Broadcasting and in some cases in other departments of the government as well. Broad functional classification of their work experience would include media management on behalf of the government, developing communication strategies for socio-economic progress and managing the national broadcasting authority, which is one of the largest public broadcasters in the world. Officers in this experience bracket are likely to have served in two or more of the streams mentioned above.

Skill set already acquired – Broadly, officers under this category are familiar with the functional aspects of broadcasting and IT-related technology, though proficiency levels may vary amongst them. They have an in-depth understanding of traditional media scenario in the country. They are also experienced in formulating media strategies and marketing of social concepts for achieving developmental goals.

They are familiar with basic as well as functional aspects of financial and people management, especially in a government set-up.

Future Role – These officers are being groomed for leadership roles in government, particularly in communications, which has emerged as one of the most critical areas of governance in recent years and is poised to become more and more crucial in the advent of social media platforms providing direct communications channels between the government and the people.

Skills Required

Communications:

- Deeper understanding of disruptive nature of Information Technology and Social Media, including practical skills to use Social Media in different communications settings

- Strategic Media Planning in the light of global experiences
- Social Marketing and Brand management
- Managing government communication in the digital age – technologies and strategic aspects
- Communications Governance – understandings of norms, rules and public resources that inform the production and consumption of media and communication services in the context of a democratic and developing country.

Managerial and Others:

- Leadership Skills – public leadership and management
- People management skills – sharpening people management techniques – a senior management perspective
- Financial management skills – analysis, planning and delivery for higher management
- Policy in the Internet Age
- Public Policy and Public Management, including strategy, innovations and delivery

Course Content Indian Component

It is proposed to hold the following modules at ISB: Hyderabad (first choice)/IIM: Bangalore/IIM: Ahmedabad:

- Social Marketing and Brand management including practical skills to use Social Media in different communications settings – this would include the following components – Social Media – insights, trends, strategies//Social Marketing//Changing face of government communications//Digital Media strategy
- Managing government communication in the digital age – technologies and strategic aspects
- Leadership Skills – a) Transformational Leadership – How to be a catalyst for change and effect organizational transformation b)Strategic Leadership – to develop strategic thinking to drive organizational growth and c) Increasing Managerial Effectiveness
- People management skills – sharpening people management techniques – a senior management perspective
- Financial management skills – analysis, planning and delivery for higher management
- Public Policy and Public Management, including strategy and innovations

This segment of the Phase IV training would cover a period of 3 weeks and the 6 modules mentioned above. The institution selected would be requested to customize the course for the need of the IIS officers.

Most of the eminent management institutions have set modules under the Executive Programmes for Leadership, Financial Management and People Management. All the three institutions mentioned here offer courses in Public Policy and Management and therefore they may be asked to suitably tailor their existing programmes to the needs of IIS officers.

Similarly Social Marketing and Brand Management issues are part of general marketing modules, which also could be modified to suit the needs of the group.

Foreign Component

It is proposed to hold the following modules at (UC Berkeley – first preference/Stanford):

- Deeper understanding of disruptive nature of Information Technology and Social Media, including practical skills to use Social Media in different communications settings
- Strategic Media Planning in the light of global experiences – case studies like Media strategies followed in last few US Presidential Elections, How Mobile platforms are being used to fight poverty and deprivations across the developing world etc.
- Leadership Skills – a) a global perspective on public leadership and management and b) lessons from leadership in global media giants – to be linked with site visits.
- Policy in the Internet Age (it is a standard course available at UC Berkeley Goldman Centre for Executive Education in Public Policy)

Classroom modules to be run for 5 days each and 3/4 days are marked for visits to the global headquarters of Google, Facebook, Yahoo and other Silicon Valley giants. Both the goals and a broad outline of the course content have been provided here but the actual course content and pedagogy would be decided in consultation with the institution selected for this purpose.

Phase V

Before HAG, at the beginning of 25th year of service

Duration - 2 weeks including one week abroad

Profile of Officers - Civil servants of 25 years of seniority, initially recruited through a national competitive examination. Officers are from various

educational backgrounds; however, they have been imparted rigorous training in theory and practical aspects of communications and media management, especially in the Indian context.

Work experience – Officers are already in leadership roles, holding senior management positions in government. They have worked for more than two decades in various offices under the Ministry of Information & Broadcasting and in other departments of the government as well. Broad functional classification of their work experience would include media management on behalf of the government, developing communication strategies for socio-economic progress and managing the national broadcasting authority, which is one of the largest public broadcasters in the world. All the officers have substantial experience in handling administrative, managerial and personnel issues.

