



ISTM NEWS

April - September, 2013



INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT

ADMINISTRATIVE BLOCK, JNU OLD CAMPUS, MEHRAULI ROAD NEW DELHI - 110067

Phone: 011-26185308 • Fax: 011-26104183

Visit us at <http://istm.gov.in>



DIRECT FROM DIRECTOR

Welcome to the latest issue of ISTM News, the renewed Newsletter of the Institute of Secretariat Training & Management, Department of Personnel & Training, Government of India. On the initiative of Secretary (Personnel), the Newsletter has been revived with the same spirit, professionalism and efficiency.

In 1954, Jawahar Lal Nehru, India's first Prime Minister had spoken the following words on citizen centric administration "Administration is meant to achieve something, and not to exist in some kind of ivory tower, following certain rules and procedures and, Narcissus like, looking on itself with complete satisfaction. The test after all is the human beings and their welfare."

The goal of the ISTM is to promote efficiency and the public good and ISTM has been continuously working towards this in all aspects of training. For many decades, ISTM has been evolving to create a centre of excellence in secretariat learning and management. As we move forward in the new millennium, the challenges and complexities of building capacity in the Civil Service and the Central Secretariat Service and Central Secretariat Stenographer Service in particular, is what motivates us at ISTM. We are committed to continue high standards of imparting training and to incubating new relevant programmes with real world applications and to modernise and expand our infrastructure, keeping in mind the training needs of our participants.

The civil services today are facing a dynamic situation regarding delivery of

quality services due to the emphasis on transparency and expectations of clients/citizens. ISTM is no exception and in responding to these challenges in a vigorous and alert manner, in ISTM we strongly believe that development of participants through training is the most methodical way in bridging the competency gap between existing and desired performance of Civil Service officers.

Another area of challenge is to inculcate a set of standards for behavioural choice and actions in the ethical dimension. To promote a culture of integrity, ISTM emphasises values and character through its training programmes. Public good suffers when there is a deviation from societal goals of right and wrong which is a part of the value systems of society. Values are nurtured by institutions so that they are durable and inspire others. Through our programmes on ethics and values in public governance and on good governance we sensitize our participants to importance of values & ethics in better policy formulation and service delivery.

This issue of ISTM News gives an overview to the multi-faceted activities of ISTM ranging from cadre training programmes to capacity building programmes on office management, financial administration, behaviour skills and new methods of training. I invite feedback on the newsletter and hope that this serves as a platform for interactive debate on issues and challenges which civil services in India confront today.

Umesh Kumar
Director, ISTM

SINCERELY YOURS

We deem it a matter of privilege and honour to be presenting this issue of ISTM News broadly covering the events from the month of April 2013 to September 2013. Apart from a brief description of events at this Institute, this issue also has literary contributions from some of our faculty members.

With the revival of this newsletter we hope to provide information in a more effective manner to all concerned of the latest happenings and of the forthcoming training programmes and functions at ISTM. Precise information, as you would appreciate, is the key to effective decision making. Modern day government have progressively made their functioning transparent and more public-oriented by adopting the principle of transparency. In the context of training too, a lot of importance needs to be attached to the idea of transparency. We too at ISTM accord a great deal of gravity to the principle of transparency. We hope that this newsletter will go a long way in achieving this end.

This newsletter has a message from Director, ISTM; a few words from the editorial board, a brief round-up of the events at ISTM including the courses, programmes and seminars; and some space for literary contributions from the faculty members and trainees.

We hope that you will find this newsletter interesting and purposeful. In the pages that follow you will find a variety of information that could help you choose a course, or give you an insight into some activity at ISTM that you might be interested in.

We would be looking forward to your suggestions and feedback to make this newsletter more meaningful. Thank you.

