Training of Odisha State Housing Board Officials on Leadership and Team-Building

25th and 26th August 2022
Bhubaneswar, Odisha, India
Hosted by

National Institute of Urban Affairs
On 25th and 26th August 2022

Report Developed by

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AFD  Agence Française de Developpement
CITIIS  City Investments to Innovate, Integrate and Sustain
M&E  Monitoring and Evaluation
MoHUA  Ministry of Housing and Urban Affairs
NIUA  National Institute of Urban Affairs
H&UDD  Housing and Urban Development Department
ULB  Urban Local Body
PHEO  Public Health Engineering Organisation
CGWB  Central Ground Water Board
BOD  Biochemical Oxygen Demand
OSHB  Odisha State Housing Board
Introduction to CITIIS Program

City Investments to Innovate Integrate and Sustain (CITIIS) is a sub-component of the Government of India’s Smart Cities Mission and a joint program of the Ministry of Housing and Urban Affairs (MoHUA), Agence Française de Développement (AFD), the European Union (EU), and the National Institute of Urban Affairs (NIUA). The program is being coordinated and managed by the Program Management Unit at NIUA in New Delhi.

The program has three components with interventions at the central, state and local levels (see Table 1). Under the first component, CITIIS is assisting 12 cities across India – selected through a challenge process – develop and implement innovative and sustainable urban infrastructure projects.

The CITIIS program is also dedicated to strengthening institutions by committing resources for systematic planning, results-based monitoring and effective implementation, and building the long-term capacities of municipal functionaries. Under the second component of the program, an MoU has been signed with the Government of Odisha for the capacity-building of 115 Urban Local Bodies in the state.

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<th>Component</th>
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<tr>
<td>Component 1</td>
<td>Development and implementation of urban infrastructure projects in 12 Smart Cities</td>
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<td>Component 2</td>
<td>State partnership with the Government of Odisha for the capacity-building of Urban Local Bodies in the state</td>
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The Housing and Urban Development Department, Govt. of Odisha, (H&UDD) in collaboration with National Institute of Urban Affairs (NIUA), conducted a two-day training program for a select group of Odisha State Housing Board (OSHB) officials at Unnati Bhawan, Bhubaneswar, on 25th and 26th August 2022.

The training program was designed as a result of several rounds of discussions between Ms. Sagarika Patnaik (Managing Director, OSHB and Special Secretary, H&UDD) and the NIUA-Odisha team, during which a dire need for rejuvenating the spirits of OSHB employees was felt. With these concerns in mind, the CITIIS-Odisha team was requested to organise and plan a leadership and team-building workshop, which shall motivate and engage the OSHB employees to strengthen interpersonal bonds between different levels of management, inculcate professional etiquette, and develop new-age people and self-management skills.
Objectives of the Workshop

The workshop was thematically curated with the aim of enhancing the professional, personal and social realms of the OSHB employees in order to augment their leadership skills and performance. The focus areas were:

- Team-building
- Creative mindset
- Leadership
- Ethics and accountability
- Importance of personal grooming
- Effective communication for negotiation and motivation
- Design thinking
- Power of a positive attitude for team-building and performance
Inauguration Ceremony

Opening Remarks by Special Secretary – H&UDD

Ms. Sagarika Patnaik emphasised the objectives and special nature of this workshop and highlighted the core objective of the two-day training workshop – to self-reflect, enjoy it, and take away learnings from each session.

She requested the trainees to participate in the workshop with an open mind and without any preconceived inhibitions. They were also instructed to actively participate in the training and clear their doubts in case something required further clarification.

She applauded the collaboration with NIUA-CITIIS for organising such a unique and personalised workshop catering to the overall vision and mission of OSHB and its leadership team.
Day 1

Eight classroom sessions were conducted over two days during the training program. This section describes the activities conducted and the key takeaways for the trainees.

