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## RESEARCH ARTICLE

### COMBINED PROBATIONARY TRAINING PROGRAMME FOR THE NEW ENTRANTS IN STATE PUBLIC SERVICES OF MAHARASHTRA: DOES IT MEET THE DESIRED OBJECTIVES OF AN EFFICIENCY ORIENTED ADMINISTRATIVE REFORMS?

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#### ABSTRACT

The present paper is based on the study that was prompted by the objective of an assessment of the Combined Probationary Training Programme (CPTP) from the perspective of the Officer Trainees (OTs) those who had completed the entire training of two years and now are on the field as an incumbent officer. It was also desired to confirm the observations of the Officer Trainees about the overall design and implementation of the CPTP. Hence the study was commenced to assess the overall level of an academic and physical infrastructure made available during the different phases of the programme spread over a span of two years. Another significant precursor to the present study was to undertake the attachment wise performance of the Combined Probationary Training Programme (CPTP) which in fact is the chronology of the present paper and summary and conclusion that follow. The same is adopted throughout the paper that ends with the post script and policy implications. Entire paper is based on the primary data obtained by administering in person a pre-structured questionnaire from 102 debriefing OTs (as 102 out of 106 have responded). It was a set of 57 main questions, mostly qualitative, covering all the components of the Combined Probationary Training Programme (CPTP) spread over a period of two years. Hence the qualitative responses cannot be quantified and therefore the inferences reflect the experiences of the OTs expressed in their views on CPTP. Scientifically this makes the present paper based on a study as the 'post facto empirical analyses.' In all the primary data collected for the present study comprise the opinion of 102 [(out of 106) (96.22 per cent)] respondents of the CPTP Batch-II-2014. This is sufficient to term it as a census study. Hence it demands no application of the probability based inferential Statistical tools to establish the facts emerging out from the tabulation and interpretation of the data. As the paper depends on the primary data, the data collection exercise was conducted during the period of debriefing of the incumbent batch and the period of the same was between 20<sup>th</sup> March and 01<sup>st</sup> April 2017. As the programme CPTP itself is self-explanatory which expects a cadre heterogeneity, hence the batch of respondents for primary data consisted the cadres respectively; Assistant Commissioner of Sales Tax (06.86 per cent), Deputy Collector (35.29 per cent), Deputy CEOs and BDOs (08.82 per cent), DySP / ACP (16.67 per cent), MFAS-Group-A (03.92 per cent) and Tehsildar (28.43 per cent). Such heterogeneity adds the value of high statistical significance to the conclusions drawn. Mainly the study is carried out on the overall quality and compliance of the components respectively; the foundation training split into two phases respectively; on and off campus foundation training, technical training, district attachment, national capital visit and the state tour of Maharashtra and debriefing. The paper is divided into eight subsections on each of the component of the programme. We at the end of the paper arrive at the component-wise write up in the post script and policy implications take into account; the possibility of implementation of the same with least further implications, without changing the basic structure of the CPTP, are workable and adoptable. The study arrives at the desired recommendations from the experiences of the Officer Trainees (OTs) that had figured in their responses given in the questionnaire.

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#### INTRODUCTION

On the lines of the LBSNAA, Missouri, the Government of Maharashtra and the YASHADA in 2014 had taken a landmark decision to conduct a two year Combined Probationary Training Programme (CPTP) for the direct recruits of the State Civil Services. The inputs in the training course are delivered on the pattern of Lal Bahadur Shastri National Academy of Administration (LBSNAA), Missouri. Prior to 2014, YASHADA used to conduct department wise separate foundation training Programme for

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probationary officers of the state civil services. The main objectives of the Programme are to include common state ethos in the trainee officers and to broaden their overall perspective and vision along with imparting in them the common ethical standards and value system. This obviously will raise their esteem of being a member of Maharashtra State Government Service and will impart knowledge about organizational set-up and day to day government functioning which finally is expected to result in creating of camaraderie among different services. The entire Programme is planned on the lines of DoPT training Programme for IAS, IPS and other All India Services Officers. Hence the inputs in the training course are planned on the lines of Lal Bahadur Shastri

National Academy of Administration (LBSNAA), Missouri. The Combined Probationary Training Programme is designed in such a way that it includes classroom teaching along with field visits. The main aim of the programme is capacity building at all possible levels. Duration of the Common Foundation Course is of eight weeks followed by six weeks of attachment in various sectors, as the field visits. Immediately after completion of foundation training; the field visits were carried out which included attachment with the Moral Rearmament Centre, Panchgani, and attachment with the Army, Legislature, Judiciary, Village and Tribal Village for one week each. Judiciary, for example, in a democratic set up of a country like ours and in the changing world order has occupied a place of preponderance. And administration the service provider. In this context judicious decision making has become a key to the administrative success. For this, nothing else but only the judicial attachment can shape these probationers better than any other attachment and this is the motive behind such attachment. This attachment is expected certainly to help these state executives to become an ideal pillar of the world's largest democracy in future. The Objectives of the Training Programme are as; to inculcate the Common state Ethos in the trainee officers, to broaden overall perspective and vision of the trainee officers, to have common ethical standards and value system among the trainee officers, to raise their esteem of being a member of Maharashtra State Government Service, to impart knowledge about organizational set up and day to day functioning of the government departments and to create camaraderie among services.

### The Background

Government of Maharashtra vide its Resolution dated 20<sup>th</sup> January 2014 decided to organize a Common Probationary Training Programme for all Class I officers at Yashada, Pune. The Officer Trainees (OTs) need to join the training institute i.e. YASHADA to start the State Government Service. During the span of these two years these trainees are called as Officer Trainees (OTs). This course is mainly designed for these probationers to understand the administrative set up of the Government of Maharashtra and to equip them with significant skills that are necessary to become efficient and ideal officers. Entire two year probation period was planned as follows;

**Table 1. Component wise Periodic Segmentation of the Two Year Combined Probationary Training Programme**

Sr. No.	Phases of CPTP	Duration
1	Foundation Training Programme	8 Weeks
2	Compulsory Attachments (Village Visit, Tribal village, Legislature, Judiciary, MRA and Army Attachment	6 Week
3	Technical Training	8 Weeks
4	District Attachments	66 Weeks
5	Maharashtra and Delhi Exposure Visits	4 Weeks
6	De-Briefing	4 Weeks

**Note:** The Programme Schedule Given in the schedule stands changed from the CPTP-IV-2017.

After completion of 6 phases of the training, the trainees were expected to join concern department of the State Government of Maharashtra. The first Combined Probationary Training Programme (CPTP) was started from 9<sup>th</sup> June, 2014. The first batch of CPTP consisted of 4 cadres i.e. Rural Development, Sales Tax, Road Transport and Cooperation respectively.

Officer Trainees during the foundation training were taught respectively on the following modules.

**Table 2. Components of the Foundation Course of the Combined Probationary Training Programme**

Sr. No.	Title of the Module
1	Management and Behavioral Science
2	Law and Judiciary
3	Economics and Financial Management
4	Public Administration
5	Office Administration
6	Development Administration

The physical training is made compulsory to all the Officer Trainees. This is to be undertaken in the morning session. In the foundation phase English and Computer classes are made compulsory to all Officer Trainees. Four groups of Officer Trainees are made and out of them two group joined the English and two groups attended the computer classes scheduled between 5.45 to 6.45 pm every day. The test for English and Computer is conducted before making such groups. Those Officer Trainees are excellent in writing and spoken English are given separate assignment of book review and report preparation. Separate teachers for English and Computer are arranged and assigned with the activity. Test is conducted to assess the impact of the training of English and Computers. Four excursions during the foundation training are undertaken. For these excursion Officer Trainees are divided into different groups. Each group is assigned with a topic which they are supposed to study and present as the group report in the class room. Separate marks are assigned for this activity and hence are added to their final total marks. After completion of 8 weeks of Foundation, Officer Trainees join the compulsory attachment to understand the proper perspective of the respective department. It is very much necessary to understand the ground realities of the people those who are residing in the remote areas as well as to understand the basic functionalities of legislature for policy preparation and judiciary for implementation in proper perspective. Keeping in view the above aspects, six attachments are mandatory provided to the officer trainees. These attachments are; the Village, Tribal, MRA, High Court, Legislation and Military attachment respectively.