SATYAJIT MISHRA, Joint Director
K GOVINDARAJULU, Joint Director
R.K. KUNDI, Deputy Director
REKHA SHARMA, Deputy Director
BISWAJIT BANERJEE, Assistant Director



HAPPENINGS

The Institute

Since its inception in 1948, the Institute of Secretariat Training and Management (ISTM) has been striving to be a centre of excellence in Secretariat learning and management. The time-tested methodologies being followed in the Institute, coupled with its pragmatic approach, has benefited generations of civil servants from Central Government, State Government and Union Territories.

Primarily ISTM has conducted regular training programmes such as Foundational and mid-career training under Cadre Training Plan for Central Secretariat Services (CSS-CTP) up to the level of Director and under Central Secretariat Stenographers Services (CSSS) up to the level of senior PPS. During the period from April, 2013 to September, 2013, ISTM has trained 757 participants under CSS-CTP and 299 participants under CSSS-CTP.

It has conducted training on secretariat practices for various Group "A" service probationers including those from Indian Foreign Service, Indian Statistical Service, Indian Economic Service, Indian Trade Service, Indian Corporate Law Service, Indian Defence State Service and Indian Railway Traffic Service.

Given its record of high professional excellence, various organizations have identified ISTM as an ideal platform to conduct training programmes catering to their respective specific requirements in the spheres such as Vigilance, RTI, Behavioural Skills, Financial Management, and Procurement Procedures.

Organisations that have benefitted from ISTM's comprehensive training resources include the Supreme Court of India, Rajya Sabha Secretariat, Bureau of Parliamentary Studies and Training, Union Public Service Commission, Indian Railways, All India Institute of Medical Sciences, Armed Force Headquarter Civil Service, Indian Council of Agricultural Research and Bureau of Indian Standards.

Capacity Building Programmes

If I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning.

— **M.K. Gandhi**

Capacity building in various areas of Government activities has been the core competency of the Institute. Recently, Capacity Building Programmes have been conducted in the following areas :

Road to Good Office Management Skills

Office management skills are crucial to effective administration and governance. With a view to upgrade skills of Government Officers, Noting and Drafting, the Institute conducted various capacity building courses like Establishment Rules, Reservation in Services, Pay Fixation, Pension and Retirement benefits and Cash and Accounts. Six courses were conducted under this category during the period from April to September, 2013.

Quest for Good Governance

One of the challenges of governance is how to raise the standards, integrity and



values amongst public servants. With a view to meet this challenge, the Institute conducts capacity building courses for Good Governance, Values and Ethics, Administrative Vigilance, RTI and Knowledge Management. Four courses were organized under this category during the period from April to September, 2013.

Financial Accountability – the Heart of Fiscal Administration

There is increasing focus on financial affairs both in the Government and corporate sectors. In order to ensure that officers of various organisations are well equipped with the essentials of financial matters, the Institute has conducted Capacity Building Programmes for financial accountability on Financial Management, Analysis of Financial Statement, Formulation of Budget, Outcome Budget, and Project Management and Evaluation. Under this category, five courses were organized during the period from April to September, 2013.

Behavioural Skills Do Matter

Self-help gurus and a number of commentators on personality development and behavioural skills, have observed that good inter-personal relationships hold an important key to organisational excellence. Therefore, the Institute has designed and conducted capacity building courses on Emotional Intelligence, Team Building and Leadership, Stress Management, Communication Skills and Gender Issues. Three courses under this category were organized during the period from April to September, 2013.

Managing Litigation

At the behest of Joint Secretary (AT & A), Department of Personnel and Training, ISTM

designed two separate courses for officials of DOPT on “Handling of Government Litigation” dealing with contesting of cases in Central Administrative Tribunals (CAT), High Courts and the Supreme Court on behalf of the Government of India which is one of the critical tasks for Central Secretariat Officers. ISTM designed two separate Training Programmes for this purpose with the support of Prof. (Dr.) L.R. Aggarwal, Retd. Director of Government of India and Vice Chancellor, Maharishi University for Information and Technology, Lucknow. The first programme was held for the duration of 3 days from 29th May to 31st May, 2013. Another one-day programme was held at ISTM for Under Secretaries and Section Officers of DOPT on 7th August, 2013.

