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Training Course On "Direct Trainer Skills"
(14th to 18th Sept., 2009)

सचिवालय प्रशिक्षण तथा प्रबन्ध संस्थान

Standing Row   : Vasanthakumara Pillai C, Om Prakash, Venkatesh K Naidu, Cdr R K Sharma, Rakesh Paliwal,
Left to Right   Rajeev Sharma, Jayaprakash R, K Gopi Mohanan, P C Dihingia, Jerome Kujur.
Middle Row   : R Sridhar, Rajender Kumar, Gp Capt A K Dwivedi, Raghab P Dash, D S Bansal, H Ravindra,
Left to Right   Sanjay K Gambre, P Sivasali, V S Rawat, R K Ram, Sanjay Kumar, Sudhir Kr Sharma,
                   Vinod Kumar, Bh Surya Prakasam, S E A Hashmi, Ajay K Bhende.
Sitting Row   : R A Sehgal, K Govindarajulu, Chandan Mukherjee, Dr Roshan Ara Begum, M P Sethy (Addl Dir.),
Left to Right   Dr Khwaja M Shahid (Director), M Sethuramalingam, Hari Om Singh, Tanya Sen Gupta,
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Course Coordinator
Chandan Mukherjee (Deputy Director.)

Training Of Trainers Programme On Capacity Building For Decentralised Watershed Management
(4th to 8th Jan., 2010)

सचिवालय प्रशिक्षण तथा प्रबन्ध संस्थान

Standing Row   : K L Meena, Naveen Singh Barphal, Dr. D W Rajasekhar, Anand Singh Gehlot, S Somasundar,
Left to Right   Dr. Trilok Shanker Sharma, D Devaraju, Kanhaiya Upadhyay, Debashish Sen, J P Tewari.
Sitting Row   : Dr. M Madhu, Dr. Vimlesh Chaudhary, Chandan Mukherjee, K s Kumar, Dr. Khwaja M Shahid (Director),
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Course Coordinator
K. Govindarajulu (Deputy Director)

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. From the year 2007-2008 ISTM is also involved in implementation of CSS Cadre Training Plan which envisages organizing mid-career mandatory training programmes having linkages with career progression upto Director level officers. Training by ISTM covers the areas of Personnel Administration and Office Management, Right to Information, Financial Management, Management Services, Information-Communication Technology and Behavioural and Secretariat Skills and Training of Trainers. Besides providing faculty assistance to various organizations and training institutions, ISTM also conducts organization specific courses for a course fee.

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 28 experienced training professionals drawn from various Central Services. It has a Library of more than 15000 books besides a modest video collection and two computer labs. The Institute has built up a rich modest of training material for distribution to its courses participants. It also has a modest hostel where outstation participants are provided twin sharing accommodation on first cum first served basis on payment of prescribed charges.

1.4 VISION

- To be a centre of excellence in secretariat learning and management by encouraging learning and creativity leading to efficiency and public good.

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 post-entry foundational, refresher and specialized training programmes for different grades of officers upto the middle management level, so as to enable them to perform their duties more effectively and shoulder greater responsibilities in the future, by increasing their professional competence.

- To assess the training needs at various levels in the Secretariat as well as the related field organizations and organize training programmes to meet these needs.

- To conduct the training programmers for CSS officers as per revised cadre training plan.

- To provide faculty support to State Governments and Union Territory Administrations by way of conducting peripatetic training programmes, assist them in designing their training courses and help them in preparing their training materials.

- 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 2009-2010

2.1 THE YEAR AT A GLANCE

During the year 2009-2010 the institute witnessed a number of new innovations and initiatives. While the details of the milestones achieved in the various fields are covered in detail in the respective sections of the report, a summary of the notable features of the year is given below:

2.1.1 NUMBER OF COURSES AND TRAINEES

In its sustained endeavor to contribute in improving the performance of the Ministries/Departments of the Central Govt. and other public sector organisations the Institute conducted as many as 169 training courses during 2009-2010 covering a trainee population of 4252 despite faculty constraints.

2.1.2 RIGHT TO INFORMATION ACT

The RTI Act that came into effect on 12 October 2005 mandates the public authorities to proactively disclose information about their functions, funds and functionaries as well as various manuals used in the process of their work within the overall objective of strengthening the democratic governance. The RTI Act has induced a regime change viz., a change from a regime that was governed by laws of secrecy to a regime driven by laws of transparency. The Training Division, Department of Personnel and Training (DOPT), in the month of September 2005, had chosen ISTM to launch a capacity building initiative for equipping the CPIOs and other functionaries to deliver the objective of the Act effectively.

ISTM designed and conducted intensive two days workshops for PIOs. Five days "Trainers Development Programme" on Right to Information, one day workshops for "Disposal of Appeal" by Appellate Authorities and one day seminars on Right to Information, 3 days workshop on RTI-Re-enigineering office processes. Details of such courses held are given in para 6.1.2.

2.1.3 INITIATIVE IN TRAINING TECHNIQUES

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

2.1.4 COURSES IN OTHER EMERGING AREAS

To facilitate the reforms in governance, ISTM designed and conducted training programmes in the emerging areas like National Training Policy, good governance, Gender Issues, Stress Management, Values in Administration, Knowledge Management and Public Financial Management etc.

2.1.5 TRAINING DEVELOPMENT PROGRAMME ON "RIGHT TO INFORMATION"

Under the sponsorship of Department of Personnel & Training, Training Division, Government of India, ISTM took the initiative of conducting three five day Trainer Development Programmers on "Right to Information Act". These five day programmes have been aimed at building trainer capabilities on RTI at Central Training Institutes and also in various Ministries, Departments, Attached and Subordinate Offices of Central Government. A trainee population of 743 has been covered including all RTI courses conducted during the year.

2.1.6 CADRE TRAINING PLAN FOR CSS OFFICERS

The new Cadre Training Plan envisages a 16 week Foundation Course for Assistants (Probationers) including 5 weeks of on the job training; as also six levels of mandatory in-service training programmers for various grades of officers beginning from the level of UDC to Senior Selection Grade (Director of CSS). 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.

2.1.7 COMPUTER COURSES

With second computer lab of ISTM coming into operation, the skill development activities in the domain has immensely increased. Input on ICT is compulsory in all the ongoing CSS Cadre Training Plan courses i.e. ADR(F) and CSS Level "A" to CSS Level "F".

2.1.8 TRAINING ASSISTANCE TO OTHER ORGANISATIONS

During the year 2009-2010, training assistance to other Organisations was taken on fairly large scale. Due to reputation of high standard and efficient faculty which ISTM is enjoying, requests from organisations and training institutes all over India were received for faculty assistance. Keeping in view our in house commitments, efforts were made to meet most of the demands. 7 organisations all over the country were provided faculty assistance during the year. Twenty two PT programmes were conducted at Chandigarh, Andaman & Nicobar (Port Blair) and Puducherry 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. 51 such courses were conducted during 2009-10 at ISTM premises as well as at client organisations's premises.

2.1.11 INTERNATIONAL TRAINING (FOR DEVELOPING COUNTRIES)

ISTM is conducting international courses for developing countries. During 2009-10 two such courses were conducted. One course on Public Administration was conducted for Mynmar and the other on Right to Information (RTI) for commonwealth countries.

3. INSTITUTIONAL RESOURCES

3.1 HUMAN RESOURCES

The Institute has a sanctioned Staff strength of 102, of which 85 were in position as on 31st March, 2010. Human resources of the Institute can be broadly divided into two categories, on the basis of the work they are engaged in, viz,

- Work relating to imparting of training
- Work relating to administration

3.1.1 THE STAFF ENGAGED IN TRAINING RELATED ACTIVITIES

The Institute has sanctioned faculty strength of 28 including the Director, which are divided into four Faculty Wings, each headed by a Joint Director:

- Management Services
- Financial Management
- Peripatetic Training
- Behavioural Techniques

3.1.2
The Faculty of the Institute is mainly drawn from the experienced officers belonging to various Central Services. Besides, it draws upon the expertise of experienced/practicing administrators, University Professors and trainers of eminence in other training Institutions. The names of the faculty members during the year 2009-10 and their areas of specialization are given in Annexure-I. The faculty members who joined and those who left the Institute during the year are indicated at Annexure-II. Besides, the faculty, the Institute has on its strength three Training Associates, who are associated with training related work.

3.1.3 THE COORDINATION OF THE TRAINING ACTIVITIES

The training activities of the Institute are coordinated by the Director through a Additional Director and Deputy Director who are further assisted by Training Associates. The Coordination Unit is responsible for preparation of the annual training calendar, allocation of venue for the training programmes, issuance of the weekly consolidated schedule, faculty deployment in various courses, preparation of quarterly programmes schedules, extending training assistance by way of faculty support, conduct of organisation specific programmes, peripatetic programmes, preparation of

various reports of training related activities, organizing prize distribution ceremonies of the Institute and compilation of annual report of the Institute. The activities under the Trainers Development Project (TDP) of the Department of Personnel and Training are also looked after by coordination assisted by a Training Associate.

3.1.4 LIBRARY

One of the faculties of the institute is responsible for the administration and the maintenance of the Institute's Library. He or she is assisted by one ALIO and the staff.

3.1.5 THE STAFF ENGAGED IN ADMINISTRATIVE WORK

Other than the faculty Members, the Institute has sanctioned staff strength of 101. This non-training staff includes two Section Officers, one Assistant Director (Official Language), Private Secretaries, Training Associates, Librarian, Personal Assistants & Stenographers, Sr. Hindi Translator, Training Equipment Operator, Assistants, UDCs, LDCs, Artist, Drivers and Group D Staff. The Administration of the Institute is run by the Director through a Deputy Director (Administration) who is one of the faculties. The Deputy Director (Administration) is further assisted by Section Officers in the discharge of his duties.

3.1.6
The faculty in-charge of Administration, Coordination and Library look after the work allotted to them in addition to imparting of training in their respective field of specialisation & coordinating the training programme earmarked to them for the year.

3.2 CAMPUS

The Institute is located in the erstwhile JNU (Old) Campus, opposite Sector-3, R.K. Puram, on the outer Ring Road adjoining Munirka. The Institute is housed in four different blocks, viz.

i)   Administrative Block,
ii) Hexagon Complex,
iii) Library Building, and
iv) Hostel Block No. 1

3.2.1 OFFICES
The administrative office of the Institute and the offices of the Director and other faculty members of the Institute are located in the Administrative Block.