**Table 3. Post Foundation Compulsory Attachments of the Combined Probationary Training Programme**

Sr. No.	Attachment	Duration
1	Village Attachment	One Week
2	Tribal Village Attachment	One Week
3	Legislative Attachment	One Week
4	Judiciary- High Court Attachment	One Week
5	MRA Attachment	One Week
6	Army Attachment	One Week

It is the need of the hour to understand and experience typical Indian village systems. Hence the Officer trainees were attached to the villages of Chandrapur, Jalna, Dhule and Yavatmal Districts. For village and tribal attachment, Officer Trainees are divided in Groups and Teams, each comprising of about seven to twelve members respectively and were attached in tribal and rural belt in Chandrapur, Jalgaon, Dhule, Pune and Nandurbar districts. The group invariably needs to have stay with villagers and study the local grassroot socio-economic pattern of the village. Also they need to study the

various schemes implemented in the respective village, their status, benefit to villagers, etc. After completion of the attachment, the groups need to prepare the report and submit the same to the Course Director. For high court attachment the Officer Trainees are distributed in two batches respectively for Mumbai and Aurangabad whereas; for military attachment they are divided based on the strength into three distinct batches i.e. Pune, Ahmednagar and Nasik respectively. Military attachment is unique, during which the Officer Trainees are expected to imbibe themselves with the discipline, time management, leadership, protocol and day to day life of the soldiers (Jawan). Officer Trainees also participated in Sainik Mela and learn about the problems of their widows and Jawans. The purpose of Sainik Mela was to sensitize the civil officers towards the military life and their issues. During Moral Rearmament attachment, emphasis is given on the ethical standards and moral values required in the society to perform basic administrative functions. For ethical purpose MRA, Panchgani gives inputs on the said concept. Technical training is a responsibility of concern department. But the study batch of the CPTP is the first pilot effort of the state therefore all technical training programmes were conducted at Yashada with the help and guidance of the concern departments. In this phase department specific training was given to Officer Trainees. The focus was given on departmental rules and regulation, various department specific schemes, projects, IT software, work culture of department, case studies, practical experience, etc. After successful implementation of 3<sup>rd</sup> phase, all OTs were sent on district attachment and thereby attached to various positions to gain practical experience of the actual field work. Apart from maintaining the regular diary of on-field experience, the regular written examination at an interval of every fortnight was conducted. The Officer Trainees were also to submit the online report of learning based on their field experiences.

## 2<sup>nd</sup> Batch of Combined Probationary Training Programme (CPTP)-2015 (The Study Batch):

The Combined Probationary Training Programme (CPTP)-2015 was started from 2<sup>nd</sup> May, 2015. The second batch of CPTP consisted of 6 cadres respectively; Revenue (Dy. Collectors and Tehsildar), Police (Home) and Account and Finance, Rural development and Sales Tax CPTP-II batch OTs have completed all phases of training i.e. the Foundation, Compulsory attachment and Technical training, District attachment and Debriefing and at present are functioning as full-fledged incumbent officers of the state civil services at the allotted destinations.

### Rationale behind the Present Study

The CPTP, since its inception in 2014 has trained three batches of the OTs of which two batches have already completed their entire training programme and are on the field as the full-fledged state civil services officers and the third batch at present is on its district attachment which is expected to arrive for the final phase of training i. e. debriefing in the month of April-May 2018. As the OTs of the first batch-2014 had completed the entire process of two years of training and was already out on their final posting, the OTs of third batch-2016 are on their respective district attachment and the second batch-2015 had just completed its final phase of training i. e. the debriefing and are sent on the field was most appropriate to select for the present study and to obtain primary data through administering the pre designed questionnaire. As the main objective of the launch of the CPTP in 2014 was to generate common state ethos among the OTs of different cadres and to bring them out as disciplined state civil servants on the lines of the central civil servants trained at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Missouri; it

**Table 4. Cadre wise Strength of the Officer Trainees of the Combined Probationary Training Programme-Batch II**

Sr.No.	Post	Cadre	Foundation Training Programme	Compulsory Attachments	Technical Training	66 Weeks District Attachments	Recent Position
1	DC	Revenue	30	31	41	39**	39
2	Tehsildar	Revenue	25	26	33	33	33
3	DySP	Police	18*	--	-	--	
4	DyCEO	Rural Development	6	7	7	7	7
5	ACST	Sales Tax	4	7	7	7	7
6	MFAS	Maharashtra Finance and Accounts Service	2	4	4	4	4
Total			85	75	92	90	90

\*Three Trainee Officers of CPTP-I Batch joined as DySP In CPTP-II batch i.e. total (18+3) 21 DySP Trainee Officers joined to MPA, Nasik after Foundation Training for further training programme.

\*\* 02 Officer Trainees were relieved from Dy. Collector cadre to join the central service.

**Table 5: Programme and Duration of the Combined Probationary Training Programme -II-2015**

Phases		Duration	Period
Phase I	Foundation Programme	8 Weeks	2 <sup>nd</sup> May to 27 <sup>th</sup> June 2015
Phase II Compulsory Attachments	1. MRA	1 Week	29 <sup>th</sup> June to 4 <sup>th</sup> July 2015
	2. Army	1 Week	6 <sup>th</sup> July to 11 <sup>th</sup> July 2015
	3. Village Visit	1 Week	13 <sup>th</sup> July to 18 <sup>th</sup> July 2015
	4. Tribal village	1 Week	20 <sup>th</sup> July to 25 <sup>th</sup> July 2015
	5. Judiciary- High Court	1 Week	27 <sup>th</sup> July to 1 <sup>st</sup> Aug. 2015
	6. Legislature	1 Week	10 <sup>th</sup> Aug. to 14 <sup>th</sup> Aug. 2015
Phase III	Technical Training	8 Weeks	17 <sup>th</sup> Aug. to 10 <sup>th</sup> Oct. 2015
Phase IV	District Attachments	66 Weeks	19 <sup>th</sup> Oct. to 21 <sup>st</sup> Jan. 2017
Phase V	Debriefing	02 Weeks	20 <sup>th</sup> March to 01 <sup>st</sup> April 2017

was the main objective of the present study whether the design of the CPTP serves the basic objective of the launch of the CPTP programme in 2014 or not.

