

ISTM NEWS



July 2014 – September 2014

FROM DIRECTOR

It is heartening to see the great response to our earlier issues of ISTM News. The current issue of the newsletter will inform our readers about the activities of the institute during the period from July 2014 to September 2014. You would appreciate that despite our best efforts we have been able to cover only the essential activities of the institute as the range of its activities is so wide that a comprehensive coverage in just over a few pages is virtually impossible. However, I am confident that this issue of the newsletter will cater to the needs of most of our readers.

The Institute of Secretariat Training & Management is incessantly working towards providing training of the highest order. In keeping with the dynamic changes in governance, the Institute is in the process of constant up-gradation of its training modules and delivery systems. The institute is also providing training in specific areas such as RTI and Financial management.

Our constant endeavours in providing the latest information relating to the issues in question to our trainees and our hands-on training modules have won acclaim from trainees and experts alike.

I request all the readers of ISTM News to send their ideas and suggestions to us for further improving the newsletter.

UMESH KUMAR

Director, ISTM

SINCERELY YOURS

We are happy to be back again with another edition of ISTM News. The editorial board is taking your suggestions and feedback very seriously and making all possible efforts to improve the newsletter further. The present issue of ISTM News follows the same format as the earlier issues and consists of four parts - *From Director* which is a message from the Director, ISTM, *Sincerely Yours* (the section you are currently reading) which is a brief introduction to the Newsletter by the Editorial Board, *Happenings* which broadly describes various activities of the Institute during the period from July 2014 to September, 2014 and *Miscellany* which carries interesting pieces of writings of our faculty members, staff and trainees.

The reader could expect to find all essential information relating to the activities of institute during the period under question. In case the information you are looking for is not there in this issue, please feel free to call us and we would be more than glad to provide you with the specific piece of information you need.

We hope that you will continue to send your suggestions and feedback.

SATYAJIT MISHRA, Joint Director

K. GOVINDARAJULU, Joint Director

R.K. KUNDI, Deputy Director

BISWAJIT BANERJEE, Assistant Director

HAPPENINGS

The Institute

Ever since the Institute of Secretariat Training and Management (ISTM) was set up in 1948, it has been consistently meeting the training needs of the Central and State Governments including autonomous and other bodies of government. The institute has been constantly delivering new methodologies and mechanisms in the context of training. The list of alumnae and alumni of the institute is virtually endless. ISTM's high standards have led to the Institute's accomplishing the ISO 9001: 2008 status. The Institute provides training in almost every sphere including Vigilance, RTI, Behavioural Skills, Financial Management and Procurement Procedures. A large number of organisations have been beneficiaries to ISTM's training programmes. 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 and a number of other organizations have utilized the vast training resources of ISTM.



ISTM – Quality Training Exemplified

Capacity Building Programmes

It is common knowledge that humans do not optimize the utilization of their minds and bodies. Psychological studies have revealed that most of us use only five to seven percent of our mental prowess. The picture is similar when it comes to using physical powers. Research has also shown that with training and right practice these powers could be enhanced. In the context of governance, the greater the powers of officials to tap their physical and mental

capacities, the better will the service delivery system. Therefore, one of the primal objectives of training must be capacity building in various spheres.

The Institute conducts a number of capacity building programmes thereby covering a wide range of areas. During the period from July 2014 to September 2014, the Institute conducted capacity building programmes in the following areas:

Road to Good Office Management Skills

Good management skills of the officials are crucial to the successful functioning of any organization. ISTM recognizes this idea and conducts a number of courses on office management. The Institute also ensures that the modules being used for training in office management are in consonance with the contemporary demands on governance. With a view to upgrade skills of Government Officers in Noting and Drafting, Establishment Rules and Reservation in Services, the ISTM conducts various capacity building courses. During the period from July 2014 to September 2014, four such courses were conducted under this category.

Quest for Good Governance

Promptness, courtesy and absolute devotion to work are reckoned as the essential traits of a government servant. The changing dynamics of governance necessitate that these traits are exuded with even greater vigour and firmness by the public servants. Therefore, the Institute conducts capacity building courses for good governance on Administrative Vigilance, RTI and Knowledge Management. During the period from July 2014 to September 2014, four courses were organized under this category at this Institute successfully.

Financial Accountability – the Core of Fiscal Administration

Finance has always been one of the core issues of administration. Over the last decade or so, this idea has gained even greater strength. With a view to instil essential knowledge of financial matters in government officers, ISTM has designed a number of training programmes. The Institute conducts Capacity Building Programmes for financial accountability on Financial Management, Analysis of Financial Statement, Pay Fixation, Pension and Retirement benefits, Cash and Accounts, Formulation of Budget, Outcome Budget, and Project Management and Evaluation. During the period from July 2014 to September 2014, ISTM conducted six courses in this category.



