1.   ABOUT THE INSTITUTE

1.1   INTRODUCTION: Established in the year 1948, with the ideals of "Efficiency and the Public Good", the Institute of Secretariat Training & Management (ISTM) was mainly engaged in the task of imparting training to the various grades of officers in the Central Secretariat. During the initial years, the Institute was conducting foundational and refresher in-service training programmes for Assistants and Section Officers of the Central Secretariat. During the past 58 years, the activities of the Institute have expanded manifold. At present, the Institute enjoys the status of a lead Institute and is providing training to the officials of the central and the state governments, public sector undertakings and autonomous bodies, in a number of specialized areas. The Institute has sanctioned faculty strength of 28, out of which 18 were in position as on 31st March 2007. The Director of the Institute is an officer of the rank of Joint Secretary to the Government of India. The vision, mission and values of the institute are outlined below :

1.2   VISION:

 ♦ To be a centre of excellence in secretariat learning and management by encouraging learning and creativity leading to efficiency and public good.

1.3   MISSION:

 ♦ To inculcate in the trainees the commitment to service and professional competence.
 ♦ To provide leadership in the frontier and potential areas in the field of training.
 ♦ To undertake research, consultancy and system analysis for capacity building.
 ♦ To collaborate with client organizations with continued interface for enhancing the quality of training.
 ♦ To be a centre of excellence by providing opportunity to the faculty and the staff to grow, develop and promote best training practices.

1.4   VALUES

 ♦ Truth, honesty and integrity.
 ♦ Commitment to service
 ♦ Respect for dignity and potential of individuals.

1.5   AIMS AND OBJECTIVES: The broad aims and objectives of the Institute are summarized below:

♦ to plan, design and conduct post-entry foundational, refresher and specialized training programmes for different grades of officers upto the middle management level, so as to enable them to perform their duties more effectively and shoulder greater responsibilities in the future, by increasing their professional competence;

♦ to assess the training needs at various levels in the Secretariat as well as the related field organizations and organize training programmes to meet these needs;

♦ to conduct the training programmes for CSS officers as per new cadre training plan.

♦ to provide faculty support to State Governments and Union Territory Administrations by way of conducting peripatetic training programmes, assist them in designing their training courses and help them in preparing their training materials; and

♦ to produce monographs and other training literature/ material, (including audio-visual aids) relevant to the training courses designed and conducted by the Institute.

♦ to create and foster among the participants a positive and innovative outlook to work, and a sense of fraternity and team-spirit;

2.   HIGHLIGHTS OF THE YEAR 2006-2007

2.1   THE YEAR AT A GLANCE: During the year 2006-2007 the institute witnessed a number of new innovations and initiatives. While the details of the milestones achieved in the various fields are covered in the respective sections of the report, a summary of the notable features of the year is given below :

2.1.1 NUMBER OF COURSES AND TRAINEES: In its sustained endeavour to contribute in improving the performance of the Ministries/ Departments of the Central Govt. and other public sector organisations the Institute conducted as many as 211 training courses during 2006-2007 covering a trainee population of 5066 despite faculty constraints.

2.1.2   COURSE ON RIGHT TO INFORMATION ACT: The RTI Act that came into effect on 12 Oct 2005 mandates the public authorities to proactively disclose information about their functions, funds and functionaries as well as various manuals used in the process of their work within the overall objective of strengthening the democratic governance. The RTI Act has induced a regime change viz., a change from a regime that was governed by laws of secrecy to a regime driven by laws of transparency. The Training Division, Department of Personnel and Training (DOPT), in the month of September 2005, had chosen ISTM to launch a capacity building initiative for equipping the CPIOs and other functionaries to deliver the objective of the Act effectively.

ISTM designed and conducted intensive 2 days workshops for CPIOs. 5 days "Trainers Development Programme" on Right to Information, one day workshops for "Disposal of Appeal" by Appellate Authorities and one day seminars on Right to Information. Details of such courses held are given in para 6.1.2.

2.1.3   INITIATIVE IN TRAINING TECHNIQUES: ISTM is a lead training institution in training techniques courses accredited by Training Division as a center of excellence. During the year apart many other courses new initiatives in this area are listed below:

   (a) **Evaluation of Training**: 3 Weeks course   on Evaluation of Training(Master Trainer Development) was conducted during 12 Mar 07 to 30 Mar 07. One MT and two RUs were developed in the programme.
   (b) **Direct Trainer Skills** –II: To improve the training delivery advance Direct Trainers Skill Course covering methods like role play, case study and field visits etc. was conducted during 19-23 Mar 2007. Trainers Development Programme on the designed course was also done for capacity building in training institutions.

(c) **Management of Training:** Course was continued to held and a number of trainers were developed in this area for improving training functions in their organizations

(d) **National Training Policy Workshop**: To facilitate the implementation of the National Training Policy two intensive workshops were conducted during 7-8 Sep 06 and 12-13 Feb 07. A number of participants from central/state government and public sector undertakings participated in the workshop.

2.1.4 **COURSES IN OTHER EMERGING AREAS-** To facilitate the reforms in governance, ISTM designed and conducted training programmes in the emerging areas like modern office management, Negotiation skills, assured career progression scheme, good governance, process re-engineering and management of change in organization etc.

2.1.5 Training Development Programme on "Right to Information"

Under the sponsorship of Department of Personnel & Training, Training Division, Government of India, ISTM took the initiative of conducting five Traininer Development Programmes on "Right to Information Act". Five workshops have been conducted during the year 2006-07. These five day programmes were aimed at building trainer capabilities on RTI at Central Training Institutess and also in various Ministries, Departments, Attached and Subordinate Offices of Central Government.

2.1.6 Cadre Training Plan for CSS Officers: The new Cadre Training Plan envisages a 24 week Foundation Course for Assistants (Probationers) including 5 weeks of on the job training; as also six levels of mandatory in-service training programmes for various grades of officers beginning from the level of UDC to Senior Selection Grade (Director of CSS). The overall responsibility for implementation of the Cadre Training Plan for CSS officers has been assigned to ISTM.

2.1.7 COMPUTER COURSES: With second computer lab of ISTM coming into operation, the skill development activities in the domain have immensely increased. Computer courses on MS word, MS excel and MS power point were successfully conducted.

2.1.8. **FACULTY DEVELOPMENT ABROAD:** One faculty member Sh PS Sareen, Deputy Director was sent abroad under faculty development programme for Training of Trainers course at (GTC), London, UK from 12 Mar – 23 Mar 2007.

2.1.9 Training Assistance to Other Organisations

During the year 2006-2007, training assistance to other organisations was taken on very large scale. Due to reputation of high standard and efficient faculty which ISTM

is enjoying, requests from organisations and training institutes all over India were received for faculty assistance. Keeping in view our in house commitments, efforts were made to meet most of the demands. 89 organisations all over the country were provided faculty assistance during the year. Prominent organisations to receive faculty assistance were IIPA New Delhi, UPSC , EPFO Delhi, Ministry of Commerce, AAI Delhi, Department of Coal, National Institute of Defence Estate Management, Lal Bahadur Shastri National Academy of Administration, Noida Management Association , Ministry of Panchayati Raj,Central Hindi Training Institute, New Delhi, Ministry of External Affairs,, BSF New Delhi, NIFM, Faridabad, National School of Drama, Ministry of Information and Broadcasting,, Ministry of Statistics, Postal Staff College, Ghaziabad, UAA, Nainital, Integrated Test Range Chandipur, Balasore, Supreme Court of India, Nuclear Power Corporation, Narora, Police Wireless ,New Delhi, Tobacco Board, Guntur, DHTI, New Delhi, YASADA Pune, Kochi Refinery, Ministry of Non-conventional Energy, New Delhi, National Commission for Scheduled Castes , New Delhi, BSF New Delhi, Laser Science & Technology Centre, Ordinance Factory, Dehradun, Ministry of Health and Family Welfare etc, ICAR Hyderabad , IIT Delhi, Vishv Yuvak Kendra. In addition to faculty assistance, 58 organisation- specific programmes for the organizations like Indian Agricultural Research Institute, NCERT, Kendra Vidyalaya Sangthan, M/o Commerce & Industry, M/o Railway, Consumer food supplies & consumer affairs , Delhi, NHPC, Border Roads, RITES Ltd., D/o Biotechnology, D/o Economic Affairs , Central Ground Water Board, DGHS, M/o Social Justice, Small Scale Industries, M/o Labour, Employee's Provident Fund Organisation, Employee's State Insurance Corporation, Indian Statistical Service, National Informatics Centre, National Institute of Fashion Technology, , Indraprastha power Generation Co. Ltd., Central Scientific Industrial Research, Election Commission of India, National Productivity Council, Delhi Transco Ltd. were organized. Seventeen PT programmes were conducted at Chandigarh Pondicherry, Gangtok, Andaman & Nicobar, Daman & Diu, Bangalore and Mizoram.as a part of our mandate to assist the States/UTs who do not have sufficient infrastructural facilities in the area of training.

2.1.10 Visit of High Powered Delegation from Afghanistan: As a part of UNDP Project for capacity building for the Government of Afghanistan, an agreement has been signed between the Government of Afghanistan, the Government of India and the UNDP. As part of this project, a high level Delegation from Afghanistan consisting of Dr. Ahmad Mushahid, Chairperson, Independent Administrative Reform and Civil Service Commission (IARCSC) and Ms. Rahela Siddiqi, Senior Advisor to the Chairperson, IARCSC, accompanied by a representative from UNDP visited ISTM on 2nd March 2007. A presentation on the activities of ISTM and the possible areas of cooperation between the two countries in areas of training & development was made by Shri MS Kasana, Joint Director, ISTM to the delegation.

2.1.11 Eminent Personalities Lecture Series :   As a part of the new initiative, it has been decided to hold series of lectures to be delivered by eminent persons from the civil society. The noted social activisit Smt Aruna Roy delivered the first lecture on social audit at ISTM on 12 May 2006.

