

सचिवालय प्रशिक्षण तथा प्रबंध संस्थान
INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT



भारत सरकार
GOVERNMENT OF INDIA

**ANNUAL
REPORT
2016-2017**

CONTENTS

S. No.	Heading	Pg. No.
1	About the Institute	1
2	The Year 2016-17 at a glance	4
3	Training Management Information System (TMIS)	7
4	Augmentation of Training Facilities at ISTM	9
5	Major Events	11
6	Institutional Resources	14
7	Training Methodology	18
8	Training Activities	20
9	Programme for use of Hindi in Official work	29
10	Training Support to other Organisations	31
11	Faculty Development	40

ANNEXURES

1	Our Faculty	42
2	Faculty members who left and joined the Institute	47
3	Courses Planned and Conducted (Summary)	48
4	Details of Calendared courses conducted	51
5	List of CSS-CTP courses conducted	56
6	Summary of courses conducted in 2016-17	58

Chapter - 1

ABOUT THE INSTITUTE

1.1 Introduction

The Institute of Secretariat Training & Management (ISTM) is a multi-disciplinary organisation specialised in capacity building, consultancy and research support particularly for the Central Government. Established in 1948, the Institute is committed to the ideal of "Efficiency and Public Good". The main mandate of ISTM is to help develop professional competence of individual officers of Central Government, State Government, Public Sector Undertakings and Autonomous Bodies. To fulfill the mandate, ISTM has been conducting foundational and refresher courses every year. It also sends its faculty members to the States/UTs which do not have adequate training establishments to train their personnel. ISTM has been implementing Central Secretariat Service and Central Secretariat Stenographers Service Cadre Training Programme (CSS/CSSS-CTP). The CTP envisages organising mid-career mandatory training programmes having linkages with career progression up to Director level officers. Training conducted by ISTM covers the areas of Human Resource Development, Administration and Office Management, Financial Management, Management Services, Right to Information, Information & Communication Technology, Behavioural and Secretarial Skills and Training of Trainers. ISTM also introduces new training programmes from time to time with a view to cater to the changing professional requirements of officers working in the Government. Besides providing faculty assistance to various organisations 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 a sanctioned faculty strength of 29 experienced training professionals drawn from various Central Services. It has a Library having more than 18,142 books on various subjects, a modest video collection and two Information and Communication Technology Labs. The Institute has built up rich source of training material for distribution to participants of various courses. It also has hostel facilities for outstation participants who are provided twin sharing accommodation on first-come-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

The mission of ISTM is

- (i) to inculcate in the trainees the commitment to service and professional competence;

- (ii) to provide leadership in the frontier and potential areas in the field of training;
- (iii) to undertake research, consultancy and system analysis for capacity building;
- (iv) to collaborate with client organisations with continued interface for enhancing the quality of training; and
- (v) 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

The values that ISTM cherishes are:

- (i) truth, honesty and integrity;
- (ii) commitment to service; and
- (iii) respect for dignity and potential of individuals.

1.7 Aims and Objectives

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

- (i) to plan, design and conduct foundational, refresher and specialised training programmes for different grades of officers up to the middle management level so as to enable them to perform their duties effectively and shoulder greater responsibilities in future by increasing their professional competence;
- (ii) to assess the training needs at various levels in the Central Government as well as the related field organisations and organise training programmes to meet these needs;
- (iii) to conduct various training programmes for CSS and CSSS officers as per revised Cadre Training Plan;
- (iv) 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;
- (v) to produce monographs and other training literature/ material, (including audio-visual aids) relevant to the training courses designed & conducted by the Institute; and
- (vi) to create and foster among the participants a positive and innovative outlook to work with a sense of fraternity and team-spirit.

1.8 ISO 9001:2008 Certification

The Institute of Secretariat Training & Management is an ISO 9001:2008 Organisation in respect of “planning, organizing and conducting training programmes, Cadre Training Plan for Central Secretariat Service and Central Secretariat Stenographers Service and calendared programmes”. The certification is based on seven quality management principles:

- (i) Customer focus
- (ii) Leadership Involvement of People
- (iii) Process Approach
- (iv) System Approach to Management
- (v) Continual Improvement
- (vi) Fact Based Decision-Making
- (vii) Mutually Beneficial Supplier Relationship

The ISO 9001:2008 certification for ISTM training programmes is valid with effect from May 17, 2014 to May 16, 2017. This is also subject to periodic audit and satisfactory fulfillment of the stipulated quality norms. During the 11th Management Review Meeting (MRM) held on 02nd June, 2016 it was decided to go for a higher certification i.e. ISO 9001:2015 incorporating the factors of risk and opportunities in the quality standards. Accordingly training of all faculty and non-faculty members of the institutes was conducted on 23rd and 24th July, 2016 and nine new internal auditors were identified and certified under the ISO 9001:2015 standards. ISTM successfully retained the ISO 9001:2008 certification after satisfactory report of the 3rd party auditor.

1.9 Citizen's/Client's Charter (CCC)

The CCC, describing the various services/transactions offered, the standards thereof and the contact details of the concerned functionaries of the Institute responsible for the services/standards, is made available on the website of the Institute e.g. **<http://www/istm/gov/in>**. As required under the Results Framework Document (RFD) of ISTM for 2014-15, independent audit of the implementation of CCC was carried out in 2014-15 and it was found satisfactory.

Chapter - 2

THE YEAR 2016-17 AT A GLANCE

2.1 During the year 2016-17, the Institute witnessed a number of innovations and new initiatives. While the details of the milestones achieved in various fields are covered 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 to improving the performance of the Ministries/Departments of the Central Government and other Public Sector organisation, the Institute conducted as many as 267 training courses during 2016-2017 covering a trainee population of 7336 inspite of acute shortage of faculty.

2.1.2 Right to Information Act, 2005

At the behest of DoPT, ISTM has been conducting capacity building programmes, since September, 2005, for equipping CPIOs and other functionaries in Government Department in respect of the various aspects of RTI Act. During the year 2016-17, five calendared courses on RTI were conducted. In addition, six Organisation Specific Programmes on RTI were also conducted.

2.1.3 Disposal of RTI Cases

Like any other public authority, ISTM also receives RTI applications from the public. The applications are appropriately replied to well within the stipulated time. The status of the applications/appeals received in ISTM under RTI Act during 2016-17 is given below:

Nature of RTI	No. Received	No. Disposed of Reference
Applications	51	51
First Appeals	02	02

2.1.4 Cadre Training Plan for CSS Officers

The overall responsibility for implementation of the Cadre Training Plan for CSS officers has been assigned to ISTM. During the year 2016-17, a total of 46 Courses were conducted out of which 08 were foundational training programmes for Assistant Section Officers (Direct Recruit). Details of courses conducted are given in Annexure V.