Group Photographs for Programmes on Financial Management

Behavioural Skills Do Matter

Management gurus have time and again emphasized the need for good behavioural skills. Unless a government official knows how to conduct himself or herself, it will be virtually impossible for him or her to negotiate with the wide range of challenges that government service tends to unleash. Given the fact that governance is becoming more or more people oriented, it is all the more important that government officials know how to deliver the goods while acting in the civillest of ways. With a view to build desirable behavioural skills in Government officers, the Institute designs and conducts Capacity Building courses on emotional intelligence, values and ethics, team building and leadership, stress management, communication skills and gender issues. Under this category, ISTM conducted one course during the period from July 2014 to September 2014.



Group photographs for Behavioural Programmes at ISTM

Keeping Pace with Modernity - Computers and Training

In these times of automation, no government servant can serve efficiently unless he or she is well equipped with computer skills. The demand for computer courses is on a constant rise.

The constantly changing requirements in the context of automation in governmental work necessitate up-gradation of our course modules in short cycles. With the advancement of softwares such as Microsoft Word, Microsoft Excel, and Microsoft Powerpoint, new functionalities have come into vogue which are in frequent use in government offices. Some these advancements need exhaustive training modules. However, the Institute is living up to the requirements and new hopes and aspirations by constantly working on its IT modules. A large number of trainees have immensely benefited from these courses. In the coming days the IT courses are expected to take an upswing with greater advancements in training modules. ISTM organised two Capacity Building Programmes on Computers and Training Techniques of various kinds during the period from July 2014 to September 2014.



Group Photographs for IT courses

Cadre Training Plan (CTP)

During the period from July 2014 to September 2014, 8 programmes were held under CSS-CTP, and 5 programmes were held under CSSS-CTP. Over the last few years the CSS-CTP and CSSS-CTP training programmes at ISTM have visibly raised the efficiency levels of government officers at all levels.

Fuelling Training Potentials

Good trainers mean good training. The need to churn out good trainers is the need of the hour as with the diversification of governmental work, the corresponding need for good training is also on the rise. Therefore, ISTM conducts Capacity Building 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. One programme under this category was organized during the period from July 2014 to September 2014.

Orientation Training Programme – Being in Sync with New Work Environment

Ministry specific training need analysis and design of training modules followed by pilot runs, sponsored by Department of Administrative Reforms & Public Grievances (DAR&PG), are also 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, ISTM conducts various training programmes from time to time. A capacity building programme for Assam Civil Services Officers is scheduled to be held from November 10, 2014 to November 21, 2014.

Introduction of Basic Leadership Skills module at ISTM

Secretary (Personnel) introduced the Basic Leadership Skills (BLS) module at Institute of Secretariat Training & Management (ISTM) on September 10, 2014. This module has already been introduced in Level D courses.



Introduction of BLS module at ISTM

Visit of Delegates of Tanzania to ISTM

A group of delegates from Tanzania visited the Institute on September 10, 2014 to discuss and study various training methodologies and practices. They expressed a deep sense of satisfaction at the thoroughly professional manner in which the Institute is imparting training.



Delegates of Tanzania at ISTM

Trainee Coverage

During the period from July 2014 to September 2014, the Institute conducted forty three courses thereby training one thousand one hundred and seventy nine participants.

Beyond Books and Training Manuals – Extra-curricular activities and Sporting Activities

A good training methodology is one which leaves sufficient scope for co-curricular activities including sports. ISTM follows this idea to the letter and spirit. In order to ensure that the training provided by the institute does not remain confined to books and classrooms, the trainees are encouraged to heartily participate in co-curricular activities and sporting events. Every now and then musical shows, arts competitions and sporting events are organized to encourage the trainees to build and unleash their creative sides as well. These activities are very popular with the younger lot.

Faculty Development

Wisdom is not a product of schooling but of the lifelong attempt to acquire it.

Albert Einstein

Trainers are in need of continual up-gradation of their training skills. Good trainers must be equipped with new methods and approaches of training. ISTM sends its faculty members to various organizations all over the country so that they could pick up newer skills and methodologies. During the period from July 2014 to September 2014, the institute sent Shri Vadali Rambabu, Deputy Director, and Shri U.S. Chattopadhyay, Deputy Director for up-gradation of their skills.

