

Join Hands to Skill the Youth



TRANSFORMING HARYANA THROUGH SDG IMPLEMENTATION

SDG 17: Partnerships for the Goals



SDGCC

SUSTAINABLE DEVELOPMENT GOALS
COORDINATION CENTRE

MAKING HARYANA YOUTH FUTURE-READY THROUGH CENTERS OF EXCELLENCE

An Abstract

Currently, there is a significant mismatch between industry needs and available talent, and a massive need to bridge this gap. In order to address this issue, the Department of Technical Education, Haryana has mobilized the CSR (Corporate Social Responsibility) funds of various corporate houses in Haryana. This endeavor aims to achieve the following:

- A. Establish centers of excellence — These state-of-the-art centers are meant to impart training on the latest technologies in active vocation and are set up on campus at various educational institutes to benefit students studying there.
- B. Provide free soft-skills training — These trainings are meant to improve the students' communication and interpersonal skills and make them interview-ready. So far, more than 5,000 students have benefitted from these training sessions at 21 polytechnic institutes all over Haryana.

This endeavor has been launched with ambitious objectives in mind. If it works — and feedback from all quarters indicates it does — the plan is to replicate the system in other areas of development and even other states. Less than two years in, the program has already started showing promise and placement statistics are the biggest indicators in that direction.



USING CSR FOR BETTER WORKFORCE OPTIMIZATION

The current gap between industry needs and available talent is a result of several factors:

1. Paucity of requisite technical expertise,
2. Limited finances, and
3. Lack of hands-on training.

A lack of soft-skills training Lacking soft-skills training in various technical institutes adds to the problem at hand. Studies have estimated that 75% of students with technical degrees in India are unemployable.

To tackle this problem head on, the Haryana Government's Department of Technical Education came up with an innovative solution: the setting up of technical training programs called "centers of excellence" at various institutions. To fund this program, corporates were involved and signed up to commit their CSR corpus towards this exercise.

With 45 government engineering/polytechnic institutes and more than 200 autonomous and semi-autonomous institutes within its ambit, this was a daunting project and called for a lot of concerted efforts by several stakeholders.

This case study endeavors to map out the inspiring journey of this project from idea to implementation, the multiple ways it's benefitted the talent pool in Haryana, and the impact it's had on the employability of Haryana's technical graduates. It also lays out how the program has been optimized for scalability, replicability, and sustainability.

The core objective of this scheme is to impart technical and soft skills training to the students enrolled in



Image 1: Center of Excellence by Maruti Suzuki India Ltd. at Government Polytechnic, Manesar

OBJECTIVES

various polytechnic and engineering institutes across Haryana and foster sustained quality improvement in the delivery of education.

The scheme involves setting up of the following:

1. Centers of excellence, and
2. Soft skills training programs

The centers of excellence aim to bridge the skill-gap between industry demands and available manpower with advanced technical training, and also soft skills programs for personality development, personal grooming, business etiquettes, and interview skills. This two-pronged approach is crucial in an ever-changing business and industry landscape. Training our human capital to be properly prepared and flexible calls for both ideas to work in tandem.

These training programs will be held at various polytechnics across Haryana to help students develop confidence for interviews, and also to overcome hesitation in speaking English, as well as foster awareness of social issues.

KEY STAKEHOLDERS

Nodal Agency



The Department of Technical Education, Haryana

Implementing Agencies



Polytechnic/Engineering Institutes

Funding Agencies



Beneficiaries



Students



Parents/Guardians



Prospective Employees



Community

KEY STAKEHOLDERS



Upskilling the youth is an ambitious exercise and calls for a concerted effort from several stakeholders. These stakeholders include:

1. Government department or nodal agency — This area is represented by the Department of Technical Education which envisioned and operationalized the whole scheme.
2. Implementing agencies — This includes the various polytechnic institutes and engineering colleges of Haryana.
3. Funding agencies — Funding for this scheme comes from various corporations through their respective CSR and training funds.
4. Beneficiaries — This ambitious endeavor benefits the community at large, i.e. students, parents, guardians, and prospective employers.

Upskilling our youth is a critical aspect of social development and all involved stakeholders ought to work in tandem to make the program a success.

IMPLEMENTATION STRATEGY



Implementing a campaign of this size is a daunting exercise and calls for much patience, diligence, and perseverance. It takes a team bestowed with immense focus, caliber, and team-spirit.