3.   INSTITUTIONAL RESOURCES

3.1   HUMAN RESOURCES: The Institute has a sanctioned Staff strength of 101, of which 84 were in position as on 31st March 2007. Human resources of the Institute can be broadly divided into two categories, on the basis of the work they are engaged in, viz.,

- Work relating to imparting of training
- Work relating to administration

3.1.1 THE STAFF ENGAGED IN TRAINING RELATED ACTIVITIES: The Institute has sanctioned faculty strength of 29 including the Director, which are divided into four Faculty Wings, each headed by a Joint Director:

* Management Services
* Financial Management
* Peripatetic Training
* Behavioural Techniques

3.1.2 The Faculty of the Institute is mainly drawn from the experienced officers belonging to various Central Services. Besides, it draws upon the expertise of experienced/practicing administrators, University Professors and trainers of eminence in other training Institutions. The names of the faculty members during the year 2006-07 and their areas of specialization are given in Annexure-I. The faculty members who joined and those who left the Institute during the year are indicated at Annexure-II. Besides, the faculty, the Institute has on its strength three Training Associates, who are associated with training related work.

3.1.3 THE COORDINATION OF THE TRAINING ACTIVITIES: The training activities of the Institute are coordinated by the Director through a Joint Director and Deputy Director who are further assisted by Training Associates. The Coordination Unit is responsible for preparation of the annual training calendar, allocation of venue for the training programmes, issuance of the weekly consolidated schedule, faculty deployment in various courses, preparation of quarterly programmes schedules, extending training assistance by way of faculty support, conduct of organisation specific programmes, peripatetic programmes, preparation of various reports of training related activities, organizing prize distribution ceremonies of the Institute and compilation of annual report of the Institute. The activities under the Trainers Development Project (TDP) of the Department of Personnel and Training are also looked after by coordination.

 3.1.4 LIBRARY : One of the faculty of the institute is responsible for the administration and the maintenance of the Institute's Library . He is assisted by one ALIO and the staff.

3.1.5 THE STAFF ENGAGED IN ADMINISTRATIVE WORK: Other than the faculty Members, the Institute has a sanctioned staff strength of 101. This non-training staff includes two Section Officers, one Assistant Director (Official Language), Private Secretaries, Personal Assistants & Stenographers, Sr. Hindi Translator, Training Equipment Operator, Assistants, UDCs, LDCs, Artist, Drivers and Group D Staff. The Administration of the Institute is run by the Director through a Deputy Director (Administration) who is one of the faculty. The Deputy Director (Administration) is further assisted by Section Officers in the discharge of his duties.

3.1.6 The faculty incharge of Administration, Coordination and Library look after the work allotted to them in addition to imparting of training in their respective field of specialisation and coordinating the training programmes earmarked to them for the year.

3.2 CAMPUS: The Institute is located in the erstwhile JNU (Old) Campus, opposite Sector-3, R.K. Puram, on the outer Ring Road adjoining Munirka. The Institute is housed in four different blocks, viz.

I)   Administrative Block,
II)   Hexagon Complex,
iii)   Library Building, and
iv)   Hostel Block No. 1

3.2.1 OFFICES: The administrative office of the Institute and the offices of the Director and other faculty members of the Institute are located in the Administrative Block.

3.2.2 LECTURE HALLS: There are, at present 12 Class-rooms fitted with accessories like white boards, overhead projectors, LCDs,PCs, air conditioners etc. Eight lecture halls are located in the Hexagon Complex, (popularly called as Seminar halls 1 to 8); Four Lecture halls are located in the Library Building. The Institute has two auditorium and one conference hall with public address system located in Hexagon Complex. A Committee Room with public address system is also located in the Administrative Block. The auditorium is generally used for holding seminars and institutional functions, and the committee room for conducting faculty and staff meetings, but at times the auditorium and committee room are also utilized for imparting training.

3.2.3 COMPUTERS & COMPUTER LABORATORY: ISTM has set up Local Area Network (LAN) in the Institute which is fully functional. All the Faculty members are provided with computer system for preparation of training material. Administration, Cash, Official Language Unit and Co-ordination Unit are also computerised and working on LAN. 40 Computer systems are provided to the Faculty and staff at ISTM. A Cyber Facility Room (CFR) is operational in the 2nd floor of the Administrative Block with 5 computer system. The CFR has been set up with a view to giving the participants of various courses facility of checking their e-mails and doing some other assignments during the course. Besides, ISTM has developed two fully independent Computers (10-PIV & 08- PIII) and Lab II has 01 server and 12 computers (8-PIV & 04-PIII), which are mainly used for training on office suited packages like MS Word / MS Excel and presentation Skills through power point etc. Website of ISTM is operational and being upgraded. Participants are able to view the training calendars, circulars and acceptance letters online.

3.2.4 LIBRARY: The Institute's library is located in Library Building. The library has about 23000 general books and 23600 instructional books. The Reading Room is housed within the Library. Apart from leading Indian newspapers and periodicals a large number of reputed national and international journals like Executive excellence, Business India, Harvard Business Review, Health & Nutrition, Psychology Today, Management Review, Quality progress, Training Journal, Training & Management, Training & Development, Time, etc. are available in the library. In order to facilitate the trainees and faculty members to make the best advantage of the available study/reference material, the library timing has been changed and is now kept open from 0900 hrs to 1730 hrs. Facility for providing books etc., to participants of short-term courses has also been provided.

3.2.5 LODGING/BOARDING FACILITIES: The Institute has a hostel with 87 double-bedded rooms for the benefit of the out-station participants.

3.2.6 MODERNIZATION SCHEME: Various developmental activities continued to be undertaken during the year 2006-07 under the modernization scheme. Some of such activities included:

- Renovation of 24 rooms in the newly acquired portion in the hostel block.
- Provisions of air conditioners and television in the newly renovated rooms.
- Horticulture work around the boundary walls and opposite the administrative block.
- Replacement of 32 PCs in the Computer Lab.
- Addition of one more Laptop for use of the faculty.
- Replacement of four air conditioners in the seminar halls.

3.3 TRAINING AIDS: The Institute has been regularly acquiring and utilizing various training aids as a part of its endeavour to enhance the effectiveness of training. Special care is taken to provide high quality training materials to the course participants. To achieve this, the Institute is equipped with the following training aids and equipment which is being extensively used:

3.3.1 AUDIO-VISUAL
- Video Projection System
- Slide Projector
- Video Camera
- VCR/TV Monitor
- Over Head Projectors
- Instructional Films
- Public Address System
- LCD

3.3.2 REPROGRAPHIC AIDS
- Photo-copiers;
- Reisographic machine

3.3.3 INSTRUCTIONAL FILMS: The Institute has a library of instructional films and constant efforts are made to add to the collection. These films are quite popular with the participants and it is extensively used in various training programmes.

4.   TRAINING METHODOLOGY

4.1   In order to facilitate effective transfer of acquired knowledge and skills, the Institute employs a wide range of training techniques, varying from the age-old lecture method to participative and experiential learning methods like syndicate, group discussions, role-play, in-tray exercises and case study. By adopting learner centred training methodology, the Institute endeavours to create a learning environment in which the active participation and involvement of the learners is maximized. Keeping in view the entry behaviour of the participants, the objectives of the courses and the contents, the following techniques are used, in addition to the lecture method.

4.2   **PRACTICAL EXERCISES:** In order to provide the desired expertise to the participants for the kind of work they have to perform in their work places, practical exercises are given, after the theoretical exposure to various rules/ regulations followed in Government. This method is predominantly used in the areas like noting & drafting, office procedure, disciplinary procedures, parliamentary procedures, service rules, cash & accounts, work study, etc.

4.3   **SYNDICATE DISCUSSIONS:** This method is being employed by the Institute primarily with a view to exposing the participants to the dynamics of working in group. The entire batch is divided into viable syndicates as soon as the course is launched, and they choose a subject of specific or contemporary interest, which is discussed and presented.

4.4   **CASE STUDIES:** This method is used in training programmes where the focus is on problem solving methodology and decision making process. The method is extensively used in courses with middle management level participants, such as organizational behaviour & leadership, training techniques, management of training, etc.

4.5   **WORKSHOPS AND PROJECT WORK:** These are being increasingly used in specialized courses like Training Techniques, Design of Training, Management of Training, Advanced Management Services, Basic Management Services and Refresher Programmes for Section Officers and Under Secretaries.

4.6   **ROLE-PLAY:** This technique is being effectively utilized in the behavioural skill programmes as well as in administrative vigilance. In the area of behavioural skills, the participants are required to play roles, normally that of an official and a member of the public in a given situation. Later on, the behavioural aspects of the role play are brought out, not only through an analysis from the role players themselves but also from the participants who are observers. This exercise has been of considerable use in bringing out finer elements of human behaviour and attitudes in interpersonal interaction.

In the case of the programmes on administrative vigilance, this technique is applied in the form of a mock enquiry. The participants play different roles such as the Charged Officer, Inquiry Officer, Presenting Officer and Defence Assistants etc. This method gives a practical orientation to the participants who are able to get a fair idea of the procedure followed in the actual conduct of an inquiry. The methodology for planning, preparation and using Role-Play, as a training method is also covered in the training techniques-course.

4.7   BOOK REVIEW: With the multiple objectives of inculcating/reviving habit of reading, assimilating what has been read and presenting it before a forum, the participants in foundational programmes are asked to review books of an academic and contemporary interest. This has also helped in enhancing the public speaking and debating abilities of the participants, and ensuring their greater involvement in the programme.

4.8   Management Games/Exercises: A variety of management games are used in a number of courses for learning by substitute tasks and reflection. Out Door Management Exercises and a number of other management games such as PESHWA'S TREASURES, PRINCIPLES GAME, BROKEN SQUARES; RUMOR CLINIC etc., are used very effectively in the Training Techniques, Professional Development Programmes and some of the foundational courses. The participants get subjected to a degree of physical and mental stress, thereby enabling them to draw lessons for application in their real work situations. This also helps indirectly and in a very subtle way in influencing the attitudes.

4.9   Exaction Game: The Exaction game, which has been developed by Prof. Graham Chapman to sensitize the decision making levels in the government to the realities of a developing economy, was gifted to the Institute by the British Council. At present this game is run in the Professional Development Programme for Under Secretaries. The game simulates condition in a country, which has recently got its independence from colonial rule and provides for interaction between a Govt., Urban Sector, Rural Sector and forces of nature. The Game is run for a complete day followed by debriefing, where in learning outcomes in respect of information-management, decision-making, synthesis of macro and micro level parameters and behavioural aspects are brought out. The game has proved to be very effective in sensitizing the participants about the role of the Govt., in a developing economy.

