ANNUAL
REPORT
2007–2008

GOVERNMENT OF INDIA

INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT

Department of Personnel & Training

Old JNU Campus, Olof Palme Marg

New Delhi - 110067

CONTENTS

1. ABOUT THE INSTITUTE

Introduction

The Institute of Secretariat Training & Management (ISTM) is a multi-disciplinary organization specializing in capacity building, consultancy and research support particularly for the Central Secretariat. It was established in 1948 and is committed to the ideal of "Efficiency and the Public Good". ISTM's main concern is to help develop the professional competence of individual officers of not only the central Government but also of the State Government, Public Sector Undertakings and Autonomous Bodies. ISTM has been conducting foundational and refresher courses every year besides sending its peripatetic teams to the States/UTs to fulfill its mandate. From this year ISTM is also involved in implementation of CSS Cadre Training Plan which envisages organizing mid-career mandatory training programmes having linkages with career progression upto Director level officers. Training by ISTM covers the areas of Personnel Administration and Office Management, Right to Information, Financial Management, Management Services, Information-Communication Technology and Behavioural and Secretariat Skills and Training of Trainers. Besides providing faculty assistance to various organizations and training institutions, ISTM also conducts organization specific courses for a nominal course fee.

Status

ISTM is an attached office under the Department of Personnel & Training, Government of India and is headed by a Director, who is an officer of the level of Joint Secretary to the Government of India.

Resources

ISTM has sanctioned faculty strength of 28 as on 31st March 2008. There are experienced training professionals drawn from various Central Services. It has a Library of more than 16000 books besides a modest video collection and two computer labs. The Institute has built up a rich collection training material for distribution to its course participants. It also has a modest hostel where outstation participants are provided twin sharing accommodation on first cum first served basis on payment of prescribed charges. There are immediate plans to accommodate 240 participants of ADR (F) residential course.

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 programmers for CSS officers as per revised 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 2007-2008

2.1 THE YEAR AT A GLANCE: During the year 2007-2008 the institute witnessed a number of new innovations and initiatives. While the details of the milestones achieved in the various fields are covered in detail 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 endeavor 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 164 training courses during 2007-2008 covering a trainee population of 3968 despite faculty constraints.

2.1.2 RIGHT TO INFORMATION ACT: The RTI Act that came into effect on 12 October 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 two days workshops for CPIOs, five 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 courses conducted in this area are given in Annexure III.

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, Communication & Negotiation skills, Assured Career Progressive Scheme, good governance, Gender Issues, Stress Management, Values in Administration, Knowledge Management 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 six five day Trainer Development Programmers on "Right to Information Act". These five day programmes have been aimed at building trainer capabilities on RTI at Central Training Institutes and also in various Ministries, Departments, Attached and Subordinate Offices of Central Government. A trainee population of 731 has been covered including all RTI courses.

2.1.6 Cadre Training Plan for CSS Officers: From this year ISTM is also involved in implementation & CSS Cadre Training Plan under which mid-carrier training programmes for CSS officers of the levels of UDC to Directors have seen conducted 268 training weeks have been devoted towards 20 courses covering 500 trainees. Details of such courses are given in Annexure V.

2.1.7 COMPUTER COURSES: With second computer lab of ISTM coming into operation, the skill development activities in the domain has immensely increased. In addition to courses on various windows based application packages courses on MS word, MS excel and MS power point were successfully conducted. Details are given in Annexure III.

2.1.8 Training Assistance to Other Organisations
During the year 2007-2008, training assistance to other Organisations was taken on fairly 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. 49 organisations all over the country were provided faculty assistance during the year as per list indicated in para 6.1.1. Eighteen PT programmes were conducted at Tripura, Chandigarh, Puducherry, Andaman & Nicobar (Port Blair), and Goa as a part of our mandate to assist the States/UTs who do not have sufficient infrastructural facilities in the area of training.

2.1.9 Visit of delegation from Vietnam, Bangladesh and Namibia

Delegations from the following countries visited ISTM during the year. Possibilities of cooperation in different areas were explored;

1.	Vietnam	15th May 2007
2.	Bangladesh	25th May 2007
3.	Namibia	10th January, 2008

2.1.10 Eminent Personalities Lecture Series: As a part of the new initiative, lectures were delivered by eminent persons from the civil society. Sh. Avdhesh Kumar, Director RULEK, Dehradun delivered a lecture on public private partnership need of the time on 29th January. 08.

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, 2008. 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 28 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 2007-08 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 assisted by a Training Associate.

3.1.4 LIBRARY: One of the faculties 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 sanctioned staff strength of 101. This non-training staff includes two Section Officers, one Assistant Director (Official Language), Private Secretaries, Training Associates, Librarian, 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 faculties. The Deputy Director (Administration) is further assisted by Section Officers in the discharge of his duties.

3.1.6 The faculty in-charge of Administration, Coordination and Library look after the work allotted to them in addition to imparting of training in their respective field of specialisation & coordinating the training programme 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 auditoriums and two conference halls 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 12000 general books on Management, public Administration, Economics, Training Techniques, History, Psychology, Behavioural Skills, Law, Computers, Philosophy, Sociology, Literature in English, Hindi and Regional languages, Biographies, Dictionaries, Various Encyclopedia, & Religion, etc. Multiple copies of books on Government Rules (totaling to 4000 books) are also procured for issue to faculty members and participants of long term courses. The latest books in all disciplines are constantly added.

An extensive reading facility is also available within the Library. Apart from leading Indian newspapers and magazines, the following national and international journals are made available for reading:

- Journal of Human Values
- Psychology Today
- Management Review
- Training & Development Journal
- Training Journal
- Harvard Business Review
- Executive Excellence
- Health & Nutrition

The participants of both long term and short term courses are issued books during the period of training. They are encouraged to avail the library facilities, and inculcate interest in reading.