3.2.2 LECTURE HALLS
There are, at present 12 Class-rooms fitted with accessories like white boards, overhead projectors, LCDs, PCs, air conditioners etc. Eight lecture halls are located in the Hexagon Complex, (popularly called as Seminar halls 1 to 8); Four Lecture halls are located in the Library Building. The Institute has two auditorium and two conference

Halls with public address system located in Hexagon Complex. A Committee Room with public address system is also located in the Administrative Block. The auditorium is generally used for holding seminars and institutional functions, and the committee room for conducting faculty and staff meetings, but at times the auditorium and committee room are also utilized for imparting training.

3.2.3 COMPUTERS & COMPUTER LABORATORY

ISTM has set up Local Area Network (LAN) in the Institute which is fully functional. All the Faculty members are provided with computer system for preparation of training material. Administration, Cash, Official Language Unit and Co-ordination Unit are also computerised and working on LAN. 40 Computer systems are provided to the Faculty and staff at ISTM. A Cyber Facility Room (CFR) is operational in the 2nd floor of the Administrative Block with 5 computer system. The CFR has been set up with a view to giving the participants of various courses facility of checking their e-mails and doing some other assignments during the course. Besides, ISTM has developed two fully independent Computers lab. Lab I has 25 computers, Core-2 Dual and Lab II has Two server and 15 computers , which are mainly used for training on office suited packages like MS Word/ MS Excel and presentation Skills through power point etc. Website of ISTM is operational and being upgraded. Participants are able to view the training calendars, circulars and acceptance letters online.

3.2.4 LIBRARY

The Institute's library is located in Library Building. The library has about 15000 general books on Management, public Administration, Economics, Training Techniques, History, Psychology, Behavioural Skills, Law, Computers, Philosophy, Sociology, Literature in English, Hindi and Regional languages, Biographies, Dictionaries, Various Encyclopedia, & Religion, etc. Multiple copies of books on Government Rules (totaling to 4000 books) are also procured for issue to faculty members and participants of long term courses. The latest books in all disciplines are constantly added.

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

- Journal of Human Values
- Psychology Today
- Management Review
- Training & Development Journal
- Training Journal
- Harvard Business Review
- Leadership Excellence
- Journal of Public Administration
- Inidan Management
- Management in Govt

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 & Syndicate papers, preparation and book-reviews. They also refer to different rules books. The young officers are encouraged to read books, journals and magazines of national and international importance. The participants of both long term and short term courses are issued books during the period of training.

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

The Institute is in the process of upgrading of the library facilities to make it modern and more users friendly. In the year 2009-10 the institute has accomplished the following activities in this direction :

i) **Cyber-cum-study room**   is in the process of setting-up with 10 PCs, printer and Photocopy Machine so that the participants can study and prepare their papers for presentations in the classroom. These computers will also be used by the participants to access the library documents for issue and for checking record of their pending books.

ii) In order to make the library more accessible and manageable, the Library automation software with web OPEC is in the process of installing..

3.2.5 LODGING/BOARDING FACILITIES

The Institute has a hostel with 80 double-bedded rooms for the benefit of the out-station participants.

3.2.6 MODERNISATION SCHEME

Various developmental activities continued to be undertaken during the year 2009-10 under the modernization scheme. Some of such activities included:

- Modernization of five Class rooms in Seminar Hall Complex
- Development of reception, lounge and canteen area in Admn. Block
- Development of nine faculty rooms and corridor of first floor in Admn. Block
- Procurement of 20 window type Air Conditioners, Two Food Trolleys and One LCD TVs for Hostel
- Procurement of Furniture for dinning hall
- Replacement of Old Staff Car
- Installation of AC in the Mini bus
- Purchase of Photocopier Machine
- Procurement of Kitchen Equipments for Hostel
- Procurement of furniture for Seminar Halls
- Construction of Lounge/recreation room in the hostel block

- Construction of Corridor between canteen and dinning hall of Hostel Block
- Development of a ladies toilet at 2nd floor of Admn. Block.
- Renovation of Dining Hall at Hostel Block.
- Procurement and installation of 24 split ACs against old condemned ACs for library Building, Seminar halls and Admin. Block
- Roof treatment of Hostel and Admn. Block

3.2.7 Future Plans

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

- Development of Tennis and basket ball court
- Installation of Central Light Pole in the main park
- Renovation of main gate of ISTM
- Renovation of nine faculty members' rooms in Admn. Block with wood work, almirahs and furniture etc.
- Development of Training Management Information System
- False ceiling in the corridor of hostel building at Ground floor
- Renovation of 28 hostel rooms & treatment of 03 shafts in the hostel
- Improvement of electric light facility in all floors of the hostel
- Face lifting / repair of outside walls of Administrative Block, Seminar Halls, RCH, Library Building and Hostel Block
- Telephone exchange in the Lib. Building
- Upgradation of multimedia projection facilities (LCD Projector/Electronic Board) of class rooms
- Development of common place in library building
- Renovation of Room No.-4,104,204 of Library Building by Wooden Paneling & false ceiling etc.
- Wooden Paneling in ICT Lab, in the Library Building
- Renovation of three mezzanine floors at Lib. Building by wooden paneling in two floors and flooring in one mezzanine floor
- Renovation of ground floor and one mezzanine floor by Wooden flooring, wooden paneling and fall ceiling at ground floor and wooden flooring and wooden paneling at one mezzanine floor (Library) of Lib. Building
- Raising of height and installation of spikes on boundary wall of ISTM Campus
- Repair of boundary wall of main park and installation of spikes on its boundary wall
- Development of Area around Library Building, Seminar Halls and development of rain water harvesting system between Seminar Halls and Library Building
- Procurement of 60 ACs for recently developed/modernized Library and Faculty/expert Rooms at Lib. Building
- Roof treatment of Seminar Hall Complex
- Boundary wall of Tennis Cort located in front of Hostel Block
- Development of Toilets at 1st and 2nd floor of Lib. Building near backside staircase and making entry door/access of these toilets from mezzanine floors

- Installation of mike/PA System in two conferences halls/big class rooms and one ICT Lab. in the Library Building.
- Renovation of existing toilets and change of out lived pipes in Lib. Building
- Set up of a gymnasium in the ISTM hostel
- Providing Mastic wearing course on the existing road in front of Hostel Block I & Parking area of Admn Block at ISTM, Old JNU Campus, New Delhi etc.

3.3 TRAINING AIDS

The Institute has been regularly acquiring and utilizing various training aids as a part of its endeavor to enhance the effectiveness of training. Special care is taken to provide high quality training materials to the course participants. To achieve this, the Institute is equipped with the following training aids and equipment which is being extensively used:

3.3.1 AUDIO-VISUAL

- Video Projection System
- Slide Projector
- Video Camera
- VCR/TV Monitor
- Over Head Projectors
- Instructional Films
- Public Address System
- LCD

3.3.2 REPROGRAPHIC AIDS

- Photo-copiers;
- Reisographic machine

3.3.3 INSTRUCTIONAL FILMS

The Institute has a library of instructional films and constant efforts are made to add to the collection. These films are quite popular with the participants and it is extensively used in various training programmes.

4. TRAINING METHODOLOGY

4.1

In order to facilitate effective transfer of acquired knowledge and skills, the Institute employs a wide range of training techniques, varying from the age-old lecture method to participative and experiential learning methods like syndicate, group discussions, role-play, in-tray exercises and case study. By adopting learner centered training methodology, the Institute endeavors to create a learning environment in which the active Participation

and involvement of the learners is maximized. Keeping in view the entry behaviour of the participants, the objectives of the courses and the contents, the following techniques are used, in addition to the lecture method.

4.2 PRACTICAL EXERCISES

In order to provide the desired expertise to the participants for the kind of work they have to perform in their work places, practical exercises are given, after the theoretical exposure to various rules/ regulations followed in Government. This method is predominantly used in the areas like noting & drafting, office procedure, disciplinary procedures, parliamentary procedures, service rules, cash & accounts, work study, etc.

4.3 SYNDICATE DISCUSSIONS

This method is being employed by the Institute primarily with a view to exposing the participants to the dynamics of working in group. The entire batch is divided into viable syndicates as soon as the course is launched, and they choose a subject of specific or contemporary interest, which is discussed and presented.

4.4 CASE STUDIES

This method is used in training programmes where the focus is on problem solving methodology and decision making process. The method is extensively used in courses with middle management level participants, such as organizational behavior & leadership, training techniques, management of training, etc.

4.5 WORKSHOPS AND PROJECT WORK

These are being increasingly used in specialized courses like Training Techniques, Design of Training, Management of Training, Advanced Management Services, Basic Management Services and Refresher Programmes for Section Officers and Under Secretaries.

4.6 ROLE-PLAY

This technique is being effectively utilized in the behavioural skill programmes as well as in administrative vigilance. In the area of behavioural skills, the participants are required to play roles, normally that of an official and a member of the public in a given situation. Later on, the behavioural aspects of the role play are brought out, not only through an analysis from the role players themselves but also from the participants who are observers. This exercise has been of considerable use in bringing out finer elements of human behaviour and attitudes in interpersonal interaction. In the case of the programmes on administrative vigilance, this technique is applied in the form of a mock enquiry. The participants play different roles such as the Charged Officer,

Inquiry Officer, Presenting Officer and Defence Assistants etc. This method gives a practical orientation to the participants who are able to get a fair idea of the procedure followed in the actual conduct of an inquiry. The methodology for planning, preparation and using Role-Play, as a training method is also covered in the training techniques-course.

4.7 BOOK REVIEW

With the multiple objectives of inculcating/reviving habit of reading, assimilating what has been read and presenting it before a forum, the participants in foundational programmes are asked to review books of an academic and contemporary interest. This has also helped in enhancing the public speaking and debating abilities of the participants, and ensuring their greater involvement in the programme.

4.8 MANAGEMENT GAMES/EXERCISES

A variety of management games are used in a number of courses for learning by substitute tasks and reflection. Out Door Management Exercises and a number of other management games such as PESHWA'S TREASURES, PRINCIPALS GAME, BROKEN SQUARES; RUMOR CLINIC etc., are used very effectively in the Training Techniques, Professional Development Programmes and some of the foundational courses. The participants get subjected to a degree of physical and mental stress, thereby enabling them to draw lessons for application in their real work situations. This also helps indirectly and in a very subtle way in influencing the attitudes.

