

Chapter 3

IDENTIFICATION & ASSESSMENT OF PROBLEMS

Although HIPA is the apex training institute of the State, yet it had lately assumed slipped down status due to gross mismanagement. Efforts indeed were made towards putting the Institution back on rails, but the same were not focused and contained contradicting priorities. Perhaps the posting at HIPA of the civil servants was deemed a sort of 'parking place' for the unwanted. Resultantly, the training and capacity building needs of the government had to bear the brunt. It was in the beginning of 2003 that the efforts for search of sustainable solutions started with introduction of modern management practices at HIPA.

In documenting the process of good governance, an attempt has been made to study the issues and challenges in management of HIPA. An endeavor has been made to analyze the practices which have led to the present scenario by studying the existing mechanism of management. This has been done to identify gaps in management model of HIPA in a manner that serves as model for all such organizations with a similar type of malaise.

Objectives of Case Study:

The objectives of this case study are as follows:

- ⊕ To study the system of governance of HIPA;
- ⊕ To study and seek explanation of the outdated managerial practices which have led to the inefficient administration;
- ⊕ To comment on the inadequacies of past practices;
- ⊕ To list the management initiatives pushed since 2002-03;
- ⊕ To establish and verify the fact that strategic management initiatives can turn around a government organization for good;
- ⊕ To underline the forces that contributed to robust management of HIPA;
- ⊕ To assess the efficacy of doses of investment in bringing about change in management practices and initiatives.

Strategy:

The era of liberalization has witnessed changes in management practices in government organization. Hitherto, the management approach in HIPA remained individual centric with disregard to adopting a holistic approach.

Measurement Issues:

The case study involves general description of the Institute in terms of management and regaining the 'paradise lost'. This also involves study of overall situation prevailing in the Institute over a period of time w.e.f 1-4-2003 to 31-12-2007 to find out the issues and prevalent status of the organization.

Road Map for Process Re-Engineering

With the drive of process re-engineering, a road map was chalked out with regard to initiating improvements and changes which, away from other things, included the following:-

- a) Financial self sufficiency and sustainability
- b) Increase training activities
- c) Improve quality of training
- d) Impart demand driven trainings
- e) New and relevant training programs on emerging issues/areas.
- f) Close contact with government departments for identifying their training needs.
- g) Making various departments agree to share part of training expenses for increased sustainability of trainings.
- h) Campus upkeep and beautification.
- i) Motivation of staff.
- j) Improve board and lodging facilities.
