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Level 'F'(4th) Training Programme
(12th July to 30th July 2010)

CSS-F 01

सचिवालय प्रशिक्षण तथा प्रबन्ध संस्थान

Standing Row Left to Right : Raveesh Sanehwal, Umesh Kr. Tiwari, R K Gaba, Bipul Baran Samaddar, Lalan Das P R A, Sagar Mehra, K V S Rao.

Middle Row Left to Right : A K Singh, L N Anchal, Rohtash Singh, Ram Chander Dhankar, Dr. Tarsem Chand, S Ramanan, S D Banga, Ravinder K Malhotra, Vijay Kr. Gauba.

Sitting Row Left to Right : Sushma Taishete Rath, Shyamala Mohan, Prof. Girish Kumar, Yogesh Dwivedi, Dr. Khwaja M Shahid (Director), M R Sethy (Addl. Dir.), K S Kumar, Indira Murthy, Geeta Narayan.

Course Coordinator
Yogesh Dwivedi (Asstt. Director)

Level 'D' Training Programme for Section Officers of the CSS
(8th August to 30th September 2010)

सचिवालय प्रशिक्षण तथा प्रबन्ध संस्थान

Standing Row Left to Right : D Chattopadhyay, Wren Mishra, Shib Kumar Sadhu, J Sriram Murty, Shivakant Kumar, Madan Chaurasia, Chhatra Mani, Parijat Diwan, Sankha Roy, A N Venkatachala, Sushil Kumar Saxena, S Ravi Kumar.

Middle Row Left to Right : Jyotsna Gupta, Chandra Shekhar Thakur, Rajesh Singh Solanki, Ashish Mohan, Rajesh Lakhera, Anil Kumar Pandey, Neeraj Sachdeva, Anil Kumar Tehlan, Vijay Kumar Upadhyay, Pankaj Kumar, Supriya Ranjan Datta, Deepankar Guha, Vikas Srivastava, Ajay Kumar Singh, Ram Pal Singh, Satish Chander, Veena Dunga.

Sitting Row Left to Right : R Mythili, Namita Malik, Arun Gaur, Chandan Mukherjee, M P Sethy, Upma Srivastava (Director), Sandeep Mukherjee, K Govindarajulu Satyajit Mishra, Vinod Jindal, K S Samarendra Nath, S Latha.

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

1.2 STATUS

ISTM is an attached office under the Department of Personnel & Training, Government of India and is headed by a Director, who is an officer of the level of Joint Secretary to the Government of India.

1.3 RESOURCES

ISTM has faculty strength of 29 experienced training professionals drawn from various Central Services. It has a Library having more than 15000 books besides a modest video collection and two ICT 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 serve basis on payment of prescribed charges.

1.4 VISION

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

1.5 MISSION

▸ To inculcate in the trainees the commitment to service and professional competence.

▸ To provide leadership in the frontier and potential areas in the field of training.

▶ To undertake research, consultancy and system analysis for capacity building.

▶ To collaborate with client organizations with continued interface for enhancing the quality of training.

▶ To be a centre of excellence by providing opportunity to the faculty and the staff to grow, develop and promote best training practices.

1.6 VALUES

▶ Truth, honesty and integrity.

▶ Commitment to service

▶ Respect for dignity and potential of individuals.

1.7 AIMS AND OBJECTIVES

▶ The broad aims and objectives of the Institute are summarized below:

▶ to plan, design and conduct foundational, refresher and specialized training programmes for different grades of officers upto the middle management level, so as to enable them to p e r f o r m 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 2010-2011

2.1   THE YEAR AT A GLANCE

During the year 2010-11, the institute witnessed a number of innovations and new initiatives. While the details of the milestones achieved in the various fields are covered in detail in the respective sections of the report, a summary of the notable features of the year is given below:

2.1.1   NUMBER OF COURSES AND TRAINEES

In its sustained endeavor to contribute in improving the performance of the Ministries/Departments of the Central Govt. and other public sector organizations, the Institute conducted as many as 221 training courses during 2010-2011 covering a trainee population of 5613 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.

2.1.3   "RTI – KEY TO GOOD GOVERNANCE"

ISTM organised a National Seminar on "RTI– Key to Good Governance" on 29th October, 2010. The seminar was inaugurated by Justice KG Balakrishnan, former Chief Justice of India and Chairperson of National Human Rights Commission and addressed by Shri AN Tiwari, Chief information Commissioner, Govt of India and many other eminent bureaucrats, social activists, vice chancellors, jurists, public authorities and academicians. The seminar was organised with the object of providing an opportunity to various Public Authorities to identify the requirements of reviewing RTI operations to improve flow of information to the citizens as mandated by the Act. The Seminar received coverage on television and some leading newspapers also.

2.1.4   RTI FOR COMMONWEALTH COUNTRIES:

A programme on Right to Information for Asia Region Countries was held during 07-12 Feb 2011.

2.1.5   INITIATIVE IN TRAINING TECHNIQUES

ISTM is a lead training institution in training techniques courses and accredited by Training

Division as a center of excellence. During the year, courses conducted in this area are given in Annexure IV.

2.1.6 CADRE TRAINING PLAN FOR CSS OFFICERS:

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

2.1.7 COURSE FOR THE HEARING IMPAIRED:

For the first time, Level A course for the hearing impaired was organised. It was first of this kind of course organised in ISTM. Differently abled UDCs and assistants participated. To communicate with the participants, ISTM engaged the services of reading and sign language specialists.

2.1.8 ORIENTATION TRAINING FOR ASSISTANTS/SECTION OFFICERS/UNDER SECRETARIES

DAR&PG entrusted a pilot project to ISTM for designing/ conducting 2 week orientation training for Assistants/Section Officers /Under Secretaries who are transferred to new Departments/Ministries on recruitment / transfer / promotion etc. It included besides classroom sessions, field visits to the relevant organization under the Ministries with a view to expose the new entrants in a Ministry to the organizations / offices under the control of the Ministry. The Orientation training has been conducted by the ISTM for the Ministries of Rural Development, Water Resources, Petroleum & Natural Gas, Power and the Health & Family Welfare, training 163 officials during the year 2010-11.

2.1.9 RECOGNITION OF EXCELLENCE AMONGST PARTICIPANTS:

The institute has a scheme of recognizing excellent performance by the participants in courses, which have examination, as an integral part of the course . In courses under CSS Cadre Plan from level A to F, Assistant Foundational Course, Advanced Management Services, Basic Management Services and Cash and Accounts courses, the participants who secured first, second and third positions in each of such courses, are awarded prizes as a token of recognition of their excellent performance in the Prize Distribution Ceremony. During the year 2010-11, two Prize Distribution Functions were held. First Prize Distribution Function was held on 16 November 2010 in which 98 prizes were given to participants who secured first, second and third position in each of courses held during 2008-09. Second Prize Distribution function during the year was held on 15 Feb, 2011 in which 85 prizes were given to participants who secured first, second and third position in each of courses held during 2009-10.

2.1.10 VISIT OF MALDIVES DELEGATION TO ISTM

A ministerial delegation visited ISTM on 6th October, 2010. Delegates were briefed about the initiatives taken by the Institute in the field of capacity building and other programmes run by the

Institute. The delegates were desirous of utilizing the expertise available with ISTM for designing their programmes for officers of Maldives.

2.1.11 LECTURE SERIES BY EMINENT PERSONS AT ISTM

In the series of lectures by eminent persons at ISTM,, Prof. Mushirul Hasan, Director General, National Archives of India delivered a talk on " Growth of secularism in modern India" on 20 Oct, 2010. Prof. Hasan has been awarded the Padma Shree and the 'Ordre des Palmes Academiques' by the French Government. He is ex-Vice Chancellor of Jamia Milia Islamia University at Delhi, a known historian, author of a number of books and was elected President of the Indian History Congress in 2002.

2.1.12 VISIT OF THE HONOURABLE MINISTER OF STATE FOR THE MINSITRY OF PERSONNEL, PUBLIC GRIEVANCES AND PENSIONS

Minister of State for the Ministry of Personnel, Public Grievances and Pensions, Sh Prithviraj Chauhan visited ISTM   on 19th July 2010. He inaugurated the newly built multi-purpose lounge in ISTM. ISTM is planning to harvest rain water, the diagrammatic scheme for this project was described to the minister. Thereafter, the Minister also unveiled the foundation stone laid for this project which aims to solve long term water needs of ISTM and also increase the ground water level in this over exploited block of Delhi. Hon'ble Minister also interacted with participants on various ongoing courses of the institute.

2.1.13 INAUGURATION OF ICT LAB IN ISTM

The newly built ICT lab of ISTM was inaugurated by Shri RC Mishra, Secretary Department of Administrative Reforms and Public Grievances. The ICT lab is in addition to computer lab facitlity available in ISTM. The new lab is housed in Library building. ISTM has now 50 desktop units with latest versions of hardware and software and a high speed internet connection.