4.9 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 2009-10, 169 training programmes were organised by the Institute covering a trainee population of around 4252 officials drawn from various parts of the country. A List of the Courses proposed in the Training Calendar and those conducted by the Institute during the year along-

with the trainee population is given in the tables at Annexure-III. Each Course is coordinated by a faculty designated Course-Coordinator, under the overall supervision of wing-head i.e., concerned Joint Director. The broad classification of the courses and their wing is indicated below:

COURSE CLASSIFICATION	WING HEADED BY
Foundational courses	JD(FM)
Management Services	JD(MS)
Computer Courses	JD(MS)
Orientation & Refresher Courses	JD(PT)
Financial Management	JD(FM)
Personnel Administration	JD(PT)
Training Methodology	JD(PT)
Behavioural Techniques	JD(BT)
Secretarial Courses	JD(BT)
Peripatetic Training Programmes	JD(PT)
Workshops & Seminars	Respective Wing

The **SALIENT FEATURES** of the aforesaid programmes are highlighted in the succeeding paragraphs:

5.1.1 FOUNDATIONAL PROGRAMMES (DIRECT RECRUITS)

The basic objective of the foundational training programmes being conducted by the Institute is to provide the new entrants to the government service with the requisite professional knowledge and skills with regard to the principles, processes, methods, procedures, rules and instructions followed in the Central Secretariat and its attached/subordinate Offices. The following foundational training programmes were conducted during the year:

5.1.2 ASSISTANTS (16 WEEKS)

This programme is designed for direct-recruit Assistants of the Central Secretariat Service (CSS), Railway Board Secretariat Service and AFHQ Civil Service, recruited through competitive examinations conducted by the Staff Selection Commission. The course is designed to give the trainees an exposure to the major principles of socio-economic development, public administration, management and the Constitution of India. The subjects of Indian culture and national integration are also covered. The participants are expected to develop knowledge in interpretation and application of the various financial and service Rules and procedures of the Government of India. Inputs in behavioural sciences are also provided to enable them to develop skills in human relations. The course is covered in four modules:

- Module – I covers general administration
- Module – II covers personal administration
- Module – III covers financial administration

- Followed by a one week study tour
- Module – IV covers computers and IT

Two such courses were conducted during 2009-10.

5.1.3. CSS CADRE PLAN COURSES

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

Level A	for UDCs	5 courses
Level B	for Assistants	5 courses
Level D	for SOs	3 courses
Level E	for USs	4 courses
Level F	for Deputy Secretaries/Directors	2 courses

5.2 MANAGEMENT SERVICES

5.2.1 ADVANCED COURSE ON MANAGEMENT SERVICES (AMS)

For effective functioning of O&M/ Internal Work Study Units in the Ministries/ Departments and the increasing emphasis being laid on management studies as a tool of administrative reforms, the need for having trained and qualified personnel to man higher positions of management is well recognized. In response to this need, the Institute has been organizing, since 1965, training programmes on Management Services with the main thrust on Work-Study. The advanced course on Management Services is designed for the officers in the Central and State Governments and other organizations, who are working or are eligible for appointment to the posts of Senior/ Junior Analysts in the Internal Work Study Units. An important aspect of this programme is the project study conducted by the participants under the guidance of the faculty of the Institute. Under the revised integrated scheme, the total duration of course on Basic Management Services (BMS) and AMS courses is 11 weeks (8 weeks for BMS followed by 3 weeks for AMS). One course on AMS was conducted during the year 2009-10.

5.2.2 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 course during the year 2009-10 was conducted.

5.2.5 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 on-verbal. Participants are given opportunities to practice eye contact, facial expressions, body postures and gestures during the workshop. Opportunities to modulate the pitch, intensity, volume and pace of the voice are provided. One such course was conducted during the year 2009-10.

5.2.6 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, Savottam Project and action plan for reforms are the areas covered in this course. During the year 2009-10, two such courses were conducted.

5.2.7 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 2009-10.

5.3 REFRESHER PROGRAMMES

The Institute conducts various refresher courses that are explained in the succeeding paragraph:-

5.3.1. EXECUTIVE DEVELOPMENT PROGRAMME FOR SOs

A 3-week refresher training programmes is conducted for promotee Section Officers. The course aims at updating the knowledge and skills of the participants and thus helping them to discharge their current functions and responsibilities effectively. One such course was conducted during the year 2009-10.

5.3.2. ASSISTANTS REFRESHER COURSE

A 4-week refresher training programmes is conducted for promotee Assistants. The course aims at updating the knowledge & skills of the participants and thus helping them to discharge their current functions and responsibilities effectively. One such course was conducted during year 2009-10.

5.3.3 PROFESSIONAL DEVELOPMENT WORKSHOP FOR PRIVATE SECRETARIES

The Institute is conducting the 1 week workshops for Private Secretaries and the Principal Private Secretaries regularly. During the year 2009-10, the Institute conducted three workshops. The workshops are aimed at imparting knowledge, which concern their professional requirements. They also share their experiences and the difficulties faced by them while working in the capacity of PS/PPS. Besides, update of certain rules and regulations is also provided.

5.3.4 PERSONAL ASSISTANTS

A 2-week Refresher Course is conducted for promotee Personal Assistants. Although, the contents are similar to that of Personal Assistants (Direct Recruits), the depth/coverage is more intensive, emphasizing the need for helping the officers with whom they are attached, by way of requisite data/rules on the subjects. Two courses each were conducted in the year 2009-10.

5.4 FINANCIAL ADMINISTRATION

5.4.1 FINANCIAL MANAGEMENT IN GOVERNMENT

The 2-week Course for Group A & B Officers aims at providing the participants with the sound knowledge of the rules, regulations, procedures and systems concerning financial administration in Government and assisting them in acquiring necessary skills for applying modern concepts and techniques of financial administration in the Government. One course was conducted in the year 2009-10.

5.4.2 WORKSHOP ON PAY FIXATION (3 DAYS)
During the year 2009-10, one workshop on pay fixation was organized for the officers and staff dealing with the subject. The workshops enabled the participants to seek solutions to the problems faced by them in dealing the cases relating to fixation of Pay, besides, reviving their knowledge of the relevant rules, regulation and procedures governing pay-fixation. Four such workshops were conducted during 2009-10

5.4.3 CASH AND ACCOUNTS

The 9-week Course is meant for the officials of the level of Assistants and Upper Division Clerks. The objective is to meet the continuous demand of various Central and State Govt. Departments for equipping their Staff with thorough knowledge of the basic principles of financial procedures,rules & regulations required for proper accounting in Government expenditure. Three such courses were conducted during the year 2009-10.

5.4.4 PENSION & RETIREMENT BENEFITS (PRB)

The Institute conducts two types of special programmes on Pension and Other Retirement Benefits. The difference is in the participation level. The Course titled

"Pension & Retirement Benefits-1 (PRB-1)" is meant for the Under Secretaries, Section Officers and the equivalent ranks in the Government. The Course titled "Pension & Retirement Benefits-II (PRB-II)" is meant for the Dealing Assistants who may either be Assistants or UDC's. The objective of the programme is to provide the participants with a sound knowledge of the rules and regulations pertaining to pension and other retirement benefits and their applications. Two such courses were conducted during the year 2009-10.

5.3.5 PURCHASE MANAGEMENT IN GOVT.

Two courses for staff dealing with purchase in Govt. offices were conducted during 2009-10.

5.4.4 PUBLIC FINANCIAL MANAGEMENT

This course is meant for middle level officers of Central / State Governments / PSUs / Autonomours organisations dealing with Financial Management in the their organisations. The course equip 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 Financial Advisors. During 2009-10, one such course was conducted for the first time.

5.5 PERSONNEL MANAGEMENT AND ADMINISTRATION

5.5.1 PROGRAMME ON ESTABLISHMENT RULES FOR UNDER SECRETARIES / SECTION OFFICERS / ADMINISTRATIVE OFFICERS

The week long programme has been designed for the Middle Management Level Officers to improve their knowledge of the important provisions of the establishment rules and their applications. One course was conducted in the year 2009-10.

5.5.2 PROGRAMMES ON RESERVATION IN SERVICES

The Institute conducts two types of training programmes on "Reservation in Services". The 4-day Appreciation Programme on Reservation in Service is designed for the benefit of the officers of the level of Directors, Deputy Secretaries and Under Secretaries, who are in-charge of administration in Ministries/Departments, and equivalent levels in attached/ subordinate offices/autonomous bodies. The 4-day Orientation Programme on Reservation in Service is designed for the officers of the level of Section Officers and Assistants in similar Offices. During the year 1997-98 there has been a major shift in the reservation policy. Accordingly the design, content, course material exercises for the courses on reservation have been prepared afresh, so that the course is in consonance with latest government policy. Three such courses were conducted during the year 2009-10.

5.5.4 ADMINISTRATIVE VIGILANCE PROGRAMME

In the context of the increased emphasis on providing a transparent and corruption free administration, the importance of administrative vigilance can hardly be over-emphasized. Under this category, the Institute conducted four types of courses.

a) The one-week programme on administrative vigilance meant for the Section Officers/Dealing Assistants; and
b) 2-week programme on administrative vigilance is conducted for Section Officers and above.
c) 2-Week programme on administrative vigilance is conducted for Assistants and equivalent
d) The one-week programme on administrative vigilance is conducted for Officers of autonomous bodies Org. /PSUs.

Five courses on Administrative Vigilance were conducted in all during the year 2009-10.

5.5.5 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 such course was conducted during the year 2009-10.

5.5.8 RECORDS MANAGEMENT (RTI) (4 DAYS)

This new programme is designed to meet the needs of the officer's primarily concerned with the management of records in the context of RTI Act. The participant level is Section Officer, Record Keeper and Record Room In-charge. Three courses were conducted during the year 2009-10.

5.5.9 WORKSHOP ON PREPARING NOTES FOR CABINETT SECTT

To equip the participants with the skills of preparing notes for the cabinet committee in a given situation a 3 days course was designed. After attending the course the participants will be 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. Six such courses were conducted during 2009-10.

5.6 TRAINING TECHNIQUES

The Institute has been conducting a number of Training of Trainers Programmes as part

of the National Calendar, on behalf of the Training Division, Department of Personnel & Training. During the year under review the Institute conducted courses on Master Training Development Programmes, Direct Trainer Skills (DTS), DTS-II (RU), MoT, MoT (T) etc. Design of Training (DOT), Evaluation of Training, Training Techniques & Workshop on National Training Policy.