4.10   Discovery Learning: With the learning process shifting more and more towards trainee participation, it is imperative that the responsibility of learning should shift to the trainees. Thus, the Discovery Learning method is now being used to provide opportunity for the trainees to learn for themselves. This method is predominantly used for developing presentation skills.

5. TRAINING ACTIVITIES

5.1   The central training activity of the Institute is that of organizing/ conducting training courses and workshops, mostly in accordance with the training calendar framed for every calendar year (April to March). During the year 2006-07, 211 training programmes were organized by the Institute covering a trainee population of around 5066 officials drawn from various parts of the country. A List of the Courses proposed in the Training Calendar and those conducted by the Institute during the year along-with the trainee population is given in the tables at Annexure-III. Each Course is coordinated by a faculty designated Course-Coordinator, under the overall supervision of wing-head i.e., concerned Joint Director. The broad classification of the courses and their wing is indicated below :

COURSE CLASSIFICATION	WING HEADED BY
♦ Foundational courses	JD(FM)
♦ Management Services	JD(MS)
♦ Computer Courses	JD(MS)
♦ Orientation & Refresher Courses	JD(PT)
♦ Financial Management	JD(FM)
♦ Personnel Administration	JD(PT)
♦ Training Methodology	JD(PT)
♦ Behavioural Techniques	JD(BT)
♦ Secretarial Courses	JD(BT)
♦ Workshops & Seminars	Respective Wing

The **SALIENT FEATURES** of the aforesaid programmes are highlighted in the succeeding paragraphs:

5.1.1 FOUNDATIONAL PROGRAMMES (DIRECT RECRUITS): The basic objective of the foundational training programmes being conducted by the Institute is to provide the new entrants to the government service with the requisite professional knowledge and skills with regard to the principles, processes, methods, procedures, rules and instructions followed in the Central Secretariat and its attached/subordinate Offices. The following foundational training programmes were conducted during the year:

5.1.2 Assistants (10 weeks): This programme is designed for direct-recruit Assistants of the Central Secretariat Service (CSS), Railway Board Secretariat Service and AFHQ Civil Service, recruited through competitive examinations conducted by the Staff Selection Commission. The course is designed to give the trainees an exposure to the

major principles of socio-economic development, public administration, management and the Constitution of India. The subjects of Indian culture and national integration are also covered. The participants are expected to develop knowledge in interpretation and application of the various financial and service Rules and procedures of the Government of India. Inputs in behavioural sciences are also provided to enable them to develop skills in human relations. The course is covered in four modules:

- Module – I covers general administration
- Module – II covers personnel administration
- Module – III covers financial administration
- Followed by a one week study tour
- Module – IV covers computers and IT

Three Courses were conducted during 2006-07.

5.1.3 Personal Assistants (2 weeks): This programme is designed to impart instruction to the newly recruited Personal Assistants of the Central Secretariat Stenographers Service (CSSS) in the areas of office procedure, financial and service rules and machinery of the Government. This is followed by extensive hands on session/practice on the computers in word processing software. One course was conducted during the year 2006-2007.

5.2 MANAGEMENT SERVICES

5.2.1 Advanced Course on Management Services (AMS) : For effective functioning of O&M/ Internal Work Study Units in the Ministries/ Departments and the increasing emphasis being laid on management studies as a tool of administrative reforms, the need for having trained and qualified personnel to man higher positions of management is well recognized. In response to this need, the Institute has been organizing, since 1965, training programmes on Management Services with the main thrust on Work-Study. The advanced course on Management Services is designed for the officers in the Central and State Governments and other organizations, who are working or are eligible for appointment to the posts of Senior/ Junior Analysts in the Internal Work Study Units. An important aspect of this programme is the project study conducted by the participants under the guidance of the faculty of the Institute. Under the revised integrated scheme, the total duration of course on Basic Management Services (BMS) and AMS courses is 11 weeks (8 weeks for BMS followed by 3 weeks for AMS). One course on AMS was conducted during the year 2006-07.

5.2.2 Basic Course on Management Services: The 8-week course is designed for the officers of the level of Assistants in the Central Government and their equivalent level in State Governments and other Government Organizations. The objective of the programme is to develop expertise among the participants for manning positions as Research Assistants, Investigators etc., in the Internal Work Study Units in the Central Government and similar functional positions in State Governments etc. One course during the year 2006-07 was conducted.

5.2.3 Management of Field Offices: This is one-week course designed to meet the needs of the officers' in-charge of field offices for inputs on personnel, financial and general administrative aspects of management. One course was conducted during the year.

5.2.4 Management of Change in Organisation: In its continuous quest for new frontiers in the area of training and development, the Institute has developed and conducted courses in various emerging areas. One of such course is "Managing Change in Organisation". Managing Change in Organisation has been designed with the objective of helping the officers to develop strategies for managing change at organisational level. The workshop intends to expose the middle level officers to various aspects of "Managing Change", to enable them to examine practical ways to lead change and to manage and support human resources in changing organizations. Two such workshops were held during the period.

5.2.5 Workshop on Presentation Skills : The Objectives of the workshop are to enable the participants to identify factors that enhance presentation skills; to identify the effect of 'nerves' while presenting; to state techniques; to increase effectiveness of vocal delivery; to design and use visual aids using Power Point Software; to demonstrate receiving and giving feedback in a given situation; to make presentations using & applying identified factors and visual aids. The workshop focuses on structure of the presentation required to be taken into consideration in the planning stage and delivery techniques both verbal and non-verbal. Participants are given opportunities to practise eye contact, facial expressions, body postures and gestures during the workshop. Opportunities to modulate the pitch , intensity, volume and pace of the voice are provided. Three such courses were conducted during the year 2006-07.

5.3 REFRESHER PROGRAMMES: The Institute conducts various refresher courses that are explained in the succeeding paragraph:-

5.3.1 Professional Development Programme: The 5-week Professional Development Programme is organized for the newly promoted Under Secretaries. The course is run on the lines of a Management Development Programme with special emphasis on decision making, organizational behaviour, problem solving, finance management and other management functions in Govt. Three courses each during the year 2006-07 were conducted.

5.3.2. Executive Development Programme for SOs : A 3-week refresher training programmes is conducted for promotee Section Officers . The course aims at updating the knowledge and skills of the participants and thus helping them to discharge their current functions and responsibilities effectively. One such course was conducted during the year 2006-07.

5.3.3. Assistants Refresher Course: A 4-week refresher training programme is conducted for promotee Assistants. The course aims at updating the knowledge and skills of the participants and thus helping them to discharge their current functions and responsibilities effectively. Two such courses were conducted during year 2006-07.

5.3.4 Personal Assistants: A 2-week Refresher Course is conducted for promotee Personal Assistants. Although, the contents are similar to that of Personal Assistants (Direct Recruits), the depth/coverage is more intensive, emphasizing the need for helping the officers with whom they are attached, by way of requisite data/rules on the subjects. Five courses each were conducted in the year 2006-07.

5.3.5   Purchase Management in Govt.: Two courses for staff dealing with purchase in Govt. offices were conducted during 2006-07.

5.4 FINANCIAL ADMINISTRATION

5.4.1 Financial Management in Government: The 2-week Course for Group A & B Officers aims at providing the participants with the sound knowledge of the rules, regulations, procedures and systems concerning financial administration in Government and assisting them in acquiring necessary skills for applying modern concepts and techniques of financial administration in the Government. Two courses were conducted in the year 2006-07.

5.4.2 Financial Rules: The 2-week programme is designed to meet the training needs of officers working as the Heads of Offices and Drawing and Disbursing Officers in the Government Departments. Through this programme the participants acquire professional knowledge for discharging their duties and responsibilities with special reference to Financial Rules. They also develop the necessary skills in the application of relevant rules and regulations in different situations. No such course could be conducted because of lack of nominations.

5.4.3 Cash and Accounts: The 9-week Course is meant for the officials of the level of Assistants and Upper Division Clerks. The objective is to meet the continuous demand of various Central and State Govt. Departments for equipping their Staff with thorough knowledge of the basic principles of financial procedures, rules and regulations required for proper accounting in Government expenditure. Three such courses were conducted during the year 2006-07.

5.4.4 Pension & Retirement Benefits(PRB): The Institute conducts two types of special programmes on Pension and Other Retirement Benefits. The difference is in the participation level. The Course titled "Pension & Retirement Benefits-1 (PRB-1)" is meant for the Under Secretaries ,Section Officers and the equivalent ranks in the Government. The Course titled "Pension & Retirement Benefits-II (PRB-II)" is meant for the Dealing Assistants who may either be Assistants or UDC's. The objective of the programme is to provide the participants with a sound knowledge of the rules and regulations pertaining to pension and other retirement benefits and their applications. Four such courses were conducted during the year 2006-07.

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5.5 PERSONNEL MANAGEMENT AND ADMINISTRATION

5.5.1. Personnel Management (1 week): This programme is designed for the benefit of Group A & B officers of Ministries/ Departments, Attached and Subordinate offices of Central and State Governments, Autonomous bodies and Public Sector Undertakings and other organizations primarily concerned with the Human Resource Development. One course was conducted in the year 2006-07.

5.5.2 Programme on Establishment Rules for Under Secretaries/Section Officers/Administrative Officers: The week long programme has been designed for the Middle Management Level Officers to improve their knowledge of the important provisions of the establishment rules and their applications. Four courses were conducted in the year 2006-07.

5.5.3 Programmes on Reservation in Services:. The Institute conducts two types of training programmes on "Reservation in Services". The 4-day Appreciation Programme on Reservation in Service is designed for the benefit of the officers of the level of Directors, Deputy Secretaries and Under Secretaries, who are in-charge of administration in Ministries/ Departments, and equivalent levels in attached/subordinate offices/autonomous bodies. The 4-day Orientation Programme on Reservation in Service is designed for the officers of the level of Section Officers and Assistants in similar Offices. During the year 1997-98 there has been a major shift in the reservation policy. Accordingly the design, content, course material exercises for the courses on reservation have been prepared afresh, so that the course is in consonance with latest government policy. Four such courses were conducted during the year 2006-07.