2.1.14 TRAINING PROGRAMME ON 'MICRO FINANCE' AND 'WATER SANITATION AND HEALTH' UNDER THE CBPR PROJECT OF DOP & T

The ISTM successfully completed the above project in collaboration with Mission Convergence .The programme consisted of conducting of five workshops of training needs analysis of the grass root level community mobilisers, Self Help Group (SHG) mobilisers and outreach workers from May to July, 2010. The workshops were attended by project coordinators from NGO under the MNGOs namely SOSVA and Medicare, community mobilisers outreach workers and SHG members. This was followed by pilot run of course for both the topics which ware marked by field visits to NGOs and classroom training. The trainers selected from respective courses were given rigorous training of training method, design and orientation to a systematic approach to training. The trained trainers then demonstrated their skills by delivering the training to SHG mobilsers and community mobilsers. The course design and entire material for 'Micro Finance' was development by Smt. Vinod Jindal, Joint Director and Shri K Govindarajulu, Deputy Director,

whereas the design, concept and material for 'Water. Sanitation and Health' were development by Smt. Manisha Bhatnagar, Deputy Director and Smt. Rekha Sharma Deputy Director. The courses were marked with viewing of films, demonstration, interesting exercises, group discussion & group works. The courses were highly appreciated much & were found very useful.

2.1.15 TRAINING ASSISTANCE TO OTHER ORGANISATIONS

During the year 2010-2011, training assistance to other Organisations was taken on fairly large scale. Due to the 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. Due to in-house commitments, not all demands for faculty assistants could be met. 32 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. In addition to various Orientation Programmes conducted for various ministries, 66 such courses were conducted during 2010-11 at ISTM premises as well as at client organisations's premises.

2.1.16 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 of 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 as 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, wherever the requirement arises.

2.1.17 RTI PRO-ACTIVE DISCLOSURE OF INFORMATION

While ISTM is in the process of imparting training, Centre for Good Governance under the National Implementation Agency has been given a mandate of ensuring implementation of the act through various studies and research activities. In the year 2009, the institute was entrusted with the task of conducting an audit of pro-active disclosure under Section 4 of RTI Act, 2005. The present study is part of this endeavour and has been 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 was 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. The study team was led by Sh K.S. 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 former-faculty member of the Institute as an external domain expert. The study was an essential part of the continued implementation of the Right to Information Act 2005. The recommendations and conclusions of the study facilitate the the public authorities audited in so far as pro-active disclosure of information under the provisions of RTI Act 2005, is concerned.

2.1.18 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 in 1987 and annual programmes and various orders/instructions issued time to time by Department of Official Language.

Official Language Policy & Implementation of Annual Programme Implementation Machinery

At present there is an Official Language Unit (OL unit) in the Institute comprising of one Assistant Director (OL), one Senior Translator and one Junior Translator. Besides implementating of the Official Language Policy and Annual Programme of the Department of Official Language, OL unit does routine work of the Institute and translates question papers and training materials of various training courses in Hindi.

During the year 2010-11, following steps have been taken to increase the use of Hindi.

1. Four meetings of Official Language Committee were conducted.
2. Quarterly reports regarding the progressive use of Hindi were sent regularly to the Deptt. of

Personnel & Training.

3. Three Hindi Language workshops were conducted to enable the officials of the Institute to do \
    their official work in Hindi.
4. Orders regarding honorarium paid to the guest faculty have been issued in Hindi.
5. Training circular/ nomination acceptance letters & nominations forms are sent in Hindi also.
6. Question papers for the examinations in respect of various training courses are prepared in
    Hindi also.
7. Certificates given to the course participants are prepared both in Hindi and English.
8. Names of the Seminar Halls & auditorium of the Institute have been written in Hindi.
9. Two sessions on Official Language Policy of the Govt. are kept in Foundational & Refresher
    courses conducted by the Institute, namely Assistant (Direct Recruit), Personal Assistant
    (Direct Recruit), Executive Development Programme for Promoted Section Officers,
    Professional Development Workshop for Private Secretaries, Assistant Refresher, Personal
    Assistant Refresher and all level programmes of Central Cadre Training Plan.
10. Ninety percent training materials of the Institute is bilingual. Efforts are being made to make it
    cent-percent.
11. Training is imparted through a mixed medium of both English and Hindi as participants
    speaking diverse languages come here for training from the various parts of the country.
12. During the year training material consisting of 519 pages has been prepared in Hindi.
13. Training calendar of the Institute is bilingual.
14. During the year one employee was nominated for Praveen classes through correspondence
    and one L.D.C. and one Assistant has been trained in Hindi Typing.

Observance of Hindi Fortnight

During the year Hindi Fortnight was observed from 1st September 2010 to 14th September,
2010. During the fortnight, ten competitions were conducted under the supervision of various
faculty members. These included Dictation & Spelling, Noting & Drafting in Hindi,
Administrative & Training terminology, Writing essay in Hindi, Kavita Path, Hindi stenography,
Hindi typing, Hindi slogan, sulekh and word chain competitions for Class IV employees. Cash
prizes were given to the winners. As per the cash award scheme of Deptt. of Official Language,
ten awards were given. For the prize distribution function of the Hindi Fortnight Dr. Ajay
Choudhary, Dean, Foreign Service Institute was invited as the Chief Guest. In his speech, he
appreciated efforts made by the 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. He appealed to all the officers and
staff to do their maximum routine work in Hindi. He appreciated the efforts done by the Institute
to increase the use of Hindi.

सरकारी कामकाज में हिन्दी का प्रगामी प्रयोग

सरकार की राजभाषा नीति का समुचित कार्यान्वयन सुनिश्चित करने के प्रयोजन से संस्थान सरकारी कामकाज में
हिन्दी के प्रयोग को बढ़ावा देने तथा राजभाषा अधिनियम, 1963, यथा संशोधित 1967 एवं राजभाषा (संघ के

शासकीय प्रयोजनों के लिए प्रयोग) नियम 1976 यथा संशोधित 1987 के प्रावधानों तथा राजभाषा विभाग द्वारा जारी वार्षिक कार्यक्रम तथा विभिन्न आदेशों/अनुदेशों का अनुपालन सुनिश्चित करने के लिए संगठित प्रयास करता आ रहा है।

राजभाषा नीति एवं वार्षिक कार्यक्रम का कार्यान्वयन

कार्यान्वयन तंत्र

संस्थान में इस समय एक राजभाषा यूनिट है जिसमें एक सहायक निदेशक (राजभाषा), एक वरिष्ठ अनुवादक एवं एक कनिष्ठ अनुवादक हैं जो राजभाषा नीति तथा वार्षिक कार्यक्रम के कार्यान्वयन के साथ-साथ संस्थान के रोजमर्रा के कार्यों, विभिन्न प्रशिक्षण पाठ्यक्रमों के प्रश्न पत्रों तथा प्रशिक्षण सामग्री को द्विभाषी तैयार करवाने की व्यवस्था करता है।

वर्ष 2010–11 के दौरान संस्थान में हिन्दी के प्रयोग को बढ़ावा दिए जाने के लिए किए गये कार्य

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

2. हिन्दी के प्रगामी प्रयोग की तिमाही प्रगति रिपोर्ट कार्मिक और प्रशिक्षण विभाग को नियमित रूप से भेजी गई।

3. संस्थान के कर्मचारियों को सरकारी कामकाज अधिक से अधिक हिन्दी में करने के लिए समर्थ बनाने हेतु वर्ष भर में तीन हिन्दी कार्यशालाओं का आयोजन किया गया।

4. अतिथि संकाय को दिए जाने वाले मानदेय आदेश केवल हिन्दी में जारी किए गए।

5. प्रशिक्षण परिपत्र/नामांकन स्वीकृति पत्र तथा नामांकन फार्म हिन्दी में भी भेजे गए।

6. विभिन्न प्रशिक्षण पाठ्यक्रमों में ली जाने वाली परीक्षाओं के प्रश्न-पत्र अंग्रेजी के साथ-साथ हिन्दी में भी तैयार किए गए।

7. प्रशिक्षार्थियों को दिए जाने वाले प्रमाण-पत्र हिन्दी तथा अंग्रेजी दोनों भाषाओं में तैयार किए गए।

8. संस्थान में सेमिनार हॉलों तथा सभागारों के हिंदी नाम रखे गये हैं।

9. संस्थान में आयोजित किए जा रहे बुनियादी एवं पुनश्चर्या पाठ्यक्रमों नामशः सहायक सीधी भर्ती, वैयक्तिक सहायक सीधी भर्ती, पदोन्नत अनुभाग अधिकारियों के लिए कार्यकारी विकास कार्यक्रम, निजी सचिवों के लिए व्यावसायिक विकास कार्यशाला, सहायक पुनश्चर्या तथा वैयक्तिक सहायक पुनश्चर्या तथा केन्द्रीय सवर्ग प्रशिक्षण योजना के सभी लेवल पाठ्यक्रमों में अब राजभाषा नीति पर क्रमशः दो व एक-एक सत्र रखे जा रहे हैं।

10. संस्थान की 90 प्रतिशत प्रशिक्षण सामग्री द्विभाषी हैं। इसे शतप्रतिशत हिन्दी में तैयार करने के प्रयास किए जा रहे हैं ।

11. संस्थान में हिन्दी-अंग्रेजी मिले-जुले माध्यम से प्रशिक्षण दिया जाता है क्योंकि देश के अलग-अलग स्थानों से विविध भाषा-भाषी लोग यहां प्रशिक्षण के लिए आते हैं।

12. वर्षभर में 519 पृष्ठों की प्रशिक्षण सामग्री हिन्दी में तैयार की गई।

13. संस्थान का प्रशिक्षण केलैंडर द्विभाषी है ।

14. वर्ष के दौरान एक कर्मचारी को पत्राचार के माध्यम से हिंदी प्रवीण कक्षा में नामित किया गया। एक अवर श्रेणी लिपिक और एक सहायक को हिंदी टंकण में प्रशिक्षण दिलाया गया ।