Skill set already acquired - Officers under this category are leaders in government communications set-up. They are familiar with the functional aspects of broadcasting and IT-related technology, though proficiency levels may vary amongst them. They have an in-depth understanding of traditional media scenario in the country. They are also experienced in formulating media strategies and marketing of social concepts for achieving developmental goals.

As leaders they have an in-depth understanding of issues related to general management and financial and people management, especially in a government set-up.

Future role and skills required – The goal of the programme is to motivate and equip the officers to infuse strategic thinking and ethical governance into their leadership roles. Also, it is imperative to update their understanding of the emerging media and technology scenario and its impact on society as they are likely to continue in their leadership roles for quite some time.

Course Content -

Indian Component

It is proposed to hold the module at ISB Hyderabad/IIMs – any of IIMs

- Leadership Skills for top management
- Strategic and Transformative Leadership
- Motivations and Improving Individual Effectiveness
- Communication in the digital age – technologies and strategic aspects
- Public Policy and Public Management, including strategy and innovations

Foreign Component

It is proposed to hold this module at (Columbia/NYU)

- Leadership Skills – a) a global perspective on public leadership and management and b) lessons from leadership in global media giants – to be linked with site visits.
- Policy in the Internet Age
- Managing government communications in the advanced world: US experience - to be linked with a local think tank in Washington DC and visit to major institutions like New York city Government/Wall Street/Federal Reserve of USA.

Exemption from Mandatory Training Programmes:

There shall be no exemption from mandatory training as a rule. However, the following cases could be considered for postponement from the mandatory training related to the promotions under the following circumstances as per DoP&T guidelines:-:

- (i) Maternity/Paternity leave/Mother cadre/Childcare up to 5 years after birth on the basis of medical certificate to be issued by AMA (as per CSMA Rules).
- (ii) Serious illness of self/family members on the basis of medical certificate to be issued by AMA (as per CSMA rules).
- (iii) Marriage of Government servant/son/daughter on the production of proof, falling during the duration of the course.
- (iv) Those officers who are more than 58 years old as on 1st of July of the nomination year are exempted from the mandatory training clause related to promotion of the officer.

The officers who do not attend the mandatory training programmes even after three documented nominations by IIS Division, shall be debarred for future training programmes under the Cadre Training Plan and; in addition administrative action shall be taken to deny grant of promotion to such debarred officers.

In the case of officers leaving the training, in between the programme, other than on medical grounds, the entire cost of training shall be recovered from such officer for non-completion of training.

It is suggested that IIMC may be the nodal institute for coordinating with different institutes/universities for classroom trainings/foreign

component as well as division of the course content for the above three proposed Mid Term Career training programmes for IIS Group 'A' officers.

In Service Training Programme

Each IIS officer may be required to attend one week training programme each year. General guidelines for In Service Training Programme could be as follows:

- (a) Every officer will be required to attend a 1 week training programme each year in a block of two years.
- (b) All officers who have attended the Mid Career Training programme may also opt for the 1 week in service training programme if the officer desires so.
- (c) All officers who are posted abroad may be exempted from the in-service training programmes, only for the period of their posting abroad.
- (d) The officers will be advised to opt for those training programmes that are relevant for their current jobs as well as the kind of assignments they are likely to hold in future. While slotting an officer for training, the Training Division will take into account his/her job profile and the training that he/she has attended in past, apart from the options indicated by him/her.

These programmes can be conducted by the State Administrative Training Institutions/Central Training Institutions/other Autonomous and Premier Institutions. The rates being paid by DoPT to different Training Institutes as course fee. Once the training policy is approved in principle, the concerned Training Institutes will be contacted to finalise the course contents, remuneration and schedule of the training programmes.

Funding:

It may be mentioned that a budget provision of Rs.2.0 crore has been made for Training in the Ministry for the year 2015-16. However, as per NTP, 2012, 2.5 % of the salary budget is to be earmarked Training. The salary budget BE(2015-16) of the Ministry (Sectt.+ Media Units) is Rs.246.71 crores and 2.5% of the same works out to be Rs. 6.17 crore. Further as per SFS, Rs.11.00 crore were earmarked for the Trainings in the Ministry in the Twelfth five year Plan. It may be mentioned that in the first three years of the 12th Five Year Plan (i.e. upto 2014-15) an amount of Rs.4.47 crore has been spent and an amount of Rs.6.53 crore is to be spent in the remaining 2 years (i.e. 2015-16 and 2016-17). An additional amount of Rs.2.00 crore is being sought in the First Supplementary grant of 2015-16.

Hence, the Mid- Term Career Training and In-service Training proposed above for IIS officers are put up for kind approval of HMIB.