Session 1:

Team-Building

Objectives
- To sensitise the participants towards the importance and significance of teamwork and team building
- To make the participants realise the benefits of team-building and teamwork for self, organisation and the nation
- To make the participants aware about the essential characteristics of the best-performing team and the worst characteristics of a loose-knit team
Discussion

The session started with two ice-breaking tasks, ‘Check your Learning Curve’ and ‘Strengthening Interpersonal Relationships and Erasing Designations’. The participants interacted with each other during the session and actively contributed to the discussion. The session became very lively while discussing the success of Govt. of Odisha’s teams (5 Ts, Disaster Response Team, OMC Team, Odisha Organising Team for the World Hockey Match, COVID-19 Odisha Teams, etc.)

A story called “3 Statues” narrated during the session conveyed the importance of ethical values in team-building. NIUA Trainer Mr. Ram Kishor Sharma also used motivational videos like ‘Battle at Kruger’ and a modern narration of the story of the race between the hare and the tortoise to impart lessons on old and new moral values.

Other exercises used during this session were ‘Be Safe on Island’ to teach participants the ‘4Ps’ (Plan, Prepare, Practice & Perform) and Tuckman’s Model of 5 Stages of Team Building (Forming, Norming, Storming Performing, Adjourning) which brought clarity on team-building and the role of the team leader and team members.

The trainer also gauged the responses to the exercises, collected the learning feedback of the participants and de-briefed them.
Key Takeaways
In this session, the participants learnt about the following:

- The stages of team development and the role of a leader
- Essential characteristics of a well-performing team and bad characteristics of a loose-knit team
- Benefits of working in a team and how larger organisational goals can be achieved by it
Session 2:

Creative Mindset

Trainer: Ms. Sutapa Pati

Objective

- To understand the qualities that make a person creative
- Demonstrate to the trainees how a creative mindset is learnt and practised
- Allow the trainees to respond to the question: How is creativity a prerequisite for leadership and successful problem-solving?
- To understand prominent acceptable methodologies that can help participants develop a creative mindset
Discussion
The participants were introduced to various tools and methodologies for enhancing creativity and inculcating a more creative mindset while approaching and solving a problem.

The participants did the following activities and understood the prerequisites of a creative mindset:

- The Sunflower Exercise – To appreciate nature’s creative process of optimizing design and how associating ourselves more with the creative processes of nature and culture enhances our creative mindset.
- The Nine Dot Problem – To appreciate out-of-the-box thinking.
- The Candle Problem to appreciate how to come out of functional rigidity in our mind
- The Three Glass Problem – To alter attitudes for curating creative solutions

The trainees summarised their experience of this session and conveyed their appreciation for adopting a unique and creative pedagogy in order to enhance the creativity of an individual and their team.
Key Takeaways
Participants took away the following concepts from this session:

- Creativity can be defined as a process of problem identification and idea generation.
- Innovation can be defined as idea selection, development and commercialisation.
- The five steps to a creative mindset are:
  - Fact-finding
  - Problem-finding
  - Idea-finding
  - Solution-finding
  - Acceptance-finding
- Some identified traits of creative persons are: awareness of their creativity, originality, independence, taking risks, personal energy, curiosity, humour, attraction to complexity and novelty, an artistic sense, open-mindedness, need for privacy, and heightened perception.
- Creativity requires one to be in touch with something higher than themselves, like the case of Archimedes’ Eureka moment and Newton’s apple.
- The stages of a creative process are:
  - Preparation
  - Incubation
  - Illumination or Inspiration
  - Verification
  - Appreciation of nature and culture
Session 3:

Leadership

Trainer: Mr. R.K Sharma

Objective

- To sensitise the participants towards the importance and impacts of effective leadership for enhancing performance
- To make the participants aware about differences between Labour, Teacher, Counsellor, Manager and Leader
- To make the participants aware about the qualities of an effective leader and the need to nurture them
Discussion
In this session, the participants were engaged through Powerpoint presentations and videos of people like Dr. APJ Abdul Kalam to demonstrate the important of effective leadership and its positive role in team building and organisational growth. Participants were also assigned an individual self-reflective task related to identifying a real-life role model leader and their qualities.