हिंदी पखवाड़ा का आयोजन

संस्थान में इस वर्ष 1–14 सितंबर 2010 तक हिन्दी पखवाड़े का आयोजन किया गया। पखवाड़े के दौरान विभिन्न संकाय सदस्यों की देख-रेख में, श्रुतलेख व वर्तनी, हिन्दी में टिप्पण व प्रारूप लेखन, प्रशासन एवं प्रशिक्षण शब्दावली, हिन्दी निबंध, कवितापाठ, हिन्दी आशुलिपि, हिन्दी टंकण, स्लोगन प्रतियोगिता तथा चतुर्थ श्रेणी कर्मचारियों के लिए सुलेख प्रतियोगिता व वर्ड चेन प्रतियोगिता सहित दस प्रतियोगिताओं का आयोजन किया गया। इन प्रतियोगिताओं के विजेताओं को पुरस्कृत किया गया। राजभाषा विभाग की नकद पुरस्कार योजना के अंतर्गत 10 पुरस्कार दिए गए। हिन्दी पखवाड़े के पुरस्कार वितरण समारोह में विदेश सेवा संस्थान के डीन डा. अजय चौधरी को मुख्य अतिथि के रूप में आमंत्रित किया गया। उन्होंने अपने सम्बोधन में निदेशक, सप्रप्रसं के कार्यों की प्रशंसा करते हुए कहा कि उनके मार्गदर्शन से संस्थान के हिन्दी के कार्य में बहुत प्रगति हुई है । उन्होंने सभी अधिकारियों और कर्मचारियों से अपील की कि अपना रोजमर्रा का कार्य अधिक से अधिक हिंदी में करें । उन्होंने इस संस्थान द्वारा हिंदी का प्रयोग बढ़ाने के लिए किए जा रहे कार्यों की सराहना की ।

3. INSTITUTIONAL RESOURCES

3.1   HUMAN RESOURCES:

The Institute has sanctioned team strength of 102, of which 85 were in position as on 31st March, 2011. Human resources of the Institute can be broadly divided into two categories, on the basis of the work they are engaged in, viz,

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

3.1.1   THE STAFF ENGAGED IN TRAINING RELATED ACTIVITIES:

The Institute has sanctioned faculty strength of 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 2010-11 & their areas of specialization are given in Annexure-I. The faculty members who joined and those who left the Institute during the year are indicated at Annexure-II. Besides, the faculty, the Institute has on its strength three Training Associates, who are associated with training related work.

3.1.3   THE COORDINATION OF THE TRAINING ACTIVITIES:

The training activities of the Institute are coordinated by the Director through Additional Director, Joint Directors, Deputy Director and Assistant Directors. who are further assisted by Training Associates. The Coordination Unit is responsible for preparation of the annual training calendar, allocation of venue for the training programmes, issuance of the weekly consolidated schedule, faculty deployment in various courses, preparation of quarterly programmes schedules, extending training assistance by way of faculty support, conduct of organisation specific programmes, peripatetic programmes, preparation of various reports of training related activities, organizing prize distribution ceremonies of the Institute and compilation of annual report of the Institute. The activities under the Trainers Development Project (TDP) of the

Department of Personnel and Training are also looked after by coordination assisted by a Training Associate.

3.1.4   LIBRARY:

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

3.1.5   THE STAFF ENGAGED IN ADMINISTRATIVE WORK:

Other than the faculty Members, the Institute has sanctioned staff strength of 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 faculty members. 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 programmes earmarked to them for the year.

3.2   CAMPUS:

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

I)   Administrative Block,
II)   Seminar HAll Complex,
iii)   Library Building, and
iv)   ISTM Hostel Block

3.2.1 OFFICES:

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

3.2.2 LECTURE HALLS:

ISTM presently has class room fitted with accessories like white boards, overhead projectors, LCDs, PCs, air conditioners etc. Out of these Eight lecture halls are located in the Hexagon Complex, (popularly called as Seminar halls 1 to 8); Four Lecture halls are located in the Library

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

3.2.3   COMPUTERS & COMPUTER LABORATORY:

ISTM has set up Local Area Network (LAN) in the Institute which is fully functional. All the Faculty members are provided with computer system for preparation of training material. Administration, Cash, Official Language Unit and Co-ordination Unit are also computerised and working on LAN. 40 Computer systems are provided to the Faculty and staff at ISTM. A Cyber Facility Room (CFR) is operational in the 2nd floor of the Administrative Block with 5 computer system. The CFR has been set up with a view to giving the participants of various courses facility of checking their e-mails and doing assignments during the course. Besides, ISTM has developed two fully independent Computers (10-PIV & 08- PIII) and Lab II has 01 server and 12 computers (8-PIV & 04-PIII), which are mainly used for training on office suited packages like MS Word/ MS Excel and presentation Skills through power point etc. Website of ISTM is operational and being upgraded.

Participants are able to view the training calendars, circulars and acceptance letters online.

3.2.4   LIBRARY

The Institute's library is located in Library Building. The library has about 15000 general books on Management, Public Administration, Economics, Training Techniques, History, Psychology, Behavioral 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

- Indian Management

- All India Services Law Journal

- Right to Information Reporter

- 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 rule 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 compiled and 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 2010-11 the institute has accomplished the following activities in this direction:
Automation of library has been done with Web OPAC. Web page of ISTM library is created through which the users can browse the volumes available in the library and place online request. The library has been renovated and library furniture has been upgraded, which gives a modern look and is totally user friendly.

3.2.4   LODGING/BOARDING FACILITIES:

The Institute has a hostel with 80 double-bedded rooms for the benefit of the out-station participants and for the mandatory residential foundational training programmes for directly recruited Assistants.

3.2.6   MODERANISATION SCHEME:

Various developmental activities continued to be undertaken during the year 2010-11 under the modernization scheme. Some of such activities included:

- 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.
- Renovation of 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
- Development of common place in library building
- Renovation of Room No.-4,104,204 of Library Building by Wooden Paneling & false ceiling etc.
- 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
  - Rain water harvesting around Seminar Halls and Library Building
  - Water proofing treatment for 4 no. round conference hall & 8 no. class rooms or ISTM
  - 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
  - Renovation of existing toilets and change of out lived pipes in Lib. Building
  - 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.
  - Procurement of 60 ACs for recently developed/modernized Library and Faculty/expert Rooms at Lib. Building
  - Installation of Telephone exchange in the Lib. Building
  - Upgradation of multimedia projection facilities (LCD Projector/Electronic Board) of class rooms
  - Development of Training Management Information System

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
- 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
- Installation of mike/PA System in two conferences halls/big class rooms and one ICT Lab. in the Library Building.
- Setting up of a gymnasium in the ISTM hostel
- Construction of new integrated auditorium
- Renovation of two toilets, one each in seminar hall complex and conference hall
- Procurement of ICT equipments
- Construction of ladies toilet at ground floor Admn. Block
- Renovation of remaining faculty members' rooms in Admn. Block with wood work, almirahs and furniture etc.
- Renovation of remaining hostel rooms & treatment of shaft on all floors

3.3   TRAINING AIDS:

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

3.3.1   AUDIO-VISUAL

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

3.3.2   INSTRUCTIONAL FILMS:

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

4. TRAINING METHODOLOGY

4.1

In order to facilitate effective transfer of acquired knowledge and skills, the Institute employs a wide range of training techniques, varying from the age-old lecture method to participative and experiential learning methods like syndicate, group discussions, role-play, in-tray exercises and case study. By adopting learner centered training methodology, the Institute endeavors to create a learning environment in which the active participation and involvement of the learners is maximized. Keeping in view the entry behaviour of the participants, the objectives of the courses and the contents, the following techniques are used, in addition to the lecture method.

4.2   PRACTICAL EXERCISES:

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

4.3   SYNDICATE DISCUSSIONS:

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

4.4   CASE STUDIES:

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

4.5   WORKSHOPS AND PROJECT WORK:

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

4.6   ROLE-PLAY:

This technique is being effectively utilized in the behavioural skill programmes as well as in

administrative vigilance. In the area of behavioural skills, the participants are required to play roles, normally that of an official and a member of the public in a given situation. Later on, the behavioural aspects of the role play are brought out, not only through an analysis from the role players themselves but also from the participants who are observers. This exercise has been of considerable use in bringing out finer elements of human behaviour and attitudes in interpersonal interaction. In the case of the programmes on administrative vigilance, this technique is applied in the form of a mock enquiry. The participants play different roles such as the Charged Officer, Inquiry Officer, Presenting Officer and Defence Assistants etc. This method gives a practical orientation to the participants who are able to get a fair idea of the procedure followed in the actual conduct of an inquiry. The methodology for planning, preparation and using Role-Play, as a training method is also covered in the training techniques-course.

4.7 BOOK REVIEW:

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

4.8 MANAGEMENT GAMES/EXERCISES:

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

4.9 DISCOVERY LEARNING:

With the learning process shifting more and more towards trainee participation, it is imperative that the responsibility of learning should shift to the trainees. Thus, the Discovery Learning method is now being used to provide opportunity for the trainees to learn for themselves. This method is predominantly used for developing presentation skills.

5. TRAINING ACTIVITIES

5.1

The central training activity of the Institute is that of organizing/conducting training courses and workshops, mostly in accordance with the training calendar framed for every calendar year (April to March). During the year 2010-11, 221 training programmes were organised by the Institute covering a trainee population of around 5613 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	Additional Director
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), 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 5.1.2 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 of 16 weeks were conducted during 2010-11.