Clippings from Leading Newspapers and reputed magazines and journals pertaining to RTI are circulated to the concerned faculty members and also kept in the library for reference purposes.

The Institute is in the process of upgradation of the library facilities, including library automation and accessibility on Internet.

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 MODERNISATION SCHEME: Various developmental activities continued to be undertaken during the year 2007-08 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 Laptops 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 endeavor 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 centered training methodology, the Institute endeavors 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 behavior & 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, PRINCIPALS 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.

4.9.1 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 2007-08, 164 training programmes were organised by the Institute covering a trainee population of around 3968 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 personal administration
- Module – III covers financial administration
- Followed by a one week study tour
- Module – IV covers computers and IT

One Course was conducted during 2007-08.

In addition to above following CSS Cadre Training Programmes were conducted:

Level A for UDCs	6 courses
Level B for Assistants	4 courses
Level C for SOs	2 courses
Level D for SOs	5 courses
Level E for USs	1 courses
Level F for DS/Dir	1 courses

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. Five courses were conducted during the year 2007-2008 for PA (refresher) and one course for PA (DR) during 2007-08.

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 planned during the year 2007-08 but was not conducted.

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 2007-08 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, general administrative aspects of management. One course was conducted during the year.

5.2.4 Workshop on Presentation Skills: The Objectives of the workshop are to enable the participants to identify factors that enhance presentation skills; to design and use visual aids using Power Point Software. The workshop focuses on structure of the presentation required to be taken into consideration in the planning stage and delivery techniques both verbal and on-verbal. Participants are given opportunities to practice 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. One such course was conducted during the year 2007-08.

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 behavior, problem solving, finance management and other management functions in Govt. One course each during the year 2007-08 was 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 2007-08.

5.3.3. Assistants Refresher Course: A 4-week refresher training programmes is conducted for promotee Assistants. The course aims at updating the knowledge & skills of the participants and thus helping them to discharge their current functions and responsibilities effectively. One such course was conducted during year 2007-08.

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 were conducted in the year 2007-08.

5.3.5   Purchase Management in Govt.: Two courses for staff dealing with purchase in Govt. offices were conducted during 2007-08.

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. One courses were conducted in the year 2007-08.

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. One such course was conducted in the year 2007-08.

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 2007-08.

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. Two such courses were conducted during the year 2007-08.

5.5 PERSONNEL MANAGEMENT AND ADMINISTRATION

5.5.1. 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. One course was conducted in the year 2007-08.

5.5.2 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 revision in the reservation policy. Accordingly the design, content, course material exercises for the courses on reservation were reviewed & prepared afresh, so that the course is in consonance with latest government policy. Three such courses were conducted during the year 2007-08.

5.5.3 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 bodies Org. /PSUs.

Seven courses were conducted in all during the year 2007-08.

5.5.4 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. One course was conducted during the year 2007-08.

5.5.5 Conduct Rules (Three weeks): This programme has been designed to improve the knowledge about the important provisions of the Conduct Rules and their application. One course was conducted during the year 2007-08.

5.5.6 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. One course was conducted during the year 2007-08.

5.5.7 Records Management (RTI) (4 days): This new programme is designed to meet the needs of the officer's primarily concerned with the management of records in the context of RTI Act. The participant level is Section Officer, Record Keeper and Record Room In-charge. Three courses were conducted during the year 2007-08.

5.5.8 Gender Issues: A new course on Gender Issues 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. One course was 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), DTS-II (RU), MoT, MoT (T) etc. Design of Training (DOT), Evaluation of Training, Training Techniques & Workshop on National Training Policy.

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.

5.7 COMPUTER

5.7.1 Courses on application of Computers: In order to make the administration responsive and effective, Government of India 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. Courses have been designed to give the participant optimum inputs on knowledge and skill on the use of computer on window platform. During the year under report five courses were conducted on Microsoft Word, Excel & Power Point.

5.8 ORGANISATIONAL BEHAVIOUR

5.8.1   Organizational Behaviour in Government: The one-week programme on "Organisational Behaviour in Govt. for Senior and Middle Management level" is designed to provide 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 2007-08.

5.8.2 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 2007-08.

5.8. 3 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 2007-08 one such course was conducted.

5.8.4 Workshop on Communication and Negotiation Skills: The 3-day course is designed to make the participants able to access the value of communication and negotiation 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. One course was held during the year 2007-08.

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 organise programme for imparting training to LDCs/UDCs & Hindi Stenographers in English Stenography skills. Under this programme, instructions in stenography are imparted to LDCs/UDCs/Hindi Stenographers of CSCS/CSSS. The trainees, in these programmes, are imparted instructions for two sessions daily, during office hours, for one year. Two such programmes 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 LDCs, 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 2007-08, this Institute organized a number of workshops and seminars. These include:

5.10.1 Workshop on Pay Fixation (3 Days): During the year 2007-08, one workshop on pay fixation was 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 2007-08, 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.

5.11 <u>Progressive use of Hindi in Official work</u>

Institute is making concerted efforts for progressive use of Hindi in the official work to ensure proper implementation of the official language policy of the Govt. and the compliance of Official Language Act, 1963 as amended in 1967 & provisions of official language (use for official purposes of the union) Rules, 1976 as amended 1987 and annual programme and various orders/instructions issued time to time by Department of Official Language.

At present there is a Hindi Division in the institute consisting of one Assistant Director (OL), one Senior Translator and Junior Translator. Besides doing implementation of the official language policy and annual programme of the Department of Official Language, Hindi section does routine work of institute and prepares questions papers and training material of the various training courses in Hindi.