Two case studies were discussed (the Parliament attack and the Odisha super-cyclone of 1999) to explain the importance of process-wise/rational and timely decisions.

Participants were also involved using psychotherapy techniques and the screening of true case studies. In a rather emotionally charged part of the session, participants discussed the balance between their personal and professional lives.
**Key Takeaways**

This session left the participants with thoughts on the following points:

- The qualities of effective leadership and how they can be developed
- The importance of processes and the impact of a leader’s decisions, particularly in stressful and emergency situations
- How to balance one's Emotional Quotient and Intellectual Quotient
- The role of leadership in achieving larger goals (short-term, mid-term, long-term, and organisational goals)
- How leaders need to be nurtured
Objective

- To understand the theoretical definitions of ethics, values and norms
- To understand what is personal and role integrity
- To understand some accountability standards for serving in public institutions
- To understand common areas where ethical decision making is visible in day-to-day actions
- To understand the difference between care-based thinking, ends-based thinking, and rules-based thinking
- To learn how to use problem-solving tools for ethical decision-making
Discussion
The discussion started with individual reflection on common dilemmas that people face. After that, the following topics were discussed:

- Truth vs. Loyalty: The dilemma of whether to tell the truth or be loyal/keep confidentiality/keep a promise or secret
- Short-term vs. Long-term: What has greater prominence – the needs of today or that of the future?
- Individual vs Community: Whose interests should guide decisions – of the individual, the smaller group, or the community?
- Justice vs. Mercy: What should come first – rules/law, or emotions (fairness or equal treatment vs. compassion and exceptional circumstances)

The trainees solved a case using the Six Hats problem-solving exercise, which subjected them to an ethical dilemma by posing the question: What ethical concerns are raised by the use of shallow well construction, which allows more wells to be constructed at lower costs but at higher risk of water contamination? The exercise provoked the trainees to probe questions of ethics of problem-solving and how to find the best possible solution for a difficult situation.

A case study was also discussed so the trainees could analyse the assigned premise on the dilemmas of integrity, ethics and law.
Key Takeaways
The activities in this session made participants understand the ethical dilemmas they face at the individual and institutional levels:

- Case Study 1 and Case Study 2 acted as a warm-up exercise for understanding ethical dilemmas in decision-making at an institution level
- The Six Hats Problem and decision-making framework guided the trainees in approaching solutions and present their own approach and analysis
- The participants also understood the need for high accountability standards for public institutions
Day 2

Session 5:

Importance of Personal Grooming

Trainer: Ms. Sutapa Pati

Objectives

- To understand the dos and don’ts of formal grooming
- To understand the acceptable standards of grooming across gender, age and seniority profiles
- To discuss grooming norms in the time of social media
- To appreciate the leadership implications of personal grooming
Discussion
An open discussion was initiated on organisational culture, the visible and invisible elements of culture, the role of symbols, and other aspects of the physical environment of an organisation.

The following elements were discussed as aspects that impact organisational culture:

- Transportation
- Security checks
- Attendance
- Morning meetings
- Email/information exchanges
- Food
- Dress codes
- Formal and informal meetings
- Employee-family connect
- Rewards and gifts on special occasions
- Health
- Recreation
- Important days celebrated at the organization
- The relationship between senior leadership and frontline workers
- Employee's financial security
- Creative ideas
- Retrenchment policy
Key Takeaways

- Participants were nudged to develop an understanding on changing the norms and standards of expected behaviour and grooming in congruence with roles and situation.

