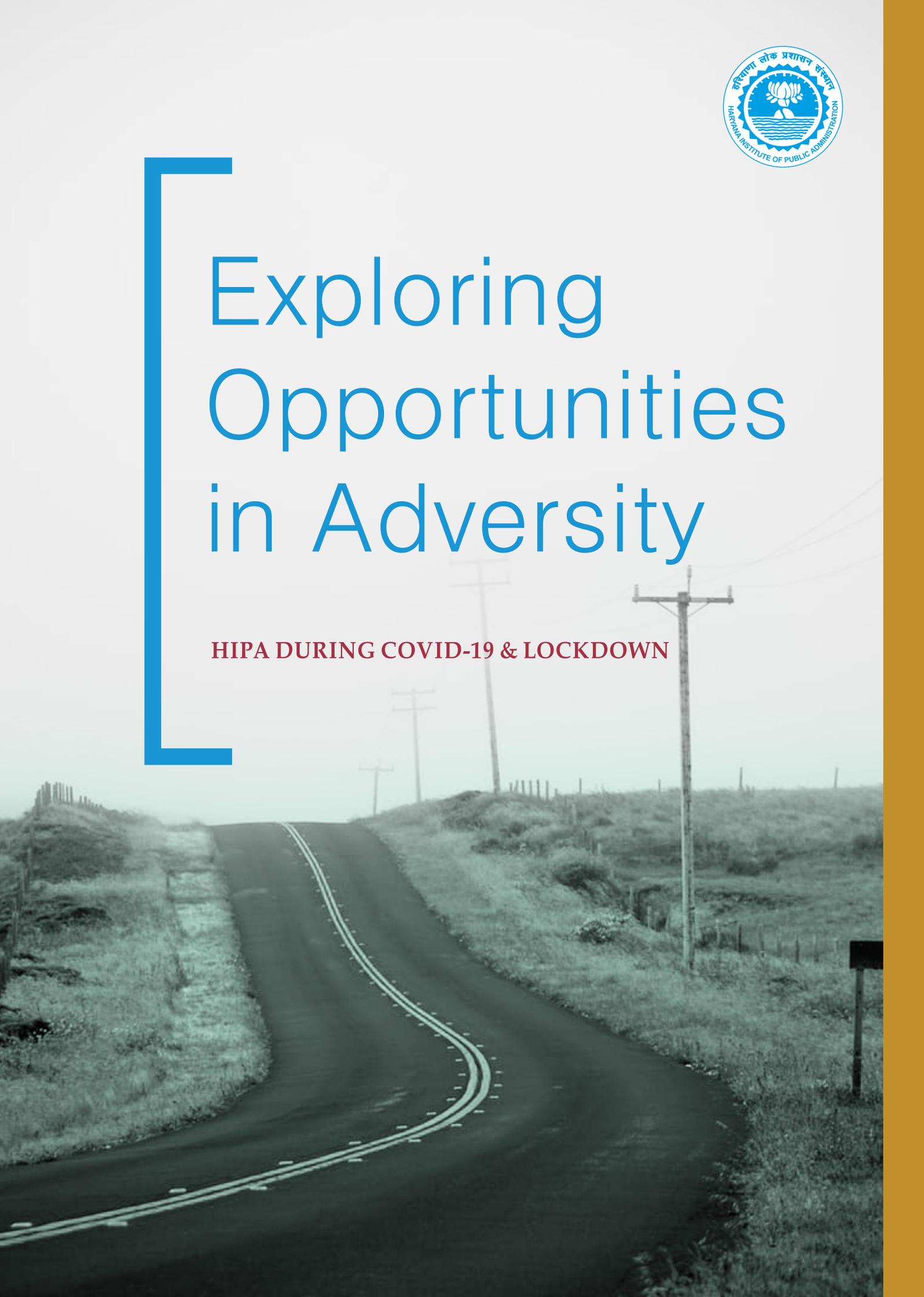




Exploring Opportunities in Adversity

HIPA DURING COVID-19 & LOCKDOWN



Haryana Institute of Public Administration (HIPA) is an apex State Training Institute funded by the Government of Haryana. HIPA was established in 1983 with the objective of providing training, research and consultancy to improve efficiency and effectiveness in administration.

The Institute endeavors to realize its objectives by enhancing professional knowledge, skills and inculcating attitude necessary for better performance of an individual and also of an organisation.