During the year under review the following steps have been taken to increase the use of Hindi.
1. During the year four meetings of official language committee were conducted.
2. The quarterly report regarding the progressive use of Hindi was sent   regularly   to the Deptt. of Personnel & Training.
3. During the year two Hindi workshops were conducted to enable the officials of the institute to do their official work in Hindi.
4. Orders regarding honorarium of the guest faculty have been issued in Hindi.
5. Training circular/nomination acceptance letters & nominations forms are sent in Hindi also.
6. Question papers for the examination of training courses are prepared in   Hindi also.
7. Certificates to be given to the participants are prepared both in Hindi and English.
8. Names of the Seminar Halls & auditorium of the institute have been kept in Hindi.
9. Either one or two sessions on official language policy of the govt. are kept in foundational & refresher courses conducted by the institute namely Assistant (Direct Recruit), Personal Assistant (Direct Recruit), Assistant Direct Recruit (Condensed), Reorientation programme for Deputy Secretary/Director joining in central secretariat, Executive development programme for Promoted Section Officer, Professional development workshop for private secretaries, Assistant refresher, personal assistant refreshers and all level programmes of Central Cadre Plan.
10. Eighty percent training material of the institute is bilingual.
11. Training is imparted through a mixed medium of both English and Hindi as participants speaking diverse languages come here for training from the various parts of the country.
12. During the year training material consisting of 517 pages has been prepared in Hindi.

During the year Hindi fortnight was observed from 1st September 2007 to 14th September, 2008. During the fortnight eight competitions were conducted under the supervision of various faculty members. These included Dictation & spelling, noting & drafting in Hindi, administrative & training terminology, Hindi essay, Hindi stenography, Hindi typing, slogan, sulekh competition for Class IV employees. Cash prizes were given to the winner participant. Under the cash award scheme introduced in the institute nine awards were given. A "Kavi Sammelan" was organized during the prize distribution function of the Hindi fortnight in which renowned poets S/Sh. Praveen Shukla, Mahendra Sharma, Sh. Mahendra Ajnabi and Rajesh Chetan were invited. On this occasion Director, ISTM congratulated for the increasing use of Hindi in the institute and appealed to do more and more work in Hindi.

6. TRAINING SUPPORT TO OTHER ORGANISATIONS

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 organisations 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, 51 organisation specific programmes were conducted, in which 1215 trainees participated:

Sl. No.	Name of the Organisation	Subject	During		No. of Trainees
1	HQ WNC, Mumbai	Reservation in Services	09 April 2007	13 April 2007	24
2		DP	04 Feb. 08	08 Feb. 08	23
3	ICAR	MSPP	19 April 2007	20 April 2007	25
4		MSPP	26 April 2007	27 April 2007	25
5		Personnel Management	14 May 2007	16 May 2007	33
6	IES Officers(Spl)		04 June 2007	08 June 2007	07
7	NCERT	Record Management	04 July 2007	06 July 2007	22
8		Record Management	16 July 2007	18 July 2007	22
9	CIC	RTI	14 April 2007	15 April 2007	28
10		Office Procedure	05 July 2007	06 July 2007	15
11	TRAI	Office Procedure	12 July 2007	13 July 2007	22
12	Devel Commissioner	RTI	16 July 2007	17 July 2007	15
13	CGDA	Administrative Vigilance	23 July 2007	25 July 2007	23
14	M/o Power	MS Word	03 August 2007	04 August 2007	21
15	SCO	Communication Skill	06 August 2007	10 August 2007	14
16	CGDA Service Juris	Personnel Management	14 August 2007	17 August 2007	23
17	CLC	RTI	20 August 2007	21 August 2007	47
18		RTI	06 September 2007	07 September 2007	50
19		RTI	29 November 2007	30 November 2007	47

20	NVS	Administrative Vigilance	10 September 2007	14 September 2007	21
21		Reservation in Services	24 October 2007	26 October 2007	22
22		RTI	26 December 2007	27 December 2007	24
23		Financial Rule	31 December 2007	04 January 2008	24
24	ICMR	Financial Rule	15 October 2007	19 October 2007	25
25		Estt. Rules	10 December 2007	14 December 2007	25
26		Handling of CAT Cases	11 February 2008	13 February 2008	28
27		Noting & Drafting	27 February 2008	29 February 2008	22
28		RTI-RM	03 March 2008	07 March 2008	24
29	NCB	Office Procedure	15 October 2007	19 October 2007	23
30	ITDC	RTI	22 October 2007	23 October 2007	15
31	M/o Labour & Empowerment	Personnel Management	22 October 2007	24 October 2007	17
32	CWC	RTI	25 October 2007	26 October 2007	23
33	DGE & T	Noting & Drafting	25 October 2007	26 October 2007	15
34	Central Social Welfare Board	Noting & Drafting	14 November 2007	16 November 2007	25
35	IMG Thiru-vananthepuram	Team Building	12 November 2007	16 November 2007	24
36	JNU	Estt. Rules	26 November 2007	30 November 2007	24
37		Noting & Drafting, Record Management	03 December 2007	07 December 2007	24
38	NDMC	Pay Fixation	29 November 2007	30 November 2007	21
39		Reservation in Services	10 March 2008	12 March 2008	24
40		Office Procedure	17 March 2008	19 March 2008	25
41	REC	Filing System	17 December 2007	18 December 2007	25
42	CGWB	Admn. Matters	31 December 2007	04 January 2008	25
43	ICFR&E	Financial Rules	07 January 2008	11 January 2008	20
44		Office Procedure	04 February 2008	08 February 2008	21
45	FPW	Shorthand	05 February 2008	07 February 2008	14
46	DGAQA	Establishment Rules	11 February 2008	15 February 2008	27
47	ISS Probationers	Establishment Rules	18 February 2008	29 February 2008	21
48	DRDO	RTI	17 March 2008	18 March 2008	22
49	IRCON Ltd.	Establishment Rules	24 March 2008	28 March 2008	24
50	M/o Water Resources	Office Procedure	27 March 2008	28 March 2008	24
51	Nagaland Probationers	Office Procedure	05 November 2007	07 November 2007	08
Total					**1215**

6.1.2 Workshop on Right to Information: During the year 2007-08, on the basis of requests received from government departments, attached/subordinate offices, public sector undertakings/autonomous bodies, 10 organization specific programmes on Right to Information were conducted, for which the Institute charged course fee depending upon the duration of the programme. Furthermore the Institute also organised Trainers Development Programme, Workshop on Disposal of Appeal, and Seminar on Right to Information Act as part of the calendared training courses.