2.1.5 Cadre Training Plan for CSSS Officers

The overall responsibility for implementation of the Cadre Training Plan for CSSS officers has also been assigned to ISTM. During the year 2016-17, a total of 14 courses under CSSS Cadre Training Plan were conducted. Out of this, 02 were induction courses for Stenographers (Direct Recruit).

2.1.6 Induction Training of Group 'A' Services

ISTM has been conducting Induction Training for the officers of Group 'A' service like Indian Cost Accounts Service (ICoAS).

2.1.7 Induction Training Component of Group 'A' Services

ISTM has been Conducting Induction Training Component for the officers of various Group 'A' services like Indian Defence Estate Service(IDES), Officer of NER States Secretariat Service, Indian Statistical Service(ISS), Indian Economic Service(IES), Indian Statistical Service(ISS), Indian Railways Traffic Service (IRTS), Indian Trade Service(ITS), Indian Revenue Service(IRS), Indian Administrative Service(IAS) and Nagaland Secretariat Service.

2.1.8 Training Assistance to Other Organisations

During the year 2016-17, training assistance to other Organisations was taken on a fairly large scale. Due to high standards, efficiency and reputation of faculty members of ISTM, requests from many organisations and training institutes all over the country were received for faculty assistance. Due to in-house commitments, not all demands for faculty assistance could be met. Requests were received from Government Departments, Attached/Subordinate Offices, Public Sector Undertakings/Autonomous Bodies for conducting Organization/Cadre Specific Programmes. 102 such training programmes were conducted during the year 2016-17, either at ISTM premises or at client organisation's premises. Faculty assistance was provided 69 times to various organisations in running their training programmes.

2.1.9 Training Programmes for North Eastern States

As part of capacity building exercises initiated by the Training Division, Department of Personnel & Training to train the officers of North-Eastern States, ISTM conducts various training programmes from time to time. The following courses were conducted for North Eastern States during the year 2016-17:

Capacity Building Training Programmes (CSP)

S. No.	Name of course	Duration		Remarks
		From	To	
1.	CSP – for officials of States of Meghalaya, Mizoram, Assam	28th Nov, 2016	09th Dec, 2016	Sponsored by DoPT

2.1.10 Introduction of Basic Leadership Skills module at ISTM

At the behest of DoPT, the Basic Leadership Skills (BLS) module was introduced at Institute of Secretariat Training & Management (ISTM) in September, 2014. This module is being run in Level D, Level E and Level – IV courses.

2.1.11 Visit of Training Delegations

A delegation comprising two officials of the Government of Sri Lanka visited ISTM on 24th January, 2017 through Commonwealth Human Rights Initiatives (CHRI) as a part of their training programme organized by CHRI. The objective was to learn about the contribution of ISTM in capacity building of Public Information Officers (PIOs) and First Appellate Authorities (AAs) for implementing the RTI Act. They also interacted with the Additional Director and faculty members to explore various areas of

cooperation in the field of training.

2.1.12 Horticulture Treats

A lot of emphasis has been laid on increasing aesthetic appearance of the Institute's compound by planting more trees and covering the barren areas with grass. Lush green trees and bushes of various kinds adorn the lawns of ISTM and create an ambience soothing to the trainees.

2.1.13 Special Programmes for Officials of DoPT

Special Training Programmes on various themes for officials of DoPT were conducted at ISTM during the year 2016-2017.

2.1.14 Other Training Programmes

Organisation/Cadre Specific Programmes were conducted for various Central Ministries /Departments, States, UTs and Autonomous Bodies and PSUs. One Capacity Building Training Programme for State Secretariat Service officers of North Eastern States was also conducted.

2.1.15 Peripatetic Programmes

ISTM has mandate to assist the States/ UTs who do not have sufficient infrastructural facilities in the area of training. ISTM faculty members were deployed to conduct 29 Peripatetic Training Programmes for UTs of Chandigarh, Andaman & Nicobar Islands and Lakshadweep, Puducherry and States of Sikkim and Arunachal Pradesh.

2.1.16 Consultancy Projects

ISTM is engaged in research work and provides consultancy to various organisations. The Institute undertook three consultancy services regarding cadre restructuring of Kendriya Vidyalaya Sangathan, Delhi Public Library and Farakka Barrange Project. ISTM also provided consultancy regarding third party audit of proactive disclosure under RTI Act, 2005 to seven organisations including IIT, Delhi, ISRO, Bengaluru, Bhavini, Kalpakkam and Department of ARPG.

Chapter - 3

TRAINING MANAGEMENT INFORMATION SYSTEM (TMIS)

3.1 TMIS is an online web application developed by NICSI in April, 2014 for ISTM. TMIS converts the manual work into online paperless system. Now user can access this system through internet anywhere. TMIS tracks and keeps the record of different activities taking place in ISTM, which includes the details of training courses running, on weekly, quarterly and annual basis. It also provides the details of the Course Directors for various training programmes and engagements of the faculty members. ISTM portal is also a part of TMIS which provide information on annual training calendar, circulars, tenders, news & events, annual reports, photo gallery, video gallery, information about facilities and online nomination and registration for different courses. TMIS has been developed on PHP language with MYSQL database.

3.2 TMIS has different interrelated modules according to the requirement of ISTM. These modules are meant for functioning of following works:

- (i) Coordination
- (ii) Courses
- (iii) File Tracking System (FTS)
- (iv) Hostel
- (v) Inventory
- (vi) Administration
- (vii) Knowledge Management System

3.2.1 Coordination

Coordination Section maintains the record of courses, schedule of faculty, faculty vs subject mapping, consolidated weekly schedule and prepares annual calendar. Using TMIS, Coordination Section is able to generate various reports related to courses without spending much time. Coordination Section submits the consolidated weekly schedule online which is accessible to all the staff and faculty. This consolidated weekly schedule has all the relevant details needed for information and to organise courses efficiently.

3.2.2 Courses

Coordination Section has the responsibility to allot courses to faculty members as course directors. When a faculty accesses course module, all information pertaining to session plan, circular, tender, nomination approval letter etc. become accessible. Faculty can also upload the circular and tenders on ISTM portal. Course Coordinator has all records of participants online. Coordinator can not only upload the approved nominees list on ISTM portal but also send SMS and email through the TMIS. By using session plan, coordinator prepares weekly plan of the course online and submits it to Coordination Section for final decision.

3.2.3 File Tracking System (FTS)

With the help of File Tracking System, the movement and status of a file at a given point of time can be ascertained.

3.2.4 User Module

User module has information related to staff and faculty. The staff and faculty members can update their profiles and change login password. A user module keeps the information about leave records of a user. A user can apply for a leave online to their seniors and at the same time he/she can check his/her leave status.

3.2.5 Inventory

Inventory module keeps the record of all the items perishable and non-perishable online. Faculty and staff can request inventory section online for any course related material and after receiving the request the inventory section takes action accordingly. The location of non-perishable items can be tracked user-wise and room-wise.

3.2.6 Hostel

TMIS helps in keeping a track of hostel rooms available for allotment. It also facilitates online booking of hostel rooms by visitors.

