



Directorate of Forest Education
Ministry of Environment & Forests
Government of India



JAPAN INTERNATIONAL COOPERATION AGENCY



CENTRAL ACADEMY FOR STATE FOREST SERVICE
DEHRADUN

Prepared under the Project for
Capacity Building of State Forest Training Institutions and CASFOS

Project Implemented by

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COURSE GUIDE

Training-cum-Workshop for In-Service SFS Officers on
"Human Resource Management"

03 - 08 December, 2012



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Foreword



In Service Training Module are revised under Technical Cooperation Project with Japan International Cooperation Agency (JICA). Training Module on Human Resource Management (HRM) has been developed after detailed and exhaustive exercise through deliberations in workshops and inputs from renowned resource persons and experts.

Dr. Dharmendra Verma, IFS
Director Forest Education



Training module on Human Resource Management (HRM) has been designed to fulfill the needs of field officers and forest staff, which they encounter while dealing with issues related to various fields of HRM. Further, the module is structured in such a way, that the participants are not only acquainted to theoretical aspects but also to practical inputs through adult learning.

Sh. Ashish Rawat, IFS
Principal, CASFoS, Dehradun



This In-Service SFS Officers Training Course module has been developed under closely coordinated Technical Cooperation Project conducted by Directorate of Forest Education, CASFOS Dehradun and Japan International Cooperation Agency (JICA). JICA continues to contribute to capacity development of officers and staff who are dedicating themselves to sustainable forest management and forest conservation in India.

Mr. Yasuhisa Tanaka
Chief Advisor
Project for Capacity Building of State Forest Training Institutions and CASFOS

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Developed by
Surender Mehra, IFS
(Faculty, CASFOS)



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Introduction

For achieving effective management of the forest resources, one of the important issues to be analyzed is existing Human Resource capabilities and how to build upon them. The performance in Forest Departments of the States is based on the collective contributions of all the officers/officials. The systemic approach towards building the capacity of forestry personnel for protection, conservation and management of forest resource; using the appropriate technology for its sustainable development; helping change the attitude towards working with and for the poor in tree/forest protection and regeneration and helping build consensus for a new strategy of forest protection and management with the stakeholders, is required to be institutionalized. It involves judicious use of authority and keeping the workforce motivated for the effective management of resources.

For the purpose, '*creative*' and '*lateral*' thinking in working out the strategies for effective Human Resource Management is the need of the hour. The Human Resource Management ought to be participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive within the confines of the prevailing rule of law. The challenge before training and development intervention is that there is a need for synergizing the vast field experience possessed by the participants coupled with their knowledge of living in today's '*Information Society*'. The uniqueness of traditional elements of 'Management Training' remain relevant but with constant honing and polishing of 'organizational behavioural, aspects, new dimensions could be added. It is not only important to be 'aware' of new and the latest but also a good understanding of '*processes*' and '*strategies*' for '*imbibing*', '*applying*' and '*transferring*' the same to achieve higher standards of performance is as essential.

All these aspects including assessing the Training Needs of the prevailing field scenario for matching steps with the development of new techniques and methodology, its practical orientation and updating of the forestry personnel in latest trends and practices in 'Human Resource Management' have been kept in view while preparing this Course.

Aim

- To develop Human Resource Management skills for achieving the best performances
- To seek an insight in Human Resource Management issues before the Forest Departments

Designed for

- Experienced State Forest Service Officers who have put in more than ten years of service

Facilitators

- In-House Faculty having 'Management' background
- Guest Faculty with specialization in 'Management' related issues
- Senior officers with their experience while involved in Human Resource Management in the States

Course Style

- Six-day Workshop
- Issue-oriented
- Trainee-Centered
- Individual/Group Learning
- Experience Sharing & Peer Learning
- Practical inputs by discussions with senior officers involved in HR Management in the States
- Management Games/Exercises
- Supported/Supplemented by Visuals and Reading Material

Assessment

The participants are experienced officers. Accordingly, the priority is to help them in having a clear understanding of the significance of Human Resource Management in preparing the workforce towards accomplishment of the objective of an effective management of the resource. Assessment will be carried out by seeking the formal/ informal feedback from the participants in the beginning and after the Course is over.