SI No	Name of Course	From	To	No of Participant
1	RTI-PIO	04 April, 2007	05 April, 2007	34
2		11 June, 2007	12 June, 2007	28
3		24 March, 2008	25 March, 2008	24
4	RTI-AA	30 April, 2007	------	31
5		17 August, 2007	------	33
6	S- RTI	04 May, 2007	-----	57
7	RTI-TDP	14 May, 2007	18 May, 2007	17
8		09 July, 2007	13 July, 2007	16
9		29 October, 2007	02 November, 2007	26
10		10 December, 2007	14 December, 2007	23
11		18 February, 2008	22 February, 2008	36
12		10 March, 2008	14 March, 2008	22
13	RTI-RM	04 June, 2007	07 June, 2007	20
14		30 July, 2007	02 August, 2007	28
15		04 February, 2008	07 February, 2008	31
16	RTI-ROP	12 November, 2007	14 November, 2007	23
17	PP on RTI for CIC	05 July, 2007	06 July, 2007	15
18	PP on RTI for Devel Commissioner	16 July, 2007	17 July, 2007	15
19	PP on RTI for CLC	20 August, 2007	21 August, 2007	47
20		06 September, 2007	07 September, 2007	50
21		29 November, 2007	30 November, 2007	47
22	PP on RTI for ITDC	22 October, 2007	23 October, 2007	15
23	PP on RTI for CWC	25 October, 2007	26 October, 2007	23
24	PP on RTI for NVS	26 December, 2007	27 December, 2007	24
25	PP on RTI-RM for ICMR	04 March, 2008	07 March, 2008	24
26	PP on RTI for DRDO	17 March, 2008	18 March, 2008	22
Total Participants				**731**

6.2.   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 2007-08, 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:

Sl. No.	States/UTs	Subject	During	
			From	To
1	Tripura	Office Procedure	07 May 2007	09 May 2007
2		Establishment Rules	10 May 2007	12 May 2007
3	Chandigarh	Right to Information	28 May 2007	29 May 2007
4		Right to Information	11 June 2007	12 June 2007
5		Right to Information	05 July 2007	06 July 2007
6		Right to Information	19 July 2007	20 July 2007
7		Organisation & Methods of Work Study	22 October 2007	26 October 2007
8		Office Management including Office Procedure, N&D and Record management	05 November 2007	09 November 2007
9		Establishment rules & Reservation in Service	12 November 2007	16 November 2007
10		Financial rules including Pension & Retirement Benefit	17 December 2007	21 December 2007
11		Establishment rules & Reservation in Service	24 December 2007	28 December 2007
12		Financial rules including Pension & Retirement Benefit	07 January 2008	11 January 2008
13		Right to Information	19 March 2008	20 March 2008
14	Puducherry	Maintenance of Reservation Rosters for SC/ST	05 September 2007	07 September 2007
15		Financial rules including Pension & Retirement Benefit	18 February 2008	22 February 2008
16	A & N, Port Blair	Office Management	19 November 2007	23 November 2007
17		Behavioural Skills and Public Relations	14 January 2008	19 January 2008
18	Goa	Establishment Rules and Reservation in Services	03 March 2008	07 March 2008

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 both inland & abroad to gain specialization in the fields allotted to them.

A table showing the areas in which the faculty members were trained during the year 2007-08 is given below:

Faculty Development

Institution	Subject	Faculty	Date
Centre for Public Policy	Public Policy and Leadership	AD(NM)	10-14/3/08
QAI India Ltd.	Case Project Management Concepts	DD(KGR)	18-19/12/07
IIPA, New Delhi	Gender Budgeting	JD(PG) & AD (MS)	30.11.07 to 01.11.07
IIM, Ahmedabad	Knowledge Management : Strategy, Structure & Processes	DD(KGR)	6-11/8/07
Quality Council of India	Sevottam	DD(KGR) & DD(MC)	30.4.07

8. IMMEDIATE FUTURE PLANS

8.1.1 Some important initiatives slated for implementation in the immediate future are as under:-

a. Infrastructure development:
- Capacity augmentation in hostel and dining halls by providing one additional cot in 67 rooms to accommodate 240 ADR (Resident Course) participants and an additional dining hall to cater to 150 persons.
- Alternate water supply and alternate electric power supply by installation of PVC tanks and booster/jet pump and by installing modern digital control generator, etc.
- Modernisation of existing faculty rooms/creation of reception area/ beautification of corridors/improvement of staff room and provision of pantry and dining space and additional rooms for ten consultants.
- A new round conference hall with all modern facilitates upgradation of furniture in the eight seminar halls, additional class rooms in the library building, etc.

b. ICT Lab:
- The ICT lab is proposed to be upgraded by purchase of 100 PCs with LAN for a new computer lab, cyber room at hostel block with 20 PCs with LAN, laptops for faculty, two servers, digital camera, audio system and five 10 KVA UPS with cable routing, printers, expansion of LAN connectivity and revamping of existing LAN connectivity at seminar halls and administrative block.

c. Gymnasium and sports facilities:
- A gymnasium by setting up one 10 station exercise machine, 10 stationary cycles, two treadmills and other misc. equipments. Sports equipments (Tennis, Table Tennis, Basket Ball, Football, Badminton, Cricket Kits, etc.).

d. Consultancy, centres of excellence and publication:
- It is also proposed of provide for consultancy services in different training related areas, open centres of excellence in areas such as, RTI, developmental schemes, etc. and a publication unit.

