

सचिवालय प्रशिक्षण तथा प्रबंध संस्थान  
INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT

ANNUAL REPORT  
2011-2012



भारत सरकार  
GOVERNMENT OF INDIA

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# 1. ABOUT THE INSTITUTE

## 1.1 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. ISTM has been implementing 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 HRD Administration and Office Management, Financial Management, Management Services, Right to Information, Information-Communication Technology and Behavioural and Secretarial Skills and Training of Trainers. Besides providing faculty assistance to various organizations and training institutions, ISTM also conducts organization specific courses.

## 1.2 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.

## 1.3 RESOURCES

ISTM has faculty strength of 29 experienced training professionals drawn from various Central Services. It has a Library having more than 17500 books besides a modest video collection and two ICT labs. The Institute has built up a rich 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 serve basis on payment of prescribed charges.

## 1.4 VISION

To be a Centre of Excellence in secretariat Learning and Management.

## 1.5 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.

## **1.6 VALUES**

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

## **1.7 AIMS AND OBJECTIVES**

- ▶ The broad aims and objectives of the Institute are summarized below:
- ▶ to plan, design and conduct 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.
- ▶ 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 2011-2012

### 2.1 THE YEAR AT A GLANCE

During the year 2011-12, the institute witnessed a number of innovations and new 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 organizations, the Institute conducted as many as 244 training courses during 2011-2012 covering a trainee population of 6573 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. During the year 2011-12, 3 one day courses and 22 half day courses on RTI for CPIOs of various ministries/departments were held. Total 561 CPIOs were trained in these programmes.

#### 2.1.3 DISPOSAL OF ISTM CASES RELATING TO RTI:

Like any other public authority, ISTM also receives RTI applications from different quarters of the society. The applications are appropriately replied to well within the stipulated time. The information relating to the RTI cases handled by ISTM during the year 2011-2012 is furnished below :

Srl No.	Period	No of RTI applications received	No of applications disposed within stipulated time
1	April- June 2011	6	6
2	Jul-Sep 2011	15	15
3	Oct-Dec 2011	10	10
4	Jan- Mar 2012	11	11
<b>Total cases received and disposed of during the year = 42</b>			

#### **2.1.4 RTI FOR COMMONWEALTH COUNTRIES:**

A programme on Right to Information for Asia Region Countries was held during 30 Jan-04 Feb 2012. 17 participants from these countries attended it.

#### **2.1.5 TRAINING PROGRAMME FOR MYANMAR UNDER WHO**

A training programme for Myanmar under WHO fellowship scheme was conducted during 26 Sep-11 to 30 Sep-11. Total 17 Myanmar fellows took part in it.

#### **2.1.6 INITIATIVE IN TRAINING TECHNIQUES:**

ISTM is a lead training institution in training techniques courses and accredited by Training Division as a center of excellence. During the year, courses conducted in this area are given in Annexure IV.

#### **2.1.7 CADRE TRAINING PLAN FOR CSS OFFICERS:**

The overall responsibility for implementation of the Cadre Training Plan for CSS officers has been assigned to ISTM. Details of such courses conducted are given in Annexure V.

#### **2.1.8 CADRE TRAINING PLAN FOR CSSS OFFICERS:**

The overall responsibility for implementation of the Cadre Training Plan for CSSS officers has also been assigned to ISTM. Two induction courses for Stenographer Direct Recruits were started in March 2012. For the year 2012-13, 19 courses have been planned under CSSS Cadre Training Plan out of which 9 are Induction courses for Stenographers.

#### **2.1.9 TRAINING ASSISTANCE TO OTHER ORGANISATIONS:**

During the year 2011-2012, training assistance to other Organisations was taken on fairly large scale. Due to the reputation of high standards and efficient faculty which ISTM is enjoying, requests from organisations and training institutes all over India were received for faculty assistance. Due to in-house commitments, not all demands for faculty assistance could be met. 32 PT programmes were conducted for UT Chandigarh, Govt of Manipur, Nagaland, Puducherry, Karaikal, Mehe and Yanam Region as a part of our mandate to assist the States/ UTs, who do not have sufficient infrastructural facilities in the area of training. Requests were received from Government Departments, Attached/Subordinate offices, Public Sector Undertakings/Autonomous Bodies for conducting organisation specific programmes. 40 such courses were conducted during 2011-12, either at ISTM premises or at client organization's premises.

### **2.1.10 MODERNIZATION SCHEME**

To enhance the ambience of ISTM campus to facilitate better learning environment for the participants, various developmental activities continued to be undertaken during the year 2011-12 under the Plan Scheme of “Augmentation of Training Infrastructure Facilities at ISTM” as explained below :

- ▶ Renovation of Library in Library Building
- ▶ Extension of covered corridor from Seminar Halls Complex to both gates of Library Building of ISTM;
- ▶ Construction of temporary Carparkings behind Administrative Block
- ▶ Providing concertina coil on ISTM boundary wall;
- ▶ ISTM hostel has 80 double bedded rooms. Out of 80 rooms, 50 rooms have been renovated and renovation of remaining 30 is in progress.
- ▶ Other renovation works are also in progress.

## 3. INSTITUTIONAL RESOURCES

### 3.1 HUMAN RESOURCES:

The Institute has sanctioned team strength of 102, of which 85 were in position as on 31st March, 2011. 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 2011-12 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 Additional Director, Joint Directors, Deputy Director and Assistant Directors. 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 & Training are also looked after by coordination assisted by a Training Associates.

#### **3.1.4 LIBRARY:**

One of the faculty members 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 71. 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 faculty members. The Deputy Director (Administration) is further assisted by Section Officers in the discharge of their 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 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) Seminar Hall Complex,
- iii) Library Building, and
- iv) ISTM Hostel Block

#### **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:**

ISTM presently has class room fitted with accessories like white boards, overhead projectors, LCDs, PCs, air conditioners etc. Out of these 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 conferences 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 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. It is primarily intended for the official use of the faculty members, trainees and staff. It is an open access library. The ISTM library has collection about 17500 general and instructional books. General books on Management, Public administration, Economics, Training techniques, History, Psychology, Behavioural skills, Law, Computers, Philosophy, Sociology, Literature in English, Hindi & Regional languages, Biographies, Dictionaries, various encyclopaedia and religion etc. The library is updated with 568 latest books in the year 2011-12 in all disciplines.

The ISTM library is extensively used by the trainee officers for studies and preparation of their papers on public policy analysis, legislative examination, action research project concept and syndicate papers preparations. Trainees and faculty members refer to different rule books, journals and magazines of national and international importance. The library is subscribing the 16 leading Indian newspapers, 50 magazines and 24 reputed national and international journals like Training & Development journal, Training journal and Harvard Business Review etc.

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 purpose.

The library is well equipped with all modern facilities. Collection is completely computerized using Libsys software with web OPAC to make it modern and more user-friendly.

### **3.2.5 LODGING/BOARDING FACILITIES:**

The Institute has a hostel with 80 double-bedded rooms for the benefit of the out-station participants and for the mandatory residential foundational training programmes for directly recruited Assistants. Out of 80 rooms, 50 rooms are newly renovated and remaining 30 are under renovation.

## **3.3 TRAINING AIDS:**

The Institute has been regularly acquiring and utilizing various training aids as a part of its effort 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 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 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, 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 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 2011-12, 297 training programmes were organised by the Institute covering a trainee population of 7841 officials drawn from various parts of the country. A List of the Courses planned 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-Director, under the overall supervision of wing-head i.e., concerned Joint Director. The broad classification of the courses and their wing is indicated below:

<b>COURSE CLASSIFICATION</b>	<b>WING HEADED BY</b>
Foundational courses	JD(FM)
CSS Cadre Training Plan Courses	JD(PT)
Management Development Programmes	JD(MS)
Orientation & Refresher Courses	JD(PT)
Financial Management	JD(FM)
RTI Capacity in Training Programmes	JD(MS)
Behavioral Techniques	JD(BT)
Secretarial/CSSS Training Programmes	JD(PT)
Computer Courses	JD(BT)
Training of Trainers	Additional Director
Peripatetic Training Programmes	JD(PT)

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:

#### **ASSISTANTS (12 WEEKS):**

This programme is designed for direct-recruit Assistants of the Central Secretariat Service (CSS), 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

Five ADR(F) courses of 12 weeks duration were conducted during 2011-12.

### 5.1.3. CSS CADRE TRAINING PLAN PROGRAMME :

The mandatory cadre training plan for CSS officers was introduced during 2008-09. These mandatory cadre training courses are conducted from level of UDC to Dy Secretary. During the year 2011-12 the following cadre plan courses were conducted:

Level A	for UDCs	8 Courses
Level B	For Assitants	4 Courses
Level D	For SOs	8 Courses
Level E	For USs	1 Course

## 5.2 MANAGEMENT DEVELOPMENT PROGRAMME

### 5.2.1 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. Four such courses were conducted in the year 2011-12.

### 5.2.2 PROGRAMMES ON RESERVATION IN SERVICES:

The Institute conducts two types of training programmes on “Reservation in Services”. The 4-day Orientation Programme on Reservation in Service is designed for the officers of the level of Section Officers and Assistants in Govt. Offices. Three such courses were conducted during the year 2011-12.



### **5.2.3 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.

1. The one-week programme on administrative vigilance meant for the Section Officers/Dealing Assistants (AV-1); and
2. 2-week programme on administrative vigilance is conducted for Section Officers and above (AV 2).
3. 2-Week programme on administrative vigilance is conducted for Assistants and equivalent (AV3)
4. The one-week programme on administrative vigilance is conducted for Officers of autonomous bodies /PSUs (AV4).