1 Significance of Human Resource Management – An overview

At the end of the Session, participants will be able to –

- Imbibe the significance of Human Resource Management in the context of Forestry
- Know the contemporary practices in Human Resource Management
- Display the best practices in managing '*self*' and '*subordinates*'

2 Significance of Organizational Behaviour

At the end of the Session, participants will be able to have a good understanding of –

- The concept of 'Organizational Behaviour'
- The role of 'Organizational Structure'
- The significance of 'Organizational Culture'
- 'Attitude', 'Aptitude' & 'Personality Development'
- Manpower Planning, Placement and Career Progression
- Contemporary Practices in Human Resource Management
- The 'Best Practices' in managing '*self*' and '*subordinates*'

3 Image building

At the end of the Session, participants will be able to –

- Explain the meaning and significance of '*self-image*'
- Display the qualities required for building '*self-image*'
- Understand the concept of '*sense of belonging to the organization*'
- Describe the methods and practices for image-building
- Identify the factors contributing for building image of the organization

4 Personality Development

At the end of the Session, participants will be able to

- Define '*Personality*' and '*Attractive Personality*'
- know the determinants '*Personality*' and '*Personality Traits*'

- Explain the concept of '*Personality Development*'
- Define '*self-growth*' and '*organizational growth*'
- Explain criteria of measuring personality

5 Performance enhancement – Appraisal & Monitoring

At the end of the Session, participants will be able to –

- Differentiate between '*Appraisal*' and '*Monitoring*'
- Differentiate between '*Appraisal*' and '*Monitoring*'
- Understand the role of Appraisal and Monitoring in enhancing performance
- Explain Appraisal and Monitoring as '*Strategies*' and '*Techniques*'
- Use various Appraisal and Monitoring tools

6 Stress Management

At the end of the Session, participants will be able to –

- Perceive '*Stress*'
- Understand the types of stress
- Explain relationship between '*Stress*' and '*Job Performance*'
- Relate to harmful effects of stress
- Demonstrate stress management techniques

7 Yoga tips to manage stress

At the end of the Session, participants will be able to –

- Understand relationship between '*Yoga*' and '*Stress*'
- Absorb the benefits of yoga for remaining physically fit and mentally alert
- Demonstrate yoga exercises to keep stress under control

8 Leadership

At the end of the Session, participants will be able to –

- Understand the Theories of '*Leadership*'
- Understand '*Leadership Styles*'

- Differentiate between '*effective*' and '*ineffective*' leader
- Perceive best ways to practice '*Leadership*'
- Understand role of '*Transformational Leadership*'

9 Decision-Making

At the end of the Session, participants will be able to –

- Seek 'What', 'Why' and 'When' of '*Decision-making*'
- Understand the decision-making process
- Demonstrate decision-making skills

10 Motivation

At the end of the Session, participants will be able to –

- Have an insight of '*Motivation*'
- Understand Contemporary Theories on Motivation
- Draw up Guidelines for Motivation
- Apply Motivation while performing duties
- Display the impact of Motivating Practices

11 Communication Skills

At the end of the Session, participants will be able to –

- Absorb the meaning and purpose of Communication
- Explain the role of 'Effective Communication' in enhancing performance
- Demonstrate the Communication Skills
- Know the Strategies adopted for communicating with seniors, colleagues and subordinates
- Seek out the '*Barriers*' to effective communication

12 Self-Growth

At the end of the Session, participants will be able to –

- Explain the concept of '*Self-Growth*'
- Describe '*Job Satisfaction*'

- Explain the significance of '*Career Planning*'
- Explain the issues concerning '*Career Planning*'

13 Skill up-gradation

At the end of the Session, participants will be able to –

- Understand the concept of '*Skill Upgradation*'
- Identify the skills required for enhancing performance
- Match the present skills with the requirement of tasks

14 Presentation Skills

At the end of the Session, participants will be able to –

- Adopt the steps required in preparing a presentation
- Demonstrate the '*Presentation Skills*'
- Display the '*Public Speaking*' skills



Timetable

Given below is an indication of how the various learning activities are scheduled into six days of the Course:

Day	Session-I 09:15-11:05 hrs	Session-II 11:20-13:10 hrs.	Session-III 14:30-15:40 hrs	Session-IV 15:55-17:15 hrs.
Monday	Registration/ Inauguration	1 Significance of HRM-An overview	2 Concept of Organizational Behaviour	Coffee Break Group formation & Task assignments
Tuesday	3 Image building	4 Personality/Atti tude development	5 Performance Enhancement- Appraisal and Monitoring	
Wednesday	12 Self Growth & Career Planning	13 Skill Upgradation	11 Communication Skills/Panel discussion on HR issues in Forestry Followed by Volleyball Match	
Thursday	10 Motivation	8 Leadership	9 Study Tour/Decision Making	
Friday	6 Stress Management	Ethics and Values	14 Team Presentation	
Saturday	Feedback	Valediction	Relieving	

Yoga Session 06:00 hrs. to 07:00 hrs. (7)

Sports time 17:30 hrs. to 18:30 hrs.

Abstract of Sessions

Opening & Closing	2 Sessions
Introduction to HR and Organizational Behaviour	1 Session
Behavioural skills	4 Sessions
Managerial skills	5 Sessions
Tools & Techniques	5 Sessions
Visit to neighboring Institute(s)	after the Sessions