5.1.3. CSS CADRE TRAINING PLAN PROGRAMME :

The mandatory cadre training plan for CSS officers was introduced during 2008-09. These mandatory cadre training courses were conducted from level of UDC to Dy Secretary. During the year 2010-11 the following cadre plan courses were conducted:

Level A	for UDCs	5 Courses
Level A (HI)	Level A for hearing impaired	1 Course
Level B	For Assitants	3 Courses
Level C	For SOs	1 Course
Level D	For SOs	5 Courses
Level E	For Uss	4 Courses
Level F	For Deputy Secretaries/Directors	2 Courses

5.2   MANAGEMENT DEVELOPMENT PROGRAMME

5.2.1 PROGRAMME ON ESTABLISHMENT RULES FOR UNDER SECRETARIES/SECTION OFFICERS/ ADMINISTRATIVE OFFICERS:

The week long programme has been designed for the Middle Management Level Officers to improve their knowledge of the important provisions of the establishment rules and their applications. Two such courses were conducted in the year 2010-11.

5.2.2 PROGRAMMES ON RESERVATION IN SERVICES:

The Institute conducts two types of training programmes on "Reservation in Services". The 4-day Orientation Programme on Reservation in Service is designed for the officers of the level of Section Officers and Assistants in similar Offices. Three such courses were conducted during the year 2010-11.

5.2.3   ADMINISTRATIVE VIGILANCE PROGRAMME:

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

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 /PSUs.

Six courses were conducted in all during the year 2010-11.

5.2.4   HANDLING OF CENTRAL ADMINISTRATIVE TRIBUNAL (CAT) CASES:

The three day programme on 'Handling of CAT Cases' has been introduced to improve the skills of the officers of the level of Section Officers and Assistants, engaged in defending the interests of the Government of India in the Central Administrative Tribunal. One course each was conducted during the year 2010-11.

5.2.5   RTI-CAPACITY TRAINING PROGRAMMES):

During the year 2010-11, various capacity building programmes on RTI were held. For RTI-Public Information Officers 4 one day courses were held. Three one day courses for Appellant Authorities on RTI were held. Three one week courses on RTI-Trainer Development Programmes were held. Two courses on RTI-Record Management were held and two one day seminars on RTI were held during 2010-11. The programme on RM-RTI is designed to meet the needs of the office 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.

5.2.6. WORKSHOP ON NOTING AND DRAFTING (WND):
Five Such Workshops Were Held During The Year 2010-11.

5.2.7   WORKSHOP ON PREPARING NOTES FOR CABINET SECTT:

To equip the participants with the skills of preparing notes for the Cabinet/ cabinet committee in a given situation a 2 days course was designed. After attending the course the participants are able to comprehend the format, presentation, contents of a cabinet note, procedure for inter-ministerial consultation and draft the appropriate note for the Cabinet/Cabinet Committee   on a given subject. Twelve such workshops i.e. one workshop every month were held during the year

2010-11. A total of 386 Directors/ Deputy Secretaries attended the Workshops.

5.2.8 WORKSHOP ON ASSURED CAREER PROGRESSION:

This one day workshop on "Assured Career progression" has been introduced for assistants/section officers and equivalent. One such workshop was held during the year 2010-11.

5.2.9   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 2010-11 was conducted.

5.2.10 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 2010-11, two such courses were conducted.

5.2.11 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. Three such courses were conducted during 2010-11.

5.2.12 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 2010-11.

5.2.13 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 2010-11

5.3   SECRETARIAL/CSSS TRAINING PROGRAMMES

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

The Institute is conducting 2 week workshops for Principal Private Secretaries and Senior Private Secretaries regularly. During the year 2010-11, the Institute conducted two such 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 PPS/Sr. PPS. Besides, update on certain rules and regulations is also provided.

5.3.2 PROFESSIONAL DEVELOPMENT WORKSHOP FOR PRIVATE SECRETARIES:

The Institute is conducting the 2 week workshops for Private Secretaries regularly. During the year 2010-11, the Institute conducted two workshops. The workshops are aimed at imparting knowledge, which concerns their professional requirements. They also share their experiences and the difficulties faced by them while working in the capacity of PS.   Update on certain rules and regulations is also provided.

5.3.3   PERSONAL ASSISTANTS:

A 2-week Refresher Course is conducted for promote 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.   Four such courses were conducted in the year 2010-11.

5.4   FINANCIAL ADMINISTRATION

5.4.1   FINANCIAL RULES:

The 2-week programme is designed to meet the training needs of officers working as the Heads of Offices and Drawing and Disbursing Officers in the Government Departments. Through this programme the participants acquire professional knowledge for discharging their duties and responsibilities with special reference to Financial Rules. They also develop the necessary skills in the application of relevant rules and regulations in different situations. One such course was conducted in the year 2010-11.

5.4.2   CASH AND ACCOUNTS:

The 9-week Course is meant for the officials of the level of Assistants and Upper Division Clerks. The objective is to meet the continuous demand of various Central and State Govt. Departments for equipping their Staff with thorough knowledge of the basic principles of financial procedures, rules and regulations required for proper accounting in Government expenditure.   Three such courses were conducted during the year 2010-11.

5.4.3 PENSION & OTHER RETIREMENT BENEFITS (PORB):

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 2010-11.

5.4.4 PURCHASE MANAGEMENT IN GOVT.:

Two courses for staff dealing with purchase in Govt. offices were conducted during 2010-11.

5.4.5 PUBLIC FINANCIAL MANAGEMENT:

This course is meant for middle level officers of Central/ State Governments/PSUs/Autonomous organisations dealing with Financial Management in the organisations. The course equips the participants with knowledge skill & attitude relating to Financial Management, to enable them to understand the system and role of financial management, to understand their role and functions of Financial Advisors. During 2010-11, one such course was conducted for the first time.

5.4.6 WORKSHOP ON PAY FIXATION (3 DAYS):

During the year 2010-11, 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 with the cases relating to fixation of Pay, besides, reviving their knowledge of the relevant rules, regulations and procedures governing pay-fixation.

5.5 TRAINING TECHNIQUES:

The Institute has been conducting a number of Training of Trainers Programmes as part of the National Calendar, on behalf of the Training Division, Department of Personnel & Training. During the year under review the Institute conducted courses on Master Trainer Development Programmes, Direct Trainer's Skills (DTS), DTS-II (RU), MoT, MoT (T) etc. Design of Training (DOT), Evaluation of Training, Training Techniques & Workshop on National Training Policy.

5.5.1 DIRECT TRAINER'S SKILL:

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

5.5.2 DESIGN OF TRAINING:

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

5.5.3 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. Two RTDP(DTS) and one RTDP(DOT) was conducted during 2010-11.

5.5.4 WORKSHOP ON PRESENTATION SKILLS:

The Objectives of the workshop are to enable the participants to identify factors that enhance presentation skills; to identify the effect of 'nerves' while presenting; to state techniques; to increase effectiveness of vocal delivery; to design and use visual aids using Power Point Software; to demonstrate receiving and giving feedback in a given situation; to make presentations using & applying identified factors and visual aids. The workshop focuses on structure of the presentation required to be taken into consideration in the planning stage and delivery techniques both verbal and non-verbal. Participants are given opportunities to practice eye contact, facial expressions, body postures and gestures during the workshop. Opportunities to modulate the pitch, intensity, volume and pace of the voice are provided. One such course was conducted during the year 2010-11.

5.6 ORGANISATIONAL BEHAVIOUR

5.6.1 ORGANIZATIONAL BEHAVIOUR IN GOVERNMENT:

The one-week programme on "Organisational Behaviour in Govt. for Senior and Middle Management level" is designed to provide awareness on Behavioural Techniques. The participants are also given an opportunity to sensitize them to different aspects of behaviour through group activities discussions, role-play and sharing of experiences. One course for Gazetted officers and two courses for subordinate staff were conducted in the 2010-11.

5.6. 2 STRESS MANAGEMENT:

The course is aimed at making the participants aware of the ways & means of overcoming stress generated due to variety of reasons including the fast changing work environment. During the year 2010-11, two courses were conducted for middle management officers of Central and state Governments, PSUs and autonomous bodies.

5.6.3 WORKSHOP ON PERSONAL GROWTH THROUGH EMOTIONAL INTELLIGENCE:

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

5.6.4 VALUES IN ADMINISTRATION:

Inculcating human values and adhering to them is an important aspect of Good governance. Concept of values based on Indian Ethos is brought home and reinforced through various activities like stories, illustrations from day to day life and organizational instances, case-studies and meditation. Two such courses for Gazetted officers and 2 for subordinates staff were conducted in the year 2010-11.

5.6.5 GENDER ISSUES:

A new course on Gender Issues has been introduced from the year 2002-03. Officers of several Government organizations are being given input on gender related issues in the light of latest government orders and court directives in this area. The objective of the course is to strengthen the skills and knowledge on gender issues. One course was conducted during the year.

5.6.6 WORKSHOP ON COMMUNICATION SKILLS

The 3-day course is designed to make the participants able to access the value of communication and negotiation skill in work situation. It enables them to identify nuances of interpersonal behaviour in transactions with colleagues in organizations, describe the importance of counselling problem solving and list factors influencing an effective presentation. Two such courses were held during the year 2010-11.