Centers of Excellence

The strategy around executing this part involved two steps:

The first step was to identify corporate partners interested in setting up centers of excellence in technical education institutions in the state, and signing agreements with them. To this end, the Department of Technical Education organized a mega I-Tech event on May 2, 2018 at Government Polytechnic, Manesar. This event was attended by representatives of over 50 corporate houses and was a major success. MoUs were signed to set up six centers of excellence in six polytechnics of Haryana to which end, the signatory corporate houses committed a cumulative investment of ₹8.67 crores. Modalities around infrastructure, technical expertise, and areas of specialization were chalked out too.

Step two was setting up the physical infrastructure and commissioning equipment. This also involved training of faculty members and staff on simulators and other advanced technologies. The hands-on student training started in April 2019. This training was provided in three steps:

- A. Classroom/computer training
- B. Simulator training
- C. Hands-on practice

Opportunities for interdisciplinary collaborations on projects and research relevant both locally and globally were also provided to the students.

impact

Training : Soft skills, technical



Soft Skills Training

To implement this, the Department of Technical Education, Haryana reached out to corporate houses willing to partner with the government to mobilize their CSR/training corpus. This was done to offset the high cost of implementation.

An MoU was also signed with Naandi Foundation, the CSR arm of Mahindra Group, to impart soft skills and behavioral training to polytechnic/engineering students. Before training the students, skilled trainers were recruited through a rigorous hiring process. Selected trainers were then trained in three "Train the Trainer" programs held in Mohali.

Once the trainer team was ready, Mahindra Pride Classroom was launched in September 2018. The feedback to these training sessions has been very encouraging and remarkable behavioral and attitudinal improvements have been reported.



Mobilizing CSR funds from the corporates into providing technical and soft-skills training to polytechnic and engineering students was an innovative initiative with very encouraging feedback. The impact this scheme has created can be categorized under three distinct areas:

1. Improved quality of trainers — Faculty and staff members from all over the state were trained by industry experts on latest welding/turning technologies and simulators. This training was conducted at various centers of excellence and also corporate houses. Furthermore, all the 91 trainers selected to train the students in soft skills were given a rigorous three-day "train the trainer" program to ensure only the best was put to use.

- Improved quality of training — Both the technical and soft skills training delivered under the scheme have received impressive feedback from all stakeholders. Institution heads have reported improvements in not only confidence levels but also technical competence, employability, spirit, and attitude. Participants have reported improved personality and better more thorough familiarity with business etiquettes and interview skills. Throughout 2018-19, 5,219 students at 21 polytechnics have successfully gone through soft skills training. The center of excellence at Government Polytechnic in Manesar alone reported successful training of 1,074 students via 34,266 man-hours of sessions. In all, 46 programs were conducted.
- Improved placement metrics — The biggest improvement has been seen in placement numbers. These improvements have been reported from all centers of excellence as well as institutes where soft-skill training sessions were conducted. Improvement has also been noted in average packages and quality of companies. Overall, the program has delivered on this most important parameter of employability. Students are more industry-ready and productive.

TRAINING EFFECTIVENESS

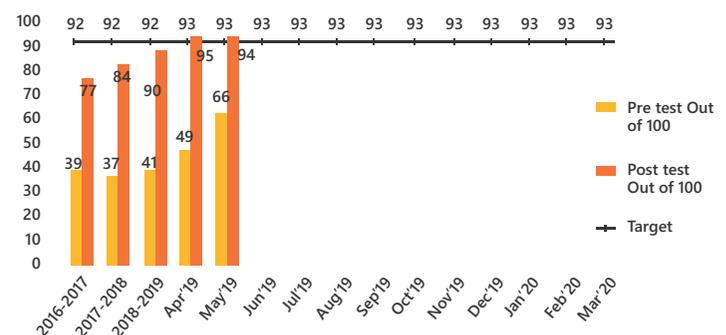


Image 3: Training effectiveness as captured from Area Control Board at the Center of Excellence, Government Polytechnic, Manesar



"After joining Government Polytechnic, Manesar, not only our technical skills but our personal development skills have improved too which in turn will help in our placements."