5.5.4 Administrative Vigilance Programme: In the context of the increased emphasis on providing a transparent and corruption free administration, the importance of administrative vigilance can hardly be over-emphasized. Under this category, the Institute conducted four types of courses.

    a)   The one-week programme on administrative vigilance meant for the Section Officers/Dealing Assistants; and

    b)   2-week programme on administrative vigilance is conducted for Section Officers and above.

    c)   2-Week programme on administrative vigilance is conducted for Assistants and equivalent

    d)   The one-week programme on administrative vigilance is conducted for Officers of autonomous orgns/PSUs.

Nine courses were conducted in all during the year 2006-07.

5.5.5 Handling of Central Administrative Tribunal (CAT) Cases: The three day programme on 'Handling of CAT Cases' has been introduced to improve the skills of the officers of the level of Section Officers and Assistants, engaged in defending the interests of the Government of India in the Central Administrative Tribunal. Three courses each were conducted during the year 2006-07

5.5.6 Conduct Rules (one week): This programme has been designed to improve the knowledge about the important provisions of the Conduct Rules and their application. Earlier there was only one programme, which was meant for the middle management level officers. From this year the Institute has started conducting two separate programmes under this category - One for the officials of the level of Section Officers and Under Secretaries and the other for the officials dealing with such cases. These are respectively named as Conduct Rules–1 and Conduct Rules–2. Two courses each were conducted during the year 2006-07.

5.5.7 Workshop on Assured Career Progression (one day): This one day programme on "Workshop on Assured Career Progression" has been introduced for assistants / section officers and equivalent. Two courses were conducted during the year 2006-07.

5.5.8 Records Management: This programme is designed to meet the needs of the officers primarily concerned with the management of records. The participant level is Section Officer, Record Keeper and Record Room In-charge. Three courses each were conducted during the years 2006-07.

5.5.9 Gender and Gender Budgeting : A new course on Gender and gender budgeting has been introduced from the year 2002-03. Officers of several Government organizations are being given input on gender related issues in the light of latest government orders and court directives in this area. The objective of the course is to strengthen the skills and knowledge on gender issues. Two courses were conducted during the year.

5.6 TRAINING TECHNIQUES: The Institute has been conducting a number of Training of Trainers Programmes as part of the National Calendar, on behalf of the Training Division, Department of Personnel & Training. During the year under review the Institute conducted courses on Master Training Development Programmes, Direct Trainer Skills (DTS), Design of Training (DOT) , Systematic Approach to Training, Evaluation of Training, Training Techniques and Workshop on National Training Policy. Two courses were sponsored by the Department of Personnel and Training.

5.6.1 Direct Trainers Skill : The one-week course is meant for the officers who are involved in imparting of training. It enhances the skill of the trainer to make the process of training more effective. Two courses were conducted during the year.

5.6.2 Design of Training: The one-week course is organized for experienced trainers who have done DTS Course. The unique feature of this programme is that the

participants are required to undertake a design project relevant to the organization's needs, which is evaluated by the Course Tutor/ Recognized Users. The quality of the design proposals submitted by the participants has been of very high order. One course was conducted during the year

5.6.3 Systematic Approach to Training : In order to facilitate implementation of National Training Policy and spreading awareness about the concept of Systematic Approach to Training (SAT), as a tool in solving performance problems, as also for performance enhancement, a five day (1-week) course on SAT has been developed. The participants in the course are senior faculty members and training managers/ organizers. The course stresses on integrated approach to training, with organizations taking active role in pre-training and post training tasks, so that training becomes an effective tool in organization development. A workshop on "Imperatives, Implications and Implementation of National Training Policy" is also incorporated in the course. The course design and training material including exercises have been validated by the participants as of very high quality.

5.6.4 ACTIVITIES IN THE AREA OF TRAINING OF TRAINERS :
In order to sustain the outcomes of the Trainer Development Project, the Training Division, Deptt. Of Personnel & Training has initiated a project to develop Master Trainers (MT's) and Recognized Users (RU's). The RU's are the qualified/competent trainers who are certified to run the DTS & DOT Courses. The Master Trainers, as national resource, are the trainers specially chosen by the Training Division to develop a cadre of RUs, competent to deliver trainer's training within the country. One Direct Trainers Skill (Recognized User) Development Programme was conducted during 2006-07.

5.7   COMPUTER

5.7.1 Courses on application of Computers: In order to make the administration responsive and effective, Government of India in X Five Year Plan has decided to computerise the activities of various Departments, as a matter of policy. The onus is, therefore, on the ISTM to train a large number of Government officials on computer and make them computer literate.The Institute offers Computer Appreciation Courses and courses on Information Technology for the benefit of Government officials towards achieving this objective. These courses are designed to give the participant optimum inputs on knowledge and skill on the use of computer on window platform. During the year under review ten courses were conducted

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5.8   ORGANISATIONAL BEHAVIOUR

5.8.1   Organizational Behaviour in Government: The one-week programme on "Organizational Behaviour in Govt. for Senior and Middle Management level" is designed to provide an awareness about relevant concepts of behavioural science and management. The participants are also given an opportunity to develop the leadership skills by way of discussing, learning and evolving through sharing of experiences. One course was conducted in the year 2006-07.

5.8.2 Organisation and Methods : This one-week duration course is conducted for middle level officers. The main aim of this course is to enable the participants to explain the meaning and the scope of organisation and methods: to list out the principles of organisation and identify the areas of their applicability in their work situation; to explain the concept of the Method Study and list out the steps involved in conducting study for Improving the methods; to apply the technique of critical examination in a given situation; and to list out the various O&M activities undertaken for the management of the office work. One course was conducted during the year 2006-07.

5.8.3   Workshop on Public Relations :   This course is designed to explain PR concepts and its relevance in Govt organizations, to explain the concept of organization image and role of citizen's charter. One such course was held during the year 2006-07.

5.8.4   Behaviour Skills :   The course has been designed to identify factors which enhance interpersonal relationships in organizations and which enchance group decision making . It enables the participants to apply concept of different ego states in interpersonal communications.   One course was organised during the year 2006-07.

5.8. 5 Stress Management : The one week course designed for the officers working in middle management levels in the government departments, public sector undertakings and autonomous bodies is aimed at making the participants aware of the ways & means of overcoming stress generated due to variety of reasons. During the year 2006-07 two such course was conducted.

5.8.6   Workshop on Communication Skills : The 3-day course is designed to make the participants able to access the value of communication skill in work situation. It enables them to identify nuances of interpersonal behaviour in transactions with colleagues in organizations, describe the importance of counseling in problem solving and list factors influencing an effective presentation. Two courses were held during the year 2006-07.

5.8.7 Workshop on Team Building and Leadership : This one week course focuses on the organisational behaviour of individuals, groups and organizations.It enables the participants to identify factors which enhance team building, factors which motivate the subordinates and the basic nature and processes of collaborative and competitive behaviour.

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5.8.8 Workshop on Negotiation Skills :   A three day workshop on 'Negotiation Skills' was conducted for the first time. The contents included principles / elements of negotiation, tools for conflict resolution and negotiation strategies.

5.9   SECRETARIAL COURSES

5.9.1 English Stenography: With the twin objectives of meeting the stenographic requirements of the Desk Officer System and facilitating the redeployment of staff, the Institute continued to organize programme for imparting training to LDCs/UDCs and Hindi Stenographers in English Stenography skills. Under this programme, instructions in stenography are imparted to LDCs/UDCs/Hindi Stenographers of the CSCS/CSSS. The trainees, in these programmes, are imparted instructions for two sessions daily, during office hours, for one year. Two such programme are concurrently run by the Institute, one in the forenoon and the other in the afternoon, every year.

5.9.2 English Typewriting: This programme is aimed at helping those L.D.Cs, who have been appointed either on compassionate grounds or promoted from Group `D' posts without the requisite speed in typewriting, to acquire such skills and appear at the examination conducted by the Staff Selection Commission.   In this programme, instructions are given in English Typewriting for one hour every day, for 40 days.

5.10 WORKSHOPS & SEMINARS: During 2006-07, this Institute organized a number of workshops and seminars. These include:

5.10.1 Workshop on Pay Fixation (3 Days): During the year 2006-07, four workshops on pay fixation were organized for the officers and staff dealing with the subject. The workshops enabled the participants to seek solutions to the problems faced by them in dealing the cases relating to fixation of Pay, besides, reviving their knowledge of the relevant rules, regulation and procedures governing pay-fixation.

5.10.2 Professional Development Workshop for Private Secretaries: The Institute is conducting the 1 week workshops for Private Secretaries and the Principal Private Secretaries regularly. During the year 2006-07, the Institute conducted three workshops. The workshops are aimed at imparting knowledge, which concern their professional requirements. They also share their experiences and the difficulties faced by them while working in the capacity of PS/PPS. Besides, update of certain rules and regulations is also provided.

5.10.3   Record Management Workshop   This workshop is designed to meet the needs of the officers primarily concerned with the management of records. The participant level is Section Officer, Record Keeper and Record Room In-charge. Four workshops each during the year 2006-07 were organized.

6. TRAINING SUPPORT TO OTHER ORGANIZATIONS

6.1 Being the premier Institute for training in secretarial procedures and practices, as also being the lead Institute in the area of training techniques and having emerged as "Center of Excellence" in many other specialized areas, a number of organizations approach ISTM for providing them training support. The Institute provided training support to various organizations by way of:

- Organization specific programmes,
- Peripatetic programmes,
- Faculty assistance and
- Faculty resource for the National Training Calendar courses.

6.1.1 ORGANISATION SPECIFIC PROGRAMMES: On the basis of requests received from government departments, attached/subordinate offices, public sector undertakings/autonomous bodies, 58 organization specific programmes for 33 organisations were conducted in which 1362 trainees participated.