During the year six courses (AV1 = 3, AV2 = 2, AV3 = 1) were conducted in all during the year 2011-12.

### **5.2.4 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 2011-12.

### **5.2.5 WORKSHOP ON NOTING AND DRAFTING (WND):**

Five such workshops were held during the year 2011-12.

### **5.2.6 WORKSHOP ON PREPARING NOTES FOR CABINET:**

To equip the participants with the skills of preparing notes for the Cabinet/ cabinet committee in a given situation a, 2 days course was designed. After attending the course the participants are able to comprehend the format, presentation, contents of a cabinet note, procedure for inter-ministerial consultation and draft the appropriate note for the Cabinet/Cabinet Committee on a given subject. During the year 2011-12, 9 workshops of two days for Directors and Deputy Secretaries were conducted. Total 184 officers were trained in these workshops. In addition to this, 12 half days workshops for Under Secretaries were conducted in which 217 USs were trained. 12 half days for SOs were also conducted in which 199 officers were trained. So total 600 officers were trained in preparing cabinet notes workshops.



### **5.2.7 BASIC COURSE ON MANAGEMENT SERVICES (BMS):**

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 BMS course was conducted during the year 2011-12.

### **5.2.8 GOOD GOVERNANCE**

A five days course on 'Good Governance' has been designed to teach Govt employees the essence of responsive, citizen-friendly and transparent government. Concept of Good Governance, E- Governance, RTI, Initiatives in Governance, Grievances Redressal Mechanism, Process Re-Engineering, Sevottam Project and action plan for reforms are the areas covered in this course. During the year 2011-12, one such course was conducted.

### **5.2.9 KNOWLEDGE MANAGEMENT**

A two days course on "Knowledge Management" has been designed to enable the participants to understand the concept of knowledge management, its importance and how to create the knowledge Management culture in the organisation. Two such courses were conducted during 2011-12.

## **5.3 SECRETARIAL/CSSS TRAINING PROGRAMMES**

### **5.3.1 PROFESSIONAL DEVELOPMENT WORKSHOP FOR PRINCIPAL PRIVATE SECRETARIES AND SR. PRINCIPAL PRIVATE SECRETARIES:**

The Institute is conducting 2 week workshops for Principal Private Secretaries and Senior Private Secretaries regularly. 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 PPS/Sr. PPS. Besides, update of certain rules and regulations is also provided. One such course was conducted during 2011-12.

### **5.3.2 PROFESSIONAL DEVELOPMENT WORKSHOP FOR PRIVATE SECRETARIES:**

The Institute is conducting the 2 week workshops for Private Secretaries regularly. The workshops are aimed at imparting knowledge, which concerns their professional requirements. They also share their experiences and the difficulties faced by them while working in the capacity of PS. Update on certain rules and a regulation is also provided. Two such workshops were conducted during 2011-12.

### **5.3.3 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. Two such courses were conducted in the year 2011-12.

### **5.3.4 INDUCTION COURSE FOR STENOGRAPHERS DIRECT RECRUITS:**

From this year, initiative in conducting CSSS Cadre Courses was taken in a big way. Two six week Induction courses for stenographers were conducted during 2011-12. Candidates first were nominated to the respective cadre units and thereafter, they joined ISTM for training. However, from the year 2012-13, the candidates will be directly join ISTM for training after appointment. A combined merit will be prepared on the basis of exam qualified in ISTM and stenographer's exam they have competed. On the basis of this combined merit they shall be nominated to various ministries.

### **5.3.5 CSSS CADRE LEVEL 1 COURSE:**

The stenographers Gde D with 7 years of approved service in the grade shall be eligible for Level 1 training programme. The duration of the training programme is 3 weeks. Successful completion of the level I programme will be essential for promotion to the grade of Personal Assistant.

### **5.3.6 CSSS CADRE LEVEL II COURSE:**

Personal Assistants with 3 years of approved service are eligible for undergoing CSSS Level II programme. Duration of this training programme is two weeks. Nomination of Personal Assistants are made by CSII Division of the DoPT giving due preference to the seniors personal assistants who may be included in the zone of consideration for promotion to the next higher grade. Two such courses were conducted during 2011-12.

### **5.3.7 CSSS CADRE LEVEL III COURSE :**

Private Secretaries with 4 years of approved service are eligible for undergoing CSSS Level III training programme. The duration of this training programme is 3 weeks. Successful completion of Level III programme will be essential for promotion to the grade of Principal Private Secretary. The nominations to the course will be made by CS II Division of DoPT according to their seniority in the grade of Private Secretary. Two such courses were held during the year 2011-12.

## **5.4 FINANCIAL ADMINISTRATION**

### **5.4.1 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.

#### **5.4.2 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. Two such courses were conducted during the year 2011-12.

#### **5.4.3 PENSION & OTHER 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. During the year 2011-12, one course each on PRB1 and PRB 2 were conducted.

#### **5.4.4 PUBLIC FINANCIAL MANAGEMENT:**

This course is meant for middle level officers of Central/ State Governments/PSUs/Autonomous organisations dealing with Financial Management in the organisations. The course equips the participants with knowledge skill & attitude relating to Financial Management, to enable them to understand the system and role of financial management, to understand their role and functions of Financial Advisors. During 2011-12, one such course was conducted for the first time.

#### **5.4.5 WORKSHOP ON PAY FIXATION (3 DAYS):**

During the year 2011-12, Five workshops on pay fixation was organized for the officers and staff dealing with the subject. The workshop enables the participants to seek solutions to the problems faced by them in dealing with the cases relating to fixation of Pay, besides, reviving their knowledge of the relevant rules, regulations and procedures governing pay-fixation.

#### **5.4.6 PURCHASE MANAGEMENT IN GOVT (PMG):**

During the 2011-12, two PMG-1 and two PMG-2 courses were held.

#### **5.4.7. WORKSHOP FOR OFFICERS OF INTEGRATED FINANCE DIVISION:**

During the year 2011-12, one such workshop was held.

#### **5.4.8. POST TRAINING SEMINAR(C&A):**

One post training Seminar on C&A course of two days duration was held during 2011-12.

### **5.5. 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 Trainer Development, Direct Trainer's Skills (DTS), DTS-II (RU), MoT, MoT (T) etc. Design of Training (DOT), Evaluation of Training, Training Techniques & Workshop on National Training Policy.

#### **5.5.1 DIRECT TRAINER'S SKILL:**

The one-week course is meant for the officers who are involved in imparting training. It enhances the skill of the trainer to make the process of training more effective. Three courses were conducted during the year 2011-12.

#### **5.5.2 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 qualities of the design proposals submitted by the participants are of very high order. During the year 2011-12, two such courses were held.

#### **5.5.3 ACTIVITIES IN THE AREA OF TRAINING OF TRAINERS:**

In order to sustain the outcome of the Trainer Development Project, the Training Division, Deptt. Of Personnel & Training has initiated a project to develop Master Trainers (MT's) and Recognised 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 RTDP(DTS) and one RTDP(DOT) was conducted during 2011-12.

#### **5.5.4 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 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 2011-12.

## **5.6 ORGANISATIONAL BEHAVIOUR**

### **5.6.1 ORGANIZATIONAL BEHAVIOUR IN GOVERNMENT:**

The one-week programme on “Organisational Behaviour in Govt. for Senior and Middle Management level” is designed to provide awareness on Behavioural Techniques. The participants are also given an opportunity to sensitize them to different aspects of behaviour through group activities discussions, role-play and sharing of experiences.

### **5.6.2 STRESS MANAGEMENT:**

The course is aimed at making the participants aware of the ways & means of overcoming stress generated due to variety of reasons including the fast changing work environment. During the year 2011-12, one such course was conducted for middle management officers of Central and state Governments, PSUs and autonomous bodies.

### **5.6.3 WORKSHOP ON PERSONAL GROWTH THROUGH EMOTIONAL INTELLIGENCE:**

For the first time, ISTM designed and organised a 3 days workshop on Emotional Intelligence. The participants were involved in various activities like role-plays, Management Game, Meditation to bring home the impact of emotional control and management and how these skills can be developed for dealing effectively with day to day situations. Two such courses were held during the year.

### **5.6.4 VALUES IN ADMINISTRATION:**

Inculcating human values and adhering to them is an important aspect of Good governance. Concept of values based on Indian Ethos is brought home and reinforced through various activities like stories, illustrations from day to day life and organizational instances, case-studies and meditation. Two such courses for Gazetted officers and 2 for subordinate's staff were conducted in the year 2011-12.

### **5.6.5 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.

### **5.6.6 WORKSHOP ON COMMUNICATION 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 problem solving and list factors influencing an effective presentation. One such course was held during the year 2011-12.

### **5.6.7 WORKSHOP ON TEAM BUILDING AND LEADERSHIP:**

This one week course focuses on the organizational behaviour of individuals, groups and organisations. 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.

### **5.6.8 BACKLOG COURSES**

During the year 2007, CSS Cadre Training Plan was introduced. Training was made compulsory for all Govt officials. At various levels pre-promotional training was prescribed. Participation and successful training was made mandatory for being considered for promotion at various levels. So to clear the back of trainees, 26 backlog courses (13 each for Assistants and Sections Officers) of two weeks duration were conducted during the year 2011-12.