### Data and Methodology

Mainly the paper is based on the collection, tabulation, analysis and interpretation of the authentic and reliable primary data sourced in from the respondents consisting of the

### Data Base (Primary)

The conclusions drawn from the present study have the base of only the primary data that were obtained from the 102 OTs on debriefing during the period from 20<sup>th</sup> March to 01<sup>st</sup> April 2017. As the programme CPTP itself is self-explanatory which expects a cadre heterogeneity, hence the batch of respondents consisted the cadres respectively; Assistant Commissioner of Sales Tax (06.86 per cent), Deputy Collector (35.29 per cent),

**Table 6. Distribution of Respondents of the Combined Probationary Training Programme -II-2015 According to their Cadre Heterogeneity**

Sr. No.	Cadre Heterogeneity	Female		Male		Total	
		Qnt.	Per Cent	Qnt.	Per Cent	Qnt.	Per Cent
I	II	III	IV	V	VI	VII	VIII
1	Asst. Com. of scales Tax	03	09.68	04	05.64	07	06.86
2	Deputy Collector	14	45.16	22	30.99	36	35.29
3	DyCEO/BDO	03	09.68	06	08.45	09	08.82
4	DySP/ACP	01	03.23	16	22.54	17	16.67
5	MFAS Group-A	00	00.00	04	05.63	04	03.92
6	Tehsildar	10	32.26	19	26.76	29	28.43
Total		31	100.00	71	100.00	102	100.00

Source: MPSC

Officer Trainees of the CPTP batch-II 2014. These OTs while completing their debriefing at Yashada during the period between 20<sup>th</sup> March and 01<sup>st</sup> April 2017 were contacted in person and handed over with a pre structured questionnaire of 11 pages comprising 57 questions of (with many questions expecting multiple qualitative and quantitative responses) and got filled in from them. A questionnaire comprised both of the quantitative and open ended qualitative questions leaving the room for respondents' opinion wherever they feel so. In all a total of 106 OTs of the CPTP Batch-II 2014 had attended the debriefing during the aforementioned period. All OTs were handed over with the pre structured questionnaire of which 102 had filled in and returned the document while 04 of them abstained from the exercise. As the proportion (96.22 per cent) of this response comes closer to 100 per cent, the present study becomes a census study and not the study based on the Proportion to Population Sample. Hence it carries significantly the high degree of authenticity.

As the basic objective of the present evaluation study which clearly reflects in the title is based on the primary data and hence becomes a post facto analysis of the programme. This implies application of the imperial method for concluding the observations those emerging out from the entire exercise carried out during the course of data collection. In all the primary data collected for the present study comprise the opinion of 102 (96.22 per cent) respondents of the CPTP Batch-II-2014. As stated in the foregoing, that such approach almost makes it a census study. Hence the study demands no application of the probability based inferential Statistical tools to establish the facts emerging out from the tabulation and interpretation of the data. The pre structured questionnaire was circulated to the OTs well in advance immediately when they joined the last phase of their training i. e. debriefing in the month of March 2017. The filled in questionnaire was recollected on the last date of the debriefing i.e. 01<sup>st</sup> April 2017. This indicates that the responses recorded in the questionnaire are time specific and also involve variations person-to-person. This aspect of the variation needs to be treated as one of the limitations of the present study though the sufficient precautions have been taken while interpreting the data and extracting conclusions out from the same.

Deputy CEOs and BDOs (08.82 per cent), DySP / ACP (16.67 per cent), MFAS-Group-A (03.92 per cent) and Tehsildar (28.43 per cent). Such heterogeneity adds the value of high statistical significance to the conclusions drawn. The following table brings out the clarity about the cadre, number and the proportion of respondents.

### Profile of the Respondents

The study considers the profile of respondents based on the attributes namely; age, gender, caste and religion (optional to respond) and educational qualification. Majority of the respondents belong to the age group of 28 to 31 and corresponding proportion of them comes out to be of 61.22 per cent. More than one third (34.88 per cent) of the respondents belonged to the age group of 25 to 27 and 32 to 35 years respectively while only 04.08 per cent of the respondents hailed from the age group 36 to 40 years. 30.39 per cent of the total respondents were female while the remaining 69.61 per cent of them were male respondents. Caste based reservation being the state policy of recruitment, the caste base of respondents automatically reflects the said aspect. As the basic qualification to appear for the MPSC examination is graduation, all the OTs had invariably possessed the bachelor degree from different educational discipline but many of them also had completed the masters from different fields of education. 19 of them were post graduate degree holders in which one had obtained the degree of Chartered Accountancy while 21 OTs were medical degree holders. Other graduate degree holders belonged to the field of Arts, Commerce, Science, Pharmacy and Engineering respectively.

### A Brief on the Questionnaire

An eleven page pre-structured questionnaire that was administered and got filled in from the OTs of the CPTP Batch-II of 2014 was a set of 57 main questions with many questions with sub questions expecting multiple answers. The questions included in the questionnaire were of the categories expecting both the qualitative and quantitative information. Apart from the basic information, the questions pertained to the opinions and suggestions on the satisfactory levels of

different attachments, their suggestions about the academic and physical aspects of the programme and the overall quality of the foundation, compulsory and district attachment, technical training, the visit to the national capital and the state tour of Maharashtra and debriefing, etc. So as to ascertain the quality and contents of off campus logistics and inputs the questions on the national capital and state visits were also included. As the questionnaire had figured the questions on each of the attachment as well as on foundation, technical and debriefing programme the detailed data on all these parameters of CPTP could be extracted and hence the paper contents a separate section on each of these phases of the CPTP. Majority of the questions being an 'Open Ended Questions' triggered the respondents to think logically and come out with their realistic views on different aspects of the programme which would not have been possible had the questionnaire was designed with 'Closed Ended and Multiple Choice Questions.' Hence the qualitative responses cannot be quantified and therefore the chapter wise inferences reflect the experiences of the OTs expressed in their views on CPTP.

### Statistical and Analytical Tools

All the qualitative opinions were classified, tabulated accordingly, interpreted and the inferences were drawn. So was done by considering the quantum of frequency observed for the classified categories of the qualitative opinions. All the basic operations of data processing were done with the help of the Micro-Soft Excel. This census study has covered 102 OTs though the responding to the questions was not compulsory. Hence some of the OTs had refrained from responding on few questions. In such cases the proportional analysis such as the calculation of percentages is based on the actual number of responses to the specific question.

### Foundation Training

Foundation Training programme for CPTP-II-2014 was conducted into two phases respectively; i] on Campus Foundation at Yashada for eight weeks, and 2] off campus foundation consisting of compulsory attachments for six weeks viz; Moral Rearmament Centre (MRA), Panchgani, Army, Legislature, Judiciary, Village and Tribal Village attachments of one week each. The Foundation course of the CPTP is conducted as a generic training Programme applicable to all the departments irrespective of the nature of work of the concerned department. Very few officers have a previous experience of working in any Government organization. These newly recruited officers need a proper insight into the working of the State Government. They need a proper introduction about the organizational structure, functioning of the Government along with the various laws and rules governing their functioning. The officer trainees also need training on Management Techniques and Human Resources Development so as to enable them to make their department capable of competition with the private sector. The Combined Probationary Training Programme (CPTP) is thus designed to cater to these requirements of the Officer Trainees (OTs). This course is mainly designed for the probationers so as to give them a proper understanding of the administrative set up in the Government of Maharashtra and to impart significant skills that are necessary to be a sensible and good and an efficient officer. These officer trainees are provided with an accommodation on the campus, and they also participate in

many other activities like PT and Sports. The Foundation Programme of the Combined Probationary Training Programme is designed in such a way that it includes classroom teaching along with field visits. The main aim is capacity building at all possible levels. Duration of the Common Foundation Course was for eight weeks followed by six weeks of attachment in various sectors, as field visits. Immediately after completion of the foundation training the field visits of this batch OTs were carried out which included attachment with the Moral Rearmament Centre, Panchgani, and attachment with the Army, Legislature, Judiciary, Village and Tribal Village for one week each. This segment of the study covers the analysis on 16 questions of the questionnaire which were devoted to the campus foundation training of eight weeks held during the period of 02<sup>nd</sup> May to 27<sup>th</sup> June 2015. Specifically the analysis in this section underlines the opinions on; Morning PT / Yoga, General Classroom Sessions, Session Schedules, Subjects Covered and Usefulness of the same, Special Guest Sessions, Post Lunch Sessions and Skill Oriented Sessions on Computers and English Language and Excursions. This ultimately reflects the typical day of the on campus foundation training which was as under;