3.2.7 Knowledge Management System (KMS) and Document Management System (DMS)

Knowledge and Document Management system is an online application to create documents and store them. Files can be uploaded and permission to access these files can be given to the user who can also share the documents with specific user or all the users. Users can read and create documents in a book format and can also bookmark important documents as favorites.

Chapter - 4

AUGMENTATION OF TRAINING FACILITIES AT ISTM

4.1 Infrastructure

ISTM undertook various infrastructure development works under Plan Scheme – Augmentation of Training Facilities at ISTM during the year 2016-17 to enhance the ambience of ISTM campus to facilitate better learning environment for the trainee participants. Following items of works have been executed under the Plan Scheme during the year 2016-17: -

- (i) The work of installation of firefighting system (i.e. wet riser and sprinklers system) and installation of fire alarm system in Administrative Block, Seminar Halls Complex and Library Building has been undertaken to ensure protection of life and property from fire incidents in all the buildings occupied by ISTM. Certain spill-over work is expected to be completed during 2017-18.
- (ii) Existing electrical distribution system with rising mains has been upgraded.
- (iii) Firefighting system and public address system in the Hostel Block has been renovated.
- (iv) Existing lights/fittings have been replaced by LED lights/fittings in the Library Building to ensure energy conservation.
- (v) The rain water harvesting system has been provided for Administrative Block to ensure water conservation in the campus of ISTM.
- (vi) Online Registration Module for training programmes for CSS/CSSS has been provided.
- (vii) 245 Microsoft Office Professional licenses for Window Operating System and Microsoft Office has been procured for smooth functioning of computer systems in the campus of ISTM.
- (viii) One Staff Car has been purchased in replacement of condemned staff car with the approval of the Government of India, Ministry of Finance, Department of Expenditure.
- (ix) One Chapatti making machine has been procured for use in the kitchen of Hostel Block.
- (x) Four air-conditioners have been procured to meet the urgent requirement; and
- (xi) The work relating to installation of Grid Connected Solar Rooftops PV System on

the rooftops of the building of Administrative Block and Library Building was initiated. The work has been successfully completed by Solar Corporation of India and the generation of solar energy has also started.

4.2 ICT Facilities

ISTM is having 03 ICT Labs with 100 Desktop Computers. Video Conferencing facility is available for connecting various organizations for conducting training meetings etc. Following activities were undertaken during the year 2016-17:

- (i) Commissioning of Managed Network with Wi-Fi network facility.
- (ii) Online Registration Module as well as Pilot Run for registration of the participants from CSS-CTP/CSSS-CTP/CSCS-CTP is being conducted.

Apart from the above, following activities have been initiated and are in progress:

- (i) Development of Online Feedback Form;
- (ii) Development of Gender Portal; and
- (iii) Development of RTI Portal.

Chapter - 5

MAJOR EVENTS

5.1 Inclusion of additional online registration module in Training Management Information System

The Training Management Information System project was initiated in the year 2011-12 and it has become operational as far as work relating to co-ordination and administration are concerned. As part of further development under TMIS, online registration for ADR and SDR training programmes has started during 2015-16. Facility for writing of Daily Diary and filling up of choice of Departments has also been enabled in the system during 2016-2017.

5.2 Introduction of new courses

Following new courses were introduced during the year: -

- (a) The first workshop on 'Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013' was organized at ISTM from 18.08.2016 to 19.08.2016 for two days; and
- (b) The first workshop on 'e-Procurement' was organized at ISTM from 21.11.2016 to 22.11.2016 for two days.

5.3 Introduction of new Topics

ISTM always strives to update its course modules by including new issues /topics having relevance with latest times. In the pursuit, following new topics have been introduced: -

- (a) Sessions on Application of Space Technology tools in governance have been introduced in various training programmes to create awareness about the usage of Space technology tools and its applications;
- (b) Screening of video films/video spots obtained from Bureau of Energy Efficiency is being held for participants for promoting energy conservation;
- (c) Inventory control module has been developed and operationalized;
- (d) Sessions on Organ Donation are being organized in training programmes to create awareness among the trainees; and
- (e) Seminar on 'Economic Growth and Challenges' was organized on 14.05.2016 for Capacity Building of Faculty.



5.4 Presentations on Eight Thematic Areas

On the directions of Hon'ble Prime Minister and based on the recommendations of the Group of Secretaries, eight presentations on the following topics were included in the ongoing induction training programme for Assistant Section Officers (Direct Recruit) being conducted at ISTM for inculcating citizen centric governance:

- (a) Good Governance-Challenges and Opportunities;
- (b) Employment Generation Strategies;
- (c) Farmer-Centric Initiatives in Agriculture and Allied Sectors;
- (d) Education and Health-Universal Access and Quality;
- (e) Innovative Budgeting and Effective Implementation;
- (f) Accelerated Growth with inclusion and Equity;
- (g) Swachh Bharat and Ganga Rejuvenation- People's Involvement and Sustainability; and
- (h) Energy Efficiency and Conservation.

5.5 Blood Donation

ISTM organizes on regular intervals blood donation camps in collaboration with main blood bank of AIIMS, New Delhi. The participants of various courses are encouraged to donate blood. During the year 2016-17 five camps have been organized in ISTM in which 126 units of blood were donated by the participants of various courses and faculty/ staff members of ISTM.

5.5 Public Service

Apart from giving training on various work related areas and behaviour techniques, ISTM motivates all the participants of various courses to participate, in their personal capacity in various public welfare activities. In the year 2016-17 following activities were undertaken by ISTM as well as by the present/ past trainees (alumni), faculty/ staff members of ISTM

(a) Swachhta Bharat Abhiyaan

ISTM has adopted Ber Sarai Market and Rock Park at Munirka Village under the Swachh Bharat Abhiyaan. Participants of various courses, led by faculty/ staff members visit on regular intervals these two places. They clean the entire area, using equipment and material provided by ISTM and also interact with the people in the Rock Park and nearby residents and shop keepers/ visitors of the Ber Sarai Market. They make aware the people about the benefits of keeping the entire area clean and encourage them to keep their respective areas clean. They have been able to garner support from the residents near Rock Park and shopkeepers/ visitors of the Ber Sarai market.

(b) Helping the poor and needy

Charged with the motive of public service, the alumni and faculty/ staff members of ISTM are helping the poor and needy in their personal capacity and are involved in reaching out to groups of destitute in various ways, viz,

- (i) Educating children from pavement /jhuggi clusters;
- (ii) Providing medical support to the poor patients;
- (iii) Blood donation for the poor patients; and
- (iv) Distributing woolen clothes and blankets to the pavement dwellers in winters' nights.

5.6 People Connect Platform

An online portal, named People Connect Platform, was developed and became operational from 24.1.2016 hosted by the website of ISTM. The platform provides an excellent and unique opportunity to the participants/ alumni and other employees from government / autonomous bodies to interact and disseminate information, share knowledge and experience on various issues, including rules and their interpretation, methods and procedures, new achievements, suggestions, etc.