## **5.7 INTERNATIONAL COURSES:**

One course on RTI for Asian Region countries was held during 30 January to 04 February, 2012. 17 participants from Asian Region common wealth countries attended.

### **5.7.1 COURSE FOR MYANMAR GOVT.:**

One course for Myanmar Govt. under WHO was conducted during 26-30 Sep 2011. 17 participants took part in it.

## **5.8. PROGRESSIVE USE OF HINDI IN OFFICIAL WORK**

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.

### **Official Language Policy & Implementation of Annual Programme Implementation Machinery**

At present there is an Official Language Unit (OL unit) 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, OL unit does routine work of the Institute and prepare questions papers and training materials of various training courses in Hindi. In addition to this a new post of Deputy Director(OL) has been created in the Institute, which is lying vacant at present. Consequent on promotion of Assistant Director(OL) and in absence of posting of any new incumbent this post is lying vacant at present.

### **During the year 2011-12 following steps have been taken to increase the use of Hindi :**

1. Three meetings of Official Language Committee were conducted.
2. Quarterly reports regarding the progressive use of Hindi were sent regularly to the Department of Personnel & Training.
3. Two Hindi Language workshops were conducted to enable the officials of the Institute to do their official work in Hindi.
4. Orders regarding honorarium paid to 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 examinations in respect of various training courses are prepared in hindi.
7. Certificates given to the course participants are prepared both in Hindi and English.
8. Names of the Seminar Halls & auditorium of the Institute have been written in hindi.
9. 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), Executive Development Programme for Promoted Section Officers, Professional Development Workshop for Private Secretaries, Assistant Refresher, Personal Assistant Refreshers and all level programmes of Central Cadre Training Plan.
10. Ninety percent training materials of the Institute is bilingual. Efforts are being made to make it cent-percent.
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 454 pages has been prepared in Hindi.
13. Training calendar of the Institute is bilingual.
14. During the year one employee was nominated for Pragya classes through correspondence.

## Observance of Hindi Fortnight

During the year Hindi Fortnight was observed from 1st September 2011 to 14th September, 2011. 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, writing essay in Hindi, Hindi stenography, Hindi typing, Hindi slogan and Sulekh competition for Multi Tasking Staff. Cash prizes were given to the winners. As per the cash award scheme of Department of Official Language eight awards were given. A cultural programme was presented by the members of the 'Jal Tarang Sanstha' of the Central Water Commission during the prize distribution ceremony. Thereafter, Smt. Upma Srivastava, Director of the Institute addressed the gathering and said hindi is not only our Official Language but for the common man it is also the language of communication. In her speech, she also mentioned that Information Technology is that instrument through which progressive use of hindi can be promoted. In the end, she congratulated everyone present on the success of the Hindi Fortnight and appealed to everyone to resolve to increase the progressive use of Hindi.

### सरकारी कामकाज में हिन्दी का प्रगामी प्रयोग

सरकार की राजभाषा नीति का समुचित कार्यान्वयन सुनिश्चित करने के प्रयोजन से संस्थान सरकारी कामकाज में हिन्दी के प्रयोग को बढ़ावा देने तथा राजभाषा अधिनियम, 1963, यथा संशोधित 1967 एवं राजभाषा (संघ के शासकीय प्रयोजनों के लिए प्रयोग) नियम 1976 यथा संशोधित 1987 के प्रावधानों तथा राजभाषा विभाग द्वारा जारी वार्षिक कार्यक्रम तथा विभिन्न आदेशों/अनुदेशों का अनुपालन सुनिश्चित करने के लिए संगठित प्रयास करता आ रहा है।

### राजभाषा नीति एवं वार्षिक कार्यक्रम का कार्यान्वयन

#### कार्यान्वयन तंत्र

संस्थान में इस समय एक राजभाषा यूनिट है जिसमें एक सहायक निदेशक (राजभाषा), एक वरिष्ठ अनुवादक एवं एक कनिष्ठ अनुवादक हैं जो राजभाषा नीति तथा वार्षिक कार्यक्रम के कार्यान्वयन के साथ-साथ संस्थान के रोजमर्रा के कार्यों, विभिन्न प्रशिक्षण पाठ्यक्रमों के प्रश्न पत्रों तथा प्रशिक्षण सामग्री को द्विभाषी तैयार करवाने की व्यवस्था करता है। इसके अतिरिक्त, संस्थान में उप निदेशक (राजभाषा) का एक पद सृजित किया गया है जोकि वर्तमान में रिक्त पड़ा है। सहायक निदेशक (राजभाषा) की पदोन्नति होने के पश्चात किसी नए पदधारी की तैनाती न होने के कारण यह पद अभी रिक्त पड़ा है।

वर्ष 2011-12 के दौरान संस्थान में हिन्दी के प्रयोग को बढ़ावा दिए जाने के लिए किए गये कार्य

1. वर्ष के दौरान संस्थान में राजभाषा कार्यान्वयन समिति की तीन बैठकें आयोजित की गईं।



2. हिन्दी के प्रगामी प्रयोग की तिमाही प्रगति रिपोर्ट कार्मिक और प्रशिक्षण विभाग को नियमित रूप से भेजी गई।
3. संस्थान के कर्मचारियों को सरकारी कामकाज अधिक से अधिक हिन्दी में करने के लिए समर्थ बनाने हेतु वर्ष भर में दो हिन्दी कार्यशालाओं का आयोजन किया गया।
4. अतिथि संकाय को दिए जाने वाले मानदेय आदेश केवल हिन्दी में जारी किए गए।
5. प्रशिक्षण परिपत्र/नामांकन स्वीकृति पत्र तथा नामांकन फार्म हिन्दी में भी भेजे गए।
6. विभिन्न प्रशिक्षण पाठ्यक्रमों में ली जाने वाली परीक्षाओं के प्रश्न-पत्र अंग्रेजी के साथ-साथ हिन्दी में भी तैयार किए गए।
7. प्रशिक्षार्थियों को दिए जाने वाले प्रमाण-पत्र हिन्दी तथा अंग्रेजी दोनों भाषाओं में तैयार किए गए।
8. संस्थान में सेमिनार हॉलों तथा सभागारों के हिन्दी नाम रखे गये हैं।
9. संस्थान में आयोजित किए जा रहे बुनियादी एवं पुनश्चर्या पाठ्यक्रमों नामशः सहायक सीधी भर्ती, वैयक्तिक सहायक सीधी भर्ती, पदोन्नत अनुभाग अधिकारियों के लिए कार्यकारी विकास कार्यक्रम, निजी सचिवों के लिए व्यावसायिक विकास कार्यशाला, सहायक पुनश्चर्या तथा वैयक्तिक सहायक पुनश्चर्या तथा केन्द्रीय सर्वग प्रशिक्षण योजना के सभी लेवल पाठ्यक्रमों में अब राजभाषा नीति पर क्रमशः दो व एक-एक सत्र रखे जा रहे हैं।
10. संस्थान की 90 प्रतिशत प्रशिक्षण सामग्री द्विभाषी हैं। इसे शतप्रतिशत हिन्दी में तैयार करने के प्रयास किए जा रहे हैं।
11. संस्थान में हिन्दी-अंग्रेजी मिले-जुले माध्यम से प्रशिक्षण दिया जाता है क्योंकि देश के अलग-अलग स्थानों से विविध भाषा-भाषी लोग यहां प्रशिक्षण के लिए आते हैं।
12. वर्षभर में 454 पृष्ठों की प्रशिक्षण सामग्री हिन्दी में तैयार की गई।
13. संस्थान का प्रशिक्षण केलेंडर द्विभाषी है।
14. वर्ष के दौरान एक कर्मचारी को पत्राचार के माध्यम से हिन्दी प्राज्ञ कक्षा में नामित किया गया।

### हिन्दी पखवाड़ा का आयोजन

संस्थान में इस वर्ष 1-14 सितंबर 2011 तक हिन्दी पखवाड़े का आयोजन किया गया। पखवाड़े के दौरान विभिन्न संकाय सदस्यों की देख-रेख में, श्रुतलेख व वर्तनी, हिन्दी में टिप्पण व प्रारूप लेखन, प्रशासन एवं प्रशिक्षण शब्दावली, हिन्दी निबंध, हिन्दी आशुलिपि, हिन्दी टंकण, स्लोगन प्रतियोगिता तथा बहु कुशल स्टाफ के लिए सुलेख प्रतियोगिता सहित आठ प्रतियोगिताओं का आयोजन किया गया। इन प्रतियोगिताओं के विजेताओं को पुरस्कृत किया गया। समापन एवं पुरस्कार वितरण समारोह के अवसर पर केन्द्रीय जल आयोग की 'जल तरंग संस्था' ने सांस्कृतिक कार्यक्रम प्रस्तुत किए। तत्पश्चात्, संस्थान की निदेशक श्रीमती उपमा श्रीवास्तव ने सभा को संबोधित किया और कहा कि हिन्दी केतल हमारी राजभाषा ही नहीं अपितु जन साधारण के लिए यह एक संपर्क-भाषा भी है। उन्होंने अपने संबोधन में इस बात का भी उल्लेख किया कि सूचना प्रौद्योगिकी वह माध्यम है जिससे हिन्दी के प्रचार-प्रसार को बढ़ावा मिल सकता है। अंत में, उन्होंने हिन्दी पखवाड़े के सफल आयोजन पर सभी को बधाई देते हुए हिन्दी के प्रगामी प्रयोग को बढ़ाने का संकल्प लेने का अनुरोध किया।