**Table 7. Daily Schedule of the Foundation Training of the Combined Probationary Training Programme -II-2015**

Time	Class Room Sessions and Other Activities
6:00 AM To 7:00 AM	Jogging and PT / Yoga
9:15 AM To 10:15 AM	Session I
10:15 AM To 11:15 AM	Session II
11:15 AM To 11:30 AM	Tea Break
11:30 AM To 12:30 AM	Session III
12:30 AM To 1:30 PM	Session IV
1:30 AM To 2:30 PM	Lunch Break
2:30 PM To 4:30 PM	Guest Lectures / In-house Activities
4:45 PM To 5:45 PM	Computer and English Classes

## RESULTS AND DISCUSSION

The morning PT session during the period of 06.00 to 07.00 AM proves to be the most effective and welcome step of the foundation programme which is lauded by more than 94.00 per cent of the OTs across all cadres. The morning classroom sessions consisted the topics on; Management and Behavioural Science, Law and Judiciary, Economics and Financial Management, Public Administration, Office Administration and Development Administration. 93 OTs out of the total of 102 had responded to the question pertaining to the usefulness of the morning sessions and out of these 93 responses, 89.24 per cent of the OTs find all these pre-lunch classroom sessions useful while rest of the OTs (10.76 per cent plus few from the satisfactory group also) make suggestions to improve the contents of these sessions. Most often resource persons both from the State Universities and Private Organizations cover the topics as are required in academic perspective and the managerial practices that are practiced in the Private Sector are difficult for the OTs to digest. But simultaneously there are some those who find it useful hence the OTs need to be given introductory understanding as to what they are going to learn during the foundation and how the same will help them to shape their career foundation so that the mindset for the same will get ready. The usefulness of the topics covered in the pre-lunch classroom sessions was responded by 95 OTs of which 70.52 per cent are of the opinion that the same is useful while 29.47 per cent of them feel some improvement and change in the topics covered during this schedule. In this context it

happens that often the topics that the candidates study during their preparations for the State and Central Civil Services Examinations are covered in these sessions which gives the feeling of repetition. As the CPTP foundation course includes the OTs from Police Cadre (DySP) and if not even a single session (or very legible) is conducted by a senior Police Officer gives automatically the feeling of exclusion and incompleteness of the programme particularly to such cadre OTs. Such qualitative remark by the OTs points out indirectly the need of the sessions directly related to the cadre and the role of the officers. Also it underlines the need of common legislations to be covered during these sessions. In the light of this discussion the additions to the classroom sessions were suggested by 43.85 per cent of the OTs.

and case studies of exemplary officers on the field. This demands more emphasis on interactive sessions and practicality. Inclusion of sessions on Office Procedure and Maharashtra Civil Services Rules (MCSR) will automatically set the tone for district attachment, technical training and debriefing programmes respectively. The following table brings out at glance the cadre wise expected inclusions that have been suggested by the responding OTs. *Post lunch special combine sessions* prove to be the most significant part of the Foundation Programme. This consists the sessions by senior and experienced persons in the concerned walk of life. They are senior civil servants, public figures, NGO people and not to exclude the politicians. About 100.00 per cent (98.93 per cent) of the responding OTs have positive opinion about

**Table 8. Expectations / Suggestions Made by the Officer Trainees about the Inclusion of the Topics in the Regular Class Room Timetable of the Foundation Training Programme**

Cadre			
Dy. Collector-Tehsildar	Dy. CEO/BDOs	DySP	MFAS
Soft Skills	More Lectures by Lead Speakers	Introduction to and Lectures by Senior IPS Officers	Microsoft Excel
Leadership Skills	Personality Development	Lecture of Public Prosecutor	
Lectures on Successful Development Patterns such as the Shirpur Pattern	Should not Include the Service Technicalities at the Foundation Level	Inclusion of the Topics on Policing	
Office Procedure and MCSR			
High Court Manuals			
State Socio-Economic Profile of Maharashtra			
LAQ Lectures			
Inclusion of Public Sector in Place of Private Sector Resource Persons			
Informal Activities			

Source: Primary Data.

**Table 9. Expectations / Suggestions Made by the Officer Trainees about the Inclusion of the Topics in the Post Lunch Special Sessions Timetable of the Foundation Training Programme**

Cadre			
ACST	Dy. Collector/Tehsildar	DyCEO-BDOs	DySP
Topics Preferred / Expected			
MCSR and RTI	Arms License Act		Media Management
Office Management	Management Exercise		Sessions on Crime
	Corruption and Related Acts		
	Tribal Development		
	PESA and FRA		
	Disaster Management		
	Zero Pendency		
	Daily Disposal		
	Morals and Ethics		
	Rural Development		

Source: Primary Data.

**Table 10. Leadership Gains That the Probationary Officers Feel from the Different Excursions During the Foundation Training of the Combined Probationary Training Programme -II-2015**

Excursions				
Singharh Fort	NDRF	NDA	Hinjewadi IT Park	Pune Heritage Walk
Physical Fitness and Exercise	Management		IT Culture	Historical Importance of the City
Trekking Experience	Alertness	Coordination with Defence	Innovation	Cultural Patriotism
Aim High	Discipline	Discipline	Significance of Technology	Place of History
Importance of Cleanliness of Historical Places	Practicality of Disaster Management	Patriotism	Corporate Governance and CSR	Pride and Knowledge
Team Spirit	Leadership	Dedication	Knowledge Management	
Joint Forest Management	Resource Identification	Time Management	Role of IT in Government	
Discipline	Situation Management	National Security		
Environmental Issues				

Source: Primary Data.

The suggestion which provided by the OTs need to undertake on the lines of the inclusion of participatory experience sharing

this activity of the Foundation Programme. Most of the combine post lunch sessions are exemplary but some of the

topics are more preferred by the respondents and the cadre wise preference goes as following; Additions in the post lunch combine session are suggestible on the lines of few more lectures by NGOs particularly which protest against the Government policies and the way those are implemented. In this context political leaders should also not treated as untouchables. In fact it is the politicians out of power whom one can gain more from as they can devote more time for the aspirants (Shekhar Gupta, 2014). Also politicians in power need to be sought for such sessions which can be made more interactive. As the civil servant is a service provider and the contemporary administration has become more of the nature of information and technology oriented, proficiency in computers is must for the officers at entry level itself. The computer training provided during the evening sessions proves to be the most useful. 92.70 per cent of the responding OTs have appreciated the usefulness of these sessions. Still there can be some improvement which will enhance the utility of computer teaching by way of introducing more number of practical sessions on department related soft-wares. These lectures should not be on the basics of computers but needs to follow the appropriate level that is required for the officers in making. In Computer programmes micro-soft excels is more in demand by these OTs. A prominent part of the Foundation Programme consisted of the excursions destined to the Sinhgarh Fort, NDRF, NDA, Hinjewadi IT Park and Pune Heritage Walk. All these excursions helped the OTs to gain in the form of the following information;

Foundation training programme of the CPTP batch-2014 under study had commenced immediately after the final result of the state public service commission (MPSC) Examination and allotment of the cadres to the respective candidates. The programme was run into two phases viz; Campus Foundation Training for eight weeks consisting of a long day from 06.00 AM to 05.45 PM followed by the off campus six attachments of one week each that are mentioned in the foregoing. In short the summary about the on-campus foundation training is as; that the morning physical exercise proves to be the useful segment of the foundation. Pre-Foundation introductory sessions are equally required. Sessions on Common Legislations, Participatory Experience Sharing, More Sessions of senior IPS Officers, More Sessions on Office Procedures and Maharashtra Civil Services Rules (MCSR), Sessions on Legislative Assembly Questions (LAQs) and M/s Excel shall make the programme more vibrant in nature. Post Lunch Special Combine Sessions need to be added with more sessions on Maharashtra Civil Services Rules (MCSR) and Right to Information (RTI), Corruption and Related Acts, Tribal Development, Media Management and for which the preferred resource persons may be sought in advance. More practical sessions on department related software and Microsoft excel shall be helpful in making computer sessions effective and result oriented. The objective of expected learning from the heritage walk and excursions is found to have been met with fully.