- The trainees also received information on how to operate and treat others with respect in intimate spaces, personal spaces and social spaces as part of etiquette training.
Session 6:

Effective Communication for Negotiation and Motivation

Trainer: Mr. R.K Sharma

Objective

- To connect the participants through the art of effective communication for relationship building and conflict resolution
- To make them aware of smart usage of communication skills (listening, reading, writing, speaking)
- To make the participants realise the importance and significance of effective communication in their personal and professional lives
**Discussion**
Since this session was focused on practising effective communication, the discussion centred on how the participants could refine the four basics of communication (listening, reading, writing, and speaking).

A short clip from the film ‘Bhoothnath’ was screened to make the participants aware about the importance of appropriate body language and paralanguage in face-to-face communication.

Effective techniques like LURRA, LKK, ABC, KISS, and 4Ps were discussed and explained. Interactive roleplays were also conducted. An exercise, “Boss, Wife, Children and Me”, was used to convey a message on the importance of effective communication in conflict resolution and managing critical situations.

An individual written task on “Performance/APAR” further helped the participants understand reckless/substandard APAR writing, which can adversely impact human resources by decreasing performance and motivation.
Key Takeaways
Participants learnt the following during this session:
- How to practise and apply the basic communication skills of listening, reading, writing, and speaking in professional and personal life
- Tips and techniques for effective communication to get the desired response from the receiver
- Important communication etiquette in upward, downward, and horizontal communication
- The importance of body language and paralanguage in effective in-person communication
Session 7:

Design Thinking

Trainer: Ms. Sutapa Pati

Objective

- To understand why design thinking is an important tool for the complex VUCA (volatility, uncertainty, complexity and ambiguity) in today’s world
- To understand the definition of a wicked problem
- To understand how design thinking frameworks help today’s leaders
- To understand and implement the 5-Stage Model of Design Thinking
- To be able to draw an Empathy Map for a user
Discussion
The discussion started with participants reflecting on examples of divergence and convergence thinking, and understanding the traits of a design thinker:

- Step into the shoes of their customers
- Have empathy for users and stakeholders
- Like to challenge the status quo rebelliously
- Able to ask the right questions — even from your boss
- Draw and sketch instead of typing an email
- Like to collaborate in multi-disciplinary meetings instead of working in a silo
- Look at the big picture and think holistically
- Generate new ideas and never be afraid to share them
- Find and reiterate alternatives to approach desired goals
- Willing to fail early, and often

A sample exercise of drawing an Empathy Map of a user of a Metro ticketing system was used as a case for building better understanding of the implementation of the design thinking process.
Key Takeaways
The participants learned how to implement the 5-Stage Design Thinking Model:

1. **Empathy**
   - You have to know the people and users
   - Putting yourself in the end user’s shoes and observing in an empathetic way
   - Understanding the customer not as a customer, but as a human being, as a person who has needs, who moves and lives in a context, and has a series of needs that can be satisfied

2. **Defining**
   - The problem needs to be defined clearly in order to satisfy a need through creativity.
   - Keep probing the solution so you can reach it

3. **Ideation**
   - All ideas are valid
   - The basis of creativity is imagination
   - Design Thinking is not only launching new products or services, but ensuring that none of the areas in the company becomes obsolete.

4. **Prototyping**
   - Use vision
   - Seeing and feeling a prototype is worth more than a printed image

5. **Evaluation**
   - Evaluating is measuring feedback
   - Give users the prototype without introducing prejudices, as they will be able to compare it with another similar product objectively
   - You need to understand their environment and their motivations, and consider the ramifications of a proposed solution, which go beyond simply using or consuming it, and have social implications
Session 8:

The Power of Positive Attitude in Team-Building and Performance

Trainer: Mr. R.K Sharma

Objective

- To create a safe and open platform in order to make the participants realise the power of having a positive attitude in team-building and performance management
- To sensitise the participants towards the role of the team leader and team members in creating and maintaining a positive work environment for success
- The impacts of a positive attitude on one's personal and professional lives
Discussion
The participants were engaged through clips from interviews of successful leaders from varied fields like Indra Nooyi, Ratan Tata, Subrato Bagchi, and Jessica Cox. The screening and review of the selected video clips conveyed the messages of not giving up, extending support whenever possible, and sticking together during crises to the trainees. Through a case study review of the Jessica Cox example, the trainees were motivated to develop a “Can do, will do” attitude.