“

Interruptions
should not
subdue the
urge to develop
ourselves and
our teams. ”

HARYANA INSTITUTE OF PUBLIC ADMINISTRATION

/background/

Year 2020 started with high enthusiasm and lots of action for HIPA. The campus was hustling and bustling with training programs, workshops and conferences. We wanted to make the most of 2020, the last year of this decade. Encouragingly, things were moving in the right direction, just as were planned for. But something different was waiting in store.

Around mid-March, HIPA team had successfully executed the 7-week long Joint Foundation Course conducted for young officers of Haryana Civil Services and Allied Cadres. The valedictory function witnessed the presence of Hon'ble Chief Minister of Haryana Shri Manohar Lal Khattar. Soon after Shri Khattar's address at the ceremony, one could instantly feel the exuberance and the contagious energy in the atmosphere. The trainees were motivated and HIPA team was gearing up for the upcoming training programmes.

Merely a week later, nationwide lockdown was announced by the government. Suddenly, everything came to a standstill and all plans went haywire. To curtail the spread of this deadly virus, even HIPA had to close down its premises and put all activities on hold. There was confusion and ambiguity. Things were moving at a snail's pace and we were unsure how the future will unfold.

However, staying true to its 'never-say-never' spirit, HIPA was constantly looking for solutions – and we finally came out with one! We decided to make the best use of technology and conduct virtual training sessions. In no time, the team got well versed with the online meeting applications and their usage.

So began a new chapter in the history of HIPA.

The lockdown did not come to an end in three weeks as was anticipated, but that did not cause us any further anxiety. By then, HIPA had already settled well with the online module and was conducting sessions with full vigour without compromising on COVID safety guidelines.

These virtual sessions, conducted over a span of last six months, have been received tremendously well. And several more are planned for the coming months...

“

As the saying goes,
“If something doesn’t work,
change your plan. Don’t change
your goal.” We exactly did that
and since then there has been
no looking back!



/Words of encouragement/



encourage all the promising young officers to stay true to their profession, aim to bring good governance, and create a transparent and efficient work system.

My heartiest congratulations to Ms. Surina Rajan and the entire team of HIPA for successfully conducting the Joint Foundation Course.

_ Sh. Manohar Lal Khattar, Hon'ble Chief Minister, Haryana



/at a glance/

Adversity is part and parcel of life, but how one deals with those challenges makes the journey interesting. Albert Einstein rightly said, “In the middle of every difficulty lies opportunity. “Technology, if used wisely and strategically, can open new doors to success. HIPA’s virtual training initiative is one such example.

The recent lockdown did not deter us from our goal. Yes, initially it seemed that all the doors were closed, but gradually with our determination and grit we could navigate through the new normal.

HIPA is proud to have successfully conducted virtual training programmes for a diverse set of departments and institutes. We identified groups of trainees who were not engaged in direct firefighting on ground but were away from work as per government guidelines.

In our endeavour to convert the roadblock into opportunity, the outcome has been heartening. HIPA could match the number of training programmes conducted from April to September 2020 vis-à-vis the same period in 2019 and the trend continues in 2021.

What has been more interesting is the participation level which is nearly 27% higher in comparison to the previous year. HIPA associated with over 400 resource persons for e-learning.

We are prepared to do more and achieve a higher benchmark – with a strong intention to empower the young brigade of trainees.

HIPA covered a range of topics, for induction, knowledge and skill building. Here are a few...



Administrative Excellence

This was a need-based learning programme which included a blend of technical and soft skills. Several topics ranging from leadership and team building, to human resource management and financial management system was covered. The objective was to groom the officers in such a way that they acquire requisite knowledge, skills, attitude, and administrative acumen, required for the efficient discharge of their duties in an effective manner.



Right to Information

The training covered the details and implications of the RTI Act, provisions and their actual implementation. The focus of this training was to discuss RTI in detail and understand its use in improving the working system for the benefit of people in the state. Learning assignments and reports were submitted by the participants and at the end of the programme, online test was conducted.



Quality Management System

Sevottam Cell of this institute conducted 12 online training programmes on “Quality Management System and Good Governance” leading to Sevottam Certification during the last 3 months for the officers of various departments in districts of Rohtak, Fatehabad and Sirsa besides SDE’s Faculty and staff of Indira Gandhi University and Law Institute for the awareness of Sevottam and Capacity Building.