Keeping Pace with Modernity - Computers and Training

In order to ensure that the Government officials remain well-equipped to meet the requirements of e-governance, ISTM organised Capacity Building Programmes on Computers and Training Techniques. Under this category, three programmes have been conducted during the period from April to September, 2013.

Fuelling Training Potential

If training imparted to public servants is not of the desirable quality, then the very purpose of training is defeated. To ensure that this does not happen, the nation needs highly skilled and effective trainers. Good trainers, could transform mechanical service to vibrant and effective service by not only motivating the concerned officials to strive for excellence but also by instilling the requisite skills to achieve such excellence. With a view to develop good



trainers, the Institute conducts programmes for augmenting the skills of trainers such as Workshops on National Training Policy, Direct Trainers' Skills (DTS), Design of Training (DOT), Evaluation of Training (EOT), Experiential Learning Tools (ELT) and Training of Trainers on RTI. Four programmes under this category were organized during the period from April to September, 2013.

Orientation Training Programme – acquaintance with new work environment

Ministry specific training needs analysis and design of training modules followed by pilot runs which were, sponsored by Department of Administrative Reforms & Public Grievances (DAR&PG), have also been conducted by this Institute. These programmes are conducted to acquaint the officers who have freshly joined new Ministries/Departments under rotational transfer/promotion to the new functional requirements.

Widening Horizons - Training Programmes for North Eastern States

As part of capacity building exercises initiated by the Training Division, Department of Personnel & Training, to train the Officers of North-Eastern States, training programmes were conducted for Officers of Manipur Civil Services, Manipur Secretariat Services and Sub-Deputy Collectors of Manipur.

Trainee Coverage

During the period from April, 2013 to September, 2013, the Institute had conducted 84 courses thereby training 2521 participants.

Other Programmes

ISTM also conducts other programmes such as orientation course for Directors/Deputy Secretaries who join Central Government under Central Staffing Scheme. Workshops on Preparation of Cabinet notes for officers at the level of Directors/Deputy Secretaries, Under Secretaries and Section Officers level were also held.

Beyond Books and Training Manuals – extra-curricular activities and sporting events

The Institute encourages the trainees to unleash their creative talents and participate in various sporting activities. We also offer sporting facilities for cricket, football, basketball, table tennis, badminton and other outdoor and indoor games. Every now and then, the Institute organizes cultural shows and sport tournaments. Such events are very popular with the trainees as is evident from their large scale participation.

Faculty Development

Education is a progressive discovery of our own ignorance.

— Will Durant

Often the faculty members of ISTM are made to undertake various training programmes so that that could upgrade their training skills. During the period from April, 2013 to September, 2013, three of our faculty members participated in various training programmes to improve their knowledge and skills. Shri Satyajit Mishra, Joint Director participated in a training programme on Assessment and Development Centres related to Competency Building in South Africa in a delegation led by Joint Secretary

(Trg.) Smt. Rekha Sharma, Deputy Director received training in a Communication Workshop held at ISTM. Shri Praveen Prakash Ambastha, Assistant Director participated in the Design of Training (DOT) workshop also organized in the Institute.

Faculty Support

The Institute deploys its faculty members in various organizations from time to time to meet the specific training needs of these organizations. For instance, the institute has sent its faculty members for meeting the training needs of a number of governments and organizations such as Government of National Capital Territory of Delhi, Bharat Heavy Electricals Limited (BHEL), Institute of Government Accounts & Finance, Directorate General of Foreign Trade and Indira Gandhi National Open University.

Peripatetic Training

ISTM conducts training programmes for capacity building purposes in areas such as RTI, vigilance in States and UTs. Peripatetic training has been provided to

administrations such as those of Andaman & Nicobar Islands, and Chandigarh.

Consultancy Projects

The Institute is also involved in a number of important consultancy projects such as Training Need Analysis and Design of Training Modules for the Department of Food & Public Distribution, Government of India and National Commissions for Scheduled Castes and Scheduled Tribes under the Ministry of Social Justice & Empowerment, Government of India.