Chapter - 6

INSTITUTIONAL RESOURCES

6.1 Human Resources

The Institute has a sanctioned staff strength of 99, of which 70 were in position as on 31st March, 2017. Human resources of the Institute can be broadly divided into two categories on the basis of the work they are engaged in, viz.:

- (i) Work relating to imparting of training; and
- (ii) Work relating to Administration

6.1.1 Training Related Activities

The Institute has a sanctioned faculty strength of 29 including the Director. There are four Faculty Wings, each headed by a Joint Director:

- (i) Management Services;
- (ii) Financial Management;
- (iii) Peripatetic Training; and
- (iv) Behavioural Techniques.

6.1.2 The Faculty Members

The Institute has faculty members mainly drawn from experienced officers belonging to various Central Services. Besides, it draws upon the expertise of experienced/practising administrators, University Professors and trainers of eminence from other training Institutions. Total sanctioned strength of faculty members is 29 out of which 19 (including Director) were in place as on 31st March, 2017. The names of faculty members in position during the year 2016-17 and their areas of specialisation are given in Annexure-I. The details of faculty members who joined and those who left the Institute during the year are given at Annexure-II. Besides the faculty, the Institute has in position one Training Associate and one Consultant who are associated with training related work.

6.1.3 Coordination of Training Activities

The training activities of the Institute are coordinated by the Director through Joint Directors, Deputy Directors and Assistant Directors who are further assisted by a Training Associate and a Consultant. The Coordination Unit is responsible for preparation of the annual training calendar, allocation of venues for the training programmes, issue of consolidated weekly schedule, faculty deployment in various courses, preparation of quarterly programme schedules, extending training assistance by way of faculty support, conducting organisation specific programmes, peripatetic programmes, preparation of various reports of training related activities, preparation of annual training calendar and compilation of Annual Report of the Institute. The activities under the Trainers Development Programme (TDP) of the Department of Personnel and Training are also looked after by Coordination Section.

6.1.4 Additional Responsibilities for Faculty Members

Apart from imparting training in their respective fields of specialization and coordinating the training programmes earmarked for them for the year, some of the members of the faculty have been entrusted with additional responsibility of Administration, Coordination, System Administration, Library and DDO.

6.1.5 Staff Engaged in Administrative Work

Other than the faculty members, the Institute has sanctioned staff strength of 70. The non-teaching staff strength includes one Deputy Director (Official Language), two Section Officers, one Assistant Director (Official Language), Private Secretaries, Training Associates, Artist, Librarian, Personal Assistants, Stenographers, Sr. Hindi Translator, Training Equipment Operator, Assistant Section Officers, Senior Secretariat Assistants, Junior Secretariat Assistants, Driver and MTS. 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/her duties. Drawing and Disbursing Officer (DDO) of ISTM also works under the supervision of DD(Admin), who is also one among the faculty members.

6.2 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.

- (1) Administrative Block,
- (2) Seminar Hall Complex,
- (3) Library Building, and
- (4) ISTM Hostel Block

6.2.1 Administrative Block

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.

6.2.2 Seminar Hall Complex

ISTM has at present 18 class rooms/halls 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); five Lecture halls are located in the Library Building, one class room is located on the 2nd floor of Administrative Block. The Institute has two Auditoria and two Round Conference Halls with public address system located in Hexagon Complex. A Committee Room with public address system is also located in the Administrative Block for conducting faculty and staff meetings. The Auditoria are generally used for holding seminars and institutional functions. The Auditoria and Committee room are also utilized for imparting training purposes whenever necessary.

6.2.3 Library Building

The Institute's library is located in Library Building. It is primarily intended for the official use of the faculty members, trainees and staff. It is an open access library. The library of ISTM has a collection

of about 18,142 general and instructional books. General books on Management, Public Administration, Economics, Training Techniques, History, Psychology, Behavioural skills, Law, Computers, Philosophy, Sociology, Literature in English, Hindi & Regional languages, Biographies, Dictionaries, various encyclopaedia and Religion etc. are also available.

The library of ISTM is extensively used by the trainee officers for studies and preparation of their papers on public policy analysis, legislative examination, action research project, concept and syndicate paper preparations. Trainees and faculty members refer to different rule books, journals and magazines of national and international importance. The library is subscribing 16 leading Indian newspapers, 50 magazines and 14 reputed national and international journals like Training & Development journal, Training journal and Harvard Business Review, etc.

Clippings from leading newspapers and reputed magazines and journals pertaining to RTI are circulated to the concerned faculty members and also are kept in the library for reference purpose. The library is well equipped with all modern facilities. Collection is completely computerised using Libsys software with web OPAC to make it modern and user-friendly.

6.2.4 Lodging/Boarding Facilities

The Institute has a hostel with 80 double-bedded rooms for the benefit of the out-station participants and newly recruited Assistant Section Officers, Stenographers who join their services at ISTM and undergo their foundational training before being deployed in Ministries and Departments. The facilities are moderate. The facilities in hostel are being upgraded phase-wise and in a time bound manner. Work on first phase for upgradation of 16 rooms have already been completed. Upgradation/renovation of remaining rooms and creation of four additional guest rooms are also under way. All the rooms have television and internet connectivity. One recreation hall-cum-lounge within the precincts of Hostel of ISTM has been made operational. Yoga sessions and gymnasium facilities under the supervision of qualified instructors are also operational.

6.2.5 Computers & Computer Laboratory

ISTM is having three ICT Labs with 100 desktop computer. Video conferencing facility is available for connecting various organizations for conducting training, meetings, etc. During the year Managed Network (MN) with Wi-Fi facility was commissioned in the Institute which is fully functional. Online registration module and pilot run for registration of the participants for CSS-CTP /CSSS-CTP/CSCS-CTP has been conducted. ISTM is also in the process of developing online feedback form and a Gender Portal.

6.2.6 Hostel Cyber Room

ISTM has Hostel Cyber Room with internet connectivity. Each room of hostel is also provided with internet connectivity for the participants staying in hostel.

6.3 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 equipments which are being extensively used:

6.3.1 Audio-Visual Aids

ISTM is in possession of following Audit-visual aids:

- (i) Video Projection System;
- (ii) Slide Projector;
- (iii) Video Camera;
- (iv) VCR/TV Monitor;
- (v) Over Head Projectors;
- (vi) Public Address System; and
- (vii) LCD Projectors

6.3.2 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 these are used in various training programmes.

Chapter - 7

TRAINING METHODOLOGY

7.1 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 studies. 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, techniques, as described below, are used in addition to lecture method.

7.1.1 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 theoretical exposure to various rules/ regulations followed in Government. This method is predominantly used in areas like noting & drafting, office procedure, disciplinary procedures, parliamentary procedures, service rules, cash & accounts, work study, etc.

7.1.2 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.