An interactive attitude and thought process revival exercise was conducted with the trainees for inculcating in them the practice of exercising judgement and responding by categorising situations as best, rational, and worst.

Examples from Indian epics and thought leaders were shared to strengthen self-awareness, and highlight the power of a positive attitude and how it has to be used in day-to-day functioning. The trainees were also asked to write 10 commitments to themselves through a creative exercise for improving performance through teamwork and visionary leadership.
Key Takeaways
This session taught the trainees:

- How a positive attitude deeply impacts them both personally and professionally
- How one can convert a negative situation into a positive one through a positive attitude
- How one can develop a positive attitude through practising certain exercises and thought processes
- How the weaknesses of the self and/or the team can be converted into strengths
Closing Ceremony

Remarks by Mr. R.N Nayak, PHEO Engineer-in-Chief
The EIC-PHEO appreciated the Special Secretary of H&UDD and the NIUA-CITIIS team for organising such a workshop. He emphasised the importance of ownership and discussed three ways to exercise ownership in one’s life. He also suggested that similar trainings be organised across the department at all levels.

Remarks by Mr. P.K Swain, CEO, WATCO
Mr. Swain shed some light on the traits of a sincere and honest leader. He explained that a person is a worker first, and if that person excels in their workmanship, they will automatically qualify as a potential leader. While commenting on the aspects of team-building, he referred to the H&UDD team led by Mr. G. Mathivathanan, Principal Secretary, H&UDD and their pioneering work and pathbreaking reforms in the urban governance sector.
Feedback by Trainees
Given below is some of the written feedback received from the trainees:

“The instructive, incisive, and intense training program infected us with confidence and certitude. The tremendously innovative, clear and clinically-oriented program on leadership building and effective group competency was tailored masterfully and very relevant to us. The enriching and electrifying session exceeded my expectations, making the experience worthwhile and invaluable. It was a great opportunity to explore and hone my thinking skills. The integration of pragmatic ideas and comprehensive suggestions were marvellous. The wonderful ‘specifics’ spiced with applicable wisdom, and enhanced by excellent techniques of motivation, cast a profound impact on us.”
“The motivators had an uncanny gift to expound the facts and handled the subject matter with great aplomb. The training truly has been a catalyst for self-reflection, reigniting the flame of rebuilding my thinking methodology. Thanks for teaching an old dog new tricks. Thumbs up for the usable information. Five stars to the training program.”

“It was a wonderful session with all the esteemed officers of OSHB. For the first time in two months, it felt like we were one big team. Bonded with everyone on a personal level. I learned so much and, most importantly, had so much fun. Thank you, Sagarika ma’am. Under your able leadership, OSHB will achieve many new milestones.”
Vote of Thanks by the Special Secretary, H&UDD

The Special Secretary, H&UDD appreciated the team's attention to detail that made this one of the most successful and impactful trainings, in her opinion. She reiterated the core aim of the workshop as "each and every one matters" and it was high time for the organisation to plan interventions through dedicated workshops.

She was also elated by the feedback given by the trainees. She further thanked the Principal Secretary for his unwavering support in organising such workshops.
# List of Attendees