International Programmes : Training for Myanmar Officials/Doctors

Being a premier training institute of India, the ISTM also fulfils a number of international commitments in specific areas. A Training Programme on Administration and Finance for the Officials/Doctors of Myanmar under World Health Organisation Fellowship programme was conducted for one week from 22nd to 26th July 2013.

Training Programme for Afghanistan



Training Programme on Administration and Finance for the Officials/Doctors of Myanmar

Officials

A Half Day International Training Programme on Office Management and Good Governance was conducted for participants from Afghanistan on 24th September, 2013.



Director, ISTM welcoming and interacting with the participants from Afghanistan.

Visit of trainees from South Asian Countries

Recently, a delegation of trainees of South Asian Countries visited ISTM as part of their training programme on RTI organized by Commonwealth Human Rights Initiative (CHRI).



Director, ISTM and Faculty members of ISTM interacting with the South Asian delegation that visited ISTM.

Impact of Training Programmes – Post Training Seminars

ISTM doesn't just impart training but also keeps a careful watch as to whether the trainings imparted by it have had the desired results in governmental functioning. That is why it organizes Post Training Seminars from time to time. Before holding such seminars

relevant data are collected from the officials trained by ISTM and their Controlling Officers. Thereafter, these officials along with their Controlling Officers are invited to attend the Post Training Seminars where they exchange ideas relating to how effective the concerned training programmes have been with ISTM faculty members. Ideas are also

exchanged on the duration and contents of the training programmes in question. A Post Training Seminar for Level D was organized on 19th July, 2013 to discuss various nuances relating to the Level D training.

Eminent Speakers

ISTM has a highly committed team of faculty members with exceptional training skills and knowledge in their respective areas of specialisation. However, the Institute recognizes the importance of conducting lectures by speakers and trainers from outside the fold of ISTM in the domain specific areas so that fresh spirit and new insights could

be infused in its training mechanisms. The Institute has had the honour of conducting lectures by people of eminence from various spheres.

Shri Vinod Kumar Duggal, presently serving as Member of National Disaster Management Authority in the rank and status of a Union Minister of State, graced this Institute by delivering talks on Disaster Management wherein he explained the preparedness of the nation to meet various exigencies and as responsible citizens what we should do to bolster the efforts of the government.



Shri V.K. Duggal, Member, NDMA interacting with participants at ISTM



Hands on training in Disaster Management conducted at ISTM

Prof. Mushirul Hasan, former Professor in Jamia Milia Islamia and former D.G. of National Archives of India and a noted scholar and historian, has presented his talks on *Composite Culture of India* in various training programmes to acquaint the participants with the rich cultural heritage of our country.



Prof. Mushirul Hasan, Former Professor, Jamia Milia Islamia delivering a talk at ISTM



The Institute has also had the honour of conducting a talk by Dr. Arvind Gupta, Director General of the Institute of Defence Studies and Analyses (IDSA) on *Strategic Security Concerns*. Amongst other things, he explained the possible threats to the State from various quarters including migration, globalization and liberalization and the steps to counter them.



Dr. Arvind Gupta, Director General, IDSA addressing trainees at ISTM

Innovations and Novelties

The Institute constantly upgrades its training methodologies so as to keep in tune with the changing training needs of the Government. For instance, apart from laying emphasis on knowledge parameters, equal emphasis is now being laid on skill development in the Assistants Direct Recruits Foundational Programme (ADR-FTP). This is being done with the objective to acquaint the ADRs with practical work situations and equip them with essential skills to deal with cases that are ordinarily dealt with in government offices. New initiatives in the nature of training components under the titles of *Where to Find What (W2FW)*, *Case Review (CR)*, *Mentoring*, *Ethics and Values in Public Services*, have been introduced. The focus of W2FW and CR components of the training is on developing the generic competencies among the ADRs. The generic competencies identified to

be developed through these assignments are comprehension skills, analytical skills, interpretation skills, communication skills, noting and drafting skills.

