



Government of India

R F D

(Results-Framework Document)
for

Institute of Secretariat Training & Management

(2014-2015)

Section 1: Vision, Mission, Objectives and Functions

Vision

Vision To be a Centre of Excellence in Secretariat Learning and Management..

Mission

Mission: 1. To provide training to the civil servants for encouraging learning & creativity leading to efficiency and public good. 2. To undertake research, consultancy and system analysis for capacity building in governance. 3. To collaborate with client organizations with continued interface for enhancing the quality of training. 4. To provide opportunity to the faculty members and the support staff to grow, develop and promote best training practices. 5. To provide the best standards of essential services to the trainees.

Objectives

- 1 Bringing out Quarterly ISTM News Letter for 2014-15.
- 2 Bringing out annual training calendar (ATC) for 2015-16
- 3 Capacity building of CSS Officers by imparting effective foundational and mid-career training Programmes Capacity building of CSS Officers by imparting effective foundational and mid-career training Programmes.
- 4 Capacity building of CSSS Officers by imparting effective foundational and mid-career training.
- 5 Capacity building of officers from various organisations through specialized training programmes / workshops and seminars
- 6 Continuous improvement in training through feedback on quality of training
- 7 Develop updated training material
- 8 Capacity building of Trainers.
- 9 Develop infrastructure facility of the institute to match the emerging requirements.

Functions

- 1 To implement cadre training plan for CSS/CSSS officers.
- 2 To organize specialized training programmes in the areas of Office Management, Personnel Management, Management Services, Behavioural Techniques, Financial Management, Peripatetic Training and Training Techniques.
- 3 To develop, review and update training material including monographs, exercises, case study etc
- 4 Review of training designs and undertake necessary modifications depending upon the feedback received.

Section 1: Vision, Mission, Objectives and Functions

- 5 To conduct workshops / seminars and Training of Trainers programmes.
- 6 Designing and implementation of new training programmes.
- 7 Utilization of on-line training management system.
- 8 Augmentation of infrastructural facilities.

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
[1] Bringing out Quarterly ISTM News Letter for 2014-15.	1.00	[1.1] Finalization of Quarterly ISTM News Letter for 2014-15, its printing & publication and uploading it on website	[1.1.1] within 60 days from the date of completion of 1st Quarter (Apr-June 2014)	Days	0.25	60	75	85	90	105
			[1.1.2] within 60 days from the date of completion of 2nd Quarter (Jul- Sept. 2014)	Days	0.25	60	75	85	90	105
			[1.1.3] Within 60 days from the date of completion of 3rd Quarter (Oct – Dec. 2014)	Days	0.25	60	75	85	90	105
			[1.1.4] within 60 days from the date of completion of 4th Quarter (Jan – March, 2015)	Days	0.25	60	75	85	90	105
[2] Bringing out annual training calendar (ATC) for 2015-16	5.00	[2.1] Obtaining information from CS Division and Training Division of DoPT for conducting various training programme during the next year	[2.1.1] on time letter to DOPT 30/08/2014 for obtaining projected plan for 2014-15 for CSS/CSSS- CTP	Date	2.50	30/08/2014	01/09/2014	10/09/2014	20/09/2014	30/09/2014
		[2.2] Finalization of Annual Training Calendar and uploading it on ISTM website	[2.2.1] Target date 31st December, 2014	Date	2.50	31/12/2014	15/01/2015	31/01/2015	15/02/2015	25/02/2015
[3] Capacity building of CSS Officers by imparting effective foundational and mid-career training Programmes Capacity	40.00	[3.1] Delivering effective training programmes	[3.1.1] Number of training weeks conducted	numbers	40.00	220	198	176	154	132