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<td>Mr. Suchit Ranjan Singh</td>
<td>State Program Coordinator - CITIIS</td>
<td>NIUA</td>
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<td>Mr. Indrashish Chakraborty</td>
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<td>State Program Officer - CITIIS</td>
<td>NIUA</td>
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<tr>
<td>Ms. Sagarika Patnaik</td>
<td>Special Secretary-cum-Mission Director AMRUT</td>
<td>H&amp;UDD</td>
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<td>Mr. R.N Naik</td>
<td>Engineer-in-Chief, PH</td>
<td>H&amp;UDD</td>
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<td>Mr. P.K Swain</td>
<td>CEO - WATCO</td>
<td>H&amp;UDD</td>
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<td>Ms. Sonali Mohanty</td>
<td>TMU - State Coordinator</td>
<td>H&amp;UDD</td>
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<td>Ms. Swarna Sahoo</td>
<td>Intern</td>
<td>H&amp;UDD</td>
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<td>Mr. Harsh</td>
<td>Intern</td>
<td>H&amp;UDD</td>
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<td>Ms. Aradhana Das</td>
<td>Land-cum-Admin. Officer</td>
<td>OSHB</td>
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<td>Mr. L P Mohapatra</td>
<td>Chief Engineer</td>
<td>OSHB</td>
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<td>Ms. Puspanjali Tripathy</td>
<td>F.A. &amp; C.A.O.</td>
<td>OSHB</td>
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<td>Mr. Manas Ranjan Dash</td>
<td>Scheme Officer</td>
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<td>Mr. Ranajit Kumar Maharana</td>
<td>Asst. Admn. Officer</td>
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<td>Mr. Sambhudha Mohanty</td>
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<td>Mr. Benudhar Mallick</td>
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<td>Ms. Swati Nayak</td>
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<td>Ms. Priti Chhatoi</td>
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<td>Mr. Maheswari Mohanty</td>
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<td>Mr. Urmikanta Maninandan Sahu</td>
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<td>Mr. Swaraj Krishna Satapathy</td>
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<td>Ms. Anouska Dutta</td>
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<td>Ms. Priyanka Pradhan.</td>
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<td>Mr. Kranti Ranjan Parida</td>
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<td>Ms. Girija Panda</td>
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<td>Mr. Jagannath Mishra</td>
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<td>Mr. Souryakanta Ray</td>
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<td>Mr. Basanta Ku. Sahani</td>
<td>A.G.P.R.O.</td>
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<td>Mr. Ranjan Kumar Rout</td>
<td>Accountants Officer</td>
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<td>Mr. Susanta Kumar Jena</td>
<td>Audit Officer</td>
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<td>Mr. Lalatendu Sahoo</td>
<td>Executive Engineer</td>
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<td>Mr. Srimanta Panda</td>
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<td>Mr. Santosh Kumar Dash</td>
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<td>Mr. Bibekananda Mishra</td>
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<td>Mr. Ananta Krishna Patra</td>
<td>Asst. Executive Engineer</td>
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<td>Mr. Bibhuti Bhusan Raul</td>
<td>Asst. Executive Engineer</td>
<td>OSHB</td>
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<td>Mr. Salil Ray</td>
<td>Asst. Engineer (I/C)</td>
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<td>Ms. Arundhati Jena</td>
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<td>Mr. Muna Karali</td>
<td>Jr. Engineer</td>
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<td>Mr. Arabinda Ghose</td>
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<td>Ms. Gayatri Lenka</td>
<td>Jr. Engineer</td>
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<tr>
<td>Ms. Pragya Paramita Dash</td>
<td>Jr. Engineer</td>
<td>OSHB</td>
</tr>
<tr>
<td>Mr. S Sajith</td>
<td>Team Lead</td>
<td>OSHB</td>
</tr>
<tr>
<td>Mr. Suman Das</td>
<td>Associate Site Engineer</td>
<td>OSHB</td>
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<tr>
<td>Ms. Sai Sangita</td>
<td>Associate Site Engineer</td>
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<tr>
<td>Ms. Priyanjali Panda</td>
<td>Legal Consultant</td>
<td>OSHB</td>
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<tr>
<td>Ms. Swasti Tapa Rout</td>
<td>Legal Consultant</td>
<td>OSHB</td>
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<tr>
<td>Ms. Smruti Samiskhya Das</td>
<td>Sr. Architect Associate</td>
<td>OSHB</td>
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