## 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, 40 organisation specific programmes were conducted as per details below :-

Sl.No.	Name of the Organisation	Name of Course/	Duration
1	CGHS (HQ)	RTI	08th April, 2011
2	CGHS (HQ)	RTI	15th April, 2011
3	CGHS (HQ)	RTI	21th April, 2011
4	CGHS (HQ)	RTI	29th April, 2011
5	CGHS (HQ)	RTI	06th May, 2011
6	M/o Tourism	Financial Management	25 - 29 April, 2011
7	CAPART	N&D	13-14 Oct, 2011
8	CEA, New Delhi	APAR	08th Nov, 2011
9	CEA, New Delhi	RTI	09th Nov, 2011
10	NVS	Behavioural Skills	14-18 Nov, 2011
11	NVS	RTI	03-05 Oct, 2011
12	NVS	Disc. Proceedings	26-30 Dec.,2011
13	Air HQ	Civil Administration	21-25 Nov, 2011
14	Air HQ	RIS & Disc. Proceedings	19-23 March, 2012
15	CSO (NASA)	Office Procedure & Estt. Rules	26 Dec.,2011-06 Jan., 2012
16	GSI	Org. Behav	30 Jan. 2012 - 03 Feb., 2012
17	O/o DGCA	RTI	21st February, 2012
18	O/o RGI	Office Management	22-23 March, 2012

Sl.No.	Name of the Organisation	Name of Course/	Duration
19	O/o RGI	Office Management	26-27 March, 2012
20	AIIMS	OP, N&D for LDC	29-30 Aug, 2011
21	AIIMS	OP, N&D for UDC	19-21 Sept, 2011
22	AIIMS	Store Management Rules	24-25 Oct, 2011
23	AIIMS	Accounting	08-09 Nov, 2011
24	AIIMS	RTI, O.P., Court Case	21-23 Nov, 2011
25	AIIMS	Disc. Matters, RTI, O.P.	07-09 Dec., 2011
26	NSC Ltd.	Vigilance, RTI	01-02 Sept, 2011
27	NPCIL, Kaiga	Reservation Policy	12-15 Sept, 2011
28	DGLL, Kolkata	E-Governance, Fin. Management	10-14 Oct, 2011
29	DGLL, Kolkata	Conduct Rules, Disc. Proceduring	07-09 Dec., 2011
30	FSI	N&D, Parl. Procedure	31 Oct-04 Nov, 2011
31	DU	PRB	14-16 Nov, 2011
32	DU	Pay Fixation Rules	07-09 Dec., 2011
33	SAC-ISRO	Pay Fixation and MACP	28-30 Nov, 2011
34	NPCIL, Mumbai	RTI	05th Dec., 2011
35	NPCIL, Mumbai	Records Management	26-27 Dec., 2011
36	NPCIL, Mumbai	Records Management	01-02 Feb., 2012
37	NPCIL, Mumbai	Records Management	16-17 Feb., 2012
38	Tobacco Board	Cash & Accounts	13-17 Feb., 2012
39	ISRO, Bengaluru	RTI	16th March, 2012
40	IICA(ICLS Probationers)	Induction Course	26-30 March, 2012

### 6.1.2 WORKSHOP ON RIGHT TO INFORMATION:

During the year 2011-12, on the basis of requests received from government departments, attached/subordinate offices, public sector undertakings/autonomous bodies, 10 organisation specific programmes on Right to Information were conducted, for which the Institute charged course fee depending upon the duration of the programme.

During the year 2011-12, the Institute organized following Trainers Development Programme, Workshop on Disposal of Appeal, and Seminar on Right to Information Act.

Record Management-RTI	12 Sep 2011	15 Sep 2011	RS	25
Right to Information-Public	7-Apr-2011	8-Apr-2011	PV	24
Information Officers	16-Aug-2011	17-Aug-2011	DKB	24
	16-Jan-2012	17-Jan-2011	KGR	36

Right to Information- Appellate Authority	11-Apr-2011	-	RS	25
	19-Aug-2011	-	RJ	33
Right to Information- TDP	20-Jun-2011	24-Jun-2011	RJK	27
	12-Sep-2011	16-Sep-2011	JD(SM)	13
	19-Mar-2012	23-Mar-2012	RS	11
Right to Information-ROP	21-Nov-2011	23-Nov-2011	RJK	19
Seminar on RTI	01-Jul-2011	-	RKK	43
	7-Oct-2011	-	RS	47
	26-Mar-2012	-	DKB	71
RTI (Half day) for Ministries/Departments	01 Nov 2011	-	GDC	19
	02 Nov 2011	-	GDC	19
	03 Nov 2011	-	MB	20
	04 Nov 2011	-	RKJ	20
	08 Nov 2011	-	DKB	23
	09 Nov 2011	-	RKK	19
	11 Nov 2011	-	KGR	23
	14 Nov 2011	-	RKK	24
	15 Nov 2011	-	RJK	26
	16 Nov 2011	-	RKK	15
	17 Nov 2011	-	DKB	25
	18 Nov 2011	-	DKB	17
	22 Nov 2011	-	RS	20
	23 Nov 2011	-	KGR	19
	24 Nov 2011	-	RS	17
	25 Nov 2011	-	MB	11
	28 Nov 2011	-	HKG	16
	29 Nov 2011	-	SP	10
30 Nov 2011	-	SP	35	
01 Dec 2011	-	LG	25	
02 Dec 2011	-	JD(SM)	20	
05 Dec 2011	-	CM	40	
WRTI for M/o L&E	10 May 2011	-	RS	25
WRTI for M/o Env	22 Sep 2011	-	KGR	48
WRTI for Election Commissioner.	12 Jan 2012	-	JD(SM)	25
WRTI for M/o UD10 May 2011	17 Nov 2011	-	JS(SM)	25
<b>TOTAL</b>				<b>988</b>

## 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:

- ▶ Right to Information
- ▶ Behavioural skills;
- ▶ O&M and work Study;
- ▶ Office Management & Office Procedure;
- ▶ Reservation in Service for Scheduled Castes/Tribes;
- ▶ Financial Management; and
- ▶ Administrative Vigilance
- ▶ Establishment rules
- ▶ Good Governance
- ▶ Workshop on Team Building and Leadership

During the year 2011-12, peripatetic training programmes on Office Management including office procedure ,Noting Drafting and Record Management, Reservation in Services, Financial Management, Administrative Vigilance, Establishment Rules, Training of Trainers, Disciplinary Proceedings, Behavioural Skills, O & M, Right to Information Act, Contract Management, Personnel Management, Pay Fixation, etc. were held as per details given below:

Sl. No.	Course	Name of State	No. of courses & days	Dates
1.	Office Management including Office Noting & Drafting & Record Managements	Chandigarh	1 (3 days)	18-20 May, 2011
2.	Right to Information		4 (1 day)	21 April, 2011 25 April 2011 02 Sep, 2011 20 Feb, 2012
3.	Establishment Rules including Reservation in Service.		2 (3 days)	31st May to 2nd June, 10 28th Feb. to 2nd Mar, 11
4.	Financial Rules including Pension & Retirement Benefits		2 (3 days)	25-26 Aug, 2011 17-18 Nov, 2011
5.	Vigilance & Disciplinary Proceedings	Chandigarh	2 (2 days)	22-23 Jun, 2011 12-13 Jan, 2012
6.	Contract Management		2 (2 days)	22-23 Sep, 2011 06-07 Oct, 2011
7.	Tendering Process		2 (1 day)	21 -22 Jul, 2011
8.	Admn.Vigilance & Disciplinary Proceedings	Puducherry	3 days	23-25 Aug, 2011
9.	Reservation of services for Sc/ST/OBC		3 days	21-23 Sep, 2011
10.	Training of Trainers		5 days	01-05 Aug, 2011
11.	Vigilance & Disciplinary Proceedings	Puducherry, Karaikal	3 days	05-05 Oct, 2011
12.	Right to Information		2 days	3-4 Nov, 2011
13.	Training of Trainers	Govt. of Manipur,	3 days	05-09 Sep, 2011
14.	Office Management including Office Procedure, Noting & Drafting & Record Managements.		3 days	03-05 Aug, 2011
15.	Vigilance & Disciplinary Proceedings		3 days	20-22 Aug, 2011
16.	Personnel Management		3 days	09-11 Nov, 2011
17.	Establishment Rules including Reservation in Service.		3 days	26-28 Oct, 2011
18.	Financial Rules including pension & Retirement Benefits		3 days	16-18 Nov, 2011
19.	Pay fixation		3 days	02-04 Jan, 2011

Sl. No.	Course	Name of State	No. of courses & days	Dates
20.	Financial Rules including pension & Retirement Benefits	Mahe Region	3 days	26-28 Oct, 2011
21.	Right to information		2 days	10-11 Nov, 2011
22.	Right to information	Yaman Region	2 days	08-09 Dec, 2011
23.	Office Management including Office Procedure, Noting & Drafting & Record Managements.		3 days	09-11 Nov, 2011
24.	Office Procedures	Nagaland	4 days	12-15 Oct, 2011

### 6.3. FACULTY ASSISTANCE:

Despite our tight schedule of in house commitments, faculty assistance was also provided to the following organisations in their training courses:

- ▶ Central Hindi Training, Institute
- ▶ Indian Institute of Public Administration
- ▶ Air HQs
- ▶ Ministry of Finance
- ▶ National Institute of Direct Taxes, Nagpur
- ▶ Human Sources Development Centre , Ghaziabad
- ▶ Ministry of Power
- ▶ Cabinet Secretariat