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
building of CSS Officers by imparting effective foundational and mid-career training Programmes.										
[4] Capacity building of CSSS Officers by imparting effective foundational and mid-career training.	15.00	[4.1] Delivering effective training programmes	[4.1.1] Number of training weeks conducted	numbers	15.00	58	54	48	42	36
[5] Capacity building of officers from various organisations through specialized training programmes / workshops and seminars	7.00	[5.1] Delivering effective training programmes	[5.1.1] Number of training weeks conducted	Numbers	7.00	52	48	43	37	33
[6] Continuous improvement in training through feedback on quality of training	7.00	[6.1] Obtain participant's feedback on training	[6.1.1] Rating on the scale of 1 to 5	Numbers	7.00	3.9	3.5	3.1	2.7	2.3
[7] Develop updated training material	8.00	[7.1] Bring up to date training material	[7.1.1] Printing of materials	Date	8.00	30/09/2014	15/10/2014	31/10/2014	15/11/2014	30/11/2014
[8] Capacity building of Trainers.	2.00	[8.1] Organize workshops / seminars and ToT Programme	[8.1.1] Number of seminars/ Workshop & ToT Programmes organized	Numbers	2.00	5	4	3	2	1
[9] Develop infrastructure facility of the institute to match the emerging requirements.	2.00	[9.1] Completion of work in two auditorium	[9.1.1] Target Date 31/10/2014	Date	2.00	31/10/2014	10/11/2014	20/11/2014	30/11/2014	31/12/2014
* Efficient Functioning of the RFD System	3.00	Timely submission of Draft RFD for 2014-2015 for Approval	On-time submission	Date	2.0	15/05/2014	16/05/2014	19/05/2014	20/05/2014	21/05/2014
		Timely submission of Results for 2013-2014	On-time submission	Date	1.0	01/05/2014	02/05/2014	05/05/2014	06/05/2014	07/05/2014

* Mandatory Objective(s)

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
* Enhanced Transparency / Improved Service delivery of Ministry/Department	3.00	Rating from Independent Audit of implementation of Citizens' / Clients' Charter (CCC)	Degree of implementation of commitments in CCC	%	2.0	100	95	90	85	80
		Independent Audit of implementation of Grievance Redress Management (GRM) system	Degree of success in implementing GRM	%	1.0	100	95	90	85	80
* Administrative Reforms	7.00	Update organizational strategy to align with revised priorities	Date	Date	2.0	01/11/2014	02/11/2014	03/11/2014	04/11/2014	05/11/2014
		Implementation of agreed milestones of approved Mitigating Strategies for Reduction of potential risk of corruption (MSC).	% of Implementation	%	1.0	100	90	80	70	60
		Implementation of agreed milestones for ISO 9001	% of implementation	%	2.0	100	95	90	85	80
		Implementation of milestones of approved Innovation Action Plans (IAPs).	% of implementation	%	2.0	100	90	80	70	60

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
[1] Bringing out Quarterly ISTM News Letter for 2014-15.	[1.1] Finalization of Quarterly ISTM News Letter for 2014-15, its printing & publication and uploading it on website	[1.1.1] within 60 days from the date of completion of 1st Quarter (Apr-June 2014)	Days	--	--	60	--	--
		[1.1.2] within 60 days from the date of completion of 2nd Quarter (Jul-Sept. 2014)	Days	--	--	60	--	--
		[1.1.3] Within 60 days from the date of completion of 3rd Quarter (Oct – Dec. 2014)	Days	--	--	60	--	--
		[1.1.4] within 60 days from the date of completion of 4th Quarter (Jan – March, 2015)	Days	--	--	60	--	--
[2] Bringing out annual training calendar (ATC) for 2015-16	[2.1] Obtaining information from CS Division and Training Division of DoPT for conducting various training programme during the next year	[2.1.1] on time letter to DOPT 30/08/2014 for obtaining projected plan for 2014-15 for CSS/CSSS- CTP	Date	--	--	30/08/2014	--	--
	[2.2] Finalization of Annual Training Calendar and uploading it on ISTM website	[2.2.1] Target date 31st December, 2014	Date	--	--	31/12/2014	--	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
[3] Capacity building of CSS Officers by imparting effective foundational and mid-career training Programmes Capacity building of CSS Officers by imparting effective foundational and mid-career training Programmes.	[3.1] Delivering effective training programmes	[3.1.1] Number of training weeks conducted	numbers	204	217	220	--	--
[4] Capacity building of CSSS Officers by imparting effective foundational and mid-career training.	[4.1] Delivering effective training programmes	[4.1.1] Number of training weeks conducted	numbers	47	57	58	--	--
[5] Capacity building of officers from various organisations through specialized training programmes / workshops and seminars	[5.1] Delivering effective training programmes	[5.1.1] Number of training weeks conducted	Numbers	72	51	52	--	--
[6] Continuous improvement in training through feedback on quality of training	[6.1] Obtain participant's feedback on training	[6.1.1] Rating on the scale of 1 to 5	Numbers	3.92	3.95	3.9	--	--
[7] Develop updated training material	[7.1] Bring up to date training material	[7.1.1] Printing of materials	Date	--	10/09/2013	30/09/2014	--	--
[8] Capacity building of Trainers.	[8.1] Organize workshops / seminars and ToT Programme	[8.1.1] Number of seminars/ Workshop & ToT Programmes organized	Numbers	--	7	5	--	--
[9] Develop infrastructure facility of the institute to match the emerging requirements.	[9.1] Completion of work in two auditorium	[9.1.1] Target Date 31/10/2014	Date	31/10/2012	31/10/2013	31/10/2014	--	--