### **Foundation Training (Part Two: Off Campus)**

The classroom teaching of the batch for eight weeks was followed by the six compulsory attachment of one week each. These attachments were; MRA, Panchgani, Army attachment at Pune, Nasik and Ahmednagar, Judicial Attachment at Mumbai High Court and Aurangabad Bench of Mumbai High

Court, Legislative attachment at Vidhanbhavan, Mumbai, Village attachment in Pune, Aurangabad and Ahmednagar district and Tribal attachment in Pune, Nasik and Ahmednagar district respectively. Mainly these attachments were designed to make the captioned State Civil Services Officers to learn from the different walks of public life. The attachment to MRA was meant for the inculcation of moral values and ethics that are required in an ideal person in general and that of the sensible Officer-in-Making in particular. The objective of the Army attachment was to experience the significance of discipline and the role played by the Army personnel, as well as, the contentious hardship they go through. Often during their career the state civil services officers need to attend court proceedings. Hence to take the practical experience and make them to understand the judicial atmosphere, the attachment to High Court for a period of one week was compulsory. Same is the case with Legislative attachment. Officers during their career need to prepare answers to Legislative Assembly Questions (LAQs) and while implementing the policies designed by the legislature in a democratic set-up like India, need to understand the process of policy designing and the role played by the elected representatives.

Hence becomes significant the Legislative attachment for probationers. India is a country of more than six lakh villages housing more than half of its population. No public policy in such a country can be of rural exclusive. Also many districts of the state of Maharashtra have a large amount of tribal population and the annual state budget for this segment is equally large. No officer in a country like India in general and that of the state of Maharashtra in particular will be in a position to discharge his duties and responsibilities in a better way unless he understands the realities of rural and tribal life. Therefore both these attachments respectively the Village and Tribal were made part of the off campus foundation training. On an average the responses tell that the period of one week for each of the compulsory attachment is sufficient. 92 OTs out of 102 have responded on this matter of which 84.78 per cent (78 OTs) of them feel that the period of one week allocated for each of these attachments is sufficient. There are few suggestions to make changes in the allocated period. No unanimous suggestion on the matter of attachment period emerges from the responses. Even if 78 OTs (84.78 per cent) have expressed their satisfaction on the period of one week for each of these attachment, about 33 OTs also suggested some changes in the period which ranges between one to eight days and for example for Army attachment the suggestion goes up to fifteen days.

This does not help to arrive at an unanimous conclusion but the OTs seem to find more interest in the Army attachment. Off campus foundation training programme of the batch had commenced immediately after the completion of six weeks classroom teaching, field visits and excursions elaborated in the foregoing. This had consisted of the six attachments viz; MRA, Army, Legislature, Judicial, Tribal and Village respectively. The purpose of this part of the study was to ascertain the utility, time sufficiency and suggestions in terms of period in number of days on these attachments if any. As the state Government of Maharashtra has introduced the CPTP for pre-field grooming of the captioned state civil services officers and interdepartmental coordination was the precursor for the programme, all these compulsory attachments were made the part of their foundation training. And in fact this

proves to have been helpful in understanding the ways and modes of functioning of different state and central departments and the way rural and tribal society live with facing day-to-day challenges of life. All these aspects reflect from the foregoing analysis based on the opinions of the responding OTs.

### Technical Training

After the two phases of the Foundation training (both the on and off campus), the Technical Training for the captioned officers was undertaken. This was for the period of eight weeks and took place at the YASHADA campus. Mainly the Technical Training is on the actual functioning of different departments of the state governments. This is planned prior to the district attachment of the OTs so that once they are on their district attachment will not have to face many difficulties. It was with this assumption that the Technical Training for the cadres for which departmental institutions are available will be given at those respective institutions and for those the same is not available will be given at YASHADA and in consultation with the concerned department. This part of the study incorporates the analysis on the overall quality, contents of classroom and field visits which is based on opinions reflected from our tabulation of the primary data that were obtained from the OTs during their debriefing during the period of March and April 2017.

examination at completion was held. Marks obtained in this examination become the part of their continuous evaluation process. Technical training consisted of the case studies, individual presentations, team presentations, assignments, group exercise followed by online departmental examination. A Total of 92 OTs had participated fully in the Technical Training. As the Police Officers (DySP) after their compulsory attachments joined the Maharashtra Police Academy (MPA), Nasik for their further training were not the parts of this training. Majority of the responding OTs (79) are satisfied with the usefulness of the inputs received during the Technical Training for which the proportion stood at 85.86 per cent while the proportion of suggestive response is 14.14 per cent. The proportion of usefulness for the suggestive responses varies between 30.00 and 90.00 per cent respectively. 45 responding OTs have recommended some additions in the inputs of the Technical Training. These additions are as under; Departmental software was the part of the Technical Training. Under this the sessions on departmental software were arranged. Very few (16.12 per cent) responding OTs feel that this part of the training remained excellent. From the assessment of this aspect on the basis of ten point rating it emerges that 54.83 per cent of the OTs feel that it was good while 29.03 per cent of the OTs rated it as an average. This nature of opinion demands drastic improvement in the input of departmental software training.

**Table 11. Expectations / Suggestions Made by the Officer Trainees about the Inclusion of the Topics in the Time Schedule of the Technical Training of the Combined Probationary Training Programme**

Cadre			
ACST	Dy. Collector/Tehsildar	DyCEO-BDOs	MFAS
Addition of Advanced M/S Excel	Learning on E-governance	Greater degree of interaction	Visit to Fiscal Policy Institute, Bangalore be made compulsory
Industrial Visits	Inclusion of MGNREGS		
Exposure to Mahavikas	Inclusion of the Quasi-Judicial Matters		
Field Visits to SEZs	Technical Training should follow the District Attachment		
	Exclude Academic and include resource persons with Field Experience		
	Sessions on Case work and different Certificates		
	Distribution of reading material such as the Handouts of Acts and GRs		
	Inclusion of subjects on Vidarbha and Marathwada		
	More number of sessions on Experience sharing		
	Cashbook Training		
	Greater degree of interaction		

Source: Primary Data.

**Table 12. Expectations / Suggestions Made by the Officer Trainees about the Inclusion of the Activities in the Time Schedule of the Field Visits and Softwares During Technical Training of the Combined Probationary Training Programme**

Cadre			
ACST	Dy. Collector/Tehsildar	DyCEO-BDOs	MFAS
Field Visits to different taxation departments	Participation of OTs in the Field level checking	Visits to negative places such as the underdeveloped villages such as the villages affected of malnutrition and child deaths and farmers suicides	Practical visit to the Treasury system
Visits to the Manufacturing Units	Exercise on Record, Godown and MGNREGS work inspection	Other state village visits	
	Awareness on different registers		
	Live session while SDO in the Court		
	Visits to NIC, SDC and SETU		
	Interactivity of field visits		
	Vidarbha and Marathwada group wise Visits		

Source: Primary Data.