5.6.7 WORKSHOP ON TEAM BUILDING AND LEADERSHIP :

This one week course focuses on the organizational behaviour of individuals, groups and organisations. It enables the participants to identify factors which enhance team building , factors which motivate the subordinates and the basic nature and processes of collaborative and competitive behaviour. Two such courses were held during 2010-11.

5.6.8 INTERNATIONAL COURSES:

One course on RTI for Asian Region countries was held during 7th February to 12th February, 2011. 12 participants from Asian Region common wealth countries attended.

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, 66 organisation specific programmes were conducted, in which 1648 trainees participated:

Sl. No.	Type of Programme	Name of Organisation	Duration
1	OSP	M/o Railway	05 - 16 April, 2010
2	OSP (O)	BHU	08th April, 2010
3	OSP (O)	BHU	09th April, 2010
4	OSP (O)	Mumbai Port Trust	19 - 21 April, 2010
5	OSP	CSO (NASA)	26 April, 2010 - 07 May, 2010
6	OSP (O)	IIFT	17th May, 2010
7	OSP (O)	IIFT	18th May, 2010
8	OSP (O)	IIFT	19th May, 2010
9	OSP (O)	CGDA	08 - 09 June, 2010
10	OSP (O)	FSSAI	11th June, 2010
11	OSP (O)	IITM,Pune	17 - 19 June, 2010
12	OSP	M/o Railway	19 - 30 July, 2010
13	OSP	CSO (NASA)	19 - 30 July, 2010
14	OSP	O/o DC (MSME)	21st July, 2010
15	OSP (O)	NRSC, Hyderaabad	26th July, 2010
16	OSP (O)	D/o Space, Bangalore	18 - 20 Aug., 2010
17	OSP (O)	EdCIL, NOIDA	20 - 21 Aug., 2010

Sl. No.	Type of Programme	Name of Organisation	Duration
18	OSP (O)	CPAO	23-24 Sept.,2010
19	OSP (O)	D/o Space, Bangalore	27-29 Setp.,2010
20	OSP (O)	ECIL, Hyderabad	18 - 19 Oct., 2010
21	OSP (O)	AIIMS	01 - 02 Nov., 2010
22	OSP (O)	NTA(ESIC), New Delhi	08 - 13 Nov., 2010
23	OSP (O)	NPCIL, Mumbai	18th Nov., 2010
24	OSP (O)	NPCIL, Mumbai	19th Nov., 2010
25	OSP	GSI	22 - 26 Nov., 2010
26	OSP (O)	AAI, New Delhi	24 - 26 Nov., 2010
27	OSP (O)	CSWB, New Delhi	03rd Dec., 2010
28	OSP (O)	FSI, New Delhi	13 - 16 Dec., 2010
29	OSP (O)	CSWB, New Delhi	15th Dec., 2010
30	OSP (O)	DRDO, Hyderabad	06 - 07 Jan., 2011
31	OSP (O)	ESIC, Kolkata	07th Jan., 2011
32	OSP (O)	NAD, Mumbai	17 - 21 Jan., 2011
33	OSP (O)	ESIC, Chennai	21st Jan., 2011
34	OSP (O)	BIS HQ, New Delhi	24th Jan., 2011
35	OSP (O)	ESIC, Mumbai	28th Jan., 2011
36	OSP (O)	BIS, NITS, Noida	31 Jan., 2011 - 01 Feb., 2011
37	OSP (O)	NAD, Mumbai	31 Jan., 2011 - 04 Feb., 2011
38	OSP	M/o Tourism	31 Jan., 2011 - 04 Feb, 2011
39	OSP (O)	DRDO, New Delhi	03 - 04 Feb., 2011
40	OSP (O)	MHA, New Delhi	03.02.2011(AN) & 07.02.2011(AN)
41	OSP (O)	ESIC, Delhi	04th Feb.,2011
42	OSP	M/o Railway	07 - 18 Feb., 2011
43	OSP (O)	Tobacco Board	07 - 11 Feb., 2011
44	OSP (O)	BIS, NITS, Noida	07th Feb., 2011
45	OSP	IICA	14 - 18 Feb., 2011
46	OSP (O)	BIS NITS, Noida	17 - 18 Feb., 2011
47	OSP (O)	CEA, New Delhi	17th Feb., 2011
48	OSP	Safdarjang Hospital	18th Feb., 2011
49	OSP (O)	BIS HQ, New Delhi	18th Feb., 2011
50	OSP	Air HQ	21 - 25 Feb., 2011
51	OSP	Safdarjang Hospital	21 -23 Feb., 2011
52	OSP (O)	Tobacco Board	21 - 25 Feb., 2011

Sl. No.	Type of Programme	Name of Organisation	Duration
53	OSP (O)	DRDO, Bangalore	22 - 23 Feb., 2011
54	OSP (O)	BIS, Chennai	24 - 25 Feb., 2011
55	OSP (O)	MAKAIAS,Kolkata	24 - 25 Feb., 2011
56	OSP (O)	DGLL, M/o Shipping	28 Feb. 2011- 04 March 2011
57	OSP (O)	BIS, Mumbai	28 Feb. 2011- 01 March 2011
58	OSP (O)	BIS, NITS, Noida	03 - 04 March,2011
59	OSP (O)	BIS Chennai	07 - 08 March, 2011
60	OSP(O)	NAD, Mumbai	07 - 11 March, 2011
61	OSP	Cabinet Secretariat	07 - 11 March, 2011
62	OSP	Safdarjang Hospital	07 - 09 March, 2011
63	OSP	Safdarjang Hospital	08 - 09 March, 2011
64	OSP	Safdarjang Hospital	14 - 15 March, 2011
65	OSP (O)	Chennai Port Trust	15 - 18 March, 2011
66	OSP	Safdarjang Hospital	16 - 18 March, 2011

6.1.2   WORKSHOP ON RIGHT TO INFORMATION: During the year 2010-11, 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 2010-11, the Institute organised following organisation specific programmes, Trainers Development Programme, Workshop on Disposal of Appeal, and Seminar on Right to Information Act.

S.No	Name of Prog.	From	To	No. of Participants
1	Work shop on RTI for PIOs	05-04-2010	06-04-2010	17
2	RTI AA	30-04-2010	30-04-2010	14
3	RTI RM	31-05-2010	03-06-2010	23
4	RTI TDP	14-06-2010	18-06-2010	19
5	S RTI	25-06-2010	25-06-2010	31
6	RTI TDP	28-06-2010	02-07-2010	19
7	RTI-AA	12-07-2010	12-07-2010	12
8	S-RTI	16-07-2010	16-07-2010	31
9	RTI- TDP	02-08-2010	06-08-2010	13
10	RTI RM	23-08-2010	26-08-2010	20
11	RTI-PIO	27-09-2010	28-09-2010	19

S.No	Name of Prog.	From	To	No. of Participants
12	RTI-PIO	25-10-2010	26-10-2010	19
13	S-RTI	31-12-2010	31-12-2010	40
14	RTI-AA	24-01-2011	24-01-2011	15
15	RTI (AR)	07-02-2011	12-02-2011	12
16	RTI-PIO	18-03-2011	18-03-2011	22
			Total	**237**

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
ii)   Workshop on Team Building and Leadership

6.2.1

During the year 2010-11 , 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.	Course	Name of State	No. of courses & days	Dates
1.	Office Management including Office Procedure, Noting & Drafting & Record Managements.	Chandigarh	2 (3 days)	24-26 May, 2010 16-18 June 2010

Sl. No.	Course	Name of State	No. of courses & days	Dates
2.	Right to Information	Chandigarh	(4)1 day	4th June, 2010 5th July, 2010 15th Oct., 2010 11th Feb., 2011
3.	Personnel Management		(2) 3 days	12-13 Aug., 2010 9-10 Dec.,2010
4.	Establishment Rules including Reservation in Service.		(2) 3 days	31st May to 2nd June,10 28th Feb. to 2nd March, 2011
5.	Financial Rules including Pension & Retirement Benefits		(2) 3 days	8-10 Sept., 2010 10 – 12 Nov.,2010
6.	Vigilance & Disciplinary Proceedings		2 (2 days)	2-3 Aug, 2010 10-11 Jan., 2011
7.	Behavioural Skills and Public Relations		2 (3 days)	2-4 Feb., 2011 4-6 October, 2010
8.	Admn.Vigilance & Disciplinary Proceedings	Puducherry	3 days	28-30 June, 2010
9.	Right to Information		2 days	26-27 July, 2010
10.	Professional Development Workshop		5 day	11-16 Oct.,2010
11.	Financial Rules including Pension & Retirement Benefits	Puducherry, Karaikal	3 days	28-30 March, 2011
12.	Right to Information		2 days	22-23 Feb., 2011
13.	Right to Information	Bangalore	2 days	30-31 Aug., 2010
14.	Personnel Management		3 days	8-10 Nov., 2010
15.	Training of Trainers	Mysore	5 days	17-21 Jan., 2011
16.	Behavioural Skills and Public Relations		3 days	21-23 Feb., 2011
17.	Office Procedure & ER	Govt. of Manipur,	5 days	09-13 Nov., 2010
18.	Right to Information		2 days	12-13 Nov., 2010
19.	Office Procedure & ER		5 days	22-26 Nov., 2010
20.	Right to Information		2 day	3-4 Dec., 2010
21.	Office Procedure & ER		5 days	06-10 Dec., 2010
22.	Financial Management		5 days	13-17 Dec., 2010
23.	Right to Information		2 days	17-18 Dec., 2010 27-28 Dec., 2010

Sl. No.	Course	Name of State	No. of courses & days	Dates
24.	Stress Management	Andaman & Nicobar	3days	2-4 Feb., 2011
25.	Admn.Vigilance & Disciplinary Proceedings		4 days	15-16& 18-19 Nov., 2010
26.	Right to Information		2 2 days	22-23 Nov., 2010 25-26 Nov., 2010 16-17 Dec., 2010 2-4 Feb., 2010 13-14 Jan., 2010
27.	Workshop on pay fixation		4 days	1-2 Nov., 2010 4-5 Nov., 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. ISTM's proficiency in providing skill based training. The experienced depolarized faculty members share their rich and varied experience (gained in Ministries/ Department) with the participants. Thus rotation of faculty from the government departments being a regular phenomenon, planned faculty development is one of the key top management functions. The faculty members are initially given exposure to training/learning process by way of deputing them for Direct Trainer Skills and Design of Training Courses, so that in addition to being subject experts they take in to account learning/training needs while designing/delivering training. The faculty members are also deputed for professional courses related with their subject areas to other "Centers of Excellence" in the country. The opportunities for observing the training-sessions and processes conducted by senior/experienced faculty, by the new faculty is also encouraged. The Institute regularly sponsors its faculty members to undergo various training courses both inland & abroad to gain specialization in the fields allotted to them.