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
* Efficient Functioning of the RFD System	Timely submission of Draft RFD for 2014-2015 for Approval	On-time submission	Date	14/05/2012	13/05/2013	15/05/2014	--	--
	Timely submission of Results for 2013-2014	On-time submission	Date	28/04/2014	01/05/2014	30/04/2014	--	--
* Enhanced Transparency / Improved Service delivery of Ministry/Department	Rating from Independent Audit of implementation of Citizens' / Clients' Charter (CCC)	Degree of implementation of commitments in CCC	%	--	5	95	--	--
	Independent Audit of implementation of Grievance Redress Management (GRM) system	Degree of success in implementing GRM	%	--	5	95	--	--
* Administrative Reforms	Update organizational strategy to align with revised priorities	Date	Date	--	02/11/2013	31/12/2014	--	--
	Implementation of agreed milestones of approved Mitigating Strategies for Reduction of potential risk of corruption (MSC).	% of Implementation	%	--	10	90	--	--
	Implementation of agreed milestones for ISO 9001	% of implementation	%	--	5	95	--	--
	Implementation of milestones of approved Innovation Action Plans (IAPs).	% of implementation	%	--	100	90	--	--

* Mandatory Objective(s)

Section 4: Acronym

Sl.No	Acronym	Description
1	Preparation and publication of quarterly news letter of ISTM	All the activities undergone during the quarter and the events completed are published.
2	Preparation of Annual Training Calendar	ATC preparation is one of the major activity of coordination branch of ISTM for initiating the course coordination arrangement and conduction of training programmes effectively and adhering maximum to training calendar schedule
3	Training Quality	For each of the courses conducted an Internal Validation Questionnaire/End of course feedback form is administered. The questionnaire has structured format of seeking participants feedback about quality of training-delivered in its various dimensions i.e. relevance, utility, instructional strategy, etc.

Section 4: Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
1	[1.1.1] within 60 days from the date of completion of 1st Quarter (Apr-June 2014)	All the activities undergone during the 1st quarter and the events completed are published	-	Target date (within 60 days from the date of completion of Quarter)	-
2	[1.1.2] within 60 days from the date of completion of 2nd Quarter (Jul- Sept. 2014)	All the activities undergone during the 2nd quarter and the events completed are published.	--	Target date (within 60 days from the date of completion of Quarter)	--
3	[1.1.3] Within 60 days from the date of completion of 3rd Quarter (Oct – Dec. 2014)	All the activities undergone during the 3rd quarter and the events completed are published.	-	Target date (within 60 days from the date of completion of Quarter)	--
4	[1.1.4] within 60 days from the date of completion of 4th Quarter (Jan – March, 2015)	All the activities undergone during the 4th quarter and the events completed are published.	--	Target date (within 60 days from the date of completion of Quarter)	--
5	[2.1.1] on time letter to DOPT 30/08/2014 for obtaining projected plan for 2014-15 for CSS/CSSS- CTP	Annual Training Calendar will be prepared after receiving the inputs from CS Division, DOPT/ and other stake holders.	--	Target date 30/08/2014	--