Faculty Support

Recognizing the practical difficulties of various organizations in sending their officials for training to ISTM in the light of shortage of staff, ISTM sends its faculty members to these organizations, on demand, to cater to their specific training needs. For instance, the institute has spared its faculty members for meeting the needs of a number of governmental organizations such as Bharat Heavy Electricals Limited (BHEL), INGAF, DGFT and IGNOU.

Peripatetic Training

ISTM conducts training programmes to support States and UTs that do not have their own training infrastructure. Peripatetic training has been provided to administrations such as those of Andaman & Nicobar Islands, Daman & Diu, Puducherry and Chandigarh.

Horticultural Treats

The onset of winters has raised the aesthetic appeal of the Institute's compounds. Lush green trees and bushes of various kinds adorn the lawns of ISTM and make it all the more trainee friendly.



Green and Beautiful!

MISCELLANY

ETERNAL LOVE

A short story by Biswajit Banerjee, Assistant Director, ISTM

Vishal Gupta never thought that his honeymoon with Nisha would turn out to be worse than his wildest nightmare. A musician by profession, Vishal braved the most unmusical times of his life. As he sat on a large rock by the side of river *Mayanka* at the foothills of the *Himalayas* wondering if he would ever come out of the predicament that fate had placed him in, he heard somebody calling out his name from behind. He turned around to find one of the boys from the hotel they were staying in running towards him. He stood up as the boy approached him.

“Sir ... Sir, it’s an emergency. Ma’am is standing at the edge of the terrace ... perhaps with the intent of jumping,” the boy said as he struggled with his breath.

“What,” Vishal shrieked, “you mean she is about to commit suicide?”

“That’s what it seems, Sir.”

Vishal ran towards the hotel with the boy closely following him. The strange series of events that had so unexpectedly plagued the honeymoon flashed before his eyes – Nisha’s sudden and unceasing silence, her weird spells of laughter, her cold gazes at the ceiling with virtually dead eyes, her aversion for food, her ugly cries from inside the washroom, and her attempts to hit her head against the walls of the hotel room. He had lived each one of those torrid moments with utter anxiety and disgust. Finally, he had to have a doctor summoned to his room. After having administered tranquilizers to Nisha, the doctor said to Vishal as he was seeing him off, “I am sorry, Mr. Gupta, but your wife seems to have a serious psychological problem. To speak the truth, she is already showing signs of insanity. I suggest you stop the honeymoon immediately and take her back to the city. Thereafter, the first thing that you should do is to get her treated in the best of sanatoriums. I should rather be very blunt, her affliction appears to be pretty incurable.” Vishal pondered as to how a normal girl could suddenly turn mad. During the six months or so of courtship, she appeared to be not only normal but far more intelligent than most boys and girls of their generation. He still

remembered with what command Nisha had explained the intricacies of Indian medieval history and their virtually unending effects on contemporary Indian life. She sounded like a scholar of the highest order. That was not the only time she had shown the sparks of intellectualism. Her comprehensive command over the socio-political dynamics of India and the world found expression a number of times in her words. She had also authored at least a dozen papers on tribal cultures in India. How could a girl of such wisdom suddenly develop so ghastly an affliction? Vishal and his parents had also had long interactions with her parents when their marriage was being contemplated, but there was no trace of any abnormality even in them. Many of the hotel boys felt that Nisha was possessed and advised Vishal to seek the help of a shaman.

Vishal hadn't thus far shared a word of the trouble with his parents. That's because both were of frail health and the shock could be too much for them to bear. He also hadn't informed Nisha's parents as the news could then pass on to his parents.

When he reached the hotel, he found a big crowd gathered at the hotel compound with their gazes fixed at the railing of the terrace on the edge of which Nisha was standing.

"Nisha, what are you doing? For God's sake come down," he shouted.

She simply gave him a blank look and looked to be all ready to jump.

"Please Nisha," Vishal shouted again, "do not jump. If you have any problems, just tell me. I will solve all problems for you, my dear ... PLEASE DO NOT JUMP."

Vishal's entreaties didn't seem to make the slightest impression. It wasn't even clear if Nisha was listening to anything happening around her.

"Is there a way upstairs?" Vishal asked the hotel boy.

"There is a way Sir, but the doorway is locked," he replied.

"How did she then go up there?"

"Sir, some of my colleagues saw her climbing up the pipes."

"She climbed the pipes!"

"That's right Sir."

Meanwhile, Nisha came a step closer to the edge. Vishal urged some of the hotel boys to quickly have the doorway to the terrace opened. He also tried all he could to divert his wife's attention from what she was possibly trying to do.

As the deadlock continued, Vishal heard the doorway of the terrace being opened. Shortly he saw two of the hotel boys behind Nisha.