OUR FACULTY
(DURING April 2007- March 2008)

Faculty	Total subjects / topics allotted
Sh. R K Saini	**Director**
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 Decompression Making, Process Re-engineering, Total Quality Management **Behavioural 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-governance 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) RU (DOT) MT (DOT)	**Office Management** Office Procedure, Noting & Drafting, Gender Issues **Personnel Administration (Vigilance)** Conduct Rules, Vigilance & Disciplinary Proceedings **Training Techniques** DTS, DOT **Behavioural Techniques** Negotiation Skills, Public Relations, Interpersonal Relationship, Organisational Behaviour

	Behavioural Techniques Communication Skills, Team Building & Leadership, Decision Making, Presentation Skills, Management of Change **Personnel Administration** 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
Smt Poonam Goila Joint 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 **Compute**r MS Office (MS-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 P S Sareen Deputy Director (MS) RU (DTS)	**Management Services** 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 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,
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, Capita & 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 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 Administrative Law, Constitution Law
Shri Yogesh Dwivedi Assistant Director (OM)	**Financial Management** Pay Fixation, LTC, CGEGIS CS (MA) & CGHS rules **Personnel Administration** Pension rules, Leave rules **Office Management** 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, Promotion, DPC, Seniority, Joining Time, Pension Rules, OMD, Gender &Gender Budgeting, Government Machinery, Administration Law **Computer** 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 **Office Management** Establishment Rules, Pension & Retirement Benefits, Pay Fixation, Income Tax, Financial Effect Penalties, OMD, Handling of CAT Cases, Conduct Rules, CCS (CCA) Rules, DFPRs/GFRs **Computer** MS Word, Excel, Power Point, MS Access

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 & Allowance (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 Issues
Shri H Govind Assistant Director DTS, DOT	**Secretarial Skills** English Stenography & English Typewriting Topics related to enhancement of professional skills of Personal staff **Computers** MSPP (from August) and MS Excel (November onwards) **Personnel Administration** Departmental Security Instruction, Parliamentary Procedure
Shri A J K Menon Assistant Director (EST)	**Secretarial Skills** (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

FACULTY MEMBERS WHO LEFT AND JOINED THE INSTITUTE
During the year 2007- 08

The faculty members mentioned below left the Institute, either Superannuation/on completion of their tenure/on promotion during the year 2007-08:

Sl. No.	Name of Faculty	Date of Leaving the Institute
1	Sh. R.K. Saini, Director	31.01.2008 (Superannuation)
2	Sh. M.N. Kundu, Joint Director	11.04.2007
3	Sh. Meera Narayanan, Deputy Director	14.07.2008 (Expired)
4	Sh. Hari Om Singh, Deputy Director	21.07.2007

The following faculty members joined the Institute during the year 2007-08:

Sl. No.	Name of Faculty	Date of joining the Institute
1	Sh. Ved Prakash Sharma, Assistant Director	06.07.2007
2	Sh. Naresh Bhardwaj, Assistant Director	26.07.2007

COURSES PLANNED AND CONDUCTED DURING 2007-08

Annexure-III

Course Category	No. of Courses		Name of the Course	No. of Courses		No. of Partici-
	Plnd.	Held		Plnd.	Held	pant
Foundational Courses	02	02	Assts (Direct Recruits)	1	1	13
			Personal Assts (Direct Recruits)	1	1	13
Orientation & Refresher	13	14	Orientation course for Directors/ Dy Secy. of Central Govt. joining Central Secretariat	2	2	54
			Professional Dev. Programme for Under Secretaries	1	1	21
			Executive Development Programme for SO	1	1	08
			Assistants (Refresher)	1	1	27
			Professional Development Workshop for PSs	3	3	51
			Professional Development Workshop for PPSs	0	1	27
			Personal Assistants (Ref.)	5	5	155
Personnel & Administration Programmes.	23	25	Establishment Rules	1	1	25
			Reservation in Services	3	3	93
			Administrative Vigilance-1	3	3	74
			Administrative Vigilance-2	2	2	40
			Administrative Vigilance-3	1	1	25
			Administrative Vigilance-4	1	1	25
			Handling of CAT Cases	2	1	17
			Conduct Rule	1	1	20
			Record Management-RTI	3	3	79
			WND	5	6	170
			WACP	1	1	15
			Seminar-Level "E" & "F"	0	2	60
Financial Management (FM)	09	10	Financial Mgt. In Govt.	1	1	30
			Cash & Accounts	2	3	94
			Pension & Retirement Benefits-1	1	1	10
			Pension & Retirement Benefits-2	1	1	23
			Financial Rules	1	1	28
			Workshop on Pay Fixation	1	1	23
			Purchase Management in Govt.-1	1	1	19
			Purchase Management in Govt.-2	1	1	23
Management Services & Computer Applications	24	23	Advanced Management Services	1	0	00
			Basic Management Services	1	1	23
			Organisation and Methods	1	1	26
			Managerial Skills for Scientific Officers	1	1	23
			Good Governance	2	2	51
			RTI-Public Information Officers	3	3	86
			RTI-Re-Engineering office Processes	1	1	23