Section 4: Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
6	[2.2.1] Target date 31st December, 2014	Finalization of Annual Training Calendar will be prepared after receiving the inputs from CS Division, DOPT/ and other stake holders.		Target date 31st December 2014	--
7	[3.1.1] Number of training weeks conducted	Conducting training courses measured in training weeks	-	ATC is translated in quarterly training calendar and weekly schedules & are published indicating resource-deployment/ allocation. The details of courses conducted, in terms of number of training weeks will be computed and measured progressively. It will be part of monitoring calendar implementation	-
8	[4.1.1] Number of training weeks conducted	Conducting training courses measured in training weeks (CSSS-CTP)	--	ATC is translated in quarterly training calendar and weekly schedules & are published indicating resource-deployment/ allocation. The details of courses conducted, in terms of number of training weeks will be computed and measured progressively. It will be part of monitoring calendar	--

Section 4: Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
8	[4.1.1] Number of training weeks conducted	Conducting training courses measured in training weeks (CSSS-CTP)	--	implementation	--
9	[5.1.1] Number of training weeks conducted	Conducting training courses measured in training weeks	--	ATC is translated in quarterly training calendar and weekly schedules & are published indicating resource-deployment/ allocation. The details of courses conducted, in terms of number of training weeks will be computed and measured progressively. It will be part of monitoring calendar implementation	--
10	[6.1.1] Rating on the scale of 1 to 5	Obtaining feedback and processing it	--	Rating on the scale of 1 to 5. Participants response about overall quality of the training will be compiled, consolidated & monitored. The questionnaire seeks response on a scale of one to five. Weighted average response of the level of 3.90 and above, is targeted and will be monitored on regular basis.	--

Section 4: Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
11	[7.1.1] Printing of materials	Printing of training material on time	--	Printing of training material used for different training courses in different area. It is essential for improving the training quality. Target date is 30/09/2014	--
12	[8.1.1] Number of seminars/ Workshop & ToT Programmes organized	Organizing and conducting workshops/ seminars for building capacity/skills/ competencies required by the Trainers and Training Managers	-	No. of ToT programmes / workshops/seminars conducted for capacity building.	-
13	[9.1.1] Target Date 31/10/2014	Develop infrastructure facility of the institute to match the emerging requirements. Completion of work in two auditorium of ISTM	--	Through observation and follow-up with CPWD for completion of work of two auditoriums. Target date is 31st October, 2014	--

Section 5 : Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
Central Government		Responsibility Centre / Attached office	ISTM	[1.1.1] within 60 days from the date of completion of 1st Quarter (Apr-June 2014)	Support of officials of ISTM for publishing the of quarterly news letter of ISTM for 2014-15 within 60 days from the date of completion of Quarter.	Timely publication of the quarterly news letter of ISTM	As per requirement	There may be short fall of achievement of our targets
				[1.1.2] within 60 days from the date of completion of 2nd Quarter (Jul- Sept. 2014)	Support of officials of ISTM for publishing the of quarterly news letter of ISTM for 2014-15 within 60 days from the date of completion of Quarter.	Timely publication of the quarterly news letter of ISTM	As per requirement	There may be short fall of achievement of our targets
				[1.1.3] Within 60 days from the date of completion of 3rd Quarter (Oct – Dec. 2014)	Support of officials of ISTM for publishing the of quarterly news letter of ISTM for 2014-15 within 60 days from the date of completion of Quarter.	Timely publication of the quarterly news letter of ISTM	As per requirement	There may be short fall of achievement of our targets
				[1.1.4] within 60 days from the date of completion of 4th Quarter (Jan – March, 2015)	Support of officials of ISTM for publishing the of quarterly news letter of ISTM for 2014-15 within 60	Timely publication of the quarterly news letter of ISTM	As per requirement	There may be short fall of achievement of our targets