A table showing the areas in which the faculty members were trained during the year 2010-11 is given below:

Faculty Development

Institution	Subject	Faculty	Date
AIT, Bangkok	Advance Competencies for Trainers	MP Sethy, Addl Director	24 Jan-11 Feb 11
IIPA, New Delhi	Workshop on 'Results Framework Document' (RFD)	MS Kasana,JD KS Kumar, JD Smt Poonam Goila, JD	21-23 Apr 10
LBSNAA, Mussoorie	Workshop on 'Results Framework Document' (RFD)	MP Sethy, Addl Director	31May-02 June 10
ATI, Shillong	Workshop for MTs/RTs	K Govindarajulu, DD Chandan Mukherjee, DD	8-9 Jul 10
ISTM	DoT	DK Bist, AD	1-5 Nov 10
ISTM	DTS	Ranjan Kumar, DD	8-12 Nov 10
ISTM	DoT	K.K. Pant, AD	15-19 Nov 10
ISTM	MOT	Ranjan Kumar, DD	22-26 Nov 10

8. PROVIDING FACULTY FOR NATIONAL TRAINING CALENDER PROGRAMMES

The Training Division of the Department of Personnel & Training utilizes the services of the Recognised Users and Master Trainer of the Institute in conducting DTS , DoT courses and Recognized Users Development Programmes which are conducted at selected Training Institutes in the country on behalf of Training Division. During 2010-11, the Institute provided services of its Master Trainers and Recognised Users for the following:

Srl No.	Institute	Course	Duration
1	ATI, Mysore	DOT	12-14 Apr 2010
2	ATI, Kolkata	DTS	19-23 Apr 2010
3	LBSNAA, Mussoorrie	MOT	26-28 Apr 2010
4	Postal Training Institute, Mysore	DTS	7-11 Jun 2010
5	Postal Training Institute, Vadodara	DTS	14-18 Jun 2010
		DTS	21-25 Jun 2010
6	Anna Institute of Management, Chennai	DTS	13-17 Sep 2010
7	IIPA, New Delhi	DTS	4-8 Oct 2010
8	Anna Institute of Management, Chennai	DoT	20-24 Sep 2010

9. IMMEDIATE FUTURE PLANS

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

a.   **Infrastructure development:**

▸ Capacity augmentation in hostel and dining halls by providing one additional cot in 67 rooms to accommodate 240 ADR (Residential Course) participants and an additional dining hall to cater to 150 persons.

▸ Alternate water supply and alternate electric power supply by installation of PVC tanks and booster/jet pump and by installing modern digital control generator, etc.

▸ Modernisation of existing faculty rooms/creation of reception area/ beautification of corridors/improvement of staff room and provision of pantry and dining space and additional rooms for ten consultants.

▸ A new round conference hall with all modern 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 to provide consultancy services in different training related areas, open centres of excellence in areas such as, RTI, developmental schemes, etc. and a publication unit.

10. OUR FACULTY

DURING April 2010- March 2011

Faculty	Subjects/topics allotted
Dr. K.M. Shahid	**Director**
Shri MP Sethy, Addl Director	**Training Techniques** DTS, DOT, MOT, MOT(T),SAT, Training Policy & Strategy Management Systems/Organisation Behaviour Good Governance, Values & Ethics, Capacity Building, Enhancing Presentation Skills, Role Modelling Process, Transformation Leadership
Shri M S Kasana Joint Director (MS)	**Management Services** Management Functions & Techniques, Productivity Concepts, Organisation analysis, Method Study, Work Measurement, Goal Setting and 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, 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)
Sh Satyajit Mishra, Joint Director (MS)	Preparation of Cabinet note, Public Administration, Economic Joint Development and Planning Process, Good Governance, Ethics in Goverance, Administrative Reforms Commission, Citizen Charter, Economic Policy/ Economic Liberalization, Economic Reforms in India, Public Policy Analysis, Climate change & Global Warming, Noting & Drafting, Records Management, Economics for Government, Right to Information Act, Leadership, Public System Management
Sh KS Samarendra Nath, Joint Director (FM)	Economic Development and Planning , Economic Policy, Economic Liberalisation, Financial Management concepts, Globalisation & it's impact on Indian economy, Public finance & Marco economic policies, General Financial Rules (GFRs), General System of Financial Management, Principles of budgeting, Purchase Policy/ purchase procedure, , Delegation of Financial Power Rules (DFPRs), Investment

	decision making process in Govt. including project formulation, appraisal etc., Public private partnership, financial statements (balance Sheet, Reservation in Services, P & L a/c, R & P A/c), Outcome Budgeting & Gender Budgeting, Ratio analysis, Report Writing, Noting & Drafting, Parliamentary Procedure, Preparation of Cabinet Notes, Exaction Game, Time Management, National Training Management (NTP), Presentation Skills, Public Policy Analysis, Legislative Initiatives
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
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
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 Govindrajulu, Deputy Director (MS)	**Management Services** All subjects related to Management Services: Managenment Concepts, Organisational Structure, Job Evaluation, Management of Change, TQM, Project Management, Knowledge Management, Time Management, Good Governance **Personnel Administration** Performance Appraisal - RFD **Behaviour Techniques** Stress Management, Organisational Development, Team Building & Leadership, Motivition RT-DTS
Smt. Rekha Sharma, Deputy Director (MS)	**Office Procedure, Machinery of Govt., Records Management,** Organisation Analysis, Office layout planning, Form Design, Process Re-engineering, Management of Change, Management Concepts, Stress Management, Team Building and Leadership, Work measurement and method study, RTI Act, Good Governance, Sevottam Model, Project management and Project appraisal, Centrally sponsored flagship programmes, Public Private partnership
Sh. R.K. Kundi, Director (MS)	Noting & Drafting, Machinery of Govt., Records Management, Deputy Organisation Analysis, Method Study, Management Concepts, Form Design, Management of Change, Stress Management, Team Building and Leadership, Work measurement, Public Private partnership, Intellectual Property Rights, Sevottam Model, Centrally sponsored flagship programmes, Good Governance, Purchase Management, Material Management
Sh. Ranjan Kumar, Deputy Director (OM)	Noting & Drafting, Office Procedure, Parliamentary Procedure, RTI Act, CGEGIS, Joining Time, Children Education Allowances, Administrative Vigilance, CCS Conduct Rules, CCS(CCA) Rules, Reservation in Services, Record Management, Machinery of Govt., Constitution of India, Administrative Law, Flagship programme, Human Rights, Results framework document (RFD), Administrative Reforms
Shri Sandeep Mukherjee, Deputy Director	Pay Fixation, Financial Effects of Penalties, FRs/SRs (9-18), Reservation in Services, Administrative Vigilance (Constitutional Provisions, Suspension, Appreciation of evidence, Drafting of Charge Sheet, Conduct of Inquiry, action after IO's report), Constitution Provisions, Administrative Laws, Presentations Skills, National Training Policy

	(NTP), Noting & Drafting, CCS (Conduct Rules), MACP, Leave Rules, APAR, Right of Information Act. **Computer** MS-Word, MS- Excel, MS-Power Point, MS- Access
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
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
Shri A J K Menon Assistant Director (EST)	**Secretarial Skills** (I) Stenography & Typing and topics related to enhancement of professional skills of professional staff including computer (MS Word) (ii) Communication skills, time management and noting & drafting only in PAs/PSs courses. **Others** Communication Skill, Stress Management
Sh. G.D. Chawla Assistant Director (ES/ET)	**Personnel Administration** CCS (CCA) Rules, CCS (Conduct) Rules, CGEGIS, Constitution of India, Leave Rules, Machinery of Governement, Noting & Drafting, Office Procedure, Organisation & Method, Parliamentary Procedure, Pay Fixation, Pension Rules, Presentation Skills, Records Management, TA Rules, ICT, Poverty Alleviation, RTI Act. **Computers** Introduction, MS-Excel, MS-Power Point, MS-Word

11. FACULTY MEMBERS WHO LEFT AND JOINED THE INSTITUTE

During the year 2010-11

The faculty members mentioned below left the Institute, either Superannuation/on completion of their tenure/on promotion during the year 2010-11:

Sl. No.	Name of Faculty	Date of Leaving of Institute
1	Poonam Goila, Joint Director	16.5.2010
2	MS Kasana, Joint Director	30.6. 2010
3	Apendu Ganguly, Deputy Director	30.06.2010
4	Naresh Bhardwaj, Assistant Director	21.06.2010
5	Dr. K.M. Shahid, Director	31.03.2011

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

Sl. No.	Name of Faculty	Date of Leaving of Institute
1	Satyajit Mishra, Joint Director	01.7.2010
2	K S Samarendra Nath, Joint Director	15.10.2010
3	Sandeep Mukherjee, Deputy Director	01.11.2010
4	G.D. Chawla, Assistant Director	01.11.2010
5.	Arun Gaur, Deputy Director	02.02.2011

12. COURSES PLANNED AND CONDUCTED DURING 2010-11

Course Category	No. of Courses		Name of the Courses	No. of Courses		No. of Participants
	Plnd.	Held		Plnd.	Held	
Secretarial/ CSSS Training Programmes	9	8	Professional Development	2	2	43
			Workshop for PPSs & Sr. PPSs Professional Development	3	2	38
			Workshop for Pss Personal Assistants (Ref.)	4	4	88
CSS Cadre Training Plan	29	22	Assts (Direct Recruits)	2	2	92
			CSS-A	8	5	166
			CSS-A(HE)	–	1	24
			CSS-B	3	3	63
			CSS-C	–	1	34
			CSS-D	3	4	172
			CSS-E	7	4	111
			CSS-F	4	2	46
			CSS-G	2	–	-
Management Development Programmes	43	40	Orientation course for Directors/ Dy Secy. of Central Govt. joining Central Secretariat	2	2	39
			Executive Development Programme for Sos	1	1	17
			Assistant Refresher	1	1	15
			Establishment Rules	2	2	48
			Reservation in Services	3	3	76
			Administrative Vigilance-1	3	2	42
			Administrative Vigilance-2	2	2	35
			Administrative Vigilance-3	1	1	14
			Administrative Vigilance-4	1	1	28
			Handling of CAT Cases	1	1	22
			WND	5	5	141
			Workshop on preparing notes for CS	12	12	386
			WACP	1	1	33
			Advanced Management Services	1	-	-
			Basic Management Services	1	1	11
			Knowledge Management	3	3	71
			Good Governance	2	2	33
			Problems of Muslim Community	1	-	-
Financial Management (FM)	12	12	Cash & Accounts	3	3	92
			Pension & Retirement Benefits-1	1	1	25
			Pension & Retirement Benefits-2	1	1	28
			Workshop on Pay Fixation	4	4	125
			Purchase Management in Govt.-1	1	1	24
			Purchase Management in Govt.-2	1	1	33
			Public Financial Management	1	1	21

Course Category	No. of Courses		Name of the Courses	No. of Courses		No. of Participants
	Plnd.	Held		Plnd.	Held	
RTI- Capacity Building in Training Programmes	19	16	RTI-Public Information Officers RTI-Re-Engineering office Processes RTI-Appellate Authority RTI-Trainers Development Programme Seminar-RTI RTI-Record Management	3 1 4 5 3 3	4 - 4 3 3 2	77 41 42 102 43
Behavioural Training	19	15	Organisation Behavior in Government Stress Management Gender Issues Values in Administration Behavioral Skills Workshop on Emotional Intelligence Workshop on Team building and Leadership Workshop on Communication Skills Workshop on Negotiation Skills Creativity Reinvention	2 2 2 2 2 2 2 2 2 1	2 2 1 2 2 2 2 2 - -	21 31 9 25 43 25 29 33
Training of Trainers	17	13	Direct Trainers Skills Design of Training R TD (DTS) R TD (DOT) National Training Policy Workshop on Presentation Skills Management of Training(MOT) RTD (EOT) RTD (ELT) ELT RTDP (W) ELT	2 3 1 1 3 1 1 2 1 1 1	4 2 1 1 1 1 1 1 - 1 -	92 34 44 13 16 18 12 8 16
International Training course	-	1	RTI programme for Common wealth countries Of Asian Region	-	1	12
Backlog Training Courses	-	2	Backlog training Courses	-	2	70
Elementary Level Course for Assistants and UDCs of AFHQ	-	2	ELC	-	2	63
CBPR (Pilot Programmes)	-	11	CBPR TNA-CBPR TOT-CBPR TOT-MF SJSRY RFD	- - - - - -	4 2 1 1 2 1	291 100 18 20 189 13

13. DETAILS OF CALENDAR COURSES CONDUCTED DURING THE YEAR 2010-11

I. SECRETARIAL/CSSS TRAINING PROGRAMMES

Course	From	To	Coordinator	No. of Participants
Professional Development Workshop for PPS & Sr. PPS	19 Jul 2010 27 Dec 2010	30 Jul 2010 07 Jan 2010	AJKM AJKM	18 25
Professional Development Workshop for Private Secretaries	06 Sep 2010 21 Feb 2010	17 Sep 2010 04 MaR 2011	AJKM AJKM	19 19
Personal Assistant Refresher	09 Aug 2010 18 Oct 2010 24 Jan 2011 21 Mar 2011	20 Aug 2010 29 Oct 2010 04 Feb 2011 01 April 2011	AJKM AJKM AJKM AJKM	22 19 23 24

II. CSS CADRE TRAINING PLAN PROGRAMMES

Course	From	To	Coordinator	No. of Participants
Assistant (Direct Recruits)	10 May 2010 06 Sep 2010	27 Aug 10 24 Dec 10	KKP/DKB NS	76 16
CSS Level "A" Courses for UDCs with 5 years of service	3 May 2010 7 Jun 2010 5 Jul 2010 9 Aug 2010 15 Nov 2010	28 Nov 2010 2 Jul 2010 30 July 2010 3 Sep 2010 10 Dec 2010	RKK RK RKK PV NM	31 26 35 40 34
CSS Level "A" Courses (Hearing Imparied)	22 Feb 2011	04-04-2011	GDC	24
CSS Level "B" Courses for Assistants with 8 years of service	5 Apr 2010 10 May 2010 28 Feb 2011	7 May 2010 11 Jun 2010 01 Apr 2011	YD MB NS	28 40 15
CSS Level "C" Courses for Assistants with 8 yrs. of service	19 Jul 2010	30 Jul 2010	PV	34
CSS Level "D" Courses for Section Officers with 8 years of service	5 Apr 2010 31 May 2010 18 Oct 2010 03 Jan 2011 28 Feb 2011	28 May 2010 23 Jul 2010 10 Dec 2010 07 Jan 2011 22 Apr 2011	NB NM CM RS RK	37 25 38 37 35
CSS Level "E" Courses for Under Secretary with 5 years of service	19 Apr 2010 05 Jul 2010 16 Aug 2010 04 Oct 2010	28 May 2010 13 Aug 2010 24 Sep 2010 12 Nov 2010	AG CM MB RS	23 34 28 26
CSS Level "F" Courses for Deputy Secretary/Directors of the CSS	12 Jul 2010 21 Mar 2011	30 Jul 2010 08 Apr 2011	Dir/YD AJKM	22 24

III. MANAGEMENT DEVELOPMENT PROGRAMMES

Orientation Course for Deputy Secretaries/ Directors joining Central Secretariat	06 Sep 2010 03 Jan 2011	10 Sep 2010 07 Jan 2011	KSK VJ	21 18
Executive Development Programme for Sos	17 May 2010	04 Jun 2010	CM	17
Assistant Refresher	4 Oct 2010	29 Oct 2010	PV	15
Establishment Rules	10 May 2010 29 Nov 2010	14 May 2010 03 Dec 2010	PV PV	23 25
Reservation in Services for SC/ST/OBC	26 Apr 2010 09 Aug 2010 01 Feb 2011	29 Apr 2010 12 Aug 2010 04Feb 2010	PG MB NM	17 32 27
Administrative Vigilance: Role IO/PO AV1	18 Oct 2010 06 Dec 2010	22 Oct 2010 10 Dec 2010	KSK PV	20 22
Administrative Vigilance: Disciplinary Procedure Av2	12 Apr 2011 01 Nov 2011	23Apr 2011 12 Nov 2011	PV DKB	22 13
Av3	31 May 2010	11 Jun 2010	KSK	14
Av4	20 Sep 2010	24 Sep 2010	DKB	28
Handling of CAT Cases	7 Apr 2010	09 Apr 2010	Ag	22
Record Management-RTI	31 May 2010 23 Aug 2010	03 Jun 2010 26Aug 2010	RS RS	23 20
Workshop on Noting and Drafting	19 Jul 2010 16 Aug 2010 06 Sep 2010 13 Dec 2010 21 Mar 2011	21 Jul 2010 18 Aug 2010 08 Sep 2010 15 Dec 2010 23 Mar 2011	DKB RKK CM NM DKB	39 17 24 25 36
Good Governance	14 Jun 2010 22 Nov 2010	18 Jun 2010 26 Nov 2010	MSK KGR	16 17
Workshop on preparing notes for CS	6 Apr 2010 11 May 2010 15 Jun 2010 13 Jul 2010 10 Aug 2010 14 Sep 2010 26 Oct 2010 9 Nov 2010 14 Dec 2010 11 Jan 2011 22 Feb 2011 22 Mar 2011	7 Apr 2010 12 May 2010 16 Jun 2010 14 Jul 2010 11 Aug 2010 15 Sep 2010 27 Oct 2010 10 Nov 2010 15 Dec 2010 12 Jan 2011 23 Feb 2011 23 Mar 2011	CM MB KSK MB KSK JD(SM) MB CM JD(SM) CM JD(SM) CM	15 46 43 30 26 29 33 17 30 48 34 35
WACP	24 Jun 2010	24 Jun 2010	CM	33