Srl No	Name of the Organisation	Subject	During		No
1	Indian Agricultural Research Institute	Purchase Management	3 Apr 2006	5 Apr 2006	23
2	Indian Council of Agricultural Research	Managerial Skills	22 May 06	26 May 2006	30
		MS Excel	17 Jul 06	19 Jul 2006	28
		Purchase procedure	6 Sep 06	8 Sep 2006	30
		Purchase procedure	20 Sep 06	22 Sep 2006	31
		MS Excel	13 Dec 06	15 Dec 2006	29
		Ms Excel	7 Mar 2007	9 Mar 2007	25
3	National Council of Educational Research & Training	TA,DA,LTC, Loans & Advances	22 May 06	24 May 2006	24
4	Kendriya Vidyalaya	MS Word	22 May 06	25 May 2006	30
		MS Excel	5 Jun 06	7 Jun 2006	26

	Sangthan	MS Word	30 Oct 06	02 Nov 2006	20
		MS Word	13 Nov 06	16 Nov 2006	20
		MS Word	20 Nov 06	23 Nov 2006	20
5	Central Water Commission	Handling of Cat Cases	29 May 06	31 May 2006	37
6.	Commissioner, Food Supplies & Consumer Affairs	Office Procedure	10 Jul 06	11 Jul 2006	19
			27 Jul 06	28 Jul 2006	13
			3 Aug 06	4 Aug 2006	21
			17 Aug 06	18 Aug 2006	11
7.	Dte General Border Roads	CCS (CCA) Rules	31 Jul 06	04 Aug 2006	25
8.	RITES td.	Disciplinary Procedures	9 Aug 06	11 Aug 2006	15
9.	D/o Economic Affairs	Office Procedure	4 Sep 06	8 Sep 2006	11
10.	Central Ground Water Board	Administrative Matters	18 Sep 06	22 Sep 2006	28
11.	Employees Provident Fund Org.	Administrative Matters	18 Sep 06	22 Sep 2006	26
12.	DGHS	Office Procedure	3 Oct 06	4 Oct 2006	21
			5 Oct 00	6 Oct 2006	20
			9 Oct 06	10 Oct 2006	18
			12 Oct 06	13 Oct 2006	20
13	Controller General Defence A/c	Administrative Vigilance	6 Nov 06	8 Nov 2006	17
14.	Navodya Vidyalaya Sangthan	Noting & Drafting	13 Nov 06	15 Nov 2006	24
		HCAT	20 Nov 06	24 Nov 2006	23
		Purchase Mgmt.	28 Nov 06	30 Nov 2006	24
		Administrative Vig.	18 Dec 06	22 Dec 2006	21
		Administrative Vig.	5 Feb 07	9 Feb 2007	22
15.	Ordnance Factories Insti. Of earning	Induction course	27 Nov 06	8 Dec 2006	33
			26 Dec 06	06 Jan 2007	35
			8 Jan 07	19 Jan 2007	41
16.	Central Labour Commissioner	Administrative Vig.	13 Dec 06	15 Dec 2007	22
17	Ordnance Factory Board, Kolkata	Reservation in Services	13 Dec 06	15 Dec 2007	31
18	New Delhi Municipal Corporation	Reservation in Services	27 Dec 06	29 Dec 2007	24
19	M/o Labour	Reservation in Services	26 Feb 08	28 Feb 2008	24
20	Indian Council of Agriculture Research	Right to Information	3 April 06	4 April 2006	27

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21	Controller General Defence A/c	Right to Information	19 Apr 06	20 Apr 2006	24
22	National Hydro Power Corporation	Right to Information	27 Apr 06	28 Apr 2006	22
23	NCERT	Right to Information	1 May 06 16 Nov 06	2 May 2006 17 Nov 2006	25 23
24	Ministryof commerce & Industry	Right to Information	25 May 06	26 May 2006	25
25	Central Social Welfare Board	Right to Information	12 Jun 06	13 Jun 2006	22
26	Ordnance Factory Board, Kolkata	Right to Information	6 July 06	7 July 2006	32
27	M/o Railway	Right to Information	11 July 06 18 July 06		21 21
28	D/o Biotechnology	Right to Information	4 Sep 06	5 Sep 2005	21
29	Ministry of Social Justice	Right to Information	17 Oct 06 23 Oct 06 26 Oct 06	18 Oct 2006 24 Oct 2006 27 Oct 2006	18 18 25
30	Small Scale Industry	Right to Information	27 Nov 06	28 Nov 2006	21
31	Central Labour Commission	Right to Information	11 Dec 06	12 Dec 2006	22
32	Navodya Vidyalaya Sangthan	Right to Information	14 Dec 06	15 Dec 2006	23
33	Kendriya Vidyalaya Sangthan	Right to Information	22 Jan 06	23 Jan 2006	25
Total participants					1362

6.1.2 Workshop on Right to Information: During the year 2006-07, on the basis of requests received from government departments, attached/subordinate offices, public sector undertakings/autonomous bodies, 18 organization specific programmes on Right to Information were conducted.

During the year 2006-07, the Institute organized the following organisation specific programmers , Trainers Development Programme, Workshop on Disposal of Appeal, Seminar on Right to Information Act. In addition seven calendared courses were also conducted on RTI in which total 1035 participants participated.

S No	Name of Organisation	From	To	No of Participant
1	Indian Council of Agriculture Research	3 April 06	4 April 2006	27
2	Controller General Defence A/c	19 Apr 06	20 Apr 2006	24
3	National Hydro Power Corporation	27 Apr 06	28 Apr 2006	22

4	NCERT	1 May 06 16 Nov 06	2 May 2006 17 Nov 2006	25 23
5	Ministry of Commerce & Industry	25 May 06	26 May 2006	16
6	Central Social Welfare Board	12 Jun 06	13 Jun 2006	22
7	Ordnance Factory Board, Kolkata	6 July 06	7 July 2006	32
8	M/o Railway	11 July 06 18 July 06		21 21
9	D/o Biotechnology	4 Sep 06	5 Sep 2005	21
10	Ministry of Social Justice	17 Oct 06 23 Oct 06 26 Oct 06	18 Oct 2006 24 Oct 2006 27 Oct 2006	18 25 25
11	Small Scale Industry	27 Nov 06	28 Nov 2006	20
12	Central Labour Commission	11 Dec 06	12 Dec 2006	22
13	Navodya Vidyalaya Sangthan	14 Dec 06	15 Dec 2006	23
14	Kendriya Vidyalaya Sangthan	22 Jan 06	23 Jan 2006	25
15	Trainers Development Programme	30 Oct 06 06 Nov 06 20 Nov 06 04 Dec 06 15 Jan 07	3 Nov 2006 10 Nov 2006 24 Nov 2006 08 Dec 2006 19 Jan 2006	20 21 28 24 15
16	Workshop on Disposal of Appeal	28 July 06 30 Aug 06 27 Sep 06		22 24 27
17	Process Re-engineering on RTI	20 Nov 06	22 Nov 2006	22
18	Seminar on RTI	28 Feb 2007 07 Mar 2007 14 Mar 2007 21 Mar 2007 28 Mar 2007		47 36 44 52 60
19	Right to Information- Public Information Officer	17 April 06 24 April 06 3 July 06	18 April 06 25 April 06 4 July 06	23 25 34
20	Right to Information- Records Management	31 may 06 24 July 06	2 June 26 July	17 26
21	Workshop on Right to Information	18 may 06 21 Sep 06	19 may 06 22 sep 06	28 28
	Total Participants			1035

6.2.0 PERIPATETIC PROGRAMMES: In pursuance of the recommendations made at the Conference of State Chief Secretaries held in New Delhi during May, 1976, the Institute, has been assisting the State Governments/Union Territories in running model training courses at the state capitals and by helping them with the course design, training material, and training their trainers.   The Institute has been conducting peripatetic programmes, mainly in the following areas:

a)   Training methodology;
b)   Behavioural skills;
c)   O&M and work Study;
d)   Office Management & Office Procedure;
e)   Reservation in Service for Scheduled Castes/ Tribes;
f)   Financial Management; and
g)   Administrative Vigilance

6.2.1 During the year 2006-07, peripatetic training programmes on Noting and Drafting, Financial Management, Administrative Vigilance, Establishment Rules, Training of Trainers, Disciplinary Proceedings, Behavioural Skills, O & M, Right to Information Act were held as per details given below:

Srl No	State/Union Territory	Subject	During	
			From	To
1.	Lakshdweep	Establishment Rules	12 June 06	16 June 06
2.	Nagaland	Behaviour Skills	12 June 06	16 June 06
3.	Chandigarh	Financial Management	26 June 06	30 June 06
4.	Goa	Office Management	19 June 06	23 June 06
5	Chandigarh	Disciplinary Proceedings	3 Jul 06	5 Jul 06
6	Chandigarh	Noting and Drafting	17 Jul 06	21 Jul 06
7	Nagaland	Personnel Management	31 July 06	4 Aug 06
8	Nagaland	Financial Management in Govt	7 Aug 06	11 Aug 06
9	Chandigarh	Establishment Rules	21 Aug 06	25 Aug 06
10	Chattisgarh	Reservation in Services	18 Sep 06	22 Sep 06
11	Andaman & Nicobar Islands	Right to Information	21 Sept 07	22 Sep 06
12	Chandigarh	Right to Information	5 Oct 06	6 Oct 06
13	Goa	Reservation in Services	13 Nov 06	14 Nov 06
14	Andaman & Nicobar Islands	Team Building	29 Nov 06	1 Dec 06
15	Rajasthan	EP	15 Jan 07	19 Jan 07
16	Pondichery	Administrative Vigilance	22 Jan 07	25 Jan 07
17	Dadar & Nagar Haveli	Right to Information	29 Jan 07	30 Jan 07

6.3.1 PROVIDING FACULTY FOR NATIONAL TRAINING CALENDAR PROGRAMMES: The Training Division of the Department of Personnel & Training utilizes the services of the Recognized Users and Master Trainers of the Institute in conducting DTS and DOT Courses and Recognized Users Development Programmes

which are conducted at selected Training Institutes in the country on behalf of Training Division. During 2006-07, the Institute provided services of its Master Trainers and Recognized Users for the following:

S.N	INSTITUTE	COURSE	DURATION
1.	UPAA&M, Lucknow	DTS	August 21-25, 2006
2.	YASADA, Pune	DTS	Sep 11-15, 2006
3.	ISTM	MTD-EOT	Dec 11-29, 2006
4.	UAoA, Nainital	DTS	Dec 18-22, 2006

7 FACULTY DEVELOPMENT

7.1.1 One of the major strengths of ISTM is its faculty, consisting of officers drawn from various central services on deputation. The officers joining as trainers bring with them varied and rich experience from Government Ministries/ Departments. Thus rotation of faculty from the government departments being a regular phenomenon, planned faculty development is one of the key top management functions. The faculty members are initially given exposure to training/learning process by way of deputing them for Direct Trainer Skills and Design of Training Courses, so that in addition to being subject experts they take in to account learning/training needs while designing/delivering training. The faculty members are also deputed for professional courses related with their subject areas to other "Centers of Excellence" in the country. The opportunities for observing the training-sessions and processes conducted by senior/experienced faculty, by the new faculty is also encouraged. The Institute regularly sponsors its faculty members to undergo various training courses to gain specialization in the fields allotted to them.