## 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. ISTM's proficiency in providing skill based training. The experienced depolarized faculty members share their rich and varied experience (gained in Ministries/ Department) with the participants. 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 2011-12 is given below:

Institution	Subject	Faculty	Date
Singapore	Improving Service Quality	Sh MP Sethy, Additional Director	23 May 2011 to 03 June 2011
ISTM	DTS	Sh Ravindra Kumar, Deputy Director	30 May 11 to 03 June 11
ISTM	DOT	Sh Ranjan Kumar, Deputy Director	25-29 July 2011
Guwahati	DTS	Smt. Namita Malik,	12-16 Sep 2011
ISTM	MS Access	Smt. Shikha Paul, Deputy Director	28-30 Sep 2011
ISTM	DTS	Sh Lalit Grover, Asistant Director Sh. Biswajit Banerjee, Assistant Director Ms. Hari Kiran Gurla, Assistant Director	9-13 Jan 2012
ISTM	DOT	Smt. Shikha Paul, Deputy Director	16-20 Jan 2012
Panchagani (Maharashtra)	Ethics in Administration	Sh KS Samerendra Nath, Joint Director Sh. K Govindarajulu, Joint Director	27 Feb -2 Mar 2012



## 8. PROVIDING FACULTY FOR NATIONAL TRAINING CALENDER PROGRAMMES

The Training Division of the Department of Personnel & Training utilizes the services of the Recognised Users and Master Trainer of the Institute in conducting DTS , DoT courses and Recognized Users Development Programmes which are conducted at selected Training Institutes in the country on behalf of Training Division. During 2011-12, the Institute provided services of its Master Trainers and Recognised Users for the following institutes:

Srl No.	Institute	Course	Duration
1.	IMG, Thiruvanthapuram	DOT	20-24 June 2011
2.	UAA, Nainital	DOT	27 Jun -01 Jul 2011
3.	Himachal Pradesh Institute of Administration, Shimla	TMT Course	15-16 Sep 2011
4.	PTC, Saharanpur	DTS	13-17 Sep 2011
5.	AASC, Guwahati	DTS	12-16 Sep 2011
6.	Himachal Pradesh Institute of Administration, Shimla	DTS	14-18 Nov 2011
7.	Himachal Pradesh Institute of Administration, Shimla	DOT	21-25 Nov 2011
8.	PTC, Madhurai	DTS	28 Nov – 2 Dec 11
9.	ATI, Mysore	DTS	12-16 Dec 11
10.	Postal Training Institute, Mysore	Induction Trg Prg. For D/o posts	13-17 Feb 12

## 9. IMMEDIATE FUTURE PLANS

### 9.1.1

#### **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 (Residential 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 facilities, upgradation of furniture in the eight seminar halls, additional class rooms in the library building, etc.

##### **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 to provide consultancy services in different training related areas, open centres of excellence in areas such as, RTI, developmental schemes, etc. and a publication unit.

## ANNEXURE-I

## 10. OUR FACULTY

DURING APRIL 2011- MARCH 2012

Faculty	Subjects/Topics Allotted
Smt. Upma Srivastava	<b>Director</b> 1st April - 30th September, 2011
Shri K.G. Verma	<b>Director</b> 4th October, 2011 -
Shri MP Sethy, Addl Director	Training Techniques DTS, DOT, MOT, MOT(T), SAT, Training Policy & Strategy Management Systems/Organisation Behaviour Good Governance, Values & Ethics, Capacity Building, Enhancing Presentation Skills, Role Modelling Process, Transformation Leadership
Shri K S Kumar Joint Director (PT)	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, 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)	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

Faculty	Subjects/topics allotted
Sh KS Samarendra Nath, Joint Director	Economic Development and Planning , Economic Policy, Economic Liberalisation, Financial Management concepts, Globalisation & it's impact on Indian economy, Public finance & Marco economic policies, General Financial Rules (GFRs), General System of Financial Management, Principles of budgeting, Purchase Policy/ purchase procedure, , Delegation of Financial Power Rules (DFPRs), Investment decision making process in Govt. including project formulation, appraisal etc., Public private partnership, financial statements (balance Sheet, Reservation in Services, P & L a/c, R & P A/c), Outcome Budgeting & Gender Budgeting, Ratio analysis, Report Writing, Noting & Drafting, Parliamentary Procedure, Preparation of Cabinet Notes, Exaction Game, Time Management, National Training Management (NTP), Presentation Skills, Public Policy Analysis, Legislative Initiatives
Smt. Geetha Nair, Joint Director	Motivation, Leadership, Team Building, Communication Skills, Good Governance, DTS, DoT, MT for DTS-II
Sh. K Govindarajulu, Joint Director	Management Services All subjects related to Management Services. Management Concepts, Organisational Structure, Job Evaluation, Management of Change, TQM, Project Management, Knowledge Management Time Management Personnel Administration Performance Appraisal, RFD, e-Goverance, Good Governance, RTI Behaviour Technique Stress Management, Organizational Development, Team building & Leadership Training Techniques DTS, MT-DTS, TNA
Shri Nafe Singh Deputy Director ( A/C )	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
Ms. Manisha Bhatnagar Deputy Director (FC)	Office Management and Personnel Administration Office Procedures, Records Management, Noting and Drafting, Cabinet Note, Machinery of Govt., FR/SR (10-18), Training Techniques

Faculty	Subjects/topics allotted
	(EOT), Reservation in Service, Right to Information Act, Parliamentary Procedures Behaviour Technique and Computer Stress management, Conflict Management, Communication Skills, Team Building and Leadership, Motivation, Interpersonal Relationship, Organisational Behaviour, Performance Appraisal. MS Word, Excel, Power Point
Sh. Chandan Mukherjee Deputy Director (FC)	Office Management and Personnel Administration Office Procedures, Noting and Drafting, Cabinet Note, Parliamentary Procedures, FR/SR, Machinery of Govt. and Grievance Handling, Leave Rules, LTC Rules, Fixation of pay Rules and GPF Rules Training Techniques and Good Governance SAT, NTP, DTS, DoT, DTS-II (ELT) Total Quality Management and Citizens' Charter Information & Communication Tools IT, MIS, Computers (Windows, Basics, LAN) and MS Office Package Behavior Techniques Stress Management , Organisational Development , Team building & Leadership , Public Private Partnership Computer and Others Ms Word/Excel/Power Point/Access
Smt. Rekha Sharma, Deputy Director (MS)	Office Procedure, Machinery of Govt., Records Management, Organisation Analysis, Office layout planning, Form Design, Process Re-engineering, Management of Change, Management Concepts, Stress Management, Team Building and Leadership, Work measurement and method study, RTI Act, Good Governance, Sevottam Model, Project management and Project appraisal, Centrally sponsored flagship programmes, Public Private partnership
Sh. R.K. Kundi, Deputy Director (MS)	Noting & Drafting, Machinery of Govt., Records Management, Organisation Analysis, Method Study, Management Concepts, Form Design, Management of Change, Stress Management, Team Building and Leadership, Work measurement, Public Private partnership, Intellectual Property Rights, Sevottam Model, Centrally sponsored flagship programmes, Good Governance, Purchase Management, Material Management

Faculty	Subjects/topics allotted
Sh. Ranjan Kumar, Deputy Director (OM)	Noting & Drafting, Office Procedure, Parliamentary Procedure, RTI Act, CGEGIS, Joining Time, Children Education Allowances, Administrative Vigilance, CCS Conduct Rules CCS(CCA) Rules, Reservation in Services, Record Management, Machinery of Govt., Constitution of India, Administrative Law, Flagship programme, Human Rights, Results framework document (RFD), Administrative Reforms
Shri Sandeep Mukherjee, Deputy Director	Pay Fixation, Financial Effects of Penalties, FRs/SRs (9-18), Reservation in Services, Administrative Vigilance (Constitutional Provisions, Suspension, Appreciation of evidence, Drafting of Charge Sheet, Conduct of Inquiry, action after IO's report), Constitution Provisions, Administrative Laws, Presentations Skills, National Training Policy (NTP), Noting & Drafting, CCS (Conduct Rules), MACP, Leave Rules, APAR, Right of Information Act. Computer MS-Word, MS-Excel, MS-Power Point, MS- Access
Sh Arun Gaur, Deputy Director	Constitution of India, Parliamentary Procedure, CCS (CCA) Rules CCS (Conduct) Rules, Office Procedure, Noting & Drafting, Cabinet Note, Records Management, CCS (Leave) Rules, Staff Car Rules, Medical Attendance Rules including CGHS Rules, Departmental Security Instructions, Pension Rules including New Pension Rules, FRs/SRs, Administrative Vigilance, Establishment Rules, JCM, OMD
Sh. Ravindra Kumar, Deputy Director	Machinery of Government, CCS(Leave) Rules, Records Management, LTC Rules, Pension Rules including new Pension Rules, Constitution of India, CCS(CCA) Rules, CCS(Conduct) Rules, Medical Attendance Rules including CGHS Rules, Establishment Rules, Maintenance of Service Book, Reservation in Service, OMD FINANCIAL MANAGEMENT Pay Fixation, Pay Fixation of re-employed pensioners, MACP, Financial Effect of Penalties, General Financial Rules. Principles of Budgeting, Purchase Procedures, DPFRs
Smt. Shikha Paul, Deputy Director	Management Services (all subjects), Administrative Reforms , Good Governance, Sevottom, e-Governance, Process Re-Engineering, General Financial Rules(GFRs), General System of Financial Management in Govt., Budget, Purchase Management, Contract Management, Organisation Behaviour, Communication skills,