Disaster Management

The training module covered detailed knowledge of the Disaster Management Act. This includes quick decision-making process, managing the control room, coordinating food distribution system, transport of migrants to their native places, etc. Under the programme, the trainees were given hands-on training by working for COVID-19 crisis management.

/the approach/

Post-lockdown, HIPA's objective has been to utilize the rich experience in capacity building backed by latest communication technology. HIPA's state-of-the-art IT infrastructure and in-house facility proved to be the greatest pillars in executing e-learning modules during these challenging times.

Our focus at HIPA is to...

STAY INTERESTING AND RELEVANT

Often, e-learning sessions lack personal attention and the vibes of real classroom atmosphere. Therefore, HIPA curated the training content very methodically to make it interesting, yet succinct and relevant to the virtual environment. HIPA's current learning modules are effectively tailored for online learning – instilling a sense of purpose both in up-skilling and re-skilling.

BREAK THE MINDSET BARRIER

Technology, no matter how simple, can be intimidating if used rarely. HIPA has been making sure that participants and resource persons get comfortable with the use of online platforms. Our team is constantly providing required support and motivation for effortless adoption of technology.

IMPECCABLE COORDINATION AND TIME MANAGEMENT

Despite the enthusiasm, participants face occasional overlap of work and training hours. Sometimes there is also limited availability of electronic gadgets and internet connectivity. HIPA ensures that such issues don't hamper implementation of the training programme.

1

preparation

The preparation phase includes training need identification, training module customization to suit e-learning requirement, and familiarizing participants with the tools and online platforms.



2

execution

Ensure smooth online transaction and make it as interactive and effective as the real classroombased training methods. Document participants and resource person's feedback for review and next plan of action.



3

post training support

Provide relevant information and reference material to participants. Create online support groups for trainees to resolve their doubts and questions on the topics covered during specific training sessions.

The Institute leveraged the state-of-the-art technology to conduct its various activities in virtual mode with full vigor without compromising on the safety guidelines of COVID. This included online workshops, brainstorming with the stakeholders for training need assessment (TNA), research, programme evaluations and documentations.

Besides training courses and assessment, virtual review meetings with departments and peer training institutes were order of the day. The focus was on charting out new online courses to engage the employees in professional development.

Important programmes were conducted in the following thematic areas:

District and Revenue Training

- Wrap-up Course for IAS Probationers (2018 Batch). The two-week workshop had eminent and experienced officers and domain authorities as panelists and probationers made presentations about their district experience mainly with regard to Covid management.
- Induction Training Programme for IAS Probationers (2019 Batch).
- Institutional-cum-Revenue training of 46 HCS/ Tehsildars in virtual/online daily from April 27, 2020. Later the trainees were attached with the district administration to join the fight against COVID-19

Urban Governance

ULBs Accountancy Focus

An online Training Programme on Haryana Municipal Account Code for the employees of the Directorate of Urban Local Bodies (ULBs). About 115 officers of the ULBs learnt the newly introduced double entry municipal accounting system.

Global Issues

The first Management Development Programme on Global Issues for Policy Makers was spread over four sessions. It started in virtual mode in October 2020 and the second session in December, 2020 followed by third session in February and concluding session in July 2021. Eminent Speaker of international renown and experience interacted with participants on topics like post-Covid world order, climate change, international cyber-crime, sustainable development, economy and security.

Administrative Excellence and Administrative Procedures

Fifteen programmes on administrative excellence were attended by 480 Principals of higher educational institutions in the state of Haryana

Use of Technology

- GIS focus in Revenue training
- e-Governance and Its Applications
- IT in Financial management

Entry-level capacity building

- Induction Training of over 1000 Newly recruited clerks through 30 training programmes conducted by the Divisional Training Centres
- Virtual induction training programmes for the 927 newly promoted Assistant Block Resource Coordinators. All the ABRCs were divided in three groups and 18 batches. In the month of March 2021 again, one-week virtual capacity building training programme was held for 585 Assistant Block Resource Coordinators
- Induction Training Programme for Newly Recruited Junior Engineers of Public Health Department, Haryana

Research and Evaluation

As a huge virtual exercise, HIPA did research evaluation of SARAL—the integrated public service delivery platform which offers 551 services in online mode across 42 departments to capture the performance, perception and delivery of the entire value chain of the system. The key respondents included various department heads. Online interactions took place with deputy commissioners and the HoDs in the twelve districts to gain their perceptions about various important issues that people face while availing the facilities, schemes and services through SARAL. Mostly, the feedback was captured virtually with the help of structured and close-ended questionnaires.