A table showing the areas in which the faculty members were trained during the year 2006-07 is given below:

SI. No	FACULTY S/Shri	TRAINING COURSE	AT	DURATION	
1	Sh Hari Om Singh	• Organisational Excellence HR & IT	• BOE-Manali	• 10 Jul 2006	• 14 Jul 2006
2	Smt Meera Narayanan	• RU (DTS)	• ATI, Mysore	• 21 Aug 06	• 08 Sep 06
3	Sh K Govindrajulu	• DTS	• ISTM	• 13 Nov 06	• 17 Nov 06
4	Smt Namita Malik & Sh Parth Vasaniya	• DOT	• ISTM	• 20 Nov 06	• 24 Nov 06
5	Sh MN Kundu Sh Hari Om Singh Sh K Govindrajulu	• TDP-RTI	• ISTM	• 04 Dec 06	• 08 Dec 06
6	Smt Poonam Goila	• TDP-RTI	• ISTM	• 15 Jan 07	• 19 Jan 07
7	Sh T P Narayanan Moorhty	• RU (DTS)	• ISTM	• 29 Jan 07	• 16 Feb 07
8	Sh M S Kasana Sh Hari Om Singh Sh K Govindrajuju	• Total Quality Conclave	• Ashoka Hotel New Delhi	• 09 Feb 07	• 10 Feb 07
9	Sh Nafe Singh Sh Yogesh Dwivedi	• MOT	• ISTM	• 19 Feb 07	• 02 Mar 07
10	Sh M N Kundu Smt Poonam Goila Sh Mukesh Chaturvedi	• DTS-II	• ISTM	• 19 Mar 07	• 23 Mar 07

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	Sh Parth Vasaniya				

OUR FACULTY
(DURING April 2006- March 2007)

Faculty	Total subjects / topics allotted
Sh RK Saini	**Director**
Shri M N Kundu Joint Director (FM) MT(DTS) RU(DTS) RU(DOT)	**Financial Management** Financial Management & Admn, Financial System in India, Financial Administration, Budget *(Principle, practices and Techniques)* Performance Budget ,Zero Based Budgeting ,advances Expenditure Control and Financial Advice System, GFRs/DFPRs ,Pension Rules **Personnel Administration** Performance Appraisal, Facets of Vigilance, **Behavioural Technique** Communication, Team Building ,Motivation, Leadership, Emotional Intelligence, Attitude Behavior, Interpersonal Relationship, Management of Stress Personality development with positive thinking, Organisational Behavior, Material Management Training Techniques DOT, DTS & SAT
Shri M S Kasana Joint Director (MS) MT(DOT) MT(MOT) RU(DTS) MT(EOT)	**Management Services** Management Functions & Techniques,Productivity Concepts Organisation analysis, Method Study, Work Measurement, Goal Setting and Decision Making, Process Re-engineering, Total Quality Management **Behaviorural Technique** Team Building, Leadership, Motivation, Presentation Skills Managing Change in Organisation , Negotiations Skills, HR Development, Inter Personal Relationship **Personnel Administration** Citizen charter, Role Clarity,E-goverance Good Governance, Ethics in Government Organizational Culture, Time Management, Public Private Partnership, Right to Information, **Training Techniques** MOT, SAT, DTS, DOT, TNA, EOT, NTP
Shri K S Kumar Joint Director (PT) RU (DTS)	**Office Management** Office Procedure, Noting & Drafting, Gender Issues **Personnel Administration (Vigilance)**

RU (DOT) MT (DOT)	Conduct Rules, Vigilance & Disciplinary Proceedings **<u>Training Techniques</u>** DTS, DOT **<u>Behavioural Techniques</u>** Negotiation Skills, Public Relations, Interpersonal Relationship, Organisational Behaviour **<u>Behavioural Techniques</u>** Communication Skills, Team Building & Leadership, Decision Making, Presentation Skills, Management of Change **<u>Personnel Administration</u>** Right to Information, Ethics in Administration
Smt Vinod Jindal Joint Director (BT) MT (DTS), RU (DOT)	**Financial Management** FRs, SRs, Pay Fixation, GFRs, DFPRs, **Behavioural Technique** Stress Management, Conflict Management, Communication Skills, Team Building and Leadership, Negotiation Skills, Performance Appraisal, Presentation Skills, Motivation **Personnel Administration** Value and Ethics in Administration, Gender Issues **Training Techniques** DTS, DOT and other related areas **Financial Management** GPF, Budget, Purchase Management, Duties and Responsibilities of HOD/DDO Public Administration

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Smt Meera Narayanan Deputy Director (MS) DTS, DOT	**<u>Management Services</u>** Organization Analysis, Office Layout Planning Method Study, Work Measurement, , Forms Design, Total Quality Management Citizen Charter, Process Reengineering Good Governance , Productivity Concepts **<u>Office Management and personnel Administration</u>** Records Management, Office Procedure, Establishment Rules Government Machinery,Parliamentary Procedure Right to Information, Time Management, Presentation Skills **<u>Financial Management</u>** Inventory Control & Material Management *(GFR Portion only)* **<u>Computers</u>** MS Office (Word, Excel & Power Point)
Shri TPN Murthy Deputy Director (OM) DTS, DOT	**Financial Management** Pay Fixation, TA Rules, Pension Rules, Financial effects of penalty **Office Management and Personnel Administration** Reservation in Services, Handling of CAT Cases, Noting & Drafting, Office Procedure, Establishment Rules *(Framing R/R, DPC, Deputation etc)* Leave Rules, Govt Machinery, Parliamentary procedure CGEGIS, Joining Time, CCS (Conduct Rules) CCS (CCA) Rules
Shri Hari Om Singh Deputy Director (MS) RU (DTS)	**<u>Management Services</u>** Method Study, Work Measurement, Form Design, Office Layout Planning Organisation Analysis, O&M, E-Governance Citizen Charter, Productivity Concept **Organisation Behaviour** Managing change in Organisations, Negotiation Skills, **Financial Management** Purchase Management,Inventory control & Material Management **<u>Computer</u>** MS Word, Excel, PP **Training Techniques** DTS, SAT, TT
Shri P S Sareen Deputy Director (MS) RU (DTS)	**<u>Management Services</u>** Organisation analysis, Method Study Work Measurement (Excluding Activity Sampling) Good Governance Inventory Control, Productivity Concept O&M, Management Process, Total Quality Management **Office Management and personnel Administration** Noting and Drafting,

	Office Procedures, Record Management, Parliamentary Procedures, Machinery of Govt Departmental Security Instructions, Right to Information Act **Computer** MS Word/PP
Shri Mukesh Chaturvedi Deputy Director (Vig) DTS, DOT	**Personnel Administration (Vigilance)** CCS/CCA Rules - Constitutional Provisions - Departmental Inquiries ,Inspections - IO's Report and action thereon - Constitutional Provisions - Conduct Rules, Facets of Vigilance **Office Management and personnel Administration** Handling of CAT Cases, Administrative Law, Constitution, Parliamentary procedure
Shri Rajesh Saxena Deputy Director (PT) DTS, DOT, DTS-II	**Financial Management** LTC, Advances, CCS/CCA Rules, Budget, Leave Rules, Pension Rules Staff Car Rules, GPF, Income Tax, Pay Fixation GFRs/DFPR, Maintenance of Cash Book Financial Management & Admn, Financial System in India, Financial Administration, Performance Budget, Zero Based Budgeting, Centre States Financial Relations, Expenditure Control & Financial Advice system, Financial effect of penalties, Duties & Responsibilities of HOD/DDO **Behavioural Training** Team Building , Negotiation Skills, Stress Management Office Management and Personnel Administration Noting & Drafting, Office Procedure,
Smt Poonam Goila Deputy Director (OM) DTS	**Office Management** Noting & Drafting, Records Management **Financial Management** CGEGIS, Medical Attendance Rules, Pay Fixation **Office Management & Personnel Administration** Machinery of Govt., Office Procedure Reservation in Services Leave Rules, Pension Rules, Establishment Rules Parliamentary Procedure, Gender sensitization **Computer** MS Office (MS-Word, Excel & Power Point)
Apendu Ganguly Deputy Director (OM) DTS, DOT, DTS-II	**Personnel Administration** CCS (CCA) Rules CCS (Conduct) Rules, Leave rules **Office Management** Handling of CAT Cases, Parliamentary Procedure Noting & Drafting, Establishment Rules, Record Management

	FR/SR, Vigilance, Office Procedure **Others** Current Economic Environment, Disinvestments Economic Development Planning, Right to Information Act
Shri Nafe Singh Deputy Director (A/C) DTS	Financial Management Budget, GPF, CGEGIS, TA Rules, Income Tax **Financial Management** Classification of Accounts, Loans and Advances & HBA Expenditure Control, Bank Reconciliation, Capital & Revenue Expenditure, Pension Rules, Maintenance of Cash Book, Role of Statutory Audit
Sh. K Govindarajulu Deputy Director (M)	**Management Services** All subjects related to Management Services. Management Concepts, Organisational Structure, Job Evaluation, Management of Change, TQM, Project Management, Knowledge Management , Time Management **Computer** Ms Word / Excel / Power Point /Access **Personnel Administration** Performance Appraisal **Behaviour Techniques** Stress Management , Organisational Development , Team building & Leadership , Public Private Partnership **Others** RTI