Faculty	Subjects/topics allotted
	Interpersonal Skills, Motivation, Stress Management, Team building & Leadership, Gender Issues, FRs/SRs, Gender Budget, Outcome Budget, Computer inputs.
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



Faculty	Subjects/topics allotted
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. Others Communication Skill, Stress Management
Sh. G.D Chawla, Assistant Director (ES/ET)	CCS(CCA) Rules, CCS(Conduct) Rules, CGEGIS, Constitution of India, Leave Rules, Machinery of Government, Noting & Drafting, Office Procedure, Organisation & Method, Parliamentary Procedure, Pay Fixation, Pension Rules, Presentation Skills, Records Management, TA Rules, ICT, Poverty Alleviation, RTI Act, Computer Introduction, MS-Excel, MS-Power Point MS-Word,
Sh Lalit Grover, Assistant Director	Office Procédure, Machinery of Govt, Noting & Drafting, Départemental Security Instructions, CCS(Leave) Rules, LTC Rules, Advances including HBA, Computer inputs, GFRS, DFPRs, CGEGIS, Receipts and Payments Rules, TA/DA Rules and GPF Rules
Sh Biswajit Banerjee, Assistant Director	Office Procedure, Machinery of Govt, Noting & Drafting, Départemental Security Instructions, Constitution of India, Parliamentary Procedure, CCS(Conduct) Rules, FRs/SRs, Handling of CAT/Court cases, CS(MA)& cghs Rules, Official Lanaguage Policy, Computer Inputs, GFRs, DFPRs, Advances including HBA, Fixation of Pay Rules, GPF Rules, JCM
Smt. Savita Sain, Assistant Director	Office Procedure, Machinery of Govt, Noting & Drafting, Departmental Security Instructions, Présentation Skills, Organisation Behaviour, Secretarial Skills ( Topics related to enchantement of Professional skills of personal staff), Parliamentary Procédure, MS Office Suit, CSS(Leave) Rules, CS(MA), & CGHS Rules, Official Language Policy



## ANNEXURE-II

# 11. FACULTY MEMBERS WHO LEFT AND JOINED THE INSTITUTE

### DURING THE YEAR 2011-12

The faculty members mentioned below left the Institute, either Superannuation/on completion of their tenure/on promotion during the year 2011-12:

Sl. No.	Name of Faculty	Date of Leaving of Institute
1	Smt. Namita Malik, Assistant Director	14.10.2011
2	Sh. Parth Vasaniya, Assistant Director	31.05.2011
3	Sh. Yogash Dwivedi, Assistant Director	31.05.2011
4	Sh. K.S. Kumar, Joint Director	08.07.2011
5	Sh. Vinod Jindal, Joint Director	14.10.2011
6	Sh. A.J.K. Menon, Assistant Director	30.11.2011

The following faculty members joined the Institute during the year 2010-11:

Sl. No.	Name of Faculty	Date of Leaving of Institute
1	Smt. Geetha Nair, joint Director	08.07.2011
2	Sh. Lalit Grover, Assistant Director	19.10.2011
3	Sh. Biswajit Banerjee, Assistant Director	01.11.2011
4	Sh. Savita Sen, Assistant Director	01.12.2011
5	Sh. K. Govindarajulu, Joint Director	22.12.2011
6	Sh. Arvind Pokiriyal, Assistant Director	30.03.2012

## ANNEXURE-III

**12. COURSES PLANNED AND CONDUCTED**

DURING THE YEAR 2011-12

Course Category	No. of Courses		Name of the Courses	No. of Courses		No. of Participants
	Plnd.	Held		Plnd.	Held	
CSS Cadre Training Plan	29	26	Assts (Direct Recruits)	3	5	421
			CSS-A	8	8	253
			CSS-B	4	4	128
			CSS-D	8	8	230
			CSS-E	4	1	27
			CSS-F	1	-	-
Management Development Programmes	71	59	Orientation course for Directors/ Dy Secy. of Central Govt. joining Central Secretariat	2	2	22
			Executive Development Programme for SOs	1	-	-
			Assistant Refresher	1	-	-
			Establishment Rules	4	4	119
			Reservation in Services	3	3	101
			Administrative Vigilance-1	3	3	68
			Administrative Vigilance-2	2	2	55
			Administrative Vigilance-3	1	-	-
			Handling of CAT Cases	1	1	17
			Workshop of Noting and Drafting	5	5	172
			Workshop on Assured Career Progression	1	-	-
			Workshop on Preparing Cabinet Notes-1	12	9	184
			Workshop on Preparing Cabinet Notes-2	12	12	217
			Workshop on Preparing Cabinet Notes-3	12	12	243
			Advanced Management Services	1	-	-
			Basic Management Services	1	1	11
			Knowledge Management	2	2	42
			Good Governance	2	1	20
			Post Training Seminar ADR(F)	1	-	-
			Post Training Seminar A&B	1	1	27
Post Training Seminar -D	1	-	-			
Post Training Seminar E&F	1	-	-			
Course for Gp 'D'	1	1	08			
Financial Management (FM)	18	14	Cash & Accounts	3	2	55
			Pension & Retirement Benefits-1	1	1	23
			Pension & Retirement Benefits-2	1	1	25
			Workshop on Pay Fixation	4	4	98
			Purchase Management in Govt.-1	2	2	62
			Purchase Management in Govt.-1	2	2	44
			Public Financial Management	1	1	10
			Workshop for Officers of Integrated Finance Division	2	-	-
			Fin. Mgmt. for Non-Fincl. Officers	1	-	-
			Post Training Seminar C&A	1	1	16

Course Category	No. of Courses		Name of the Courses	No. of Courses		No. of Participants
	Plnd.	Held		Plnd.	Held	
RTI- Capacity Building in Training Programmes	17	38	RTI-Public Information Officers	3	3	84
			RTI-Re-Engineering office Processes	1	1	19
			RTI-Appellate Authority	4	2	58
			RTI-Trainers Development Programme	3	3	51
			Seminar-RTI	3	3	161
			RTI-Record Management	3	1	25
			RTI (Half day) for Ministries/Departments	-	22	463
			RTI (One day) for Ministries/Departments	-	3	98
Behavioural Training	14	5	Stress Management	2	1	29
			Organisation Behavior in Government	2	-	-
			Values in Administration	2	2	45
			Gender Issues	1	-	-
			Behavioral Skills	2	-	-
			Workshop on Communication Skills	2	-	-
			Creativity Reinvention and self Development	1	-	-
			Personal Growth through Emotional Development	2	2	36
Secretarial/ CSSS Training Programmes	9	11	Professional Development Workshop for PPSs & Sr. PPSs	2	1	20
			Professional Development Workshop for PSs	3	2	35
			Personal Assistants (Ref.)	4	2	34
			Induction course for Stenographer Direct Recruits	-	2	89
			CSSS Level-II	-	2	53
			CSSS Level –III	-	2	55
Computer Courses	5	5	MS- Power point	1	1	35
			MS-Office Suits	1	1	40
			MS- Word	1	1	27
			MS-Excel	1	1	26
			MS-Access	1	1	35
Training of Trainers	15	13	Direct Trainers Skills	2	3	65
			Design of Training	2	2	25
			Experiential Learning Tools-RTD	1	-	-
			Recognized Trainer- EOT	2	2	30
			Recognized Trainer Development-DTS	1	1	39
			Recognized Trainer Development-DOT	1	1	24
			National Training Policy	3	-	-
			Workshop on Presentation Skills	1	1	25
			Management of Training( MOT)	1	1	17
			Experiential Learning Tools	1	1	18
			Training of Trainers (TOT)	-	1	11
International Training course	-	2	Myanmar WHO	-	1	17
			RTI programme for Common wealth countries Of Asian Region	-	1	17
Backlog Training Courses	24	26	Backlog Training Courses for Section Officers	12	13	391
			Backlog Training Courses for Assistants	12	13	477

## ANNEXURE-IV

**13. DETAILS OF CALENDAR COURSES CONDUCTED**

DURING THE YEAR 2011-12

**I. CSS CADRE TRAINING PLAN PROGRAMMES**

Course	From	To	Coordinator	No. of Participants
Assistant (Direct Recruits)	30 May 2011	19 Aug 2011	CM/GDC	85
	29 Aug 2011	18 Nov 2011	RVK/MB	89
	12 Dec 2011	02 Mar 2012	RS/BB	85
	12 Dec 2011	02 Mar 2012	RJK/RVK	91
	12 Dec 2011	02 Mar 2012	SP/LG	71
CSS Level "A" Courses for UDCs with 5 years of service	18 April 2011	13 May 2011	PV	24
	06 June 2011	01 Jul 2011	AJKM	39
	04 Jul 2011	29 July 2011	NM	30
	29 Aug 2011	23 Sep 2011	RJK	35
	03 Oct 2011	28 Oct 2011	GDC	26
	14 Nov 2011	09 Dec 2011	RS	36
	02 Jan 2012	27 Jan 2012	RJK	35
CSS Level "B" Courses for Assistants with 8 years of service	05 Mar 2012	30 Mar 2012	SP	28
	16 May 2011	17 Jun 2011	DKB	31
	25 Jul 2011	26 Aug 2011	RS	40
	10 Oct 2011	11 Nov 2011	AG	17
CSS Level "D" Courses for Section Officers with 8 years of service	02 Jan 2012	03 Feb 2012	SP	40
	4-Apr-2011	27-May-2011	JD(SM)	34
	23-May-2011	15-Jul-2011	VJ	31
	4-Jul-2011	26-Aug-2011	KGR	28
	8-Aug-2011	30-Sep-2011	DD(SM)	34
	5 Sep 2011	28 Oct 2011	RS	27
	19-Sept-2011	11-Nov-2011	CM	25
CSS Level "E" Course for Under Secretaries with 5 years of Service	31-Oct-2011	23-Dec-2011	MB	28
	21 Nov 2011	13 Jan 2012	RKK	23
	04 Apr 2011	23 May 2011	RKK	27