7.1.3 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 organisational behaviour & leadership, training techniques, management of training etc.

7.1.4 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 Training Programmes.

7.1.5 Role-Play

This technique is being effectively utilised in the behavioral skill programmes as well as in administrative vigilance. In the area of behavioral 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 behavioral 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 behavior 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.

7.1.6 Book Review

With 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.

7.1.7 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; RUMOUR 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.

7.1.8 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.

Chapter - 8

TRAINING ACTIVITIES

8.1 The major training activity of the Institute is that of organising/conducting training courses and workshops mostly in accordance with the training calendar prepared for every financial year (April to March). During the year 2016-17, 267 training programmes were organised by the Institute covering a trainee population of 7336 officials from various parts of the country. A list of the courses planned 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 as Course Director under the overall supervision of wing-head i.e., concerned Joint Director. The broad classification of the courses and wings thereof is indicated below:

SI No	Course Classification	Wing Headed by
1.	Foundational courses	Joint Director(Management Services)
2.	CSS Cadre Training Plan Courses	Joint Director (Management Services)
3.	Induction Training Programmes for Officers of Group 'A' Services	Joint Director (Behavioral Techniques)
4.	Management Development Programmes	Joint Director (Management Services)
5.	Orientation & Refresher Courses	Joint Director (Peripatetic Training)
6.	Financial Management	Joint Director (Financial Management)
7.	RTI Capacity in Training Programmes	Joint Director (Management Services)
8.	Behavioral Techniques	Joint Director (Behavioral Techniques)
9.	Secretarial/CSSS Training Programmes	Joint Director (Peripatetic Training)
10.	Computer Courses	Joint Director (Behavioral Techniques)
11.	Training of Trainers	Joint Director (Peripatetic Training)
12.	Peripatetic Training Programmes	Joint Director (Peripatetic Training)
13.	Organisation Specific Programmes / Cadre Specific Programmes	Joint Director, (Behavioral Techniques)

The salient features of the aforesaid programmes are highlighted in the succeeding paragraphs:

8.1.1 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 of policy formulation and programme implementation, rules and instructions followed in the Central Secretariat and its Attached/Subordinate Offices. This programme is for direct-recruit Assistant Section Officers 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 behavioral sciences are also provided to enable them to develop skills in human relations. The course is covered in four modules:

Module – I Covers General Administration;

Module – II Covers Personnel Administration;

Module – III Covers Financial Administration; followed by a one-week Study Tour;

Module – IV covers Computers and IT.

08 ASODR courses of 11 weeks duration were conducted during 2016-17.

8.1.2. CSS Cadre Training Plan

The mandatory cadre training plan for CSS officers was introduced during 2008-09. These mandatory cadre training courses were conducted from level of Senior Secretariat Assistant to Deputy Secretary. During the year 2016-17, following cadre courses were conducted:

Name of Courses	No. of Courses	No of Participants
ASODR for Section Officers plan Direct Recruit	08	553
Level A for SSAs of CSCS	10	296
Level B for ASOs	11	361
Level D for SOs	08	215
Level E for USs	08	248
Level F for DSs	01	25
TOTAL	46	1698

8.2 Induction Training of Group 'A' Services

ISTM has been conducting Induction Training for the officers of Group 'A' services like Indian Cost Accounts Service (ICoAS). ISTM conducted one induction training programme during the year 2016-17, as per the details given below:

S. No	Name of Service	Duration		Number of Participants
		From	To	
1	Indian Cost Accounts Service(ICoAS)	19.09.2016	30.09.2016	08

8.3 Induction Training Component of Group 'A' Services

ISTM has been conducting induction training component for the officers of various Group 'A' services. The details of such training programmes conducted during the year 2016-17 are given below:

S. No	Name of Service	Duration		Number of Participants
		From	To	
1	Indian Defence Estate Service(IDES)	08.08.2016	12.08.2016	15
2	Office of NER State Secretariat Service	28.11.2016	09.12.2016	32
3	Indian Statistical Service	26.12.2016	06.01.2017	28
		09.01.2017	20.01.2017	28
4	Indian Economic Service	27.03.2017	31.03.2017	13

8.4 Management Development Programme

ISTM also conducts Management Development Programmes for officers of various levels up to Deputy Secretary/Director. The courses conducted in this category include Orientation Course for Deputy Secretaries/Directors, Establishment Rules, Reservation in Services, Administrative Vigilance, Workshop on Preparing Cabinet Notes, Basic Management Course, Advanced Management Course, Knowledge Management, Good Governance, Performance Monitoring & Evaluation System and Human Resource Management etc. Under this category, following courses were conducted during 2016-17.

8.4.1 Orientation Course for Directors/Deputy Secretaries posted under Central Staffing Scheme

This week long course enables the participants to learn the structure and functioning of various levels in Govt., to apply Office Procedures in their working, to develop Noting & Drafting Skills, to understand CAT cases, to describe role and function of disciplinary authority and to know about public procurement policy. Two Orientation Courses for Dy. Secretaries/Directors were conducted during the year 2016-2017.

8.4.2 Programme on Establishment Rules for Under Secretaries/Section Officers/Administrative Officers

The week long programme has been designed for the Middle Management Level Officers to improve their knowledge of the important provisions of the establishment rules and their applications. One course was conducted during the year 2016-17.

8.4.3 Programmes on Reservation in Services

The Institute conducts a three-day Orientation Programme on Reservation in Services. This is designed for the officers of the level of Section Officers and Assistant Section Officers in Govt. Offices. Two courses were conducted during the year 2016-17.

8.4.4 Administrative Vigilance Programme

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

- (i) One-week programme on administrative vigilance meant for Section Officers/Dealing Assistants (AV-1);
- (ii) Two-week programme on administrative vigilance for Section Officers and above (AV-2);
- (iii) Two-week programme on administrative vigilance for Assistant Section Officers and equivalent (AV-3); and
- (iv) One-week programme on administrative vigilance for Officers of autonomous bodies /PSUs (AV-4).

During the year, two courses (one AV-1 and one AV-3) were conducted.

8.4.5. Workshop on Noting and Drafting (WND)

The workshop enables the participants to understand principles of functional approach to Noting, identify the type of note to be recorded in a given situation and develop noting skills through practical exercises. This workshop also enables the trainees to understand the basic principles of drafting and draft an appropriate form of communication in a given situation. Four Courses were conducted during the year 2016-2017

8.4.6 Workshop on preparing notes for the Cabinet

The workshop aims at equipping the participants with the skills of preparing notes for the Cabinet/ Cabinet Committee in a given situation. During the year 2016-17, three one-day workshops were conducted for Deputy Secretaries/Directors and above and four half day workshops were conducted for Under Secretary & Section Officers.

8.4.7 Knowledge Management

A three-day 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 organisations. One course was conducted during 2016-17.

8.4.8 Human Resource Management

One course on Human Resource Management was conducted during 2016-17.