5.6.1 DIRECT TRAINERS SKILL

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

5.6.2 DESIGN OF TRAINING

The one-week course is organized for experienced trainers who have done DTS Course. The unique feature of this programme is that the participants are required to undertake a design project relevant to the organization's needs, which is evaluated by the Course Tutor/ Recognized Users. The quality of the design proposals submitted by the participants has been of very high order.

5.6.4 ACTIVITIES IN THE AREA OF TRAINING OF TRAINERS

In order to sustain the outcomes 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 MTD(DTS), two MTD(DOT), one RTD(ELT)-DST-2 and one TOT on Decentralised Watershed Management was conducted during 2009-10.

5.7 ORGANISATIONAL BEHAVIOUR

Apart from updating knowledge and developing skills of the officers, it is very important to facilitate them develop right attitude towards the organisation, work and people. Behavioural skills

5.7.1 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-plays and sharing of experiences. Two courses for Gazetted officers and two courses for subordinate staff were conducted in the year 2009-10.

5.7.2 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 organisational instances, case-studies and meditation. Two such course for Gazetted officers and 2 for subordinate staff were conducted in the year 2009-10.

5.7. 3 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 2009-10 two courses were conducted for middle management officers of Central and state Governments, PSUs and autonomous bodies.

5.7.4 WORKSHOP ON COMMUNICATION AND NEGOTIATION SKILLS

The 3-day course is designed to make the participants able to access the value of communication and negotiation skill in work situation. It enables them to identify nuances of interpersonal behaviour in transactions with colleagues in organizations, describe the importance of counseling in problem solving and list factors influencing an effective presentation. One course was held during the year 2009-10.

5.7.5 WORKSHOP ON PERSONAL GROWTH THROUGH EMOTIONAL INTELLIGENCE

For the first time, ISTM designed and organized 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.

5.7.5 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. One course was conducted during the year.

5.8 INTERNATIONAL COURSES

5.8.1 PUBLIC ADMINISTRATION COURSE FOR MYANMAR

5.8.2. RIGHT TO INFORMATION COURSE FOR COMMONWEALTH COUNTRIES

5.9 SECRETARIAL COURSES

5.9.1 ENGLISH STENOGRAPHY

With the twin objectives of meeting the stenographic requirements of the Desk Officer System and facilitating the redeployment of staff, the Institute continued to organise programme for imparting training to LDCs/UDCs & Hindi Stenographers in English Stenography skills. Under this programme, instructions in stenography are imparted to LDCs/UDCs/Hindi Stenographers of CSCS/CSSS. The trainees, in these programmes, are imparted instructions for two sessions daily, during office hours, for one year. Two such programmes are concurrently run by the Institute, one in the forenoon and the other in the afternoon, every year.

5.9.2 ENGLISH TYPEWRITING

This programme is aimed at helping those LDCs, who have been appointed either on compassionate grounds or promoted from Group `D' posts without the requisite speed in typewriting, to acquire such skills and appear at the examination conducted by the Staff Selection Commission. In this programme, instructions are given in English Typewriting for one hour every day, for 40 days.

5.10.1. 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.

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

During the year under review the following steps have been taken to increase the use of Hindi.

1. During the year four meetings of official language committee were conducted.
2. The quarterly report regarding the progressive use of Hindi was sent regularly to the Deptt. of Personnel & Training
3. During the year two Hindi workshops were conducted to enable the officials of the institute to do their official work in Hindi.

4. Orders regarding honorarium of the guest faculty have been issued in hindi.
5. Training circular/ nomination acceptance letters & nominations forms are sent in hindi also.
6. Question papers for the examination of training courses are prepared in hindi also.
7. Certificates to be given to the participants are prepared both in hindi and english.
8. Names of the Seminar Halls & auditorium of the institute have been kept in hindi.
9. Either one or two sessions on official language policy of the govt. are kept in foundational & refresher courses conducted by the institute namely Assistant (Direct Recruit), Personal Assistant (Direct Recruit), Assistant Direct Recruit (Condensed), Reorientation programme for Deputy Secy's / Director joining in central secretariat, Executive development programme for Promoted Section Officer, Professional development workshop for private secretaries, Assistant refresher, personal assistant refreshers&all level programmes of Central Cadre Plan.
10. Ninety percent training material 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 576 pages has been prepared in hindi.
13. Training calendar of the Institute is bilingual.
14. During the year one training course was conducted for group 'D' staff (now multi-tasking staff) in Hindi.

The first sub-committee of the Parliamentary Official Language Committee inspected the Institute on 04-01-2010. The inspection meeting was organised in the Constitution Club. The committee was headed by the Committee's coordinator Shri Rajendra Aggarwal, M.P. (Lok Sabha). Apart from him other committee members namely Shri Shivanand Tiwari, M.P. (Rajya Sabha), Shri Pradip Tamta, M.P. (Lok Sabha), Shri Dinesh Chandra Yadav, M.P. (Lok Sabha), Shri Ashok Argal, M.P. (Lok Sabha), Shri Srigopal Vyas, M.P. (Rajya Sabha), Shri Dara Singh Chauhan, M.P. (Lok Sabha) and Secretary Smt. Poonam Juneja and other officers of Parliamentary Official Language Committee Secretariat were present in the meeting. On behalf of the Department of Personnel and Training Shri K.G. Verma, Director (Reservation and Right to Information) and Smt. R.K. Nangia, Deputy Director (OL) participated in the meeting. On behalf of the Institute of Secretariat Training and Management Director, ISTM, Deputy Director (Admn.), Deputy Director (Coord.) and Assistant Director (OL) were present in the meeting. In this meeting committee issued some guidelines regarding the progress of work in Hindi which have been brought to the notice of all the concerned in the Institute and they are being complied to.

During the year Hindi Fortnight was observed from 1st September 2009 to 15th September, 2009. During the fortnight eight competitions were conducted under the supervision of various faculty members. These included Dictation & spelling, noting &

drafting in hindi, administrative & training terminology, hindi essay, hindi stenography, hindi typing, hindi slogan, sulekh competition for Class IV employees. Cash prizes were given to the winner participants. Under the cash award scheme introduced in the institute nine awards were given. For the prize distribution function of the Hindi Fortnight Shri S.K. Lohani, Director (Admn.), Department of Personnel and Training was invited as the chief guest. In his speech he appreciated Director, ISTM and said that it is under his guidance that there has been a tremendous progress in the use of Hindi in the Institute.

5.10.2 CONSULTANCY FOR TRAINING NEED ANALYSIS AND DESIGN OF DOMAIN SPECIFIC ORIENTATION TRAINING PROGRAMME FOR ASSISTANTS, SECTION OFFICERS AND UNDER SECRETARIES IN THE FIVE IDENTIFIED MINISTRIES/DEPARTMENTS

ISTM has been engaged as consultant to identify the training needs, prepare a training design and develop training material for domain specific orientation programme for identified Ministries/Departments of Government of India. This consultancy was part of the initiative by Department of Administrative Reforms and Public Grievances (DARPG) under their Capacity Building for Poverty Reduction(CBPR) scheme. This aims at developing and institutionalising a domain specific scheme for officials at the level of Assistants, Sections Officers and Under Secretaries on their posting to specific Ministries/Departments under the Government of India. The orientation training is expected to impart knowledge about the organisation, mission, goals, values, philosophy, personnel practices and rules of the organisation. The training also intends to expedite the process of imbibing organisation culture and to enable officers to settle down for discharging the expected duties a quickly as possible. Under the first phase of the programme the following five Ministries/Departments were covered :

  (a) Department of Administrative Reforms and Public Grievances
  (b) Department of Personnel and Training
  (c) Ministry of Health
  (d) Ministry of Defence
  (e) Ministry of Rural Development

2. The first phase was completed and one pilot programme was conducted for all five Ministries/Departments. The Training Need Analysis report, Programme Design and the Training Material were handed over to the respective Ministries/Departments so that they can conduct the programme in-house in future whereas the requirement arsises.

5.10.3 RTI PRO-ACTIVE DISCLOSURE OF INFORMATION UNDER RTI ACT

In the year 2009-10, the institute was entrusted with the task of conducting an audit of pro-active disclosure under Section 4 of RTI Act, 2005. The study was sponsored by Department of Personnel and Training and Centre for Good Governance under National Implementation Agency and funded by United Nations of Development Programmes. The study has been carried out in two parts. The first part comprises of

identification of training needs/requirements and the second part covers an audit of pro-active disclosure of information under the act covering 10 identified Ministries/Departments under the Government of India. The study team was led by Sh SK Kumar, Joint Director, who was the convenor. The other team members were Smt. Poonam Goila, Joint Director, Sh PS Sareen, Deputy Director, Smt. Manisha Bhatnagar, Deputy Director, Sh Parth Vasaniya, Assistant Director, Smt Namita Malik, Assistant Director and Dr. AN Chakravarty, a retired Deputy Secretary and ex-faculty member of the institute as an external domain expert. The outcome of the study is an essential part of the continued implementation of the Right to Information Act 2005. The recommendations and conclusions of the study would facilitate the required course corrections by the public authorities audited in so far as pro/active disclosure of information under the provisions of RTI Act 2005 under is concerned.

6. TRAINING SUPPORT TO OTHER ORGANISATIONS

6.1

Being the premier Institute for training in secretarial procedures and practices, as also being the lead Institute in the area of training techniques and having emerged as "Center of Excellence" in many other specialized areas, a number of organisations approach ISTM for providing them training support. The Institute provided training support to various organizations by way of:

- Organization specific programmes,
- Peripatetic programmes,
- Faculty assistance and
- Faculty resource for the National Training Calendar courses.