Shri Sandeep Mukherjee Assistant Director (OM) RU (DTS), RU (DOT)	Office Management and personnel Administration Establishment Rules, Promotion, DPC, Seniority, Reservation in Services, Joining Time Rules, Fee and Honorarium (FR/SR) Financial Effects of Penalties, Handling of CAT Cases CCS (CCA) Rules, Pay Fixation, Suspension, OMD Constitution, Administrative Law, Income Tax, GPF **Computers** MS Word/Excel/PP, **Training Techniques**, DTS, DOT, SAT, TT
Shri Sowmendra Chanda Assistant Director (OM) DTS, DOT, DTS-II	**Personnel Administration** Administrative Vigilance *incl CCS (CCA) Rules*, Conduct Rules, Establishment Rules, - Recruitment Rules, - DPC Procedure, Seniority Principles, - Creation/Continuation of posts etc, Medical Attendance Rules, Leave Rules Maintenance of Service Book, Children Education Allowance **Computer** MS Word/Excel
Shri Moloy Sanyal Assistant Director (OM) DTS, DOT	**Financial Management** Maintenance of Cash Book & Review Duties/Responsibility of DDO/HOO Withdrawal from Govt Accounts Personal claims of Govt servants, Control of Expenditure Maintenance of expenditure registers, Monthly Reconciliation Statement, Banking Procedure and Bank Reconciliation Statement, Staff Car Rules Pay and Allowances *(LPC/Arrears Bills)* TA/DA/LTC, GFRs / DFPRs FRs/SRs *(General Condition FR 10-18, Fee, Honorarium, Joining Time)* Principles/Methods of accounting and receipts/crediting of Govt dues Contingent Expenditure and contingent bills Capital and revenue expenditure, Classification of Accounts **Personnel Administration** Noting & Drafting, Office Procedure Machinery of Government, Parliamentary Procedure CGEGIS, Gender Sensitisation
Shri Naresh Bhardwaj Assistant Director	Personnel Administration CCS(CCA) Rules, Conduct Rules, Joining Time, Medical Examination, Service Book, Pension Rules, JCM, Official Language Policy, Medical Attendant Rules, Group Insurance Scheme, Children Education Allowance, Reservation in Services ,CGEIS, GFRs Reservation in Services, Administrative Law,Constitution Law

Shri Yogesh Dwivedi Assistant Director (OM)	<u>**Financial Management**</u> Pay Fixation, LTC, CGEGIS CS (MA) & CGHS rules <u>**Personnel Administration**</u> Pension rules, Leave rules <u>**Office Management**</u> Machinery of Govt of India, Office Procedure, Noting & Drafting Parliamentary Procedure, Record Management
Smt Namita Malik Assistant Director (OM)	**Personnel Administration** Noting & Drafting, Reservation in Services, Medical Attendance Rules, Children Education Allowance, CGEGIS Right to Information Act Financial Management & Behaviour Technique TA/LTC, Advances, GPF, Income Tax, Conflict Management, Team Building and Leadership, Motivation **Office Management** Office Procedure, Establishment Rules,CCS (CCA) Rules, Conduct Rules, Fees ;& Honorarium, Promotiom, DPC, Seniority, Joining Time, Pension Rules, OMD, Gender &Gender Budgeting, Government Machinery, Administration Law **Computer application packages** MS Word, Excel, Power Point
Sh Parth Vasaniya Assistant Director (OM)	**Personnel Administration** Vigilance & Disciplinary matters, CCS (CCA) Rules, Service Book, Leave Rules, Staff Car Rules, JCM, Official Language Policy, Constitution, Right to Information Act **Computer** MSWord, Excel, Power Point, MS Access Establishment Rules, Pension & Retirement Benefits, Pay Fixation, Income Tax, Financial Effect of Penalties, OMD, Handling of CAT Cases, Conduct Rules, CCS (CCA) Rules, DFPRs/GFRs
Shri H Govind Assistant Director DTS, DOT	<u>**Secretarial Skills**</u> English Stenography & English Typewriting Topics related to enhancement of professional skills of Personal staff <u>**Computers**</u> MSPP (from August) and MS Excel (Nov onwards) <u>**Personnel Administration**</u> Departmental Security Instruction, Parliamentary Procedure
Sh Gagandeep Chawla Assistant Director	**Secretarial Skills** Stenography and Typing, Topics related to enhancement of professional skills of Personal

	staff **<u>Computers</u>** IWMW, MSPP **<u>Personnel Administration</u>** Office Procedures, Machinery of Govt of India Leave rules, Conduct Rules, Departmental Security Instructions **Behavioural Management** Stress Management, Communication Skills
Shri A J K Menon Assistant Director (EST)	**<u>Secretarial Skills</u>** (i) Stenography & Typing and topics related to enhancement of professional skills of professional staff including computer (MS Word) (ii) Communication skills, time management and noting & drafting only in PAs / PSs courses. Communication Skill Stress Management

ANNEXURE-II

FACULTY MEMBERS WHO LEFT AND JOINED THE INSTITUTE
During the year 2006-07

The faculty members mentioned below left the Institute, either on completion of their tenure or on promotion.

SNo	Name of Faculty	Date of Leaving the Institute
1	Sh PK Sachdev, Deputy Director	31.5.2006
2	Dr AN Chakravarty, Joint Director	31.5.2006 (Superannuation)
3	Sh Sandeep Mukherjee, Assistant Director	7.9.2006
4	Sh Naresh Bhardwaj, Assistant Director	4.10.2006
5	Sh Gagandeep Chawla, Assistant Director	13.11.2006
6	Sh Sowmendra Chanda, Assistant Director	19.12.2006

The following faculty members joined the Institute during the year 2006-07:

SNo	Name of Faculty	Date of joining the Institute
1	Smt Vinod Jindal, Joint Director	13.10.2006
2	Sh K Govindrajulu, Deputy Director	1.11.2006
3	Smt Namita Malik, Assistant Director	16.10.2006
4	Sh Parth Vasaniya, Assistant Director	23.10.2006
5	Sh AJK Menon, Assistant Director	1.12.2006

COURSES PLANNED AND CONDUCTED DURING 2006-2007   Annexure-III

Course Category	No. of Courses		Name of the Course	No. of Courses		No. of Participant
	Pln	Held		Plnd.	Held	Course wise
Foundational Courses	4	4	Assts (Direct Recruits)	3	3	69
			Personal Assts (Direct Recruits)	1	1	12
Orientation & Refresher	18	17	Condensed Assistants Direct Recruits	1	-	14
			Orientation course for Directors/Dy Secy of Central joining Central Secretariat	2	2	57
			Professional Dev. Prog. For Under Secretaries	3	3	40
			Executive Development Programme for SO	2	2	54
			Assistants (Refresher)	2	2	42
			Professional Development Workshop for PSs	3	3	63
			Personal Assistants (Ref.)	5	5	85
Personnel & Administraton Programmes.	33	35	Establishment Rules	5	5	158
			Reservation in Services	4	4	110
			Administrative Vigilance-1	4	4	123
			Administrative Vigilance-2	2	2	49
			Administrative Vigilance-3	2	2	53
			Administrative Vigilance-4	1	1	29
			Handling of CAT Cases	3	3	68
			Conduct Rule	2	2	47
			Record Management	3	3	78
			Personnel Management	1	1	25
			Workshop on Performance Appraisal	1	1	12
			Workshop on Effective Noting and Drafting	8	8	236
			Office procedure for Nagaland Probationers	1	1	08
			Workshop on Effective Noting and Drafting (Additional)	1	1	27
Financial Management (FM)	18	18	Financial Mgt. In Govt.	2	2	50
			Cash & Accounts	3	3	106
			Pension & Retirement Benefits-1	2	2	35
			Pension & Retirement Benefits-2	2	2	61
			Financial Rules	2	2	35
			Workshop on Pay Fixation	4	4	99
			Purchase Management in Govt.-	2	2	55

			Purchase Management in Govt.-	1	1	24
Management Services & Computer Applications	20	19	Advanced Management Services	1	1	11
			Basic Management Services	1	1	24
			Organisation and Methods	1	1	24
			Management Skills	2	2	55
			Management of Field Offices	1	1	16
			Executive Development Programme for Gr "B"	1	1	27
			Process Reengineering	1	1	09
			Introduction to Windows and Microsoft Word-1	1	1	18
			Introduction to Windows and Microsoft Word-2	3	3	75
			Introduction to MS Excel	3	3	62
			Microsoft Power Point	4	4	102
			Right to Information- Public Information Officer	3	3	82
			Workshop on RTI	2	2	56
			Right to Information- Records Management	2	2	43
Behavioural Training & Secretarial Skills	15	15	Organisation Behavior in Government	1	1	22
			Workshop on Public Relations	1	1	19
			Behavioral Skills	1	1	30
			Workshop on Communication Skills	2	2	36
			Stress Management	2	2	27
			Workshop on Team Building & Leadership	2	2	26
			Gender Sensitization	2	2	42
			English Shorthand	2	2	32
			English Typewriting	1	1	20

Training of Trainers	15	15				
			Direct Trainers Skills	2	3	67
			Design of Training	2	1	11
			Evaluation of Training -MTD	1	1	24
			Training Techniques	1	1	16
			Workshop on National Training Policy	2	2	34
			Workshop on Presentation Skills	3	3	64
			Direct Trainers Skills- 2	1	1	08
			Management of Training	1	1	11
			Management of Training (Trainers)	1	1	09

Details of Calendared courses conducted during the year 2006-07

Foundation and Refresher courses

Course	From	To	Coordinator	No of Participants
Assistants (Direct Recruits)	24 Apr 06	30 Jun 06	Sandeep Mukherjee	22
	07 Aug 06	13 Oct 06	Sowmendra Chanda	32
	13 Nov 06	19 Jan 07	Yogesh Dwivedi	15
Personal Assistants (Direct Recruits)	20 Nov 06	1 Dec 06	H Govind	12
Orientation Course for Deputy Secretaries/Directors joining ral Secretariat	11 Sep 06	15 Sep 06	MS Kasana	30
	8 Jan 07	12 Jan 07	KS Kumar	27
Professional Development Programme	22 May 06	23 Jun 06	Mukesh Chaturvedi	18
	4 Sep 06	06 Oct 06	Poonam Goila	19
	02 Jan 07	02 Feb 07	TPN Moorthy	13
Executive Development Programme for promoted SO	29 May 06	16 Jun 06	PS Sareen	22
	16 Oct 06	03 Nov 06	Apendu Ganguly	32
Professional Development Workshop for Private Secretaries	17 Apr 06	21 Apr 06	GD Chawla	12
	06 Nov 06	10 Nov 06	H Govind	32
	05 Feb 07	09 Feb 07	AJK Menon	19
Assistant Refresher	5 Jun 06	30 Jun 06	Yogesh Dwivedi	23
	18 Dec 06	12 Jan 07	Moloy Sanyal	19
Personal Assistant Refresher	15 May 06	26 May 06	GD Chawla	18
	19 Jun 06	30 Jun 06	H Govind	12
	25 Sep 06	6 Oct 06	H Govind	24
	11 Dec 06	22 Dec 06	H Govind	17
	12 Mar 07	23 Mar 07	H Govind	23