**II. MANAGEMENT DEVELOPMENT PROGRAMMES**

Orientation Course for Deputy Secretaries/ Directors joining Central Secretariat	17-Oct-2011	21-Oct-2011	GN	7
	30-Jan-2012	3-Feb-2012	KSN	15
Establishment Rules	2-May-2011	6-May-2011	RK	27
	1-Aug-2011	5-Aug-2011	AG	32
	17-Oct-2011	21-Oct-2011	DKB	25
	2-Jan-2012	6-Jan-2012	SM	35
Reservation in Services for SC/ST/OBC	23-May-2011	26-May-2011	MB	29
	26-Sep-2011	29-Sep-2011	AG	34
	20-Feb-2012	23-Feb-2012	KSN	38
Administrative Vigilance: Role IO/PO AV1	23-May-2011	27-May-2011	PV	23
	31-Oct-2011	4-Nov-2011	DKB	25
	19-Dec-2011	23-Dec-2011	AG	20

Course	From	To	Coordinator	No. of Participants
Administrative Vigilance: Disciplinary Procedure AV2	12-Sep-2011	23-Sep-2011	DKB	28
	21-Nov-2011	2-Dec-2011	DKB	27
Handling of CAT Cases	3-Oct-2011	5-Oct-2011	GN	17
Workshop on Noting and Drafting	18-May-2011	20-May-2011	DD(SM)	28
	4-Jul-2011	6-Jul-2011	AG	43
	18-Oct-2011	20-Oct-2011	CM	34
	1-Nov-2011	3-Nov-2011	DD(SM)	30
	1-Feb-2012	3-Feb-2012	RKK	37
Good Governance	20-Jun-2011	24-Jun-2011	KGR	20
Workshop on preparing notes for CS-1	19-Apr-2011	20-Apr-2011	CM	25
	10-May-2011	11-May-2011	MB	30
	7-Jun-2011	8-Jun-2011	JD(SM)	19
	5-Jul-2011	6-Jul-2011	CM	15
	9-Aug-2011	10-Aug-2011	KSN	16
	13-Sep-2011	14-Sep-2011	GN	27
	15-Nov-2011	16-Nov-2011	JD(SM)	21
	10-Jan-2012	11-Jan-2012	JD(SM)	16
	14-Feb-2012	15-Feb-2012	JD(SM)	15
Workshop on Preparing Cabinet Notes-2	8 Apr 2011	-	CM	26
	6 May 2011	-	MB	31
	24 JUN 2011	-	KSN	28
	15 Jul 2011	-	JD(SM)	24
	19 Aug 2011	-	JD(SM)	18
	9 Sep 2011	-	KSN	21
	21 Oct 2011	-	JD(SM)	17
	25 Nov 2011	-	JD(SM)	12
	23 Dec 2011	-	JD(SM)	10
	27 Jan 2012	-	SP	12
	10 Feb 2012	-	GN	9
9 Mar 2012	-	JD(SM)	9	
Workshop on Preparing Cabinet Notes-3	8 Apr 2011	-	CM	23
	6 May 2011	-	MB	27
	24 JUN 2011	-	KSN	30
	15 Jul 2011	-	JD(SM)	25
	19 Aug 2011	-	JD(SM)	22
	9 Sep 2011	-	KSN	22
	21 Oct 2011	-	JD(SM)	21
	25 Nov 2011	-	JD(SM)	24
	23 Dec 2011	-	JD(SM)	9
	27 Jan 2012	-	SP	14
	10 Feb 2012	-	GN	14
9 Mar 2012	-	JD(SM)	12	
BMS	18 Jul 2011	9 Sep 2011	RKK	11
Knowledge Management	18 May 2011	20 May 2011	KGR	20
	12 Mar 2012	14 Mar 2012	KGR	22
Course for Gp 'D' (ISTM)	05 Dec 2011	09 Dec 2011	HKG	08
PTS- DRW (LA)	17 Nov 2011	18 Nov 2011	GN	27

### III. FINANCIAL MANAGEMENT PROGRAMMES

Course	From	To	Coordinator	No. of Participants
Cash & Account	4 Apr 2011	3-Jun-2011	NS	28
	4 Jul 2011	2-Sep-2011	NS	27
Programme on Pension and Other Retirement Benefits (PRB 1)	20 Jun 2011	24-Jun-2011	DKB	23
Programme on Pension and Other Retirement Benefits (PRB 2)	10-Oct-2011	14-Oct-2011	K K Pant	25
Workshop on Pay Fixation	13-Apr-2011	15-Apr-2011	YD	37
	16-Aug-2011	18-Aug-2011	VJ	21
	3-Oct-2011	5-Oct-2011	DKB	17
	19-Mar 2012	21-Mar-2012	CM	23
Purchase Management in Government (PMG 1)	1-Aug-2011	5-Aug-2011	KKP	29
	16-Nov-2011	18-Nov-2011	NS	33
Purchase Management in Government (PMG 2)	23-May-2011	25-May-2011	KKP	21
	5-Mar-2012	7-Mar-2012	KSN	23
Workshops for officers of Integrated Finance Division	23 Aug 2011	25 Aug 2011	KSN	21
Public Financial Management	2-May-2011	6-May-2011	KKP	10
PTS – C & A	29 Aug 2012	30 aug 2012	KKP	16

### IV. RTI-CAPACITY BUILDING IN TRAINING PROGRAMMES

Record Management-RTI	18-Apr-2011	21-Apr-2011	KGR	27
	12-Sep-2011	15 Sep 2011	RS	25
Right to Information-Public Information Officers	7-Apr-2011	8-Apr-2011	PV	24
	16-Aug-2011	17-Aug-2011	DKB	24
	16-Jan-2012	17-Jan-2011	KGR	36
Right to Information-Appellate Authority	11-Apr-2011	-	RS	25
	19-Aug-2011	-	RJ	33
Right to Information- TDP	20-Jun-2011	24-Jun-2011	RJK	27
	12-Sep-2011	16-Sep-2011	JD(SM)	13
	19-Mar-2012	23-Mar-2012	RS	11
Right to Information-ROP	21-Nov-2011	23-Nov-2011	RJK	19
Seminar on RTI	01-Jul-2011	-	RKK	43
	7-Oct-2011	-	RS	47
	26-Mar-2012	-	DKB	71
RTI (Half day) for Ministries/Departments	01 Nov 2011	-	GDC	19
	02 Nov 2011	-	GDC	19
	03 Nov 2011	-	MB	20
	04 Nov 2011	-	RKJ	20
	08 Nov 2011	-	DKB	23
	09 Nov 2011	-	RKK	19
	11 Nov 2011	-	KGR	23
	14 Nov 2011	-	RKK	24
	15 Nov 2011	-	RJK	26
	16 Nov 2011	-	RKK	15
	17 Nov 2011	-	DKB	25
	18 Nov 2011	-	DKB	17
22 Nov 2011	-	RS	20	

Course	From	To	Coordinator	No. of Participants
	23 Nov 2011	-	KGR	19
	24 Nov 2011	-	RS	17
	25 Nov 2011	-	MB	11
	28 Nov 2011	-	HKG	16
	29 Nov 2011	-	SP	10
	30 Nov 2011	-	SP	35
	01 Dec 2011	-	LG	25
	02 Dec 2011	-	JD(SM)	20
	05 Dec 2011	-	CM	40
WRTI for M/o L&E	10 May 2011	-	RS	25
WRTI for M/o Env	22 Sep 2011	-	KGR	48
WRTI for Election Commissioner.	12 Jan 2012	-	JD(SM)	25
WRTI for M/o UD	17 Nov 2011	-	JS(SM)	25

## V. BEHAVIORAL TRAINING

Stress Management	28 Nov 2011	2 Dec 2011	MB	29
Values in Administration	4 Apr 2011	8 Apr 2011	VJ	31
	31 Oct 2011	4 Nov 2011	GN	14
Workshop on Communication Skills	18 May 2012	20 May 2012	NM	32
Personal Growth through Emotional Intelligence	2 May 2011	4 May 2011	VJ	13
	26 Sep 2011	28 Sep 2011	VJ	23

## VI. SECRETARIAL/CSSS TRAINING PROGRAMMES

Professional Development Workshop for PPS & Sr. PPS	05 May 2011	20 May 2011	GDC	20
Professional Development Workshop for Private Secretaries	18 Apr 2011	29 Apr 2011	GDC	18
	19 Sep 2011	30 Sep 2011	AJKM	17
Personal Assistant Refresher	20 Jun 2011	01 Jul 2012	GDC	14
	08 Aug 2011	19 Aug 2011	AJKM	20
Induction Course for stenographer direct recruits (F)	05 Mar 2012	13 Apr 2011	GDC	42
	05 Mar 2012	13 Apr 2011	SS	47
CSSS- Level II	06 Feb 2012	17 Feb 2012	SS	29
	19 Mar 2012	30 Mar 2012	RKK	24
CSSS-Level III	21 Nov 2011	02 Dec 2011	GDC	27
	13 Feb 2012	24 Feb 2012	GDC	28