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		RTI-Appellate Authority	2	2	64
		RTI-Trainers Development Programme	6	6	140
		Seminar-RTI	1	1	57
		Introduction to Windows and Microsoft Word-1	1	1	23
		Introduction to Windows and Microsoft Word-2	1	1	19
		Introduction to MS Excel	1	1	25
		Microsoft Power Point	2	2	47
Behavioural Training & Secretarial Skills	09	08	Organisation Behavior in Government	1	1	12
			Workshop on Public Relations	1	1	21
			Stress Management	1	1	21
			Gender Issues	1	1	23
			English Shorthand	2	1	30
			English Typewriting	1	1	33
			Values in Administration	1	1	16
			Communication & Negotiation Skills	1	1	21
Training of Trainers	11	11	Direct Trainers Skills	2	2	50
			Design of Training	1	1	15
			Design of Training-(RU)	0	1	20
			Evaluation of Training	1	1	15
			Training Techniques	1	1	18
			National Training Policy	2	2	48
			Workshop on Presentation Skills	1	1	15
			Direct Trainers Skills- 2	1	0	00
			Management of Training	1	1	17
			Management of Training (Trainers)	1	1	9
Total	**91**	**93**	**Total**	**91**	**93**	**2253**

Details of Calendar courses conducted during the year 2007-08

Foundation and Refresher courses

Course	From	To	Coordinator	No of Participants
Assistants (Direct Recruits)	23 April 07	29 June 07	Parth Vasaniya	13
Personal Assistants (Direct Recruits)	11 June 07	22 June 07	H Govind	13
Orientation Course for Deputy Secretaries/ Directors joining Central Secretariat	10 Sept. 07 7 January 08	14 Sept. 07 11 Jan. 08	MS Kasana KS Kumar	54
Professional Development Programme	21 May 07	21 June 07	TPN Moorthy	21
Executive Development Programme for promoted SO	28 May 07	15 June 07	Mukesh Chaturvedi	08
Professional Development Workshop for Private Secretaries	16 April 07 30 July 07 12 Nov. 07	20 April 07 10 Aug. 07 23 Nov. 08	AJK Menon AJK Menon H Govind	51
Professional Development Workshop for Principal Private Secretaries	04 Feb. 08	15 Feb. 08	H Govind	27
Assistant Refresher	04 June 07	29 June 07	Yogesh Dwivedi	27
Personal Assistant Refresher	14 May 07 02 July 07 15 Oct. 07 03 Dec. 07 24 March 08	25 May 07 13 July 07 26 Oct. 07 14 Dec. 07 04 April 08	H Govind AJK Menon H Govind AJK Menon H Govind	155
Personnel Administration and Office Management				
Establishment Rules	07 May 07	11 May 07	Meera Narayanan	25
Reservation in Services for SC/ST/OBC	16 April 07 25 June 07 17 Dec. 07	19 April 07 28 June 07 20 Dec. 07	TPN Moorthy Namita Malik Poonam Goila	93
Administrative Vigilance: Role IO/PO AV1	25 June 07 06 Aug. 07 10 Dec.	29 June 07 10 Aug. 07 14 Dec. 07	Mukesh Chaturvedi Mukesh Chaturvedi Mukesh Chaturvedi	74

Administrative Vigilance: Disciplinary Procedure AV2	16 April 07 12 Nov. 07	27 April 07 23 Nov. 07	Mukesh Chaturvedi Mukesh Chaturvedi	40
Administrative Vigilance: Disciplinary Procedure AV3	20 Aug. 07	31 Aug. 07	Mukesh Chaturvedi	25
Administrative Vigilance: Disciplinary Procedure AV4	24 Sept. 07	28 Sept. 07	Mukesh Chaturvedi	25
Handling of CAT Cases	02 April 07	04 April 07	Mukesh Chaturvedi	17
Record Management- RTI	04 June 07 30 July 07 04 Feb. 08	07 June 07 02 Aug. 07 07 Feb. 08	Apendu Ganguly Meera Narayanan PS Sareen	79
Conduct Rules	20 Aug. 07	22 Aug. 07	Apendu Ganguly	20
Workshop on Noting and Drafting	23 April 07 07 May 07 18 June 07 24 Sept. 07 29 Oct. 07 31 Oct. 07	25 April 07 09 May 07 20 June 07 26 Sept. 07 31 Oct. 07 02 Nov. 07	Moloy Sanyal Namita Malik PS Sareen Poonam Goila TPN Moorthy TPN Moorthy	170
Workshop on Assured Career Progression	07 May 07	-----	TPN Moorthy	15
Seminar-Level "E" & "F"	10 April 07	-----	Meera Narayanan & K Govindarajulu	24
	25 April 07	-----	K Govindarajulu	36
Financial Management				
Financial Management in Government	14 May 07	25 May 07	Moloy Sanyal	30
Cash & Account	02 July 07 08 Oct. 07 21 Jan. 08	31 Aug. 07 07 Dec. 07 20 March 08	Nafe Singh Nafe Singh VP Sharma	94
Programme on Pension and Other Retirement Benefits	16 July 07	20 July 07	Parth Vasaniya	10
Programme on Pension and Other Retirement Benefits	14 May 07	18 May 07	Yogesh Dwivedi	23
Financial Rules	16 April 07	27 April 07	Nafe Singh	28
Workshop on Pay Fixation	02 April 07	04 April 07	Yogesh Dwivedi	23
Purchase Management in Government	16 April 07	18 April 07	Hari Om Singh	19
Purchase Management in Government	04 July 07	06 July 07	Vinod Jindal	23