Augmentation of Infrastructure

In order to improve infrastructure facilities of ISTM, one infrastructure development scheme under Plan expenditure for augmentation of training facilities is being implemented since the 11th Five Year Plan period. At the moment, two small auditoria are being upgraded.

ISTM has initiated a *green drive* to make the learning environment clean and green. Horticultural activities in and around the classrooms have been intensified. A lot of trees have been planted to make the environment better.

In the coming years ISTM will intensify the *green drive* by planting more trees and creating green space for all participants.

INDEPENDENCE DAY CELEBRATIONS

Independence Day was celebrated with great patriotic fervour on the 15th of August, 2013. This was attended by Director, ISTM, faculty members, staff members and their family members.



Flag Hoisting Ceremony on Independence Day

The tri-colour was hoisted by Director, ISTM which was followed by his address. In his address, he explained how efficient public service by serving the people could go a long way in making this nation strong and self-sustaining. The participants of 23rd and 24th Assistant Direct Recruit Training Programmes organized a cultural show on this occasion. The children of many of the staff members also participated in this cultural show. The ceremony culminated with the playing of the national anthem.

संस्थान में हिन्दी पखवाड़े का आयोजन

सचिवालय प्रशिक्षण तथा प्रबंध संस्थान में 01-14 सितंबर, 2013 तक हिन्दी पखवाड़ा आयोजित किया गया। पखवाड़े के दौरान विभिन्न संकाय सदस्यों की देखरेख में आठ प्रतियोगिताएं का आयोजन किया गया। ये प्रतियोगिताएं हैं - हिन्दी टंकण, हिन्दी आशुलिपि, मल्टी टास्किंग स्टाफ के लिए हिन्दी सुलेख प्रतियोगिता, हिन्दी निबंध, हिन्दी श्रुतलेख व वर्तनी, स्लोगन प्रतियोगिता, हिन्दी में टिप्पण व प्रारूप लेखन तथा प्रशासन एवं प्रशिक्षण शब्दावली प्रतियोगिता। इस पखवाड़े के दौरान संघ की राजभाषा नीति पर एक हिन्दी कार्यशाला का भी आयोजन किया गया, जिसमें संस्थान के 15 अधिकारियों/कर्मचारियों ने भाग लिया।



हिन्दी पखवाड़ा के अन्तर्गत आयोजित सांस्कृतिक कार्यक्रम

13 सितंबर, 2013 को हिन्दी पखवाड़े के समापन एवं पुरस्कार वितरण समारोह का आरंभ निदेशक महोदय को बुके भेंट करके किया गया। इस अवसर पर एक सांस्कृतिक समूह को सांस्कृतिक कार्यक्रम पेश करने के लिए आमंत्रित किया गया था। समारोह का शुभारंभ गुरु वंदना से किया गया जिसे कलाकारों द्वारा एक मनमोहक नृत्य द्वारा प्रस्तुत किया गया।

समापन समारोह में श्री सुशीलकुमार शिंदे, माननीय गृह मंत्री, भारत सरकार का हिन्दी दिवस के अवसर पर

देशवासियों के नाम जारी संदेश पढ़ कर सुनाया गया। संदेश में विभिन्न सरकारी कार्यालयों में हिन्दी में टिप्पण व पत्राचार को पर्याप्त रूप से प्रोत्साहित करने तथा कम्प्यूटर उपकरणों में हिन्दी में काम करने की सुविधा पर बल दिया गया। इसके बाद कलाकारों द्वारा एक स्वागत गीत के माध्यम सभी का अभिनंदन किया गया। कलाकारों द्वारा दर्शकगणों के सभी वर्गों की रुचि को ध्यान में रखते हुए लोक नृत्यों, लघु नाटिका तथा भारतीय चलचित्रों के प्रसिद्ध गीतों का एक रंगारंग समागम प्रस्तुत किया गया। कार्यक्रम में दर्शकों ने विशेष रुचि ली। तत्पश्चात्, निदेशक महोदय ने अपने कर-पल्लवों से विभिन्न प्रतियोगिताओं में विजेता प्रतिभागियों को पुरस्कार और प्रशस्ति पत्र प्रदान किए। संस्थान में लागू राजभाषा प्रोत्साहन योजना के अंतर्गत दस पुरस्कार प्रदान किए गए। पुरस्कार वितरण के बाद निदेशक महोदय ने सभा को संबोधित किया।