8.4.9 Workshop for Liaison Officers (SC/ST)

A workshop for the Liaison Officers for SC/STs and for OBC, which is of two-day duration, is also conducted by this Institute. Two workshops were conducted during the year 2016-17.

8.4.10 Workshop on Citizen Centric & Service Delivery Approach

One workshop was conducted during the year 2016-17.

8.5 Secretarial(CSSS) Training Programmes

Based on the recommendations of the taskforce, Cadre Training Plan for CSSS officers/officials is being implemented since 2011. The officers are required to undergo mandatory training for promotion to the next higher grade. Under this category, courses such as Induction Course for Stenographers (SDR), CSSS Cadre Level I, Level II, Level III and Level IV are being conducted.

8.5.1 Induction Course for Stenographers Direct Recruits

During the year 2016-17, initiative for conducting CSSS Cadre Courses was taken in a big way. Two Induction courses of eight-week duration for Stenographers were conducted during 2016-17. Candidates were first nominated to the respective cadre units and thereafter they joined ISTM for training.

8.5.2 CSSS Cadre Level I Course

The stenographers Grade D with 07 years of approved service in the grade are eligible for Level I training programme. The duration of the training programme is three-week. Successful completion of the Level-I programme is essential for promotion to the grade of Personal Assistant. One Level-I course was conducted during the year 2016-2017.

8.5.3 CSSS Cadre Level II Course

Personal Assistants with 03 years of approved service are eligible for undergoing CSSS Level II programme. Duration of this training programme is two weeks. Nomination of Personal Assistants is made by CS-II Division of the DoPT giving due preference to the senior Personal Assistants who may be included in the zone of consideration for promotion to the next higher grade. Six such courses were conducted during the year 2016-17.

8.5.4 CSSS Cadre Level III Course

Private Secretaries with 04 years of approved service are eligible for undergoing CSSS Level III training programme. The duration of this training programme is three weeks. Successful completion of Level III programme is essential for promotion to the grade of Principal Private Secretary. The nominations to the course are made by CS II Division of DoPT according to seniority in the grade of Private Secretary. Four courses were conducted during the year 2016-17.

8.5.5 CSSS Cadre Level IV Course

Principal Private Secretaries with 4 years of approved service are eligible for undergoing CSSS-IV training programme and the training programme is mandatory for promotion to the grade of Sr. Principal Private Secretary. The duration of this programme is three weeks and the nominations to the course are made by CS II Division of DoPT according to seniority in the grade of Principal Private Secretary. One course was conducted during the year 2016-17.

8.6 Financial Management Courses

The good understanding of fiscal matters is an essential component of Governmental functioning.

With a view to equipping the officers of various Governmental organisations with the essential knowledge of financial matters, ISTM conducts Capacity Building Programmes on Financial Management such as Analysis of Financial Statement, Formulation of Budget, Outcome Budget, Cash and Accounts, Pension and Retirement Benefits, Financial Rules for Heads of Departments, Workshop on Pay Fixation, Purchase Management, Project Management and Evaluation. During the year 2016-17.

8.6.1 Cash and Accounts

The 9-week course is meant for the officials of the level of Senior Secretariat Assistants and Assistant Section Officers. 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. One course was conducted during the year 2016-17.

8.6.2 Pension & Other Retirement Benefits (PRB)

The Institute conducts two types of special programmes on Pension and Other Retirement Benefits. The difference is in the participation level. The Course titled "Pension & Retirement Benefits-1 (PRB-1)" is meant for the Under Secretaries, Section Officers and the equivalent ranks in the Government. The Course titled "Pension & Retirement Benefits-II (PRB-II)" is meant for the Dealing Assistants who may either be Senior Secretariat Assistants or Assistant Section Officers. The objective of the programme is to provide the participants with a sound knowledge of rules and regulations pertaining to pension and other retirement benefits and their applications. One course on PRB 1 and two courses on PRB 2 were conducted during the year 2016-17.

8.6.3 Workshop on Pay Fixation

During the year 2016-17, one workshop on pay fixation was organised for the officers and staff dealing with the subject. The workshop enables 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.

8.6.4 Purchase Management in Govt. (PMG)

The workshop enables the participants to prepare comparative statement of tenders in a given situation, list out the essentials of contract management, to describe procedure for disposal of stores, to list out essentials of e-Procurement and to describe essential features of global procurement and procedures. One PMG-1 course was conducted during the year 2016-17.

8.6.5 Workshop on Formulation of Budget

The workshop will enable the participants to list and explain the three funds, explain the various terms used in budget, describe the principles of budgeting in India, describe the process of preparation of budget, explain the role of the Ministry of Finance, distinguish between saving and surrender of funds, describe the concept of cash management in implementation of budgetary resources allocated. Two workshop were conducted during the year 2016-17.

8.6.6 Workshop on Income Tax

The workshop enables the participants to understand various provisions of income tax act especially relating to salaries, knowledge about various deductions allowed while calculating taxable income and making of various calculations. One workshop was held during the year 2016-17.

8.6.7 Workshop on Project Formulation & Appraisal

This course designed to enable the participants to describe the Project Life Cycle and Project Formulation, to describe the Project Appraisal, to explain the Social Cost Benefits Analysis in Project Appraisal and to describe Project monitoring etc. One course was conducted during 2016-17.

8.6.8 Workshop for Internal Finance Officers

One course was conducted during 2016-17

8.6.9 Workshop on e-Procurement

Two Courses were conducted during 2016-17

8.7. Training Techniques

In order to impart quality training, we need good trainers. The Institute of Secretariat Training and Management is committed to developing good trainers. It conducts Capacity Building Programmes for augmenting the skills of trainers such as Workshops on National Training Policy, Direct Trainers' Skills (DTS), Design of Training (DoT), Evaluation of Training (EoT), Experiential Learning Tools (ELT) and Training of Trainers on RTI. 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 2016-17, the Institute conducted following TOT courses:-

8.7.1 Direct Trainers Skills

One week course of Direct Trainers Skills 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 2016-17.

8.7.2 Design of Training

One week course on Design of Training is organized for experienced trainers who have undergone DTS Course. The unique feature of this programme is that the participants are required to undertake to design a project relevant to the organisation's needs which is evaluated by the Course Tutor/Recognised Users. The qualities of the design proposals submitted by the participants are of very high order. Two courses were conducted during the year 2016-17.

8.7.3 Management of Training (MOT)

This course is designed for the officers who have been appointed as Training Manager responsible for managing various training related activities in their organisations. The training aims at developing knowledge & skills required to function as a Training Manager. One MOT course was conducted during the year 2016-17.

8.7.4 Workshop on National Training Policy

The course aims at familiarizing the participants with the salient features of National Training Policy 2012 and make them understand the role of Ministries/Departments/Organisation and Training Institutions in implementation of NTP. The Course enables them to prepare competency framework and action plan for implementation of National Training Policy. During the year 2016-17, one workshop was conducted.