Once the foundation training of 14 weeks with six weeks of compulsory attachment was completed, the OTs of this batch returned to YASHADA for the Departmental Technical Training. This took place at the YASHADA campus. The Technical Training being the departmental training, the

Cadre-wise visits to different places were paid during the Technical Training. Mainly these visits were paid for the purpose of the practical understanding of the actual functioning of the different department offices and sectors. OTs were taken to the Fiscal Policy Institute, Bangalore,

different Collector and Tehsildar offices, *Warna* Cooperative campus, Hinjewadi IT park, IT Village, Disaster affected and rehabilitated / rebuilt village *Malin* in Pune district, Petrol Pump inspection and the Inspection of Public Distribution System (PDS) shops. As the 86.02 per cent of the responding OTs are satisfied on these visits it proves that the exercise happened to be the successful one. As the proportion of suggestive responses on the usefulness of the field visits during the Technical Training varies between 40.00 to 90.00 per cent the suggestions those emerged are as under; Most useful field visits were the visits to the Fiscal Policy Institute, Bangalore, Army tour, the visit to the Tribal Village, experience of rehabilitation of village Malin, etc. On an average all the field visits remained useful and input gaining. Mainly the technical training is for understanding the departmental functioning. As the DySP after their compulsory attachments joined MPA, Nasik were not the part of the technical training hence this part of the CPTP pertained to the cadres exclusive of the DySP. A cursory glance at the foregoing discussion leads to conclude that the Technical Training remained to have been effective which emerges from the responses of the OTs. However the suggestive responses of the OTs point out the additions such as; The learning on e-governance, visits to FPI, Bangalore for MFAS, inclusion of the central flagship programme such as the MGNREGS, inclusion of quasi-judicial matters, etc. However the improvement in the input on departmental software training can also be pointed out because majority of the responding OTs felt that it was not up to the mark. The suggestions received for field visits pointed out the inclusion of visits to the different taxation departments, visits to NIC, SDC and SETU, visits to Vidarbha and Marathwada regions and also to the underdeveloped villages and the villages in the other states respectively.

### District Attachment

The Officer Trainees while on district attachment are expected to gain the work experience of the concerned department. District attachment for the study batch was captioned for the period of 66 weeks which was divided into three stages of 22 weeks each. These three stages of 22 weeks each consisted respectively; i) the attachment with different government departments, ii) work on the one post below the candidate is selected for and iii) the work on the actual post the candidate is selected for. Such division of the period while on district attachment gives the candidate the entire understanding of government machinery. In this way the district attachment is designed for the purpose of wholesome understanding of the probationers about the concerned department so that once the training is over and the person is posted on the actual post should not face any difficulty and hence will be able to work as an efficient and sensible officer of the particular civil service of the state. Thus it is the practical exposure to the role expected from them in future as the full-fledged officer. Completion of 66 weeks of district attachment is mandatory for the all cadre OTs in three different phases of 22 weeks each. A total of 98 out of 102 OTs have responded on this matter in which 89 (90.81 per cent) have completed their district attachment fully. All the OTs of ACST worked as Sales Tax Officer during their One Post Below period of 22 weeks while most of the Deputy Collector OTs worked as additional Tehsildar and some of them were given the exposure to the post of Tehsildar. OTs of Deputy CEO / BDO

batch were made to work as Gramsevak and Assistant BDO during this period and the DySPs worked as Police Inspector and handled the Police Stations while some of them were attached to the SP Office. A group of the OTs of MFAS worked as Additional Treasury Officers and the Tehsildar as the Nayib Tehsildar respectively. In regards to the time period of district attachment, the responding OTs have different opinions. In all the conclusion that emerges from the responses of the ACST batch that the period of 22 weeks for each of the attachment during district attachment is not sufficient. Same is the case of some of the Dy. Collectors and other cadre OTs also. This means that the expectation of the period for district attachment varies according to the workload allotted, nature of working at the specific office and overall learning of the concerned OTs.

While on district attachment the OTs need to be provided with an opportunity of working at the 'One Post Below'. But many of the OTs across cadre did not get such an opportunity to expose them to the 'One Post Below'. 34.37 per cent of the OTs could not have the proper opportunity of work while working at 'One Post Below'. In case of the Dy. Collectors and Tehsildar the reasons behind such feeling are; 1) independent charge while at 'One Post Below' was not given and they were made to seat beside the regular officer in the office, 2) not much of the important work was available while working as the Additional Tehsildar, non-delegation of powers and duties, frequent transfers of the OTs, etc. For Dy. CEOs the lack of vacancies was the main reason for not getting the opportunity to work at the 'One Post Below' and also at the 'Actual Post'. Most of the OTs of DySP batch did not get the independent charge of SDPO and the investigation work hence could not get an exposure to and experience of working as the learning officer. As the Officer Trainees during their district attachment are expected to grasp the actual functioning of the respective department, the outcome of this period of CPTP is self-explanatory. The OTs had gained the same; such as the ACST batch learnt the registration and refund procedure of sales tax while the Dy. Collector and Tehsildar learnt the aspects on law and order and coordination, gained experiences on disaster management, work hierarchy, legal procedures, case work, staff handling, office management and protocol, public relations, quasi-judicial matters, etc.

The Dy. CEOs and BDOs learnt the different stages of work sanctions and approvals and difficulties encountered in execution of the work. Both in the rural and urban areas the work of police is the most critical in maintaining the law and order. The OTs of DySP batch learnt from their district attachment as to how the department functions actually, how to manage the manpower in police, handle the grievances of public, that to adjust with the lengthy working hours, handling the law and order and investigating the crime, etc. Most of the OTs across all cadres had encountered the difficulties while working at 'One Post Below'. The difficulties they faced are; paucity of staff and manpower, non-cooperative staff, paucity of guidance and experience sharing by the original office people, overlap of roles and responsibilities between the actual and probationary officers, no delegation of executive powers, etc. All such learning and difficulties encountered during the district attachment in general and that of while working at the 'One Post Below' are reflected in the suggestions compiled. Assignment of the charge of the actual post to the OTs for which the concerned is selected for 22 weeks during the

district attachment is a mandatory aspect of CPTP. But surprisingly the proportion of those who were assigned with the same is stagnant at 67.70 per cent only. The reasons cited for this are; the issues of internal audit (ACST) and no vacancies (Dy. Collector). Both the Learning gained and the difficulties that the OTs encountered, as well as, the suggestions emerged to overcome the same during their posting at the 'Actual Post' are almost synonymous to that of the same as that of the 'One Post Below'. Officer Trainees while on their district attachment of 66 weeks comprising 22 weeks each for the departmental attachment, work at the one post below and work at the actual post the concerned is selected for learnt about many significant aspects of the actual functioning of the respective departments. Simultaneously there have been a numerous difficulties such as the non-opportunity of working at the one post below and at the actual post they were selected by the MPSC for. Those who got such opportunities learnt and also faced the difficulties are clearly mentioned in the foregoing discussion. Based on the discussion in the foregoing the significant conclusions and observations that emerge are; that the period of district attachment of 66 weeks is not sufficient, meaning that instead of 22 weeks for each of the segment respectively (which from the captioned batch of 2017 the Government of Maharashtra has extended to 79 weeks); departmental attachment, work at one post below and the work at the actual post need to be enhanced. This is mainly because the overall learning of the concerned OTs, work load allotted and nature of working at specific office. Proper exposure during the 'One Post Below' is the prerequisite of the training during the district attachment. The reasons for the same are; non-assignment of independent charge, non-delegation of the significant departmental work, powers and duties etc. The inconveniences like frequent transfers of the OTs during district attachment and the reason of the lack of vacancies need to be addressed to urgently however the expected objectives and the philosophy of the CPTP about the three segment of the district attachment is met with.