निदेशक महोदय ने समारोह में उपस्थित सप्रसं के सभी अधिकारियों/कर्मचारियों द्वारा हिन्दी की पुस्तकें पढ़ने पर जोर दिया चाहे वे पारम्परिक श्रेणी की हों अथवा आधुनिक युग के लेखकों द्वारा रचित हों क्योंकि इसी से किसी व्यक्ति के भाषा संबंधी कौशल में वृद्धि हो सकती है। उन्होंने सरकारी कार्य में हिन्दी के अधिकाधिक प्रयोग की आवश्यकता पर बल दिया। उन्होंने कहा कि यह हम सबका कर्तव्य है कि हम सरकारी कामकाज में सरल, सहज व बोलचाल की हिन्दी का प्रयोग करें। उन्होंने कार्यालय में हिन्दी के सुगम प्रयोग हेतु आश्वासन भी दिया।

हिन्दी प्रभाग द्वारा हिन्दी पखवाड़े के उपलक्ष्य में विभिन्न प्रतियोगिताओं में हमारे संस्थान के संकाय सदस्यों/अधिकारियों/कर्मचारियों के उत्साहपूर्वक भाग लेने पर संतोष जताया। उन्होंने अपेक्षा की कि सभी प्रतिभागी हिन्दी के प्रचार-प्रसार को अपना हर संभव समर्थन देंगे। उन्होंने सभी पुरस्कार विजेताओं को बधाई दी। उन्होंने हिन्दी पखवाड़े के सफल आयोजन पर सभी को धन्यवाद दिया। उप निदेशक(प्रशा.) ने कार्यक्रम के सफल आयोजन पर सबका आभार प्रकट किया।

कार्यक्रम का समापन राष्ट्रगान के साथ किया गया।

MISCELLANY

SECOND UMBRELLA

A short story by Shri Ranjan Kumar, Deputy Director, ISTM

Could abundance and deprivation go together? Yes, they often do. At least that is the impression I gathered the other day when I was driving with my wife sitting by my side. It was raining heavily and thus manoeuvring the car was not easy. As I drove along amidst misty conditions, my wife said in a rather loud voice "Stop, stop... do you see that girl?"

"Who are you talking about?" I responded as I slowed down the car.

"The girl who is getting drenched there. I know her, she is from our school," replied my wife.

I pierced my eyes through the hazy glass in a bid to locate the girl my wife was referring to. Finally my eyes fell on her. Apparently she was waiting for the road to get clear of vehicles so that she could cross it. I carefully moved the car in a manner so as to bring it to a halt just ahead of her.

My wife pulled the glass of her window down and called out to the girl, "Suparna... here, look here."

The girl turned around and after a brief period of befuddlement managed to locate us. She smiled and came over to the car.

"Good morning ma'am," she said.

"Get into the car," my wife pointed at the back seat.

"But ma'am..." she hesitated.

"Aren't you going to the school?"

"Yes, ma'am."

"Then come on, step into the car, we are also going to the school."

Suparna opened the rear door and got in.

"It has been raining for a long time now, I am sure when you started out it must have been raining," I said forced by the strange undercurrents of the sequence of events.

"Yes, sir, it was indeed raining when I started out," the girl replied.

"Why didn't you carry an umbrella then?" My wife asked.

"Actually ma'am, my brother carried the umbrella to his school."

"You could have carried another one," I promptly reacted

"Sir... "

"What's wrong?" said my wife.

After much hesitation Suparna said, "In our household there is just one umbrella."