8.8 Organisational Behaviour

With a view to building desirable behavioural skills in Government officers, the institute designs and conducts Capacity Building programmes on Behavioural Skills which includes courses on Stress Management, Team Building and Leadership, Values in Administration and Gender issues. Under this category the following courses were conducted during 2016-17:

8.8.1 Stress Management

The course aims 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 2016-17, one course was conducted for middle management officers of Central and state Governments, PSUs and autonomous bodies.

8.8.2 Workshop on Communication Skills

The two-day workshop is designed to enable the participants understand the value of communication and negotiation skill in work situation. It enables them to identify factors influencing an effective presentation, various nuances of interpersonal behavior in transactions with colleagues in organizations, describe the importance of counselling in problem solving. One workshop was conducted during the year 2016-17.

8.8.3 Workshop on Emotional Intelligence

ISTM organises three-day workshops on Emotional Intelligence. The participants are involved in various activities like Role-Plays, Management Games, Meditation to bring home the impact of emotional control and management and how these skills can be developed for dealing effectively with day to day situations. One workshop was conducted during the year 2016-17.

8.8.4 Gender Sensitization

A course on Gender Sensitization has been conducted at this institute since 2002-03. Officers of several Government organizations are sensitised on gender related issues in the light of latest Government orders and Court directives in this area. The objective of the course is to enhance knowledge on gender issues and train them to solve these giving due respect to all genders. One course was conducted during the year 2016-17.

8.8.5 Ethics & Values in Public Governance

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. One course was conducted in the year 2016-17.

8.8.6 Workshop on Team Building & 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. One course was conducted during the year 2016-17.

8.8.7 Organisational Behaviour in Government

The one-week programme on "Organizational 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 experiences. One course was conducted during the year 2016-17

8.8.8 Workshop on Sexual Harassment of Women at Workplace

Three courses were conducted during the year 2016-17.

8.8.9 Workshop on Gender Budgeting

One course was conducted during the year 2016-17.

8.9 Computer Applications

8.9.1 Course on Application of Computers

In order to make the administration responsive and effective, Government of India has decided to computerize the activities of various Departments as a matter of policy. The onus is, therefore, on ISTM to make a large number of government officials computer literate. Courses have been designed to give the participant optimum inputs on knowledge and skill in the use of computer on window platform. During the year under report, four courses were conducted on Microsoft Word, Excel, Office Suits and Power point.

8.10 Special Training Programmes for officers of DoPT

Eleven Special Training Programmes on 'File Management' for officials of DoPT were conducted at ISTM during the year 2016-17.

8.11 Training Programmes for North Eastern States

As part of capacity building exercises initiated by the Training Division, Department of Personnel & Training to train the Officers of North-Eastern States, ISTM conducts various training programmes from time to time. One course each for Meghalaya, Mizoram and Assam was conducted during the year 2016-17.

Chapter - 9

PROGRESSIVE USE OF HINDI IN OFFICIAL WORK

9.1 The 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 Government 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 Programme and various orders/instructions issued from time to time by the Department of Official Language.

9.2 Official Language Policy & Implementation of Annual Programme

Implementation Machinery

At present, there is an Official Language Unit (OL unit) in the Institute which has one sanctioned post each of Deputy Director (OL), Assistant Director (OL), Senior Translator and Junior Translator. Besides the implementation of the Official Language Policy and the Annual Programme of the Department of Official Language, Official Language unit does the translation of the works of routine nature of the Institute which are mainly course related and administrative in nature. It also performs the work of translation of question papers and training material of various training courses in Hindi. Consequent to retirement of Deputy Director (OL) and promotion of Assistant Director (OL) and the Junior Translator, the posts are lying vacant at present.

9.3 Steps taken for Increased Use of Hindi

During the year 2016-17 following steps have been taken to increase the use of Hindi in office work:

-
- (i) Quarterly reports regarding the progressive use of Hindi were sent regularly to the Department of Personnel & Training;
- (ii) Three meetings of Official Language Implementation Committee were conducted;
- (iii) One Hindi Language Workshop was conducted to enable the officials of the Institute to do their official work in Hindi;
- (iv) Orders regarding honorarium paid to the guest faculty were issued in Hindi;
- (v) Training circular/ nomination acceptance letters and nominations forms were sent in Hindi as well;
- (vi) The task of translation of question papers for the examinations in respect of various training courses was undertaken;
- (vii) Certificates given to the course participants are prepared both in Hindi and English;
- (viii) Sessions on Official Language Policy of the Government are kept in courses conducted by the Institute for different categories of Officers e.g. Assistant Section Officers (Direct Recruit), Stenographers (Direct Recruit), Orientation courses for Deputy Secretaries/Directors etc;
- (ix) 90% of the training material of the Institute is bilingual. Efforts are being made to make it 100 percent;

- (x) Training is imparted through a mixed medium of both English and Hindi as participants speaking diverse languages come here for training from various parts of the country;
- (xi) Training Calendar and Annual Report of the Institute are bilingual; and
- (xii) Incentive Scheme for doing original work in Hindi is being organized in the Institute.

9.4 Observance of Hindi Maah

During the year, Hindi Maah was observed from 1st September to 30th September, 2016. During this period five competitions were conducted under the supervision of various faculty members. These included Sulekh Competition for Multi-Tasking Staff, Hindi essay writing, Hindi slogan writing, Noting & Drafting in Hindi and Translation and Administrative Terminology Competition. Hindi Maah Closing and Prize Distribution Ceremony was also organised. During this ceremony winners of the Hindi Kavita-Paath Competition held for ASOs (DR) recited their poems, some of which were self-composed. Thereafter, Dr. Sunita H. Khurana, Director, ISTM gave away prizes and certificates to the winners of the different competitions. After prize distribution ceremony she addressed the gathering. In her address she said that Hindi is our Official Language and it is the policy of the Government of India to carry out all the official work in Hindi. She also stressed that simple and lucid Hindi should be used for performing official work. In the end, she congratulated all the prize winners and hoped that all prize winners will carry out their maximum official work in Hindi.

