



CENTRAL ACADEMY FOR STATE FOREST SERVICE, DEHRADUN

In-Service Training Module for “HRM”

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CONTEXT

The Directorate of Forest Education is implementing five (5) year Technical Cooperation Project for the “Capacity Building of State Forest Training Institutions and SFS Colleges” with the assistance of JICA. As part of implementation of this project, a Training Needs Analysis (TNA) exercise is being undertaken for which extensive survey/consultation was launched in all the States to get their suggestions on improving the in-service training modules for SFS Officers. On the basis of the findings of TNA, 6 model in-service training modules, which include modules for General Refresher course and five selected themes, are being developed by the Project team comprising of the Japanese experts and the Indian counterparts viz. the Director Forest Education and the Principal and Faculty of CASFOS, Dehradun. A one week workshop on Human Resource Management (HRM) is one of the above for which the draft module is discussed in the current paper.

OBJECTIVES

- *Introducing the participating in-service State Forest Service Officers to the significance of HR related issues in Forestry.*
- *To update & upgrade the knowledge of the participants in Human Resource Development and refining and polishing their skills for managing self and the workforce.*

- *To apprise the participants about the contemporary practices which could be adopted in the field of forestry, biodiversity and wildlife conservation for keeping the workforce motivated*

NOMINATIONS

While designing the In-Service Training Module on Human Resource Management the profile of the SFS officers who have been attending the course is to be kept in view. As per the recruitment and Promotion Policy of the state governments, by and large, 75% of SFS Officers are appointed through promotions and 25% are appointed through direct recruitment. It may vary from state to state. It takes 10-18 years for Range Officer to become SFS officer. Therefore the age of majority of SFS officer is over 40 years except in the case of direct recruits. Accordingly, over the years, the In-service officers who come and attend the short term training courses are 40+ years in age and have experience working in the department.

Mostly the officers are nominated and sent for training without any effort made on the part of the nominating authority to ascertain their interests. The Training Academy should clearly spell it out in the request letter written to the state governments about two months before the course is to start about the aim, objectives and issues to be deliberated upon in the course to facilitate the state authorities to select the appropriate candidate.

DESIGN

This training course for in-service SFS officers on Human Resource Management related issues should be for one week duration to avoid monotony and the workshop pattern is required to be adopted where emphasis on flagging the issues through active interaction amongst the participants as well as between the participants and the resource persons should be encouraged. Hence, instead of input to be given as one way flow of information from the resource person, the exchange of

information has to be multidirectional. Dividing the participants into groups for making a group presentation on the assigned or chosen HR related subject, where every member of the group is to speak will help the participants in shedding their inhibitions and opportunity to put forward their individual point of view before the audience will instill confidence in them. Similarly panel discussion on issues concerning career progression, skill up-gradation and personal growth will help the participants in developing understanding about the significance of HR policies and programs.

CONTENTS

Instead of setting very high targets by giving varied inputs in short duration of time, orientation of the module should be on gaining better and practical understanding of the subject.

Therefore the Training Module in fact should be designed in such a way so as to make the officers well versed with the issues with respect to HRD and policies thereon and enable them to take up the cause for concerned in their own divisions/ place of deployment. After attending such courses, the officer should think along the lines of improving the HR status in their workplace itself with a clarity that HR issues are not to be confused with promotion issues alone.

Keeping in view the task requirements for the SFS officers, developing Leadership Quality and polishing their Team Building skills are important ingredients. The training should also focus on significance of motivation strategies with emphasis on creation of opportunities for career progression, skill upgradation and self empowerment while looking into the issues related to financial security and better working conditions. Issues like conflict resolving and decision making are important for SFS officers incharge of divisions. Communication and stress management would make the contents interesting.

MTHODOLOGY

The study material should be handed over to the participants a day before the training to start. In the conference room, there should not be any kind of hierarchy in sitting arrangements and sitting arrangements should also be changed on day to day basis. Here everyone should get chance to share their views on equal platform.

Because of short duration of module, rapid introduction should be there. Target subjects should be discussed concisely. Reaction over discussion is the best feedback by the participants. More emphasis should be on discussions, adaptation and practice. One or two sessions should be there on officers' life quality. The proposed time table is attached for discussion.

ABSTRACT OF SESSIONS:

Opening & Closing	:2 Sessions
Introduction to HR	:1 Session
Behavior skills	:4 Sessions
Managerial skills	:5 Sessions
Tools & Techniques	:5 Sessions
Visit to neighboring Institute(s)	:2 sessions

Time Scheduling For One-Week Training Programme On HRM

Date	Session-I 0915-1105 hrs.		Session-II 1120-1310 hrs.		Session-III 1430-1540 hrs.	Session -IV 1555- 1715 hrs.	Extra sessio n
Mon.	Registration/ Inauguration	Tea Break 11.05-11.20 hrs	Significance of HRM An overview	Lunch Break 13.10-14.30 hrs	Group formation & Task assignments		-
(Tue)	Case study on Image building		Personality development		Stress management	Yoga Tips to manage stress	Visit to Neighb oring Institu tes
(Wed)	Leadership/ Decision making		Motivation/attitud inal changes		Management skill games on leadership	Manage ment skill games on motivati on	
(Thurs)	Performance enhancement- Appraisal and monitoring		Communication skills		Team building exercises		
(Fri)	Panel Discussion on Career Planning		Panel Discussion on Skill Up- gradation and personal growth avenues		Group presentation and feed back		