### **Visit to the National Capital and the State Tour of Maharashtra**

Both the state and central civil services officers during their career have to work in close association with the society. The civil servants in a democratic set up and federal mode of governance in a country like India are the link between the government and the public. Hence the officers need to know about the geo-climatic, social, economic, cultural and resource endowment heterogeneity both of the state and the country as a whole. For this purpose the visit to the national capital and the state tour of Maharashtra of one week each are designed as a part of the compulsory training under CPTP. During the visit to the national capital, the OTs are expected to pay visits to the different ministerial headquarters of the government of India. Visits to the Parliament, Presidential headquarter, and other public places of national significance are planned. Lectures of some senior central officers and ministers are also arranged during the national capital visit. While on the state tour the OTs need to visit the different places in the state belonging to the different regions such as the Vidarbha, Marathwada, Konkan and other parts of the state. Visits to the works of government flagship programmes, Public Private Partnership (PPP), places of exemplary social work, heritage sites, projects of herculean size and Special Economic Zones (SEZs) are

included in the schedule of the state tour. This helps the OTs to understand state peculiarities and the region specific challenges of policy implementation and administration. This phase of the training consists of Delhi and Maharashtra Darshan which is mandatory except the OTs of Police cadre (DySP).

### **Visit to the National Capital**

Visit to the National Capital for the batch was planned and completed in the month of Feb. 2017. A Total of 84 OTs had paid this visit and participated in the entire programme of Delhi visit. Rating of this visit goes excellently. Out of the total responses of 76 and 80.26 per cent of the responding (61 responses) OTs have rated the national capital visit between 5 and 8 on point 10. Time allocation for the national capital visit is sufficient. 61 out of 81 responding OTs meaning that 75.30 per cent of them are satisfied on the sufficiency of time allotted for the national capital visit. There are suggestive responses on the matter of sufficiency of time allocation bring out that; it should be for two weeks (52.00 per cent / out of 21 responses). No suggestion on reduction in time for national capital visit has emerged from our study. Significant part of the national capital visit is the arrangements made by the BPST (Board of Parliamentary Studies and Teaching). Hence during this visit the help of the BPST was sought and it arranged the lectures and institutional visits for the OTs. But if the lectures by the union ministers, visits to the various apex institutes in the national capital region, avoidance of repeated lectures, more number of interactive sessions, interaction with the Members of Parliament were planned then the visit would have become more effective and gainful. Most fruitful visits during the national capital visit were; a visit to the Parliament, Rashtrapati Bhavan, Parliament while in session, Red Fort, etc. So far as the lectures and the institutional visits are concerned, the national capital visit remained fruitful and went smoothly. Food and accommodation during the national capital visit were arranged at the New Maharashtra Sadan. Obviously the rating was an excellent. The quality of food was above the average while the rating on the visits planned and the guidance provided during the national capital visits had of good rating on point ten.

### **State Tour of Maharashtra**

National capital visit of the batch was followed by the state tour of Maharashtra. The destinations of this tour were; Nagpur, Wardha, Amravati, Jalgaon, Aurangabad and Ahmednagar respectively. A total of 84 OTs had completed the state tour of Maharashtra. This tour is mainly for the purpose of understanding the state peculiarities and the regional socio-economic diversities. Hence the places of visit planned were decided by taking into account the regional diversities of the state of Maharashtra. Therefore the places that were visited had an excellent rating. But had the visits to the places like Verul, Wardha, Mihan, Jain Irrigation, Nagpur and Mozari were avoided the programme would have yield better results. The difficulties encountered during the state tour of Maharashtra were; heavy travel plan, low quality of the bus, issues of coordination, en-route food arrangements, etc. As many visits to the places took place on holidays the OTs could not meet with the person concerned there. Hence the time span of the state tour of Maharashtra needs to be enhanced, the field visits to be arranged in the groups of 25 to 30 OTs, better

quality of buses with clarity on schedule and overall planning, selection of places in a way that it will require less hectic travel plan, etc. also need to be taken into account during such visits in future. Segment wise overall rating of the state visit of Maharashtra goes as; excellent for accommodation, above average for food and places of visits, average for guide and below average for time planning respectively. Both the national capital visit and the state tour of Maharashtra were undertaken in the month of Feb. 2017. A total of 84 OTs had participates in these two exercises but the responses given on the matter are less than the actual number of the OTs those who completed these visits. Respectively 76 and 78 OTs have responded about the overall contents of these two visits. The proportions in terms of percentages calculated are based on the aforesaid actual responses of the OTs. Though the conclusions and interpretations made are based on these 76 and 78 responses respectively are the representatives of 84 OTs those who actually participated in these two respective visits. The responses those emerged from these actual responding OTs are their spontaneous responses thus the conclusions and interpretations automatically become significant. Most of the components of the national capital visit happened to be of an excellent quality. This includes all the logistics and accommodation, the places visited; lectures delivered, etc. however a set few suggestions is as under;

Even though the visit was excellent, for the purpose of gaining more understanding and learning the period needs to be more than a week. Lectures by the Union Ministers and an exposure (interactions with) to the members of Parliament will be more useful in gaining firsthand experience and better learning about the central government matters. Few lectures during the

suggestion that the time span needs to be increased because there is no point in reducing the number of places of visit as the ten point rating for the same goes as an excellent. Proper planning of the state tour of Maharashtra in terms of overall administration of logistics, travel, quality of vehicle, avoiding visits on holidays, etc. is required. While executing the actual visit to the places, the OTs need to be divided into the groups of about 25 to 30 each so that the travel plan and other logistics will become convenient.

### Debriefing

Debriefing for the batch under study was arranged for a period of two weeks between 20<sup>th</sup> March and 01<sup>st</sup> April 2017. This segment of the CPTP was the last stage of the training and post this training the OTs are posted at the actual post at different places in the state of Maharashtra. Debriefing expects to make a solid foundation of the OTs about their captioned duties and responsibilities. This is arranged at YASHADA headquarters and takes place separately according to the respective cadres. Assessment of OTs during the debriefing is based on experiences gained and learning during all phases of the entire training of two years. Apart from the classroom deliberations by the respective departmental seniors, the OTs during the debriefing undergo presentations based on their learning, presentations on innovative activities they had undertaken during the pre-debriefing training, individual presentations and experience sharing on different attachments, group presentations, presentations of case studies, etc. Online examination at the end of the debriefing is conducted and the marks obtained are included in the entire process of continuous evaluation of two years for the final merit list on which the

**Table 13. Summary of the Overall Opinion of the Officer Trainees about the Entire Two Year Training they received during the Combined Probationary Training Programme-2014**

Cadre				
ACST	Dy. Collector and Tehsildar	Dy. CEO/BDO	DySP	MFAS (Gr. A)
Builds camaraderie among different cadres	Most useful for the development of the officer	A great foundation for the future of the state bureaucracy of Maharashtra	Builds camaraderie among different cadres	Can create responsible officers and thereby the governance
Helped to achieve good qualities required as an officer	Fulfilled the basic objectives of the launch of the CPTP	Imparts knowledge and builds confidence and ethical values	Excellent initiative of the state government	Builds camaraderie among different cadres
Developed relations among the cadres	Useful course for skills and leadership		Shapes the attitude and character that needs for the officer	
	Excellent platform before entering into public service It provides technical knowledge, administrative skills and strengthens ethics and moral values			