## VII. COMPUTER COURSES

MS-POWER POINT	18 Aug 2011	19 Aug 2011	DKB	35
MS-OFFICE Suite	1 Aug 2011	5 Aug 2011	GDC	40
MS-Word	10 Aug 2011	12 Aug 2011	MB	27
MS-Excel	5 Sep 2011	7 Sep 2011	DKB	26
MS Access	28 Sep 2011	30 Sep 2011	MB	35

## VIII. TRAINERS DEVELOPMENT PROGRAMMES

Course	From	To	Coordinator	No. of Participants
Direct Trainer Skills	30-May-2011	3-Jun-2011	NM	21
	18-Jul-2011	22-Jul-2011	AJKM	35
	09 Jan-2012	13-Jan-2012	KGR	19
Design of Training	25-Jul-2011	29-Jul-2011	DD(SM)	12
	16-Jan-2012	20-Jan-2012	CM	13
Workshop on Presentation Skill	29 Jun 2012	30 Jun 2012	KSN	25
RTD-DTS	05 Mar 2012	23 Mar 2012	KGR	39
RTD-DOT	12 Mar 2012	30 Mar 2012	GN	24
RTD-EOT	29 Aug 2011	09 Sep 2011	MB	20
	19 Mar 2012	30 Mar 2012	MB	19
MOT	27 Feb 2012	02 Mar 2012	RJK	17
ELT	12 Sep 2011	16 Sep 2011	MB	18
Training of Trainers	08 Aug 2011	12 Aug 2011	AJKM	11

## INTERNATIONAL COURSE (FOR AR COMMONWEALTH COUNTRIES)

Myanmar WHO	26 Sep 2011	30 Sep 2011	KGR	17
RTI(AR)	30 Jan 2012	04 Feb 2012	JD(SM)	17

## BACKLOG TRAINING COURSES

BTC (SO)	11 Jul 2011	22 Jul 2011	CM	29
	18 Jul 2011	29 July 2011	RVK	26
	26 Sep 2011	7 Oct 2011	RKK	22
	10 Oct 2011	21 Oct 2011	NS	20
	24 Oct 2011	4 Nov 2011	NS	29
	24 Oct 2011	4 Nov, 2011	KGR	28
	28 Nov 2011	09 Dec 2012	LG	48
	12-Dec 2011	23 Dec 2011	RVK	22
	19 Dec 2011	30 Dec 2011	NS	24
	09 Jan 2012	20 Jan 2012	RJK	40
	16 Jan 2012	27 Jan 2012	DD(SM)	40
	13 Feb 2012	24 Feb 2012	GN	32
	27 Feb 2012	9 Mar 2012	MB	31
BTC (Asstt.)	20 Jun 2011	01 Jul 2011	NM	31
	27 Jun 2011	8 Jul 2011	RS	32
	18 Jul 2011	29 Jul 2011	AG	33
	5 Sep 2011	16 Sep 2011	RKK	38
	10 Oct 2011	21 Oct 2011	RJK	35
	28 Nov 2011	09 Dec 2011	BB	72
	5 Dec 2011	16 Dec 2011	GDC	33
	5 Dec 2011	16 Dec 2011	DKB	37
	5 Dec 2011	16 Dec 2011	NS	30
	12 Dec 2011	23 Dec 2011	DD(SM)	36
	02 Jan 2012	13 Jan 2012	KKP	37
	16 Jan 2012	27 Jan 2012	MB	36
	12 Mar 2012	23 Mar 2011	DKB	27



## ANNEXURE-V

## 14. LIST OF CSS CADRE TRAINING PLAN CONDUCTED

DURING THE YEAR 2011-12

### ASSISTANT DIRECT RECRUITS (FOUNDATIONAL)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1	Assistant (Direct Recruits)	30 May 2011	19 Aug 2011	CM/GDC	85
2		29 Aug 2011	18 Nov 2011	RVK/MB	89
3		12 Dec 2011	02 Mar 2012	RS/BB	85
4		12 Dec 2011	02 Mar 2012	RJK/RVK	91
5		12 Dec 2011	02 Mar 2012	SP/LG	71

### CSS-A (UDC)

1	CSS Level "A" Courses for UDCs	18 April 2011	13 May 2011	PV	24
2		06 June 2011	01 Jul 2011	AJKM	39
3		04 Jul 2011	29 July 2011	NM	30
4		29 Aug 2011	23 Sep 2011	RJK	35
5		03 Oct 2011	28 Oct 2011	GDC	26
6		14 Nov 2011	09 Dec 2011	RS	36
7		02 Jan 2012	27 Jan 2012	RJK	35
8		05 Mar 2012	30 Mar 2012	SP	28

### CSS-B (Assistants)

1	CSS Level ,B, course for Assistants	16 May 2011	17 Jun 2011	DKB	31
2		25 Jul 2011	26 Aug 2011	RS	40
3		10 Oct 2011	11 Nov 2011	AG	17
4		02 Jan 2012	03 Feb 2012	SP	40

### CSS-D (Section Officers + 8 Years)

1	CSS Level "D" Courses for Section Officers with 8 years of service	4 Apr 2011	27 May 2011	JD(SM)	34
2		23 May 2011	15 Jul 2011	VJ	31
3		4 Jul 2011	26 Aug 2011	KGR	28
4		8 Aug 2011	30 Sep 2011	DD(SM)	34
		5 Sep 2011	28 Oct 2011	RS	27
		19 Sep 2011	11 Nov 2011	CM	25
		31 Oct 2011	23 Dec 2011	MB	28
		21 Nov 2011	13 Jan 2012	RKK	23

### CSS-E (Under Secretary + 5 Years)

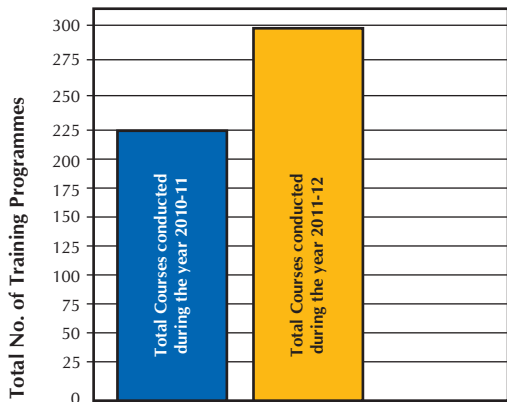
1	CSS Level 'E' Courses for Under secretary with 5 years of service	4 Apr 2011	13 May 2011	RKK	27
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ANNEXURE-VI

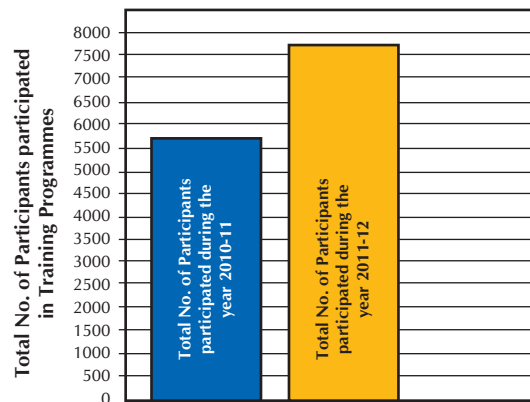
# 15. SUMMARY OF COURSES CONDUCTED

DURING THE YEAR 2011-12

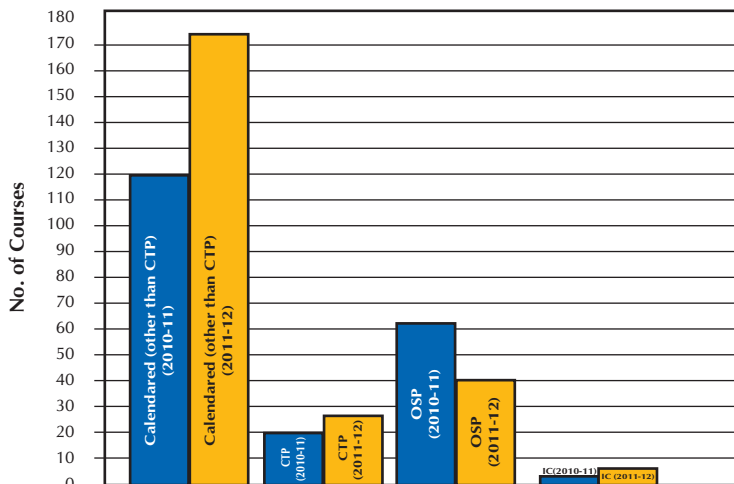
Sl. No.	Training Programmes	No. of Training Programmes	No. of Participants
1	Training Programmes including Faculty Assistance (Other than CTP)	197	4414
2	Cadre Training Plan	26	1059
3	Organisation Specific Programmes	40	1374
4	Peripatetic Programmes	32	960
5	International Courses	2	34
<b>Total</b>		<b>297</b>	<b>7841</b>



Total No. of Training Programmes conducted during the year 2010-11 and 2011-12



Total No. of Participants participated in Training Programmes during the year 2010-11-2011-12



No. of Courses conducted during the year 2010-11 and 2011-12