Gender Issues

- POCSO Act for officials of District Child Protection Units
- Training courses on prevention of Workplace Harassment

Disaster management

- Training for departments in earthquake, flood, drought and fire Incident Response System
- Panchayat and Community sensitization

Documentation on Covid-Management

Documentation of Covid-19 Management by the Haryana Government was undertaken with online feedback and insights from the district and state-level command centres. Firsthand account of response strategies and ground reality in the fight against pandemic was obtained through virtual interactions with all the 22 Deputy Commissioners, six Divisional Commissioners and Administrative Secretaries of the key departments mostly during the lockdown period. Published and released in September 2020.

In Numbers

Conducted 235 training programmes attended by 8795 participants.

/testimonials/

IN THE WORDS OF OUR TRAINEES



The wrap up module conducted for the IAS Batch of 2018, by HIPA was challenging, but gave a lot of exposure in a short time.

_ Ms. Aprajita, Officer Trainee, 2018 batch



Rather than being a monologue, the sessions were interactive and sparked curiosity and ideas in trainees' minds.

_ Mr. Jitender Joshi HCS (UT)



HIPA's online classes provided a platform to the trainees and the faculty to stay connected in real time and was much better than simply reading from handouts.

_ Mr. Shubam Sharma HCS (UT)



The resource person gave ample opportunities to ask questions and discuss real examples, which was an eye-opener for us.

_ Dr. Sunil Taneja, Associate Professor and Principal, Government College, Aharwala



Though the training was conducted online for the first time, yet it was comprehensive and covered all aspects.

_ Mr. K.K. Jalan



It is heartening to see the participants taking keen interest in the online methods of learning.

_ Mrs. Meenaxi Anand Chaudhary, former Haryana State Chief Information Commissioner



This is a new style of teaching and training. E-learning is not only convenient but extremely effective.

_ Mrs. Urvashi Gulati, former Chief Secretary, Government of Haryana



The programme is participatory; even through online. The training module is very well structured and supported by case studies and learning from the field.

_ Mr. P.K. Mahapatra, Former Addl Chief Secretary to the Government of Haryana & Former Director General HIPA



With effective e-learning modules, the training was cost-effective and the whole activity was completed with lower energy consumption and emissions, cutting down fossil fuel consumption hopefully leading to lesser global warming.

_ Mr. Anil Razdan Former Secretary Power, Government of India



This experiment by HIPA would go a long way for the entire nation to emulate.

_ Justice Dr. B. B. Parsoon (Retd)



The training ignited discussions on SOPs for RWAs. I felt privileged to be a part of the online initiative.

_ Mr. Sanjiv Pandey, Life Coach, Saksham Life Management



The e-learning organized by HIPA is interesting, convenient and extremely effective.

_ Mr. Yashpal Singhal, Chief Information Commissioner, Haryana



Virtual training is the need of the hour. e-learning has grown exponentially in recent years and I feel all the government departments and institutions should continue working in this mode. HIPA is excelling very well under the able guidance of the Director General who kept the mandate of the institute positively alive even during the time of crisis.