Source: Primary Data.

national capital visit had the correspondence to that of the foundation lectures at YASHADA which needs to be avoided in future. State tour of Maharashtra included the districts of Nagpur, Wardha, Amravati, Jalgaon, Aurangabad and Ahmednagar respectively. Visits to all these districts were made in a span of one week. This was in immediate aftermath of the national capital visit to New Delhi. Looking into the span of distance and the number of places visited the state tour of Maharashtra proves to have been a hectic activity. This is in terms of travelling and logistics. But the places of visit chosen obtained an excellent rating. However a set of few suggestions is as under; Looking into the distance and the number of places of visit during the state tour of Maharashtra, we arrive at the

future plan of seniority is based. Debriefing of the batch under study took place during the period of 20<sup>th</sup> March to 01<sup>st</sup> April 2017. This was the last segment of the CPTP after which the online examination of the OTs was conducted. After this their probation gets terminated and the OTs are finally posted at the respective posts as an incumbent officers which they are selected by the MPSC for. The time period for the debriefing of this batch was for two weeks and 64.28 per cent of the responding OTs (98) say the same was sufficient. For the remaining OTs an increase in the time period of debriefing is welcome which they feel should be about one month. As 93 out of 95 OTs (97.89 per cent) those who have responded and rated the programme between 5 and 10 on 10 point scale, the

rating of the methodology followed at the debriefing goes excellent. The objective of CPTP of fostering camaraderie among the cadres is found met with. 93.68 per cent of the responding OTs had received the help they sought from their batch mates of different cadres during their district attachments.

The objective of launching the Combined Probationary Training Programme (CPTP) by the government of Maharashtra in 2014 was to create the sensible, responsible, capable and efficient and honest state civil servants finds to have met with. 94.89 per cent of the responding OTs are of the same opinion which is substantially sufficient to support this conclusion. The summary of the overall opinion about the Combined Probationary Training Programme (CPTP) of different cadre OTs of the batch under observation goes as following;

Debriefing is the last segment of the CPTP which takes place at the YASHADA headquarters and the period of the same is for two weeks. These being the last activity of the two year training programme, the OTs are expected to make themselves ready mentally and morally to take on the field as an incumbent officer. Mainly the components of the debriefing are; the cadre wise classroom lectures by the senior most officers of the respective cadre, case study presentation, experience sharing, group presentation and the final online examination of which the marks obtained are included into the final merit list that forms the base for seniority of the captioned officers. Debriefing being the last segment of the entire two year training the period of two weeks is not sufficient and needs to be enhanced to one month so that the final polishing of the OTs will be more effective. The conclusion from the entire primary data extracted on debriefing emerges that the objective of the CPTP in general and that of the expectations from debriefing in particular stand achieved. The benefits of debriefing that the responding OTs feel that are achieved are; camaraderie, help in achieving all good qualities required as an officer, interdepartmental coordination, excellent platform immediately prior to the entry in the public service, understanding the departmental technicalities, administrative skills and ethical strengthening, etc.

### Post Script, Conclusions and Policy Implications

This paper summarizes and analyzes the primary data on the learning and overall academic and physical contents of the Combined Probationary Training Programme (CPTP) that was introduced by the government of Maharashtra for its newly selected class one officer under different cadres in 2014. The study is based on the primary data obtained from the 102 OTs (responding out of 106) during their debriefing, the last segment of two years of the CPTP. The main research question around this study is created is as to whether the Combined Probationary Training Programme-2014 (CPTP) meets its desired objective of imparting the quality training to the state civil services officers. The data collection exercise was conducted during the period of debriefing, the last stage of the Combined Probationary Training Programme (CPTP) at YASHADA between 21<sup>st</sup> March and 01<sup>st</sup> April 2017. The study not only helps in understanding as to how the overall conduct of the two years of the Combined Probationary Training Programme (CPTP) was and about the academic and

physical contents of the programme better, but also has an immense value in terms of planning the relevant changes in it in future for improving the same on different facets and improve the standard on the lines of LBSNAA, Missouri. Following are the chief post script observations, conclusions and the policy suggestions of the study which are in an exact chronology of the entire study;

As it emerges that the OTs find it difficult to digest the academic and private sector managerial components or they might have the feeling of futility of the same in their captioned career but the same on the lines of any national training institute including that of the LABSAA is equally significant and hence demands *pre foundation introductory session and brain storming* on as to what the OTs are to learn and about the significance of academics and private sector managerial practices in their future career. In regards to the design and methodology of the sessions more focus would be on *interactive and participatory sessions which need to be followed by an exercise on case studies of exemplary officers in the field*. As the CPTP Foundation course is combine tenure for all cadres together there needs to be a *focus on proportionately equal number of lectures representing all cadres present during the respective batch*. Not only the lectures and special sessions on different topics during the foundation are significant but making a *provision of providing a sufficient amount of reference and reading material especially on; common legislation, office procedures, MCSR, department related software, etc, etc...* will stand as a precursor to the effectiveness of the foundation training programme. Lectures on soft skills, micro-soft (M/S) excel, lectures by public prosecutors and the lectures on Legislative Assembly Questions (LAQs) need to be included in the foundation schedule. *Also the sessions by NGO persons particularly those of the 'watch dog NGOs' and political leaders need not be treated as irrelevant*.

During the technical training the field visits to manufacturing units, Special Economic Zones (SEZs), Fiscal Policy Institute, Bangalore, with an addition of topics such as the; e-governance, MGNREGS, Quasi-Judicial matters, Sessions on issuance of different certificates, the sessions on Vidarbha and Marathwada will cater a better gateway towards the respective departmental understanding of the cadre specific OTs. Cadre specific exercise during the technical training should consist of; *field visits to different taxation departments (ACST), participation of OTs in the field level checking and raids, exercise on records Godown and MGNREGS work inspection, Live session while SDO in the Court, visits to NIC, SDC and SETU (for the OTs of Revenue cadre), visits to underdeveloped villages that face different problems and the visits to other state villages (Rural Development cadre) and practical visits to the Treasury System (MFAS cadre)*.

As the district attachment of 22 weeks from the CPTP-04-2017 batch is already enhanced to 79 weeks, the response specific suggestion in this regards is reserved. But *instead the at stroke plain attachment, the mid-term review and feedback mechanism with appraisal need to be put in place. Based on the results of such mechanism the segment wise periods of district attachment needs to be revised. The work exposures during the district attachment such as the 'one post below' and 'on the actual post' need to be mandatorily complied with from the respective district incumbent officers*.

While on Delhi visit the *interactive sessions with the Members of Parliament belonging to the state* would be fruit bearing while on the state tour of Maharashtra it demands *time extension, good quality buses and logistic, plan of working day visits to the places and visits in a group of 25 to 30 OTs each*, etc. The time span of debriefing needs to be extended for *a period of one month from the existing period of two weeks*. Ultimately it needs to be mentioned specifically that the present study was prompted with the intention of contributing to the understanding of the potential of the Combined Probationary Training Programme (CPTP) introduced by the Government of Maharashtra in 2014 for its captioned class one officers selected through the MPSC. Based on the entire exercise of data collection, tabulation and interpretation there is an ample scope to conclude that the Combined Probationary Training Programme has been substantially successful in meeting its desired objectives, however if the set of a few suggestions in the foregoing is incorporated in future, the programme will gain comparable standing to that of the standard of the training provided by any national level institution.

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