6.1.1 ORGANISATION SPECIFIC PROGRAMMES
On the basis of requests received from government departments, attached/subordinate offices, public sector undertakings/ autonomous bodies, 51 organisation specific programmes were conducted, in which 1192 trainees participated:

Sl. No.	Name of the Organisation	Subject	During		No. of Trainees
1	Mazagon Dock Ltd, Mumbai, Min of Defence	Administrative Vigilance	06 Apr 2009	09 Apr 2009	25
2	Department of Economic Affairs, Min of Finance	Induction Course	11 May 2009	15 May 2009	7
3	Lok Sabha Sectt	Orgnisation Behaviour	18 May 2009	22 May 2009	23
4	CIFRI(Kolkotta)		01 Jun 2009	05 Jun 2009	25
5	NIC	OBG	01 Jun 2009	5 Jun 2009	25
6		OBG	31 Aug 2009	4 Sep 2009	29
7	ICAR	HCAT	24 Jun 2009	26 Jun 09	27
8		HCAT	29 Jul 2009	31 Jul 09	26
9		HCAT	10 Aug 2009	12 Aug 09	25

Sl. No.	Name of the Organisation	Subject	During		No. of Trainees
10	ICAR	HCAT	26 Aug 2009	28 Aug 09	27
11		HCAT	29 Sep 2009	01 Oct 2009	18
12	ICMR	AV	29 Jun 2009	30 Jun 2009	25
13		AV	11 Aug 2009	12 Aug 2009	25
14		AV	18 Sep 2009	18 Sep 2009	25
15	ISS Probationers	OP & CS	13 Jul 2009	24 Jul 2009	7
16	NASA	Office	27 Jul 2009	8 Aug 2009	25
17		Procedures	02 Mar 2010	13 Mar 2010	25
18	Rajya Sabha Sectt.	WPF	1 Sep 2009	2 Sep 2009	25
19		ACR	10 Mar 2010	10 Mar 2010	25
20	HQ Western Naval Command	ER	24 Aug 2009	28 Aug 2009	24
21	IARI	RTI	17 Sep 2009	17 Sep 2009	25
22		RTI	19 Sep 2009	19 Sep 2009	25
23	NVS	FM	21 Sep 2009	25 Sep 2009	21
24			19 Oct 2009	23 Oct 2009	26
25	Min of Tourism	RTI	29 Sep 2009	30 Sep 2009	23
26	KVS	PDWPS	22 Sep 2009	24 Sep 2009	19
27	FSI	OP	12 Oct 2009	16 Oct 2009	25
28	ESIC	ER& Admn	19 Oct 2009	23 Oct 2009	24
29	RITES	IO&PO	29 Oct 2009	30 Oct 2009	28
30		IO& PO	5 Nov 2009	06 Nov 2009	31
31	DDA	RM	13 Nov 2009	13 Nov 2009	25
32	EDCIL Ltd	TP	4 Feb 2010	5 Feb 2010	25
33	NTR	ER	01 Feb 2010	05 Feb 2010	25
34		ER	08 Feb 2010	12 Feb 2010	25
35		ER	22 Feb 2010	26 Feb 2010	25
36		ER	08 Mar 2010	10 Mar 2010	17
37	NPCL	RP	20 Mar 2010	20 Mar 2010	25
38		IO/PO	29 Mar 2010	31 Mar 2010	25
39	DU	N&D	29 Mar 2010	31 Mar 2010	22
40	GSI	FM	29 Mar 2010	31 Mar 2010	21
41	DRDO	C&A	10 Aug 2009	12 Aug 2009	30
42		PF	24 Aug 2009	26 Aug 2009	27
43		ER	14 Sep 2009	16 Sep 2009	26
44		RIS	12 Oct 2009	14 Oct 2009	21
45		N&D	11 Jan 2010	13 Jan 2010	22

Sl. No.	Name of the Organisation	Subject	During		No. of Trainees
46	DRDO	PRB	18 Jan 2010	20 Jan 2010	18
47		ER	22 Feb 2010	24 Feb 2010	26
48		AV	15 Mar 210	17 Mar 2010	17
49		RM	08 Mar 2010	10 Mar 2010	17
50		HCAT	29 Sep 2009	01 Oct 2010	18
51	NB CC	RTI	30 Sep 2009	30 Sep 2009	25
Total					**1192**

6.1.2 WORKSHOP ON RIGHT TO INFORMATION

During the year 2009-10, on the basis of requests received from government departments, attached/subordinate offices, public sector undertakings/autonomous bodies, 4 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 2009-10, the Institute organised following organisation specific programmes, Trainers Development Programme, Workshop on Disposal of Appeal, and Seminar on Right to Information Act. In addition twenty three calendared courses were also conducted on RTI in which total 743 participants participated.

Sl. No.	Name of Course	From	To	No. of Participant
1	RTI -PIO	19 Aug 2009	20 Aug 2009	15
2		15 Feb 2010	16 Feb 2010	12
3		22 Oct 2009	23 Oct 2009	26
4		21 Dec 2009	22 Dec 2009	25
5		04 Jan 2010	05 Jan 2010	15
6		27 Jan 2010	28 Jan 2010	17
7		29 Mar 2010	30 Mar 2010	21
8	RTI-AA	23 Nov 2009	23 Nov 2009	22
9		25 Feb 2010	25 Feb 2010	21
10		18 Jan 2010	18 Jan 2010	17
11		25 Mar 2010	25 Mar 2010	20
12	S - RTI	3 Aug 2009	3 Aug 2009	70
13		16 Dec 2009	16 Dec 2009	75
14		01 Jan 2010	01 Jan 2010	54
15		12 Jan 2010	12 Jan 2010	44
16		22 Feb 2010	22 Feb 2010	65
17	RTI-TDP	06 Jul 2009	10 Jul 2010	16
18		04 Jan 2010	08 Jan 2010	13
19		11 Jan 2010	15 Jan 2010	10

Sl. No.	Name of Course	From	To	No. of Participant
20	RTI-RM	22 Jun 2009	25 Jun 2009	18
21		28 Jul 2009	31 Jul 2009	30
22		02 Feb 2010	5 Feb 2010	22
23	RTI-ROP	04 Nov 2009	06 Nov 2009	17
24	PP for IARI	17 Sep 2009	17 Sep 2009	25
25		19 Sep 2009	19 Sep 2009	25
26	PP for Ministry of Tourism	20 Sep 2009	30 Sep 2009	23
27	PP for NBCC	30 Sep 2009	30 Sep 2009	25
Total Participants				**743**

6.2. PERIPATETIC PROGRAMMES

In pursuance of the recommendations made at the Conference of State Chief Secretaries held in New Delhi during May, 1976, the Institute has been assisting the State Governments/Union Territories in running model training courses at the state capitals and by helping them with the course design, training material, and training their trainers. The Institute has been conducting peripatetic programmes, mainly in the following areas:

a) Right to Information

b) Behavioural skills;

c) O&M and work Study;

d) Office Management & Office Procedure;

e) Reservation in Service for Scheduled Castes/Tribes;

f) Financial Management; and

g) Administrative Vigilance

h) Establishment rules

i) Good Governance

j) Workshop on Team Building and Leadership

During the year 2009-10, peripatetic training programmes on Noting and Drafting, Financial Management, Administrative Vigilance, Establishment Rules, Training of Trainers, Disciplinary Proceedings, Behavioural Skills, O & M, Right to Information Act were held as per details given below:

Sl. No.	States/UTs	Subject	During	
			From	To
1	Chandigarh	Right to Information	20 Jul 2009	20 Jul 2009
2		Right to Information	03 Aug 2009	03 Aug 2009
3		Personnel Management	17 Aug 2009	19 Aug 2009
4		Establishment rules &	21 Oct 2009	23 Oct 2009
5		Re servation in Service	11 Jan 2010	13 Jan 2010
6		Financial rules including	25 Nov 2009	27 Nov 2009
7		Pension & Retirement Benefit	16 Dec 2009	18 Dec 2009
8		Office Management	8 Jun 2009	10 Jun 2009
9		including Office Procedure,	15 Jun 2009	17 Jun 2009
10		Noting & Drafting and Record Management	06 July 2009	08 Jul 2009
11	Andaman & Nicobar Admn, Port Blair	Administrative Vigilance &	7 Sep 2009	11 Sep 2009
12		Disciplinary Proceedings	10 Mar 2010	12 Mar 2010
13		Professional Development Programme	07 Sep2009	09 Sep 2009
14		Establishment Rules	18 Jan 2010	22 Jan 2010
15		Right to Information	01 Feb 2009	02 Feb 2009
16		Right to Information	04 Feb 2010	05 Feb 2010
17		Office Management	26 Oct 2009	30 Oct 2009
18		Workshop on Team Building and Leadership	1 Feb 2010	3 Feb 2010
19		Good Governance	9 Mar 2010	11 Mar 2010
20	Puducherry	Financial Rules including Pension & Retirement Benefits	27 Jan 2010	29 Jan 2010
21		Vigilance and Disciplinary Proceeddings	17 Mar 2010	19 Mar 2010
22		Reservation in Services	22 Mar 2010	24 Mar 2010

7. FACULTY DEVELOPMENT

7.1.1

One of the major strengths of ISTM is its faculty, consisting of officers drawn from various central services on deputation. The officers joining as trainers bring with them varied and rich experience from Government Ministries/ Departments. Thus rotation of faculty from the government departments being a regular phenomenon, planned faculty development is one of the key top management functions. The faculty members are initially given exposure to training/learning process by way of deputing them for Direct Trainer Skills and Design of Training Courses, so that in addition to being subject experts they take in to account learning/training needs while designing/delivering training. The faculty members are also deputed for professional courses related with their subject areas to other "Centers of Excellence" in the country. The opportunities for observing the training-sessions and processes conducted by senior/experienced faculty, by the new faculty is also encouraged. The Institute regularly sponsors its faculty members to undergo various training courses both inland & abroad to gain specialization in the fields allotted to them.