Her reply virtually sealed our mouths. In some time we were at the gates of the school. I dropped my wife and Suparna there and drove on towards my office. Of the many thoughts that crowded my mind, the most prominent one was – in a country of billions with million umbrellas, there are millions like Suparna who brave the rains with exposed heads! Could I do something to protect their heads with a second umbrella, I wondered.



My Odyssey into Training

By Smt. Sikha Paul, Deputy Director, ISTM

The Foundational Training Course for the Assistant Direct Recruits 23rd and 24th batches (phase-II) was conducted at the Institute of Secretariat Training and Management from 24th June to 6th September 2013 for 81 participants. Most of them in their early twenties have joined the Government service for the first time after successfully qualifying tough competitive examinations at an all India level. I always find them a challenging lot, fresh from colleges/universities, quite a few engineers and MBAs in the group, clued into the latest information and updated technology.

They are respectful, ready to absorb whatever they find worthwhile and also uninhibited in articulating if they feel a faculty, a subject or a session is not useful enough for them. The best part about training ADRs is they are from all over India. Some are from rural and some are from urban symbolizing the kaleidoscopic diversity that is India. Understandably the expectations and value systems are different leading to differing perceptions.

In our country, instead of optimally using the vast human resources, the process of elimination is followed, through rigorous competitions, which may be for higher education or for recruitments. Now all of a sudden after they enter into the service, if it is expected that they will rather be collaborative, build a team and believe in sharing, then it is too much to ask for. In a big group, people will always form smaller groups according to their interests, likes and dislikes. The members have to learn to give

space to each other for the cohesiveness of the group, sometimes also for individual interests of the self centered and the mistakes committed by others. They have to learn to balance their individualistic goals and accommodate in the perspective of collective interests.

There is a component of a study tour for one week during the training. I have seen that a study tour is like a mini journey of the whole life. There is a lot of expectation in the beginning, which gives way to some conflicts, some arguments, some fights, then some efforts to resolve the conflict by some participants. Some may agree with them, some may prefer to keep shouting, some may like to make an issue out of a non issue and keep the problem alive, some may keep aloof and some may try to bring everybody together. In the process people learn how much they have lost in pursuing their selfish interest and how others take advantage of their differences. Building up a team is a lesson learnt for the whole life. And with every new group I too find myself evolving as a trainer.

The ADRs are still a vulnerable and gullible young group. It is the responsibility of the trainers to harness the raw energy and channelize it into a direction dedicated for Nation building or leave it scattered and disunited for pursuing their immediate self-centered interest, leading ultimately to their own destruction.

I have seen the maximum change happening while the ADRs are rendering a cultural programme. Initially, the idea is well taken,



but as the final day approaches, people start getting cold feet and there are excuses for not participating such as lack of time or skills or interest and no past experience. It is difficult to draw people out of their shell and if some are withdrawing, then others also lose interest and no one is as if ready to put in that extra effort. At this point, the trainer may helplessly feel that it is easier to search for a relevant Rule in the Rule books after the intensive 'Where to find what' and Case review sessions, but if people have not learnt to work in a group and encourage each other then they may not be able to keep a team together for achieving the Organisational and the National Goals.

Usually what happens is people who can steal the show are the ones who perform and take all the accolade. In a training situation the environment should be such that trainees can explore their hidden potentials and exhibit their skills even if they are not the best at it. Touching their spirit, encouraging it to grow matters. A very famous poet, Jibonanando Das said, "Those who cannot sing, actually sing much more than the singers"... they sing silently. Therefore participation is important. Coming on the stage and facing the audience and listening to one's own voice, gaining confidence to express one's opinion, singing, synchronizing, dancing with everybody, if one has forgotten a line

then covering up for him or putting oneself in front when someone else is making a mistake is important. Above all inviting everybody left out including the faculty and even the Director, ISTM to shake a leg, to celebrate together, to forgive and forget the differences is important.

Almost all of the ADRs performed on the stage on the farewell night. This time it was a massive participation. There were problems and they rose above the problems. There were differences and they struggled and smoothed out the differences. They practically learnt the advantages and skills of building a team while rehearsing for their performances. At the end of it, they said, 'Thanks for forcing us to perform. We did it for the first time and really enjoyed fulfilling our dream of being on the stage'.