Management Services				
Basic Management Course	23 July 07	14 Sept. 07	K Govindarajulu	23
Advance Management Services Course	10 March 08	28 March 08	Hari Om Singh	00
Managerial Skill of Scientific & Technical Officers	16 July 07	27 July 07	Meera Narayanan	23
Organisation & Methods	17 Dec. 07	21 Dec. 07	PS Sareen	26
Good Governance	30 July 07 29 Oct. 07	03 Aug. 07 02 Nov. 07	PS Sareen K Govindarajulu	51
RTI- Re-engineering office Processes	12 Nov. 07	14 Nov. 07	PS Sareen	23
Right to Information- Public Information Officers	04 April 07 11 June 07 24 March 08	05 April 07 12 June 07 25 March 08	Apendu Ganguly KS Kumar MS Kasana	86
Right to Information- Appellate Authority	30 April 07 17 Aug. 07	----- -----	MS Kasana KS Kumar	64
Right to Information- TDP	14 May 07 09 July 07 29 Oct. 07 10 Dec. 07 18 Feb. 08 10 March 08	18 May 07 13 July 07 02 Nov. 07 14 Dec. 07 22 Feb. 08 14 March 08	MS Kasana KS Kumar KS Kumar PS Sareen MS Kasana PS Sareen	140
Seminar on RTI	04 May 07	-----	Apendu Ganguly	57
Computer Applications				
Introduction to Windows and Microsoft Word	09 April 07	12 April 07	Parth Vasaniya	23
Introduction to Windows and Microsoft Word	7 May 07	10 May 07	Hari Om Singh	19
Introduction to MS Excel	27 June 07	29 June 07	Meera Narayanan	25
Microsoft Power Point	02 April 07 14 May 07	03 April 07 15 May 07	H Govind K Govindarajulu	47
Behavioural Training				
Organisational Behaviour in Government	07 May 07	11 May 07	Vinod Jindal	12
Workshop on Public Relations	10 Oct. 07	12 Oct. 07	KS Kumar	21
Gender Issues	11 June 07	15 June 07	Moloy Sanyal	23
Stress Management	10 Sept. 07	14 Sept. 07	Vinod Jindal	21
Values in Administration	09 July 07	13 July 07	Vinod Jindal	16
Communication & Negotiation Skills	14 Jan. 08	18 Jan. 08	Vinod Jindal	21

Secretarial Skills				
English Shorthand	31 Dec. 07	27 Sept. 08	H Govind	30
English Typewriting	02 July 07	21 Sept. 07	H Govind	33
Training of Trainers				
Direct Trainer Skills	29 Oct. 07 28 Jan. 08	02 Nov. 07 01 Feb. 08	Meera Narayanan Nafe Singh	50
Design of Training	04 Feb. 08	04 Feb. 08	Rajesh Saxena	15
Design of Training – (Recognised Users)	09 Feb. 07	27 Feb. 07	Vinod Jindal	20
Evaluation of Training	10 Dec. 07	14 Dec. 07	Apendu Ganguly	15
Training Techniques	17 Sept. 07	28 Sept. 07	Meera Narayanan	18
Workshop on Presentation Skill	10 March 08	11 March 08	Poonam Goila	15
National Training Policy	30 Aug. 07 21 Jan. 08	31 Aug. 07 22 Jan 08	MS Kasana KS Kumar	48
Management of Training	08 Oct. 07	12 Oct. 07	Hari Om Singh	17
Management of Training (Trainers)	15 Oct. 07	19 Oct. 07	Hari Om Singh	09
Total Participants				**2253**

List of CSS Cadre training plan conducted during the year 2007-08

CSS-A (UDC)

Sl. No.	Course	From	To	Coordinator	No of Participants
1	CSS Level "A" Courses for UDCs	02 July 07	10 August 07	Yogesh Dwivedi	27
2		13 August 07	21 September 07	Naresh Bhardwaj & VP Sharma	29
3		01 October 07	08 November 07	Moloy Sanyal	26
4		12 November 07	21 December 07	Parth Vasaniya	29
5		17 December 07	25 January 08	Parth Vasaniya	21
6		11 February 08	21 March 08	Rajesh Saxena	33
Total					**165**

CSS-B (Assistants)

Sl. No.	Course	From	To	Coordinator	No of Participants
1	CSS Level "B" Courses for Assistants	06 August 07	07 October 07	Parth Vasaniya	23
2		10 September 07	12 November 07	V P Sharma	29
3		19 November 07	21 December 07	V P Sharma	18
4		04 February 07	07 March 07	Namita Malik	31
Total					**101**

CSS-C (Section Officers + 5 Years)

Sl. No.	Course	From	To	Coordinator	No of Participants
1	CSS Level "C" Courses for Section Officers	16 July 07	03 August 07	Namita Malik	25
2		17 September 07	05 October 07	Apendu Ganguly	25
Total					**50**

CSS-D (Section Officers + 8 Years)

Sl. No.	Course	From	To	Coordinator	No of Participants
1	CSS Level "D" Courses for Section Officers	06 August 07	21 December 07	Vinod Jindal	24
2		27 August 07	11 January 08	Rajesh Saxena & Meera Narayanan	23
3		17 September 07	01 February 08	TPN Murthy & Namita Malik	19
4		17 September 07	01 February 08	Vinod Jindal & AJK Menon	22
5		07 January 08	23 May 08	Poonam Goila & Moloy Sanyal	23
6		11 February 08	26 June 08	Mukesh Chaturvedi	23
Total					**134**

CSS-E (Under Secretary + 5 Years)

Sl. No.	Course	From	To	Coordinator	No of Participants
1	CSS Level "E" Courses for Under Secretary	07 January 08	25 February 08	MS Kasana	29
Total					**29**

CSS-F (Deputy Secretary/Director + 5 Years)

Sl. No.	Course	From	To	Coordinator	No of Participants
1	CSS Level "F" Courses for DS/Dir	17 September 07	05 October 07	KS Kumar	21
Total					**21**
Total Course	**20**	**Total Participants**			**500**

SUMMARY OF COURSES CONDUCTED (2007-08)