A table showing the areas in which the faculty members were trained during the year 2009-10 is given below:

FACULTY DEVELOPMENT

Institution	Subject	Faculty	Date
LBSNAA. Mussoorie	RT(DTS)	K Govindarajulu, Deputy Director	4 -22 May 2009
RIPA, London	Vigilance	MC	31 -12 Jun 2009
FDB(DoPT)	Master Practioner Level Course in NLP	MB	03 -08 Aug 2009
IIM, Ahmedabad	Enhancing Leadership Capacities and Potential Among Professional Women	Vinod Jindal, Joint Director	3 -6 Nov 2009
Common Wealth Sectt, London	Common Wealth UNDP programme on RTI	RS	16 -20 Nov 2009
ISTM	MTD(DTS)	YG	23-27 Dec 2009
ISTM	MTD(DoT)	PG	21-25 Dec 2009
ISTM	MTD(DoT)	RKK	4-8 Jan 2010
ISTM	DTS	KKP	2-5 Mar 2010
ISTM	DOT	KKP/DKB	8-12 Mar 2010
Anna Inst. of Mgt. Chenai	MTD(EoT)	MB	19 Oct - 6 Nov2009
RCVP, Narnoha, Bhopal	DTS RT	NM/AJKM	3-21 Aug 09
RCVP, Narnoha Bhopal	DTS-RT	PV	21 Dec-8 Jan 10

8. PROVIDING FACULTY FOR NATIONAL TRAINING CALENDAR 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 2009-10, the Institute provided services of its Master Trainers and Recognised Users for the following :

Srl No.	Institute	Course	Duration
1	RCVP, Bhopal	DoT	18-22 May 2009
2	RCVP, Bhopal	DoT	15-19 Jun 2009
3	LBSNAA, Mussorie	MT DoT	11-29 May 2009
4	LBSNAA, Mussorie	DTS RU	4-22 May 2009
5	YASHADA, PUNE	DTS	22-26 Jun 2009
6	UAA , Nainital	DTS	29 Jun - 03 Jul 2009
7	Anna Inst. of Mgmt, channai	DoT	13-31 Jul 2009
8	Assam Admn. Staff College, Guwahati	MTD(DoT)	20 Jul - 14 Aug 2009
9	LBSNAA, Mussorie	DoT	17-21 Aug 2009
10	LBSNAA, Mussorie	DoT	14-28 Aug 2009
11	Assam Admn Staff College,Guwahati	DTS	9-13 Nov 2009
12	UAA , Nainital	DoT	16 -20 Nov s2009
13	YASHADA, PUNE	ELT	14-18 Dec 2009
14	UAA , Nainital	DTS	28 Dec 09 - 01 Jan 2010
15	Postal Training Institute, Mysore	DoT	10-14 Jan 2010
16	Administrative Training Institute, Mysore	DoT	22-26 Feb 2010

9. IMMEDIATE FUTURE PLANS

8.1.1

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

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

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

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

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

10. OUR FACULTY

During April 2009 - March 2010

Faculty	Total subjects/topics allotted
Dr. K.M. Shahid	**Director**
Shri MP Sethy Addl Director	**Training Techniques** DTS, DOT, MOT, MOT(T), SAT, Training Policy & Stratgy, **Management Systems/Organisation Behaviour** Good Governance, Values & Ethics, Capacity Building, Enhancing Presentation Skills, Role Modelling Process, Transfermation Leadership
Shri M S Kasana Joint Director (MS)	**Management Services** Management Functions & Techniques, Productivity Concepts, Organisation analysis, Method Study, Work Measurement, Goal Setting & Decompression Making, Process Re-engineering, Total Quality Management **Behavioural Technique** Team Building, Leadership, Motivation, Presentation Skills, Managing Change in Organisation, Negotiations Skills, HR Development, Inter Personal Relationship **Personnel Administration** Citizen charter, Role Clarity, E-governance Good Governance, Ethics in Government Organizational Culture, Time Management, Public Private Partnership, Right to Information, **Training Techniques** MOT, SAT, DTS, DOT, TNA, EOT, NTP
Shri K S Kumar Joint Director (PT)	**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,

Faculty	Total subjects/topics allotted
	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
Smt Poonam Goila Joint Director (OM)	**Office Management** Noting & Drafting, Records Management **Financial Management** CGEGIS, Medical Attendance Rules, Pay Fixation **Office Management & Personnel Administration** Machinery of Govt., Office Procedure, Reservation in Services, Leave Rules, Pension Rules, Establishment Rules, Parliamentary Procedure, Gender sensitization **Computer** MS Office (MS-Word, Excel & Power Point)
Shri TPN Murthy Deputy Director (OM)	**Financial Management** Pay Fixation, TA Rules, Pension Rules, Financial effects of penalty **Office Management and Personnel Administration** Reservation in Services, Handling of CAT Cases, Noting & Drafting, Office Procedure, Establishment Rules (Framing R/R, DPC, Deputation etc) Leave

Faculty	Total subjects/topics allotted
	Rules, Govt Machinery, Parliamentary procedure, CGEGIS, Joining Time, CCS (Conduct Rules), CCS (CCA) Rules
Shri P S Sareen Deputy Director (MS)	**Management Services** Organisation analysis, Method Study Work Measurement (Excluding Activity Sampling), Good Governance, Inventory Control, Productivity Concept, O&M, Management Process, Total Quality Management **Office Management and personnel Administration** Noting and Drafting, Office Procedures, Record Management, Parliamentary Procedures, Machinery of Govt., Departmental Security Instructions, Right to Information Act **Computer** MS Word/PP
Shri Mukesh Chaturvedi Deputy Director	**Personnel Administration (Vigilance)** CCS/CCA Rules • Constitutional Provisions • Departmental Inquiries ,Inspections • IO's Report and action thereon • Constitutional Provisions • Conduct Rules, Facets of Vigilance **Office Management and personnel Administration** Handling of CAT Cases, Administrative Law, Constitution, Parliamentary procedure
Shri Rajesh Saxena Deputy Director (PT)	**Financial Management** LTC, Advances, CCS/CCA Rules, Budget, Leave Rules, Pension Rules Staff Car Rules, GPF, Income Tax, Pay Fixation GFRs/DFPR, Maintenance of Cash Book Financial Management & Admn, Financial System in India, Financial Administration, Performance Budget, Zero Based Budgeting, Centre States Financial Relations, Expenditure Control & Financial Advice system, Financial effect of penalties, Duties & Responsibilities of HOD/DDO

Faculty	Total subjects/topics allotted
	Behavioural Training Team Building, Negotiation Skills, Stress Management, **Office Management and Personnel Administration** Noting & Drafting, Office Procedure,
Apendu Ganguly Deputy Director (OM)	**Personnel Administration** CCS (CCA) Rules, CCS (Conduct) Rules, Leave rules **Office Management** Handling of CAT Cases, Parliamentary Procedure, Noting & Drafting, Establishment Rules, Record Management FR/SR, Vigilance, Office Procedure **Others** Current Economic Environment, Disinvestments Economic Development Planning, Right to Information Act
Shri Nafe Singh Deputy Director (A/C)	**Financial Management** Budget, GPF, CGEGIS, TA Rules, Income Tax **Financial Management** Classification of Accounts, Loans and Advances & HBA, Expenditure Control, Bank Reconciliation, Capita & Revenue Expenditure, Pension Rules, Maintenance of Cash Book, Role of Statutory Audit
Sh. 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 Packages
Sh. K Govindarajulu Deputy Director (M)	**Management Services** All subjects related to Management Services. Management Concepts, Organisational Structure, Job Evaluation, Management of Change, TQM,

Faculty	Total subjects/topics allotted
	Project Management, Knowledge Management, Time Management **Personnel Administration** Performance Appraisal **Behaviour Techniques** Stress Management, Organisational Development, Team building & Leadership, Public Private Partnership **Computer and Others** Ms Word/Excel/Power Point/Access RTI
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 (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
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 & 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 & Leadership, Work measurement, Public Private partnership, Intellectual Property Rights, Sevottam Model, Centrally sponsored flagship programmes, Good Governance, Purchase Management, Material Management

Faculty	Total 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.
Shri Naresh Bhardwaj Assistant Director	**Personnel Administration** CCS(CCA) Rules, Conduct Rules, Joining Time, Medical Examination, Service Book, Pension Rules, JCM, Official Language Policy, Medical Attendant Rules, Group Insurance Scheme, Children Education Allowance, Reservation in Services ,CGEIS, GFRs Administrative Law, Constitution Law
Shri Yogesh Dwivedi Assistant Director (OM)	**Financial Management** Pay Fixation, LTC, CGEGIS, CS (MA) & CGHS rules **Personnel Administration** Pension rules, Leave rules **Office Management** Machinery of Govt of India, Office Procedure, Noting & Drafting Parliamentary Procedure, Record Management
Smt Namita Malik Assistant Director (OM)	**Personnel Administration** Noting & Drafting, Reservation in Services, Medical Attendance Rules, Children Education Allowance, CGEGIS, Right to Information Act **Financial Management & Behaviour Technique** TA/LTC, Advances, GPF, Income Tax, Conflict Management, Team Building and Leadership, Motivation **Office Management** Office Procedure, Establishment Rules, CCS (CCA) Rules, Conduct Rules, Fees & Honorarium, Promotion, DPC, Seniority, Joining Time, Pension Rules, OMD, Gender &Gender Budgeting, Government Machinery, Administration Law **Computer** Computer application packages MS Word, Excel, Power Point

Faculty	Total subjects/topics allotted
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
Sh Ved Prakash Sharma Assistant Director (A/C)	**Financial Management** GPF, Budget, Pension Rules, Medical Attendance Rules, Maintenance of Cash Book, TA, LTC, Advances, HBA, Classification of Accounts, Bank Reconciliation Statement, GFR, DFPR, Income Tax, Maintenance of Service Book, Duties & Responsibilities of DDO/HOD, Personal claims of Govt. Servants, Role of Statutory Audits, Capital & Revenue Expenditure, Contingent Bills, Pay & Allowances, Staff Car Rules, Withdrawal from Govt. Accounts, Purchase Management & Inventory Control, Constitution of India Balance Sheet, Profit & Loss Accounts, Ratio Analysis, Depreciation, Movement of funds, (cash flow/fund flow), Cost Accounting and its applications, Financial Administration, Central State Financial Relation **Computer** MS Word, Power Point
Shri Moloy Sanyal Assistant Director (OM)	**Financial Management** Maintenance of Cash Book & review, Duties/Responsibility of DDO/HOO, Withdrawal from Govt. Accounts, Personal claims of Govt. servants, Control of Expenditure, Maintenance of expenditure registers, Monthly Reconciliation Statement, Banking Procedure and Bank Reconciliation Statement, Staff Car Rules, Pay & Allowance (LPC/ Arrears Bills), TA/DA/LTC, GFRs/DFPRs, FRs/SRs (General condition FR 10-18, Fee, Honorarium, Joining Time),

Faculty	Total subjects/topics allotted
	Principles/Methods of accounting and receipts/crediting of Govt. dues, Contingent Expenditure and contingent bills, Capital and revenue expenditure, Classification of Accounts **Personnel Administration** Noting & Drafting, Office Procedure, Machinery of Government, Parliamentary Procedure, CGEGIS, Gender Issues
Shri H Govind Assistant Director	**Secretarial Skills** English Stenography & English Typewriting Topics related to enhancement of professional skills of Personal staff **Computers** MSPP (from August) and MS Excel (November onwards) **Personnel Administration** Departmental Security Instruction, Parliamentary Procedure
Shri A J K Menon Assistant Director (EST)	**Secretarial Skills** (i) Stenography & Typing and topics related to enhancement of professional skills of professional staff including computer (MS Word) (ii) Communication skills, time management and noting & drafting only in PAs/PSs courses. **Others** Communication Skill, Stress Management

11. FACULTY MEMBERS WHO LEFT AND JOINED THE INSTITUTE

During the Year 2009-10

The faculty members mentioned below left the Institute, either Superannuation/on completion of their tenure/on promotion during the year 2009-10:

Sl. No.	Name of Faculty	Date of Leaving of Institute
1.	Sh Mukesh Chaturvedi, DD(Vig)	01 Aug 2009
2.	Sh Rajesh Saxena, DD(OM)	05.01.2009
3.	Sh T N Moorthy, DD(OM)	01 Aug 2009
4.	Sh H Govind, AD	31 Aug 2009
5.	Sh PS Sareen, DD(MS)	16 Feb 2010

The following faculty members joined the Institute during the year 2009-10:

Sl. No.	Name of Faculty	Date of joining of Institute
1.	Sh MP Sethi, Addl Dir	18 Jun 2009
2.	Mrs. Rekha Sharma, DD(MS)	13 Oct 2009
3.	Sh Ranjan Kumar, DD(OM)	25 Mar 2010
4.	Sh KK Pant, DD(A/c)	01 Jan 2010
5.	Sh Deepak Bist	18 Jan 10

12. COURSES PLANNED AND CONDUCTED

During the Year 2009-10

Course Category	No. of Courses		Name of the Course	No. of Courses		No. of Participant
	Plnd.	Held		Plnd.	Held	
Foundational & Refresher	10	9	Personal Assts (Direct Recruits)	1	-	-
			Orientation course for Directors/ Dy Secy. of Central Govt. joining Central Secretariat	2	2	39
			Professional Development Workshop for PPSs & Sr. PPSs	2	2	44
			Professional Development Workshop for PSs	2	2	40
			Personal Assistants (Ref.)	2	2	37

Course Category	No. of Courses		Name of the Course	No. of Courses		No. of Participant
	Plnd.	Held		Plnd.	Held	
Foundational & Refresher as per NEW CSS CADRE TRAINING PLAN	21	15	Assts (Direct Recruits)	4	2	107
			CSS-A	3	2	154
			CSS-B	5	2	115
			CSS-D	3	3	95
			CSS-E	4	4	113
			CSS-F	2	2	54
Personnel Administration & Office Management	19	26	Executive Development Programme for SOs	1	1	20
			Assistant Refresher	1	1	18
			Establishment Rules	2	2	54
			Reservation in Services	3	3	71
			Administrative Vigilance-1	3	3	100
			Administrative Vigilance-2	2	2	49
			Handling of CAT Cases	1	1	23
			Record Management-RTI	3	3	70
			WND	3	3	98
			Training for Gp D Staff	-	1	24
			Workshop on preparing notes for CS	-	6	151
			Vice Presidents Sectt.- Gp-D	-	1	11
Financial Management (FM)	13	13	Financial Mgt. In Govt.	1	1	38
			Cash & Accounts	3	3	95
			Pension & Retirement Benefits-1	1	1	21
			Pension & Retirement Benefits-2	1	1	24
			Workshop on Pay Fixation	4	4	104
			Purchase Management in Govt.-1	1	1	29
			Purchase Management in Govt.-2	1	1	19
			Public Financial Management	1	1	22
Management Services	19	26	Advanced Management Services	1	1	11
			Basic Management Services	1	1	25
			Knowledge Management	2	2	46
			Good Governance	2	2	48
			RTI-Public Information Officers	3	7	141
			RTI-Re-Engineering office Processes	1	1	17
			RTI-Appellate Authority	2	4	80
			RTI-Trainers Development	4	3	39
			Programme Seminar-RTI	3	5	308
Computer Applications	04	04	Introduction to MS Excel (for ISTM)	-	1	20
Behavioural Training	10	10	Organisation Behavior in Government	1	2	45
			Stress Management	2	2	43
			Gender Issues	2	1	21
			Values in Administration	2	2	40
			Behavioral Skills	2	2	48
			Workshop on Negotiation Skils	1	-	-
			Workshop on Emotional Intelligence	-	1	18

Course Category	No. of Courses		Name of the Course	No. of Courses		No. of Participant
	Plnd.	Held		Plnd.	Held	
Secretarial Skills	03	01	English Shorthand	2	2	36
			English Typewriting	1	-	-
Training of Trainers	09	07	Direct Trainers Skills	2	2	62
			Design of Training	1	-	-
			Experimental Learning Training-RTD	1	-	-
			Master Trainer Development(DTS)	1	1	59
			Master Trainer Development(DOT)	1	2	17
			National Training Policy	1	1	16
			Workshop on Presentation Skills	-	1	20
			RTD(ELT) -DTS-2	-	1	24
			TOT on Decentralised Watershed Management	-	1	15
					-	
			Management of Training(MOT)	1		
			Management of Training(MOT(T)	1		
International Training course	-	02	RTI programme for Common wealth countries	-	1	12
			Public Administration for Mynmar Officers	-	1	19

13. DETAILS OF CALENDAR COURSES CONDUCTED

During the Year 2009-10

Foundation and Refresher courses				
Course	From	To	Coordinator	No. of Participants
Orientation Course for Deputy Secretaries/ Directors joining Central Secretariat	07 Sep 2009 04 Jan 2009	11 Sep 2009 08 Jan 2010	MSK PG	18 21
Professional Development Workshop for PPS & Sr. PPS	04 Jan 2010 08 Feb 2010	15 Jan 2010 19 Feb 2010	AJKM AJKM	18 26
Professional Development Workshop for Private Secretaries	13 Apr 2009 27 Jul 2009	24 Apr 2009 7 Aug 2009	AJKM AJKM/HG	19 21
Personal Assistant Refresher	29 Jun 2009 30 Nov 2009	10 Jul 2009 11 Dec 2009	AJKM AJKM	23 14
Executive Development Programme for SOs	23 Nov 2009	11 Dec 2009	NM	20
Assistant Refresher	2 Mar 2010	26 Mar 2010	YD	18

Foundational & Refresher as per NEW CSS CADRE PLAN

Course	From	To	Coordinator	No. of Participants
Assistant (Direct Recruits)	26 Oct 2009 29 Dec 2009	26 Apr 2010 23 Apr 2010	MB/AJKM CM/RM	48 59
CSS Level "A" Courses for UDCs with 5 years of service	20 Apr 2009 19 Oct 2009 13 Nov 2009 11 Jan 2010 08 Mar 2010	29 May 2009 27 Nov 2009 08 Jan 2010 05 Feb 2010 01 Apr 2010	YD YD NB YD DKB	27 31 30 33 33
CSS Level "B" Courses for Assistants with 8 years of service	13 Apr 2009 18 May 2009 22 Jun 2009 09 Nov 2009 18 Jan 2010	15 May 2009 19 Jun 2009 21 Jul 2009 11 Dec 2009 19 Feb 2010	PV TPN AG NS NB	19 23 21 26 26
CSS Level "D" Courses for Section Officers with 8 years of service	11 May 2009 03 Aug 2009 01 Feb 2010	17 Jul 2009 09 Oct 2009 26 Mar 2010	MB PV KGR	38 33 24
CSS Level "E" Courses for Under Secretary with 5 years of service	04 May 2009 13 Jul 2009 7 Sep 2009 09 Nov 2009	19 Jun 2009 28 Aug 2009 23 Oct 2009 25 Dec 2009	MC PG VJ KGR	25 35 26 27
CSS Level "F" Courses for Deputy Secretary/Directors of the CSS	15 Mar 2010 22 Mar 2010	02 Apr 2010 09 Apr 2010	DIR/PV KSK	27 27

Personnel Administration and Office Management

Course	From	To	Coordinator	No. of Participants
Establishment Rules	14 Dec 2009 08 Feb 2010	18 Dec 2009 12 Feb 2010	AG PG	26 28
Reservation in Services for SC/ST/OBC	13 Apr 2009 15 Jun 2009 14 Dec 2009	16 Apr 2009 18 Jun 2009 17 Dec 2009	NB NM PG	16 22 33
Administrative Vigilance: Role IO/PO AV1	05-10-2009 22 Jun 2009 24 Aug 2009	09-10-2009 26 Jun 2009 28 Aug 2009	AG MC KSK	26 37 37
Administrative Vigilance: Disciplinary Procedure AV2	20 Apr 2009 9 Nov 2009	8 May 2009 20 Nov 2009	MC NB	25 24
Handling of CAT Cases	15 Apr 2009	17 Apr 2009	AG	23
Record Management-RTI	22 Jun 2009 28 Jul 2009 02 Feb 2010	25 Jun 2009 31 Jul 2009 5 Feb 2010	PV PSS PSS	18 30 22

	27 Jul 2009	29 July 2009	MB	26
Workshop on Noting and Drafting	02 Sep 2009	04 Sep 2009	MB	34
	28 Oct 2009	30 Oct 2009	NM	38
Training for Gp D	01 Jun 2009	03 Jul 2009	HG	24
Workshop on preparing notes for CS	27 Oct 2009	28 Oct 2009	PSS	11
	17 Nov 2009	18 Nov 2009	PSS	20
	22 Dec 2009	23 Dec 2009	CM	34
	20 Jan 2010	21 Jan 2010	PSS	12
	16 Feb 2010	17 Feb 2010	CM	32
	16 Mar 2010	17 Mar 2010	CM	42

Financial Management

Financial Management in Government	13 Jul 2009	24 Jul 2009	NS	38
Cash & Accounts	13 Apr 2009	12 Jun 2009	RS	32
	03 Aug 2009	01 Oct 2009	YD	36
	21 Dec 2010	19 Feb 2009	NS	27
Programme on Pension and Other Retirement Benefits (PRB 1)	15 Mar 2010	19 Mar 2010	NS	21
Programme on Pension and Other Retirement Benefits (PRB 2)	26 Oct 2009	30 Oct 2009	NB	24
Workshop on Pay Fixation	22 Jul 2009	24 Jun 2009	YD	28
	16 Dec 2009	18 Dec 2009	YD	27
	02 Feb 2010	04 Feb 2010	PV	27
	03 Mar 2010	05 Mar 2010	PV	22
Purchase Management in Government (PMG 1)	21 Oct 2009	23 Oct 2009	NS	29
Purchase Management in Government (PMG 2	29 Mar 2010	31 Mar 2010	PG	19
Public Financial Management	07 Sep 2009	11 Sep 2009	PG	22