"Hold her tightly and take her off the edge," Vishal instructed the boys.

Alas! Before the boys could do anything Nisha jumped. She fell with a thud a little away from Vishal. He rushed at her only to find her head completely smashed. With blood oozing out of her head, ears, nose and mouth, there was little hope that she would live. Vishal cried helplessly with what felt like the lifeless body of his wife in his arms. "What have you done, what have you done?" He wailed uncontrollably as people gathered around him.

In a while with the support of the hotel ambulance service, Vishal took Nisha to the nearest hospital. Nisha was declared as *brought dead*. He helplessly watched the doctor put the white sheet over his wife's face.

"I am sorry, Mr. Gupta," the doctor said to Vishal, "she must have died the moment she touched the ground. The impact was too huge."

Vishal simply gave a blank gaze in response.

"Where do you stay, Mr. Gupta?" The doctor asked.

"In Hotel *Fiesta*."

"No, no, I mean which city?"

"New Delhi."

"So what would you like to do now? Would you want the last rites to be performed here, or you wish to take the body to New Delhi?"

"Well doctor," Vishal geared his strength up to speak, "my parents and even her parents stay in New Delhi. I don't think it is a good idea to perform the last rites over here."

"Okay," the doctor nodded, "so you will take the body to New Delhi. Well, I will try to help you with that but right now I will have to make preparations for the police formalities. I have

already informed the nearest police station and the cops should be arriving any moment now.”

Vishal nodded with the same blank look in his eyes.

“Do you have any questions, Mr. Gupta?”

Vishal moved his head to answer in the negative.

“I can understand what you are going through. From my side, however, I promise you all possible support. The police chief in this area is a good friend of mine, and I am sure all the police formalities including the post-mortem would be over by today evening. We also run a service of transporting bodies to places out of the town. I am not sure whether the service extends to New Delhi. But I am sure even if the service doesn’t extend that far, we can always make an exception in your case with the permission of the Sheriff and other concerned authorities.”

Vishal nodded again.

The formalities were indeed over by evening. The kind doctor took every possible initiative to make the arrangements for shifting of the body to New Delhi. Soon enough Vishal found himself travelling with his wife’s body on what felt like the most discordant note of his life.

Torrid times followed his return to the city. His mother had a near nervous breakdown at the news while Nisha’s parents squarely put the blame on him.

“You must have caused unbearable miseries to my daughter,” her father shouted, “although you are clear from the legal standpoint but the law of the land is not the law of God ... God will punish you for whatever you did to my daughter.”

“You will bear untold pain in hell for your deeds,” Nisha’s mother cursed.

Vishal tried to convince them that he had done absolutely nothing and that he is as puzzled at the happenings as everybody else is but they simply wouldn’t listen.

Vishal’s father, however, showed a lot of character and tried to help him in every possible way to put the past behind. It wasn’t easy for Vishal anyway. Every detail of Nisha’s death was etched in his memory and the smoke of Nisha’s pyre still coursed in his nostrils. But time is a great healer, and slowly but steadily time was doing its work.

A couple of years after the ghastly incident while Vishal was working on a new composition in his music laboratory, a compact disc in one of the shelves caught his attention. He remembered having kept it there with a heavy heart some time after returning from the nightmarish honeymoon. The sight of it yet again raised some of the ugly memories he was trying to put behind him. This was the disc that he had gifted to Nisha in the first evening of their honeymoon. It carried a personal musical composition that he had specially written for Nisha.

“This is my gift to you, my adorable wife ... this should make our honeymoon really special.” He had said to Nisha as he placed the compact disc in her hands.

“What is this? Your newest musical composition?” Nisha had responded excitedly.

“Yes, my dear. I have composed this piece only for you.”

“What is the theme of this music? Love?”

“It is love beyond life and death ... it is eternal love. In fact, I have named this album *Eternal Love*. This is only for you. I shall never release it commercially,” Vishal replied.

“Great!”

Vishal recalled that he had left the hotel room to get some garlands for Nisha after making the gift of *Eternal Love*. On his return he found Nisha behaving erratically. That was the start of the chain of miseries. Later in the evening when she was asleep, Vishal found the compact disc of *Eternal Love* in the CD Drive of her laptop. At that time he did not see any possible connection between the musical composition and Nisha’s behaviour. But now he sensed a weird but possible connection. He wondered if *Eternal Love* was in the nature of a musical composition titled *Gloomy Sunday*. *Gloomy Sunday* is called the Hungarian Suicide Song. It was composed by Rezső Seress, a pianist and composer in 1933. The lyrics had sombre intonations wherein the protagonist wants to commit suicide following his lover’s death. There were also references about the lovers getting united in the afterlife. The song was apparently responsible for a number of people committing suicide. While no one could tell for sure if the song was responsible for the instilling of suicidal tendencies in those people, some investigators did believe that the song had special powers of making subconscious suggestions to people listening to it to commit suicide. Interestingly, some people believe that Rezső Seress also fell victim to his own composition. Could *Eternal Love* also have such