Personnel Administration and Office Management

Course	From	To	Coordinator	No of Participants
Establishment Rules	08 May 06	12 May 06	Meera Narayanan	18
	31 Jul 06	04 Aug 06	TPN Moorthy	35
	11 Sep 06	15 Sep 06	TPN Moorthy	39
	16 Oct 06	20 Oct 06	TPN Moorthy	21
	11 Dec 06	15 Dec 06	Sowmendra Chanda	27
Reservation in Services for SC/ST/OBC	5 Jun 06	8 Jun 06	TPN Moorthy	22
	07 Aug 06	10 Aug 06	Sandeep Mukherjee	35
	06 Nov 06	09 Nov 06	TPN Moorthy	19
	18 Dec 06	21 Dec 06	TPN Moorthy	35
Administrative Vigilance:	05 Jun 06	09 Jun 06	Sowmendra Chanda	25

Role IO/PO	24 July 06	28 Jul 06	Sandeep Mukherjee	39
	01 Jan 07	05 Jan 07	Sowmendra Chanda	26
	12 Feb 07	16 Feb 07	Mukesh Chaturvedi	29
Administrative Vigilance: Disciplinary Procedure AV2	17 Apr 06	28 Apr 06	Mukesh Chaturvedi	27
	13 Nov 06	24 Nov 06	Sowmendra Chanda	22
Administrative Vigilance: Disciplinary Procedure AV3	21 Aug 06	01 Sep 06	Naresh Bhardwaj	33
	05 Mar 07	16 Mar 07	Mukesh Chaturvedi	20
Administrative Vigilance: Disciplinary Procedure 4	25 Sep 06	29 Sep 06	Mukesh Chaturvedi	29
Personnel Management Handling of Cat Cases	05 Mar 07	09 Mar 07	Meera Narayanan	25
	03 Apr 06	05 Apr 06	Sandeep Mukherjee	16
	03 Jul 06	05 Jul 06	Apendu Ganguly	28
	25 Sep 06	27 Sep 06	TPN Moorthy	24
Record Management	07 Aug 06	09 Aug 06	Poonam Goila	32
	11 Dec 06	13 Dec 06	Yogesh Dwivedi	20
	12 Mar 07	14 Mar 07	Moloy Sanyal	22
Workshop on Performance Appraisal	26 Feb 07	27 Feb 07	Vinod Jindal	12
Workshop on Effective Noting and Drafting	24 Apr 06	26 Apr 06	Moloy Sanyal	30
	12 Jun 06	14 Jun 06	TPN Moorthy	34
	17 Jul 06	19 Jul 06	Poonam Goila	31
	01 Nov 06	03 Nov 06	PS Sareen	33
	20 Nov 06	22 Nov 06	Poonam Goila	29
	04 Dec 06	06 Dec 06	Yogesh Dwivedi	42
	21 Feb 07	23 Feb 07	Namita malik	21
	19 Mar 07	21 Mar 07	Namita Malik	27
	28 Mar 07	30 Mar 07	Namita Malik	27
Office Procedure for nagaland Probationers	15 Nov 06	17 Nov 06	Vinod Jindal	10
Conduct Rules	22 May 06	26 May 06	Sowmendra Chanda	18
	4 Dec 06	08 Dec 06	Mukesh Chaturvedi	29
Workshop on Assured Career Progression	08 May 06	8 May 06	TPN Moorthy	15
	02 Nov 06	02 Nov 06	Poonam Goila	24

Financial Management

Financial Management in Government	15 May 06	26 May 06	MN Kundu	24
	20 Nov 06	01 Dec 06	Nafe Singh	26
Cash & Account	3 Jul 06	3 Sep 06	Nafe Singh	33
	9 Oct 06	8 Dec 06	Moloy Sanyal	38
	8 Jan 07	9 Mar 07	Nafe Singh	33
Special Programme on Pension and Other	8 May 06	12 May 06	Nafe Singh	16
	25 Sep 06	29 Sep 06	MN Kundu	19

Retirement Benefits				
Special Programme on	1 May 06	5 May 06	PK Sachdev	28
Pension and Other	11 Dec 06	15 Dec 06	Nafe Singh	33
Retirement Benefits-II				
Financial Rules	17 Apr 06	28 Apr 06	Nafe Singh	17
	24 Jul 06	04 Aug 06	Rajesh Saxena	18
Workshop on Pay Fixation	17 Apr 06	19 Apr 06	Rajesh Saxena	20
	21 Aug 06	23 Aug 06	Yogesh Dwivedi	31
	31 Oct 06	01 Nov 06	TPN Moorthy	30
	5 Mar 07	7 Mar 07	TPN Moorthy	18
Purchase Management in	17 Apr 06	19 Apr 06	Hari Om Singh	30
Government-I	06 Nov 06	08 Nov 06	Nafe Singh	25
Purchase Management in	16 Oct 06	18 Oct 06	Hari Om Singh	24
Government-II				
Management Services				
Basic Management Course	7 Aug 06	29 Sept 06	Hari Om Singh	24
Advance Management	5 Mar 07	23 Mar 07	K Govindrajulu	11
Services Course				
Managerial Skill of	21 Aug 06	01 Sep 06	PS Sareen	34
Scientific and Technical	18 Dec 6	29 Dec 06	PS Sareen	21
Officers				
Management of Field	11 Sep 06	15 Sep 06	PS Sareen	16
Offices				
Executive Development	4 Sep 06	15 Sep 06	PS Sareen	27
Programme				
Organisation and Methods	5 Feb 07	9 Feb 06	PS Sareen	24
Good Governance	7 Aug 06	11 Aug 06	PS Sareen	28
	19 Feb 07	23 Feb 07	K Govindarajulu	24
Managing Change in	27 Nov 06	29 Nov 06	K Govindrajulu	16
Organisation	19 Mar 07	21 Mar 07	K Govindrajulu	13
Process Re-engineering	10 Jul 06	12 Jul 06	Meera Narayanan	09
Right to Information-	17 Apr 06	18 Apr 06	MS Kasana	23
Public Information	24 Apr 06	25 Apr 06	Meera Narayanan	25
Officers	3 Jul 06	4 Jul 06	PS Sareen	34
Workshop on Right to	18 May 06	19 May 06	MS Kasana	28
Information	21 Sep 06	22 Sep 06	PS Sareen	28
Right to Information-	31 May 06	2 Jun 06	Meera Narayanan	17
Record Management	24 Jul 06	26 Jul 06	PS Sareen	26
Computer Applications				
Introduction to Windows	24 Apr 06	27 Apr 06	Poonam Goila	18
and Microsoft Word -I				
Introduction to Windows	8 May 06	9 May 06	Sowmendra Chanda	24
and Microsoft Word -II	26 Jun 06	29 Jun 06	Hari Om Singh	29
	22 Jan 07	25 Jan 07	Poonam Goila	22

Introduction to MS Excel	2 Jun 06	14 Jun 06	Meera Narayanan	19
	10 Jul 06	10 Jul 06	Sandeep Mukherjee	25
	8 Jan 07	10 Jan 07	Hari Om Singh	27
Introduction to MS Power Point	3 April 06	4 April 06	G D Chawla	25
	15 May 06	16 May 06	Hari Om Singh	24
	24 Jul 06	25 Jul 06	H Govind	28
	19 Feb 07	20 Feb 07	K Govindarajulu	25

Behavioural Training

Organisational Behaviour in Government	8 Jan 07	12 Jan 07	Vinod Jindal	22
Workshop on Public Relations	8 May 06	10 May 06	KS Kumar	19
Gender Sensitisation	12 Jun 06	16 Jun 06	Moloy Sanyal	17
	18 Dec 06	22 Dec 06	Poonam Goila	22
Behavioural Skills	12 Feb 07	16 Feb 07	Vinod Jindal	30
Stress Management	19 Jun 06	23 Jun 06	MN Kundu	16
	5 Mar 07	9 Mar 07	Vinod Jindal	11
Workshop on Communication Skills	17 Jul 06	19 Jul 06	MN Kundu	16
	16 Oct 06	18 Oct 06	KS Kumar	20
Workshop on team	15 Jan 07	17 Jan 07	Vinod Jindal	19
Building and leadership	26 Mar 07	28 Mar 07	Vinod Jindal	07
Workshop on Negotiation Skills	12 Mar 07	14 Mar 07	Vinod Jindal	11

Secretarial Skills

English Shorthand	26 Jun 06	23 Mar 07	GD Chawla	15
	1 Jan 07	28 Dec 07	H Govind	16
English Typewriting	16 Oct 06	8 Dec 06	H Govind	20

Training of Trainers

Direct Trainer Skills	13 Nov 06	17 Nov 06	MN Kundu	27
Direct Trainer Skills for DIT	01 May 06	05 May 06	Sandeep Mukherjee	20
	07 Aug 06	11 Aug 06	KS Kumar	20
Design of Training	20 Nov 06	24 Nov 06	Hari Om Singh	11
Direct Trainer Skills -Recognized User	29 Jan 07	16 Feb 07	Vinod Jindal	67
Direct Trainer Skills-II	19 Mar 07	23 Mar 07	Yogesh Dwivedi	08
Evaluation of Training- MTD	12 Mar 07	30 Mar 07	Apendu Ganguly	24
Training Techniques	21 Aug 06	01 Sep 06	KS Kumar	16
Workshop on Presentation Skill	26 Jun 06	27 Jun 06	MS Kasana	27
	9 Oct 06	10 Oct 06	Poonam Goila	17

	19 Feb 07	20 Feb 07	Apendu Ganguly	20
National Training Policy	7 Sep 06	8 Sep 06	MS Kasana	21
	12 Feb 07	13 Feb 07	MS Kasana	13
Management of Training	19 Feb 07	23 Feb 07	PS Sareen	11
Management of Training (Trainers)	26 Feb 07	02 Mar 07	PS Sareen	09
Total Participants				3219

LIST OF QUALIFIED PARTICIPANTS

(a)   Assistant (DR) Foundational Training Programme

(b)   Basic Management Services Course

(c)   Advance Management Services Course

(d)   Cash & Accounts Training Programme