Management Services

Advanced Management Services	04 Jan 2010	22 Jan 2010	KGR	11
Basic Management Services	01 Feb 2010	26 Mar 2010	RKK	25
Knowledge Management	14 Sep 2009	15 Sep 2009	KGR	20
	03 Mar 2010	04 Mar 2010	KGR	26
Good Governance	24 Aug 2009	28 Aug	KGR	22
	19 Oct 2009	b2009	MSK	26
RTI-Re-engineering Office Processess	04 Nov 2009	23 Oct 2009	PSS	17
Right to Information-Public Information Officers	19 Aug 2009	20 Aug 2009	PV	25
	15 Feb 2010	16 Feb 2010	PV	12
	22 Oct 2009	23 Oct 2009	PV	26
	21 Dec 2009	22 Dec 2009	MB	25
	04 Jan 2010	05 Jan 2010	NM	15
	27 Jan 2010	28 Jan 2010	KGR	17
	29 Mar 2010	30 Mar 2010	NM	21

Right to Information Appellate Authority	23 Nov 2009 25 Feb 2010 18 Jan 2010 25 Mar 2010	23 Nov 2009 25 Feb 2010 18 Jan 2010 25 Mar 2010	KSK PG CM MSK	22 21 17 20
Right to Information-TDP	06 Jul 2009 04 Jan 2010 11 Jan 20103	10 Jul 2010 8 Jan 2010 15 Jan 2010	MSK MB PSS	16 13 10
Seminar on RTI	3 Aug 2009 16 Dec 2009 01 Jan 2010 12 Jan 2010 22 Feb 2010	3 Aug 2009 16 Dec 2009 01 Jan 2010 12 Jan 2010 22 Feb 2010	AG AG MSK AG MB	70 75 54 44 65

Computer Applications

Introduction to MS Excel (for ISTM staff)	23 Nov 2009	27 Nov 2009	PV	20

Behavioural Training

Organisation Behaviour in Government	20 Jul 2009 23 Nov 2009	24 Jul 2009 27 Nov 2009	VJ MB	22 23
Behaviour Skills	13 Jul 2009 12 Oct 2009	17 Jul 2009 16 Oct 2009	AJKM MB	26 22
Gender Issues	29 Jun 2009	03 Jul 2009	NM	21
Stress Management	31 Aug 2009 15 Feb 2010	4 Sep 2009 19 Feb 2010	NM VJ	20 23
Values in Administration	13 Jul 2009 22 Feb 2010	17 Jul 2009 26 Feb 2010	VJ NM	18 22
Workshop on Emotional Intelligence	17 Mar 2010	19 Mar 2010	VJ	18

Secretarial Skills

English Shorthand	19 Jun 2009	02 Apr 2010	AJKM	25
VPS G-D	24 Aug 2009	28 Aug 2009	HG	11

Training of Trainers

Direct Trainer Skills	14 Sep 2009 2 Mar 2010	18 Sep 2009 06 Mar 2010	CM CM	30 22
National Training Policy	30 Nov 2009	01 Dec 2009	KSK	16
Workshop on Presentation Skill	22 Sep 2009	23 Sep 2009	MB	20

TOT on Decentralised Watershed Management	04 Jan 2010	08 Jan 2010	KSK	15
MTD(DOT)	14 Dec 2009	08 Jan 2010	KSK	11
	21 Dec 2009	25 Dec 2009	KSK	6
MTD(DTS)	16 Nov 2009	11 Dec 2009	VJ	59
RTD(ELT)-DTS-2	01 Feb 2010	12 Feb 2010	CM	24

INTERNATIONAL COURSE (FOR AR COMMONWEALTH OUNRTRIES)

Public Administration for Mymar	5 Oct 2009	16 Oct 2009	KGR	19
RTI Programme for Commonwealth countries	16 Nov 2009	20 Nov 2009	MSK	12

14. LIST OF CSS CADRE TRAINING PLAN CONDUCTED

During the Year 2009-10

Assistant Direct Recruits (Foundational)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1. 2.	Assistant (Direct Recruits)	26 Oct 2009 29 Dec 2009	26 Apr 2010 23 Apr 2010	MB/AJKM CM/RM	48 59
	Total				**107**

CSS-A (UDC)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1.	CSS Level "A" Courses for	20 Apr 2009	29 May 2009	YD	27
2.	UDCs	19 Oct 2009	27 Nov 2009	YD	31
3.		13 Nov 2009	08 Jan 2010	NB	30
4.		11 Jan 2010	05 Feb 2010	YD	33
5.		08 Mar 2010	01 Apr 2010	DKB	33
	Total				**154**

CSS-B (Assistants)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1.	CSS Level "B" Courses for	13 Apr 2009	15 May 2009	PV	19
2.	Assistants	18 May 2009	19 Jun 2009	TPN	23
3.		22 Jun 2009	21 Jul 2009	AG	21
4.		09 Nov 2009	11 Dec 2009	NS	26
5.		18 Jan 2010	19 Feb 2010	NB	26
	Total				**115**

CSS-D (Section Officers + 8 Years)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1.	CSS Level "D" Courses for	11 May 2009	17 Jul 2009	MB	38
2.	Section Officers	03 Aug 2009	09 Oct 2009	PV	33
3.		01 Feb 2010	26 Mar 2010	KGR	24
	Total				**95**

CSS-E (Under Secretary + 5 Years)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1.	CSS Level "E" Courses for	04 May 2009	19 Jun 2009	MC	25
2.	Under Secretary	13 Jul 2009	28 Aug 2009	PG	35
3.		7 Sep 2009	23 Oct 2009	VJ	26
4.		09 Nov 2009	25 Dec 2009	KGR	27
	Total				113

CSS-F

| Sl. No.	Course	From	To	Coordinator	No. of Participants
1.	CSS Level "F"	15 Mar 2010	02 Apr 2010	DIR/PV	27
2.		22 Mar 2010	09 Apr 2010	KSK	27
	Total Course	21	Total Participants		638

15. SUMMARY OF COURSES CONDUCTED

During the Year 2009-10

Sl. No.	Course	No. of Course	No. of Participants
1.	Calendared (other than CTP)	95	2391
2.	Cadre Training Plan	21	638
3.	Organisation Specific Programmes	51	1192
4.	International Courses	2	31
	Total	169	4252
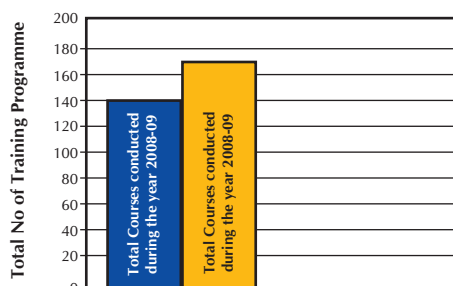
Total Training Programme conducted
during the year 2008-09 and 2009-10
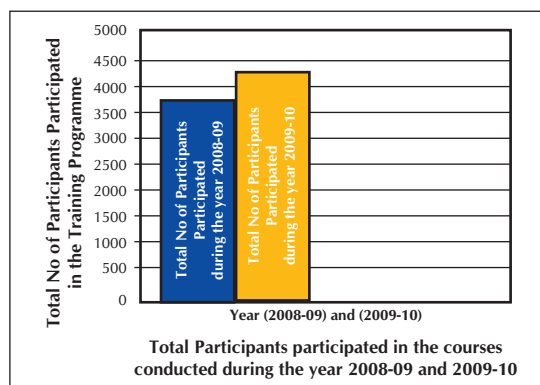
Total Participants participated in the courses
conducted during the year 2008-09 and 2009-10

No of Courses conducted
during the year 2008-09 and 2009-10

No of Participated in the Courses conducted
during the year 2008-09 and 20009-10
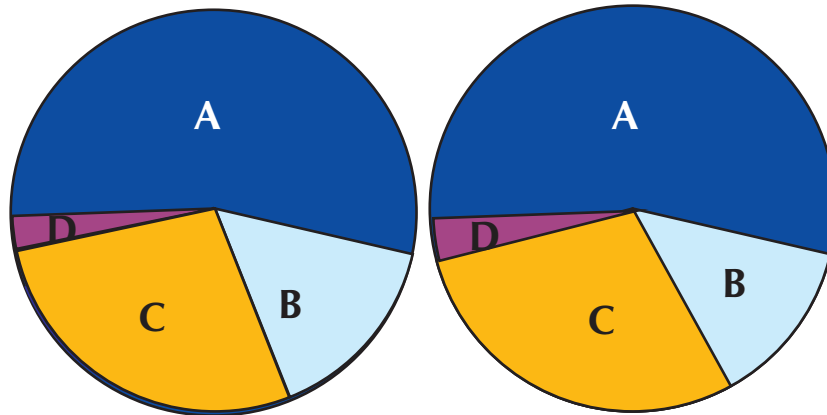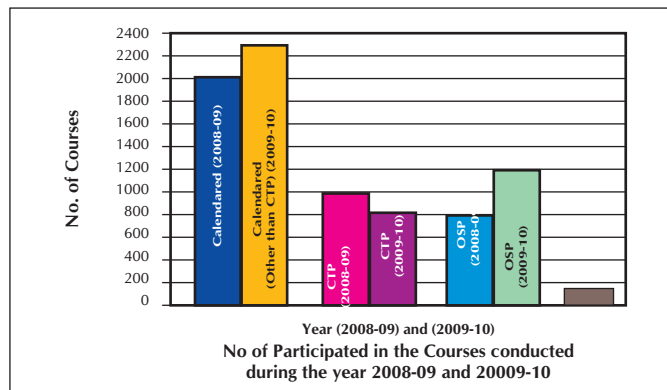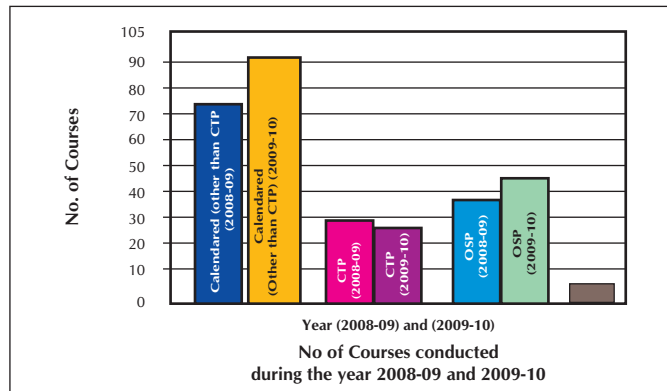
A= Calendar Course (other than CTP)	: 95	A= Calendar Course	: 2391
B= CSS CTP	: 21	B= CSS CTP Course	: 638
C= Org. Specific Programmes	: 51	C= Org. Specific Programmes	: 1192
D= International Courses	: 02	D= International Courses	: 31