If we have to tap the energy of the trainees we have to sometimes be with them to understand, encourage, motivate, counsel and if necessary also use coercion. As a last resort, I had to tell them, that 'it is compulsory to participate and extra curricular activities carry ten marks' and even the shy and the reserved ones at least did a group song or a group dance. They actually put up a show in a matter of forty eight hours, practicing may be for not more than five hours. I pray that they keep reinventing themselves, as a Guru is successful only when surpassed by the students.



”प्रश्न”

सविता सेन
सहायक निदेशक

उस दिन देश का ताजा हाल जानने के लिए टेलीविजन चलाया,
तो नजर आया

मानव के दानव बनने की कहानी बतलाता
तालाब में तैरता लहराता एक चेहरा
इससे पहले कि मैं कुछ समझ पाती
उस चेहरे पर दो नन्ही आँखें उभर आईं
उन आँखों ने मेरी आँखों में आँखें डाल कर पूछा
तुम कैसे बच पाई ?

मैं चुप रही, कुछ न कह सकी!

फिर एक दिन टेलिविजन पर एक विज्ञापन आया
पिता ने पुत्र को कंधों पर बिठाकर बड़े लाड़ से गाया
”मेरा नाम करेगा रौशन जग में मेरा राज दुलारा”

तालाब में तैरते लहराते उस चेहरे की नन्हीं आँखों ने मुझसे फिर एक प्रश्न किया
”क्यों, क्या राजदुलारी नाम रौशन नहीं कर सकती” ?

मैं फिर चुप रही, कुछ न कह सकी !

कहने को कुछ सोंचा ही था कि उन नन्हीं आँखों ने मुझसे फिर एक प्रश्न किया

”क्या बेटी, माँ, बहन, सखी, डोली, विदाई, राखी,
चूड़ी, बिंदिया, कंगना, विदुषी, कवयित्री, वीरांगना,
गायिका, नायिका, अध्यापिका इत्यादि
शब्दों को शब्दकोष से हटा दिया गया ?

मैं फिर चुप रही, कुछ न कह सकी

किंकर्तव्यविमूढ़ सी थी मैं कि उन नन्हीं आँखों ने फिर पूछा

”अगर हमसे इतनी ही डाह रखते हों,

तो माँ दुर्गा, काली, सरस्वती और लक्ष्मी से

वरदान पाने की क्यों चाह रखते हों ?

तालाब में तैरते लहराते उस चेहरे की नन्हीं आँखों के उन प्रश्नों का मैंने कोई जवाब न दिया

पर हों, ऐसा लगा हमने खुद को चुल्लु भर पानी में डुबो दिया ।

NOTABLE QUOTES

I will give you a talisman. Whenever you are in doubt or when the self becomes too much with you, apply the following test. Recall the face of the poorest and the weakest man whom you may have seen and ask yourself if the step you contemplate is going to be of any use to him. Will he gain anything by it? Will it restore him to a control over his own life and destiny? In other words, will it lead to swaraj for the hungry and spiritually starving millions? Then you will find your doubts and your self melt away.

— **M.K. Gandhi**

Before you start some work, always ask yourself three questions - Why am I doing it, What the results might be and Will I be successful. Only when you think deeply and find satisfactory answers to these questions, go ahead.

Chanakya

Man's capacity for justice makes democracy possible, but man's inclination to injustice makes democracy necessary.

— **Reinhold Niebuhr**

[Because power corrupts] Society's demands for moral authority and character increase as the importance of the position increases.

— **John Adams**

You can only govern men by serving them.

— **Victor Cousin**

A civilization flourishes when people plant trees under which they will never sit.

— **Greek proverb**



INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT

ADMINISTRATIVE BLOCK, JNU OLD CAMPUS, MEHRAULI ROAD NEW DELHI - 110067

Phone: 011-26185308 • Fax: 011-26104183

Visit us at <http://istm.gov.in>