— Neetu Negi, Student, Government Polytechnic, Manesar



FOR UTILIZING THE CSR FUNDS OF
ESTABLISHING CENTERS OF EXCELLENCE
TEACH THE STUDENTS THE SKILLS

— A Sreenivas, Director and Special Secretary



"The centers of excellence have helped achieve three-pronged benefits: Superior quality of training, better quality of instructors, and improved placement statistics."

— Hitesh Kumar, Deputy Secretary, Department of Technical Education, Haryana



“It is going to change the skills which are imparted to our trainees, our students, and even training of our trainers.”

— Krishan Kumar Kataria, Director (Technical Education), Haryana

OF THESE CORPORATIONS, WE'RE
LLENCE WHERE THE CORPORATES
S REQUIRED IN THE INDUSTRY.”

y (Higher Education), Government of Haryana



“The technical training provided at our center of excellence has made our students technically competitive. The training has significantly promoted student achievement.”

— Bobinder Kumar, Principal, Government Polytechnic, Manesar, Haryana

RESOURCES UTILIZED



State-of-the-art training is an expense government institutions' limited finances can't afford. Hence the DoTE roped in companies to commit their CSR funds. While the DoTE provides the physical infrastructure, other expenses like operations and training area deferred to partnering businesses.

A total of ₹8.67 crore has already been pledged by various corporate houses so far towards this project. The government of Haryana expects to save about ₹1.3 crore per annum as a result of this initiative.

KEY CHALLENGES



The biggest challenge in a project of this scale is funds. In order to address this, the DoTE involved profit-making corporate houses with CSR funds at their disposal, as program partners. This helped finances as well as brought industry leaders into the program for quality training and guidance.

Finding quality trainers was another challenge. To that end, trainers were sourced through a rigorous selection process and put through various "Train the

Trainer" programs by industry experts to make them program-ready.

REPLICABILITY & SUSTAINABILITY



The Department of Technical Education has planned to make the scheme self-sustaining within the next 3-5 years with help from international partners and collaborators.

This successful utilization of CSR funds can be replicated in other areas like healthcare and sanitation too. And not only in Haryana but also in other states. Centers of excellence can also be instituted to research and develop technologies that address issues like waste disposal, water supply, smart cities, etc.

It should also be noted that while the state of Haryana was the first to sign an MoU with a corporate house to deliver soft skills training to polytechnic and engineering students, this model was later replicated in two other Indian states, Uttar Pradesh and West Bengal. This proves not only the scheme's practical viability and success but also its potential for replication across disparate geographical regions. With time, many more states should be able to reproduce similar success with this program in their respective contexts.

Name of Polytechnic	Associated Corporate House	Approximate CSR Investment by the Corporate House (in INR crores)
Government Polytechnic, Manesar	Maruti Suzuki India Ltd.	5.00
Government Polytechnic, Sonapat	Hero Moto Corp Ltd.	1.16
Government Polytechnic, Hisar	Daffodil Softwares	0.31
Government Polytechnic, Ambala	Power Grid Corporation of India	1.0
Government Polytechnic, Jhajjar	NTPC Joint Venture – APPCL	1.0
Government Polytechnic, Meham	Voltaic Power	0.2

IN CONCLUSION

Soft-skill and technical training is a cost-intensive exercise where training expertise is as much a bottleneck as budget. This training, however, is indispensable and must form an integral part of state policy in order to ensure our human resources are industry-ready and employable. An exercise of this scale warrants concerted efforts from multiple stakeholders both from government as well as the industry.

This case study illustrates the need to:

- Mobilize training and CSR funds available with various corporate houses at large
- Upgrade training methodologies and environments by setting up Centers for Excellence
- Get a buy-in from the various stakeholders including educational institutions
- Source quality trainers from various industries

As a pioneering CSR mobilization project of the Government of Haryana, this is the state's first in a series of implementations towards not only technical education but also other developmental areas. Not only does this help us realize the full potential of optimal CSR funds utilization, it also helps open up new avenues of development in areas like irrigation, agriculture, waste management, etc.



Government Department/Nodal agency

The Department of Technical Education envisioned and operationalised the scheme

Implementing Agency

The Scheme is implemented by polytechnic / engineering colleges of Haryana

Funding agency

The Scheme is funded by corporate houses through their CSR or training funds

Beneficiaries

The Scheme benefits students, parents / guardians, prospective employers and community at large