powers? Although *Eternal Love* was simply a piece of music and not a song but when Vishal composed it, he was living through strong feelings ... feelings that his and Nisha's love would transcend space, time, and matter ... and that not even death would be able to separate them. The possibility that *Eternal Love* could have such properties was really remote for he had himself heard it a number of times and the piece did not affect his psyche in any way. Then he realized that he had not listened to the entire piece in one go. Perhaps, this piece of music could have some effect on one's psyche if one heard it all together. He found his hair stand at this idea and picked the compact disc up and put it in his player. And then he put the music on.

The first few minutes of the music were very soothing but then the mood changed. He realized that the portion which was intended to convey love in afterlife sounded very sombre. Soon afterwards he felt numbness in the lower parts of his body. The numbness intensified rapidly and then with a jerk he felt as though his whole body was going out of his control. Although his reasoning faculties were still working, he had little idea as to how his body was convulsing so uncontrollably. And then he sensed his sense of reason becoming weak ... it turned weaker ... still weaker ... and even weaker ... till there was no sense of reason at all.

The next part of his existence was simply about a continuum of discontinuous lights and shades. He could sense people around him but couldn't see or hear them clearly. He had also lost sense of time and had little idea as to how long he was in the daze. A strong voice spoke from within – *Move to the terrace, you are an eternal lover, after all.* He obliged. Although he could see little and hear little but one of his inner faculties was active enough to guide him up to the edge of the railing of the terrace. Vishal feebly heard voices around him but ignored them. The inner voice now said – *Jump O Eternal Lover.* And he jumped! There was no pain in the thud of his fall! He got up to find his senses of sight and hearing restored. At his feet lay his lifeless body. His parents were crying uncontrollably sitting close to it. The neighbours were trying to get a hold of the situation.

“Mummy ... Daddy ...” He said but nobody seemed to pay attention to his words.

He tried speaking to them again but realized soon that his words would not be heard by those in the material sphere.

“It's all over, no one can hear me now,” he said to himself.

“You are wrong, I can hear you,” a familiar voice spoke from behind.

Vishal turned around ... o yes, it was Nisha with her usual sweet smile.

“Eternal love we are in, aren't we?” She said.

Vishal stood there wondering how and what to respond.

मंथन

अलका गहलोट , अप्प्रेटिस, सा प्र प्र स कृत एक रिक्त कविता

मृत्यु, तुम मुझे भयभीत नहीं कर सकते

तुम हो क्या - एक सुप्त अवस्था से अधिक और कुछ भी नहीं।

सब कहते हैं कि यह सुप्त अवस्था सदा के लिए हैं

फिर कभी काया न जागेगी।

तो भी क्या? सोयी रहूंगी क्षितिज के क्षितिज तक

अचेत, अचेत और अचेत।

यदि मृत्यु के पश्चात भी कोई अस्तित्व हैं

तो जी लूंगी उस अस्तित्व को भी।

सत्य कहू तो ऐसा प्रतीत होता हैं की ऐसा अस्तित्व हैं।

यदि हैं, फिर तो तुमसे और भी भयभीत होने के कारण नहीं हैं।

क्यों की तब तो यही माना जायेगा की मृत्यु कुछ हैं ही नहीं

केवल एक मार्ग हैं दो अस्तित्वों के बीच।

जीवन से मृत्यु तक का परिवर्तन

पीड़ादायक एवं कठिन हैं - ऐसा तो मैंने भी सुना हैं

पर कठिन क्या नहीं हैं?

क्या जीवित रहकर भी आत्मदर्शन न कर पाना
दुखदायक नहीं है? बहुतों के लिए नहीं होगा पर मेरे लिए है।

वस्तुतः जीवन एवं मृत्यु एक ही हैं।

प्रत्येक क्षण काया के अनगिनत अंश मृत्यु को प्राप्त होते हैं
एवं अनगिनत अंश जन्म लेते हैं।

जन्म और मृत्यु की क्रीड़ा कभी समाप्त नहीं होती
यह प्रकृति का नियम है। प्रकृति ही यह नियम बनाती है।

तो फिर तुमसे भय कैसा? जैसा जीवन है, वैसा तुम हो।

मृत्यु, तुम मुझे भयभीत नहीं कर सकते।