Sl. No.	Course	No. of Courses	No. of Participants
1.	Calendared	93	2253
2.	Cadre Training Plan	20	500
3.	Organisation Specific Programmes	51	1215
Total		**164**	**3968**

No of Courses conducted during the year 2007-08

No. of Participants participated in the Courses conducted during the year 2007-08
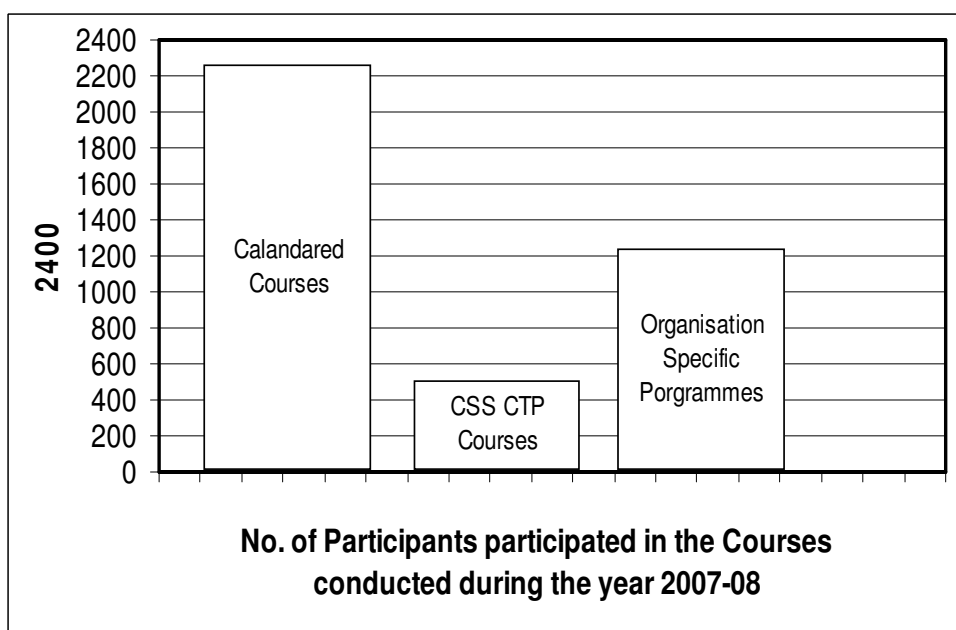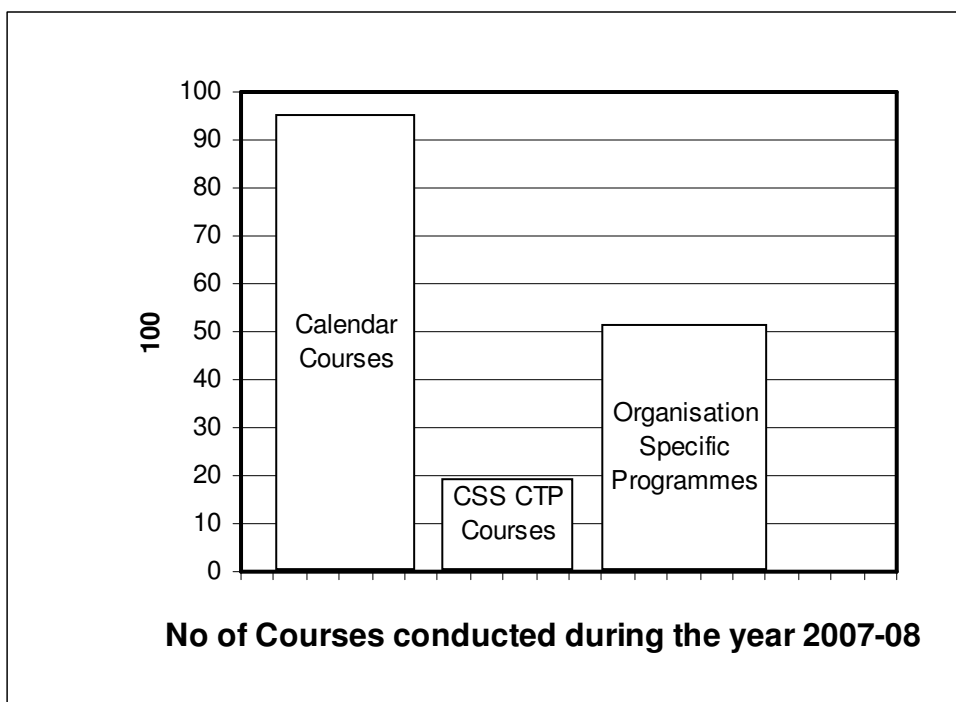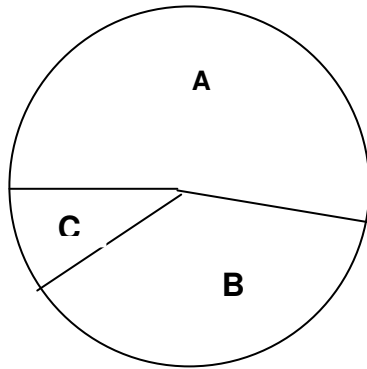
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B= CSS CTP Course   :20
C= Org. Specific Course   :51
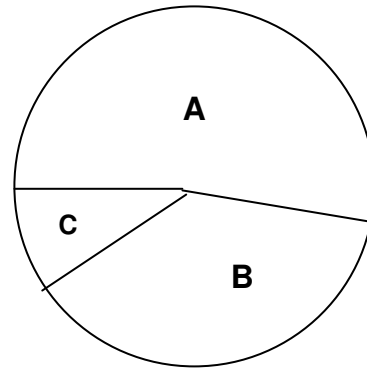
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C= Org. Specific Course   :1215