_ Mrs. Keshni Anand Arora, Former Chief Secretary, Haryana

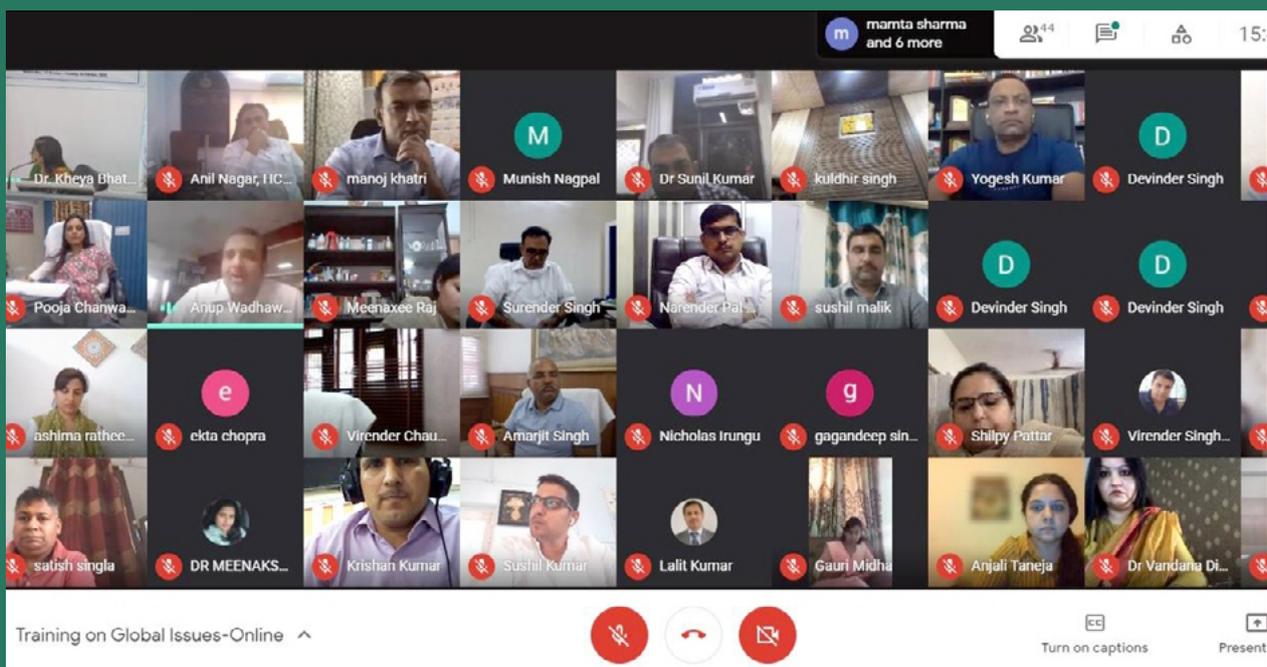
[moving from global to local]



_ Mr. Vijai Vardhan,
Chief Secretary, Haryana

Acting on the key message “Global to Local” from the Hon’ble Chief Minister of Haryana, Sh. Manohar Lal Khattar, HIPA organized the first ever virtual Management Development Programme on Global Issues for the officers of Haryana Civil Service. The programme was inaugurated on 14th October by Sh. Vijai Vardhan, Chief Secretary, Haryana. The new module has been set to add value to the decision making apparatus - which in turn will facilitate better implementation of policies.

The programme also witnessed participation from scientists of Indian Council of Agricultural Research (ICAR) and Academics of Ashoka University.





We are now prepared to make modern tools and technology an integral part of our training system.



/reflections/

While the world has experienced turbulence due to COVID-19 and the lockdown, it has also taught us the power of resilience. If our goal is steadfast and our intent is honest, we can pave a path even in the most difficult times.

As we reflect upon the past year and a half, HIPA's journey has been quite eventful. Indeed, the beginning of lockdown gave an unexpected jolt, and we took some time to bounce back with full energy and stronger determination. It was after a lot of contemplation, HIPA team unanimously agreed to experiment with virtual training programmes.

Honestly, it was not easy. Besides meticulous planning and strong will, the execution demanded extensive management and hard work. Our team strived day in and day out to explore technology, curate content and coordinate with participants to make this a success story.

We began this new chapter with a simple but powerful intent to continue chasing our goals and delivering the best training programmes. It is indeed delightful to see that our endeavour not only led to heartening participation, but also opened new doors for many of us.

Since the first lockdown in March 2020, HIPA has lived and breathed e-learning. This has been an evolutionary process in which people have overcome their inhibitions to use technology and accepted virtual learning with open arms. There is increased curiosity and passion to explore further the benefits of communication technology. This is not only time saving but also makes the process simple and convenient.

The virtual learning experience has been enriching for HIPA and extremely beneficial for participants too. We are now prepared to make modern tools and technology an integral part of our training system.