III. MANAGEMENT DEVELOPMENT PROGRAMMES

BMS	14 Mar 2011	6 May 2011	RS	11
Knowledge Management	1 Jul 2010 16 Aug 2010 15 Nov 2010	2 July 2010 17 Aug 2010 16 Nov 2010	KGR KGR KGR	25 26 20

IV. FINANCIAL MANAGEMENT PROGRAMMES

Cash & Account	19 Apr 2010 16 Aug 2010 27 Dec 2010	18 Jun 2010 15 Oct 2010 25 Feb 2011	NS YD KKP	32 29 31
Programme on Pension and Other Retirement Benefits (PRB 1)	28 Jun 2010	02 Jul 2011	KKP	25
Programme on Pension and Other Retirement Benefits (PRB 2)	18 Oct 2010	22 Oct 2010	KKP	28
Workshop on Pay Fixation	4 Aug 2010 8 Nov 2010 22 Dec 2010 17 Jan 2011	6 Aug 2010 10 Nov 2010 24 Dec 2010 19 Jan 2011	YD PV CM PV	35 20 38 32
Purchase Management in Government (PMG 1)	21 Jun 2010	23 Jun 2010	KKP	24
Purchase Management in Government (PMG 2)	09 Mar 2011	11 Mar 2011	NS	33
Public Financial Management	12 Apr 2010	16 Apr 2010	PG	21

V. RTI-CAPACITY BUILDING IN TRAINING PROGRAMMES

Record Management-RTI	31 May 2010 23 Aug 2010	03 Jun 2010 26 Aug 2010	RS RS	23 20
Right to Information-Public Information Officers	5 Apr 2010 27 Sep 2010 25 Oct 2010 18 Mar 2011	06 Apr 2010 28 Sep 2010 26 Oct 2010 19 Mar 2011	MSK NM PV KSK	17 19 19 22
Right to Information-Appellate Authority	30 Apr 2010 12 Jul 2010 24 Jan 2011	30 Apr 2010 12 Jul 2010 24 Jan 2011	KGR KGR DKB	14 12 15
Right to Information- TDP	14 Jun 2010 28 Jun 2010 02 Aug 2010	18 Jun 2010 02 Jul 2010 06 Aug 2010	KGR KSK RS	19 19 13
Seminar on RTI	25 Jun 2010 16 Jul 2010 31 Dec 2010	25 Jun 2010 16 Jul 2010 31 Dec 2010	RS MB NM	31 31 40

VI. BEHAVIOURAL TRAINING

Organisational Behavior in Government	14 Jun 2010	18 Jun 2010	VJ	13
	06 Sep 2010	10 Sep 2010	VJ	8
Behavior Skills	4 Oct 2010	8 Oct 2010	AJKM	22
	03 Jan 2010	07 Jan 2010	MB	21
Gender Issues	27 Dec 2010	31 Dec 2010	MB	9
Stress Management	20 Dec 2010	24 Dec 2010	NM	18
	24 Jan 2011	28 Jan 2011	VJ	13
Values in Administration	12 Apr 2010	16 Apr 2010	VJ	12
	11 Oct 2010	15 Oct 2010	VJ	13
Workshop on Emotional Intelligence	20 Sep 2010	22 Sep 2010	VJ	13
	17 Jan 2011	19 Jan 2011	VJ	12
National Training Policy	20 Sep 2010	21 Sep 2010	KSK	16
Workshop on Team Building and Leadership	23 Jun 2010	25 Jun 2010	MB	8
	23 Feb 2011	25 Feb 2011	VJ	21
Workshop of Communication Skills	26 Jul 2010	28 Jul 2010	MB	12
	25 Oct 2010	27 Oct 2010	VJ	21

VII. TRAINERS DEVELOPMENT PROGRAMMES

Direct Trainer Skills	21 Jun 2010	25 Jun 2010	YD	21
	13 Sep 2010	17 Sep 20101	PV	20
	27 Sep 2010	01 Oct 2010	CM	30
	14 Mar 2011	18 Mar 2011	CM	21
Design of Training	04 Oct 2010	08 Oct 2010	DKB	18
	21 Mar 2011	25 Mar 2011	CM	16
National Training Policy	20 Sep 2010	21 Sep 2010	KSK	16
Workshop on Presentation Skill	20 Dec 2010	21 Dec 2010	PV	18
RTDP-DTS	25 Oct 2010	29 Nov 2010	MPS	22
	08 Nov 2010	12 Nov 2010	SM	22
RTDP-DOT	01 Nov 2010	19 Nov 2010	MPS	13
EOT	31 Jan 2011	04 Feb 2011	MB	8
MOT	22 Nov 2010	26 Nov 2010	YD	12
ELT	20 Sep 2010	24 Sep 2010	CM	16

INTERNATIONAL COURSE (FOR AR COMMONWEALTH OUNRTRIES)

RTI(AR)	7 Feb 2011	12 Feb 2011	KSK	12

BACKLOG TRAINING COURSES

BTC	27 Dec 2010 31 Jan 2011	07 Jan 2011 11 Feb 2011	DKB YD	34 36
ELC	12 Jul 2010 07 Feb 2011	29 Oct 2010 27 May 2011	RK DD(SM)	30 33

CBPR (PILOT PROG.)

CBPR	02 Jun 2010 14 Jun 2010 12 Jul 2010 15 Jul 2010	04 Jun 2010 18 Jun 2010 14 Jul 2010 17 Jul 2010	VJ/KGR MB MB/RS MB/RS	52 45 88 106
SJSRY	21 Jun 2010 28 Jun 2010	25 Jun 2010 02 Jul 2010	VJ/KGR VJ/KGR	102 87
TNA-CBPR	03 May 2010 11 May 2010	07 May 2010 14 May 2010	VJ VJ	55 45
TOT-CBPR	22 Jun 2010	24 Jun 2010	MB	18
TOT-MF	16 Jun 2010	18 Jun 2010	VJ/KGR	20
RFD	25 Jun 2010	25 Jun 2010	KGR	13

ANNEXURE-V

14. LIST OF CSS CADRE TRAINING PLAN CONDUCTED DURING THE YEAR 2010-11

ASSISTANT DIRECT RECRUITS (FOUNDATIONAL)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1 2	Assistant (Direct Recruits)	10 May 2010 06 Sep 2010	27 Aug 10 24 Dec 10	KKP/DKB NS	76 16

CSS-A (UDC)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1	CSS Level "A" Courses for UDCs	3 May 2010	28 Nov 2010	RKK	31
2		7 Jun 2010	2 Jul 2010	RK	26
3		5 Jul 2010	30 July 2010	RKK	35
4		9 Aug 2010	3 Sep 2010	PV	40
5		15 Nov 2010	10 Dec 2010	NM	34

CSS-A (HEARING IMPAIRED)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1	CSS Level A (HI)	22 Feb 11	04 Apr 2011	GDC	24

CSS-B (ASSISTANTS)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1	CSS Level ,B, course for Assistants	5 Apr 2010	7 May 2010	YD	28
2		10 May 2010	11 Jun 2010	MB	20
3		28 Feb 2011	01 Apr 2011	NS	15

CSS –C (SECTION OFFICERS +5 YEARS)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1	CSS Level "C" Courses for Assistants with 8 years of service	19 Jul 2010	30 Jul 2010	PV	34

CSS-D (SECTION OFFICERS +8 YEARS)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1	CSS Level "D" Courses for Section Officers with 8 years of service	6 Apr 2010	28 May 2010	NB	37
2		31 May 2010	23 Jul 2010	NM	25
3		18 Oct 2010	10 Dec 2010	CM	38
4		03 Jan 2011	25 Feb 2011	RS	37
5		28 Feb 2011	22 Apr 2011	RK	35

CSS-E (UNDER SECRETARY + 5 YEARS)

Sl. No.	Course	From	To	Coordinator	No. of Participants
1	CSS Level "E" Courses for Under Secretary with 5 years of service	19 Apr 2010	28 May 2010	AG	23
2		05 Jul 2010	13 Aug 2010	CM	34
3		16 Aug 2010	24 Sep 2010	MB	28
4		04 Oct 2010	12 Nov 2010	RS	26

CSS-F

Sl. No.	Course	From	To	Coordinator	No. of Participants
1	CSS Level "F"	12 Jul 2010	30 Jul 2012	Dir/YD	22
2		21 Mar 2011	08 Apr 2011	AJKM	24

15. SUMMARY OF COURSES CONDUCTED (2010-11)

Sl. No.	Course	No. of Courses	No. of Participants
1	Calendared (other than CTP)	120	3122
2	Cadre Training Plan	23	674
3	Organisation Specific Programmes	66	1642
4	Orientation Courses for Ministries	11	163
5	International Courses	1	12
	Total	221	5613

Total No. of Training Programmes conducted during the year 2009-10 and 2010-11

Total No. of Participants participated in Training Programmes during the year 2009-10-2010-11

Year 2009-10 and 2010-11

No of Courses conducted during the year 2009-10-2010-11

Year 2009-10 and 2010-11

No of Participants participated in the courses conducted during the year 2009-10 and 2010-11