Section 5 : Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
				[1.1.4] within 60 days from the date of completion of 4th Quarter (Jan – March, 2015)	days from the date of completion of Quarter.	Timely publication of the quarterly news letter of ISTM	As per requirement	There may be short fall of achievement of our targets
				[2.1.1] on time letter to DOPT 30/08/2014 for obtaining projected plan for 2014-15 for CSS/CSSS- CTP	Support of DoPT and stakeholders.	Timely relieving of participants will enable us to achieve the training targets	as per requirement and No. of Courses conducted	There may be short fall of achievement of our targets
				[2.2.1] Target date 31st December, 2014	Support of DoPT and stakeholders.	Timely relieving of participants will enable us to achieve the training targets	as per requirement and No. of Courses conducted	There may be short fall of achievement of our targets
				[3.1.1] Number of training weeks conducted	Support of DoPT and stakeholders. Timely filling up of vacant post of faculty positions	Support is required for smooth functioning and fulfilment of objectives of the institute. Timely relieving of participants will enable us to achieve the training targets and also to bring transparency and objectivity in conduct of training programmes	No. of nomination of participants and the no of Courses conducted	There may be short fall of achievement of our targets
				[4.1.1] Number of training weeks conducted	Support of DoPT and stakeholders. Timely filling up of vacant post of faculty positions	Support is required for smooth functioning and fulfilment of objectives of the institute. Timely relieving of participants will enable us to achieve the training targets and also to bring transparency and	No. of nomination of participants and the no of Courses conducted	There may be short fall of achievement of our targets

Section 5 : Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
				[4.1.1] Number of training weeks conducted	Support of DoPT and stakeholders. Timely filling up of vacant post of faculty positions	objectivity in conduct of training programmes	No. of nomination of participants and the no of Courses conducted	There may be short fall of achievement of our targets
				[5.1.1] Number of training weeks conducted	Support of DoPT and stakeholders. Timely filling up of vacant post of faculty positions	Support is required for smooth functioning and fulfilment of objectives of the institute. Timely relieving of participants will enable us to achieve the training targets and also to bring transparency and objectivity in conduct of training programmes	No. of nomination of participants and the no of Courses conducted	There may be short fall of achievement of our targets
				[6.1.1] Rating on the scale of 1 to 5	Support from the participants	To ascertain the quality of training	No. of nomination of participants and the no of Courses conducted	There may be short fall of achievement of our targets
				[7.1.1] Printing of materials	Support of officials of ISTM for publishing the of training material for level 'D'	Timely publication	--	There may be short fall of achievement of our targets
				[8.1.1] Number of seminars/ Workshop & ToT Programmes organized	Support of Ministries/ Departments/ States/UTs	Timely relieving of participants will enable us to achieve the training targets	No. of nomination of participants and the no of Courses conducted	There may be short fall of achievement of our targets
				[9.1.1] Target Date 31/10/2014	Support of CPWD	Support of CPWD required for smooth work completion and fulfilment of objectives of the institute.	--	There may be short fall of achievement of our targets

Section 5 : Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
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Section 6: Outcome/Impact of Department/Ministry

Outcome/Impact of Department/Ministry	Jointly responsible for influencing this outcome / impact with the following department (s) / ministry(ies)	Success Indicator	Unit	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
1 . Improved capacity and competency levels of CSS and CSSS Officers and other central & state Govt. Officials	Ministries/ Department in Government of India	Number of Central Secretariat Service- Cadre Training Programmes • CSS-CTP • CSSS-CTP • Other than CSS/CSSS- CTP calendared training programmes (Number of training weeks)	Number of Training	323	330			
2 Improvement of Training Quality	ISTM	Feedback by participants	Rating on scale of 1 to 5	3.92	3.95			
3 Providing updated training material for ADR Training programmes, Hand book for Inquiry Officers & Disciplinary Authorities-2013 and Hand book for Personal officers-2013	ISTM, DOPT (Trg Div) and DOPT	Printing of materials and uploading on ISTM /DOPT website	Date		30/09/2013			
4 Introduction of new training programmes to meet the challenges of good governance.	ISTM	Conducting new training programme	Date		09/09/2013			
5 Capacity building of Trainers.	ISTM and DOPT (Trg Div)	Number of seminars/ Workshop & ToT Programmes organized	Number		7			
6 Automation of training coordination Activities	ISTM, NIC/NICSI and DOPT	Effective Utilization of training management system (TMIS)	Date	16/11/2012	01/07/2013			