Mrs Surina Rajan IAS (Retd)
Director General HIPA

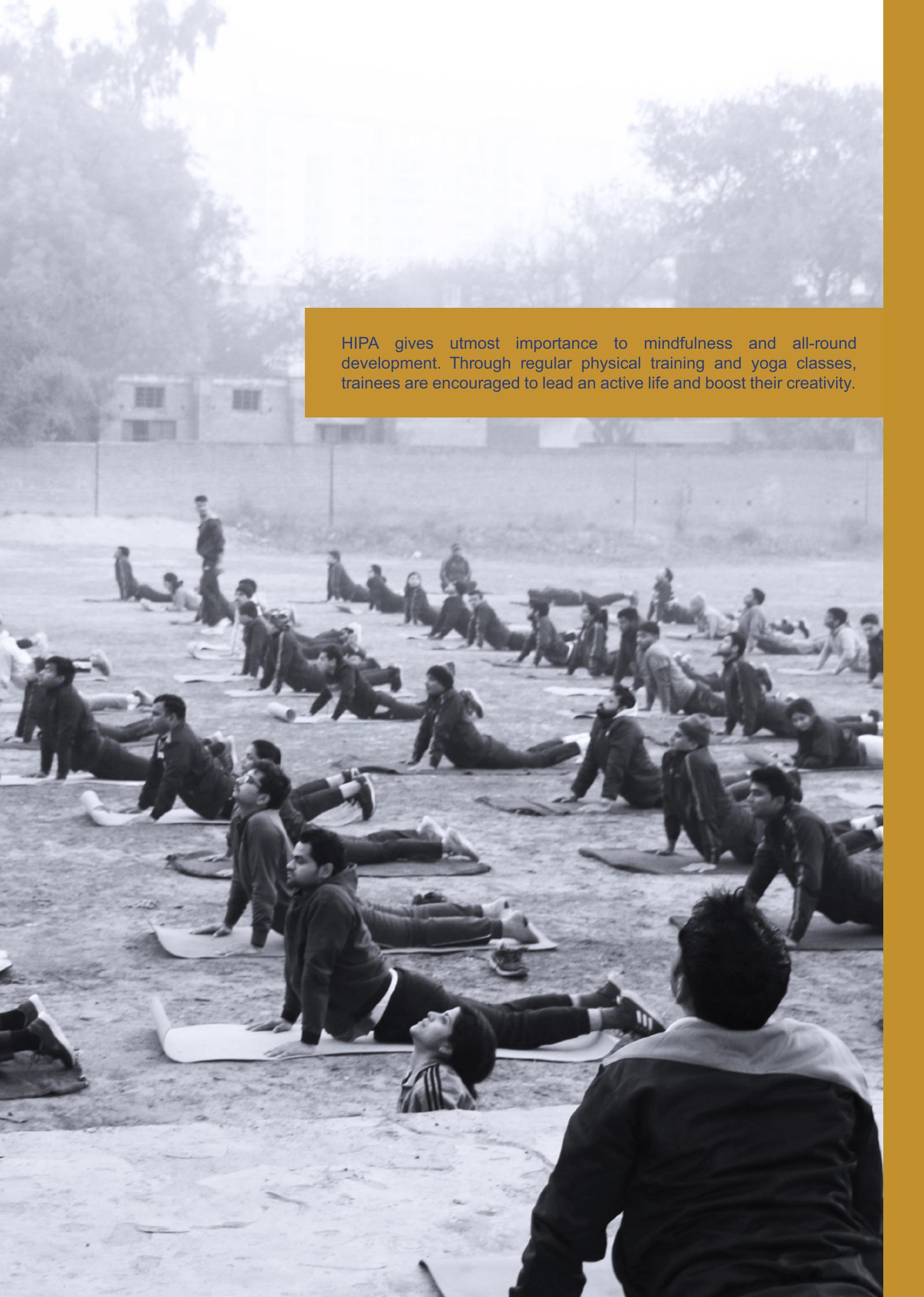


The real voyage of discovery
consists not in seeking new
lands but seeing with new eyes.

MARCEL PROUST

A vision of quality governance; which will have the citizens' services at its epicenter, is in the air of Haryana now. With this new trajectory, the entire cadre of Government employees has taken a new meaning.

HIPA Associates are the newly recruited warriors for quality governance. They were selected from the best pool of graduates and post graduates from the premier league institutions and have been trained to do research that will impact the orientation of the various engagements of HIPA.

A black and white photograph showing a large group of people, likely students, practicing yoga in an outdoor setting. They are arranged in rows on mats, performing a similar pose, possibly Bhujangasana (Cobra). The background features a fence and trees. A yellow text box is overlaid on the upper right portion of the image.

HIPA gives utmost importance to mindfulness and all-round development. Through regular physical training and yoga classes, trainees are encouraged to lead an active life and boost their creativity.



HARYANA INSTITUTE OF PUBLIC ADMINISTRATION

www.hipagurgaon.gov.in
76, Hipa Complex,
Saheed Ripon Katyal Marg, Sector 18,
Gurugram, Haryana 122015