Chapter - 10

TRAINING SUPPORT TO OTHER ORGANISATIONS

10.1 Introduction

Being the premier Institute for training in Government 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 specialised areas, a number of organisations approach ISTM for providing them training support. The Institute provided training support to various organisations by way of:

- (i) Organisation specific programmes;
- (ii) Peripatetic programmes; and
- (iii) Faculty assistance

10.1.1 Organization Specific Programmes, Cadre Specific Programmes and Orientation Programmes

On the basis of requests received from Government departments, Attached/Subordinate Offices, Public Sector Undertakings/ Autonomous bodies, 94 organisation specific programmes including 09 Cadre Specific Programmes/ Courses were conducted, as per details given below:

ORGANISATION SPECIFIC PROGRAMME (OSP)

S. No.	Name of Course	Duration		Course Directors	Number of Participants
		From	To		
1	OSP- TRAI	04.04.2016	08.4.2016	RKA	22
2	OSP(O) NHIDCL	21.04.2016	22.4.2016	MS	25
3	OSP(O) CVC	21.04.2016	22.4.2016	RKK	21
4	OSP Coast Guard	25.04.2016	29.4.2016	HG	30
5	OSP-CWC	16.05.2016	19.05.2016	RKA	22
6	OSP-ED	16.05.2016	20.05.2016	KHS	30
7	OSP(O) NACEN	25.05.2016	28.05.2016	BP	99
8	OSP – NCTE	02.06.2016	03.06.2016	RKK	15
9	OSP IGNCA	11.07.2016	15.07.2016	JC	23
10	OSP-ECI-1	11.07.2016	19.08.2016	RKA	10
11	OSP(O)-CBSE HQ	11.07.2016	13.07.2016	KKP(C)	24
12	OSP-ECI	15.07.2016	11.07.2016	RKA	12
13	OSP(O)-ECI	18.07.2016	05.08.2016	YD	38
14	OSP- M/o Textile	18.07.2016	22.07.2016	PPA	23
15	OSP-DGCA	18.07.2016	29.07.2016	DB	30
16	OSP-TCPO	18.07.2016	29.09.2016	NS(C)	11
17	OSP-DFCCIL	22.07.2016	23.07.2016	KGR	14
18	OSP(O)IIT Mumbai on RIS	28.07.2016	29.07.2016	PPA	25

S. No.	Name of Course	Duration		Course Directors	Number of Participants
		From	To		
19	OSP(O) RTI (Karnataka)	29.07.2016	29.07.2016	KGR	25
20	OSP(O) CBSE HQ.	01.08.2016	05.08.2016	HG	25
21	OSP(O) CBSE Patna	08.08.2016	12.08.2016	PPA	25
22	OSP (O) CBSE Chennai	08.08.2016	12.08.2016	KGR	25
23	OSP on OBG DRDO	08.08.2016	10.08.2016	RKA	26
24	OSP(O) LBASNAA	17.08.2016	19.08.2016	YD	25
25	OSP(O) SEZ,NOIDA	17.08.2016	19.08.2016	BP	25
26	OSP-M/o Commerce	22.08.2016	24.08.2016	VR	25
27	OSP(O) CBSE Allahabad	29.08.2016	02.09.2016	KHS	25
28	OSP(O)-BSES	05.09.2016	09.09.2016	RKK	25
29	OSP(O)-CBSE Ajmer	05.09.2016	09.09.2016	RKA	25
30	OSP(O)-CBSE HQ	05.09.2016	09.09.2016	VR	25
31	OSP(O)-ICAR	12.09.2016	10.10.2016	AA	32
32	OSP-TCPO-AMS	12.09.2016	30.09.2016	NS	11
33	OSP-NAVY	13.09.2016	17.09.2016	YD	25
34	OSP(O)-UIDAI	14.09.2016	15.09.2016	RKK	24
35	OSP-CEPTAM	19.09.2016	21.09.2016	DB	29
36	OSP(O)CBSE Panchkula	26.09.2016	30.09.2016	RG	26
37	OSP-Navy DTS	03.10.2016	07.10.2016	KGR	25
38	OSP(O) NPCIL	13.10.2016	14.10.2016	YD	25
39	OSP(O) CBSE Delhi	17.10.2016	21.10.2016	AA	25
40	OSP(O) CBSE Bhubneshwar	17.10.2016	21.10.2016	RKK	25
41	OSP(O) CBSE Thiruvand.	17.10.2016	21.10.2016	DB	25
42	OSP(O) DPE	17.10.2016	18.10.2016	PPA	48
43	OSP Delhi Police	20.10.2016	20.10.2016	RKK	35
44	OSP-CGWB	24.10.2016	28.10.2016	RKK	25
45	OSP-NAVY DOT	24.10.2016	28.10.2016	YD	15
46	OSP-CEPTAM	26.10.2016	28.10.2016	PPA	26
47	OSP(O) Tobacco Board	03.11.2016	04.11.2016	DB	25
48	OSP-NTRO	03.11.2016	05.11.2016	RKA	20
49	OSP(O) NCSCM	04.11.2016	04.11.2016	RKK	25
50	OSP(O) Navy	07.11.2016	11.11.2016	RG	25
51	OSP(O) CBSE Guwahati	07.11.2016	11.11.2016	AA	25
52	OSP(O) CBSE Dehradun	07.11.2016	11.11.2016	KHS	25
53	OSP-CGWB	07.11.2016	11.11.2016	MS	23
54	OSP-Air HQ	07.11.2016	11.11.2016	RKJ	23
55	OSP-BSI	07.11.2016	11.11.2016	USC	7
56	OSP-CEPTAM	07.11.2016	09.11.2016	GM	22
57	OSP(O)ISRO	17.11.2016	18.11.2016	MS	25
58	OSP(O)Navy	21.11.2016	25.11.2016	AA	25

S. No.	Name of Course	Duration		Course Directors	Number of Participants
		From	To		
59	OSP(O) Tobacco Board	22.11.2016	23.11.2016	NS(C)	25
60	OSP-ICFRE	28.11.2016	02.12.2016	NS(C)	24
61	OSP-CGWB	05.12.2016	09.12.2016	RG	25
62	OSP(O) NPCIL	08.12.2016	09.12.2016	MS	25
63	OSP-ED	14.12.2016	16.12.2016	PPA	26
64	OSP(O) NPCIL	15.12.2016	16.12.2016	KKP(C)	25
65	OSP(O)-CPWD	19.12.2016	19.12.2016	PPA	30
66	OSP(O)-NSD	19.12.2016	20.12.2016	NS	21
67	OSP(O)-NSD	21.12.2016	22.12.2016	RG	25
68	OSP-CEPTAM	02.01.2017	04.01.2017	AA	20
69	OSP-DGCA	02.01.2017	13.01.2017	USC	30
70	OSP-AIR HQ	02.01.2017	06.01.2017	YD	25
71	OSP-Dte. of Printing	19.01.2017	19.01.2017	USC	26
72	OSP-Dte. of Printing	20.01.2017	20.01.2017	USC	27
73	OSP-MNRE (5 Saturdays)	21.01.2017	18.02.2017	PPA	25
74	OSP-KVS	30.01.2017	01.02.2017	BP	26
75	OSP-KVS	02.02.2017	03.02.2017	BP	27
76	OSP-KVS	06.02.2017	08.02.2017	NS	25
77	OSP(O) IIM (Lucknow)	13.02.2017	14.02.2017	YD	30
78	OSP-NHAI	13.02.2017	17.02.2017	GM	22
79	OSP(O)NPCIL-KOTA	16.02.2017	17.02.2017	KHS	25
80	OSP(O)-LBSNAA	20.02.2017	22.02.2017	DB	25
81	OSP(O)-NPCIL Kota	20.02.2017	21.02.2017	KHS	25
82	OSP-CEPTAM	20.02.2017	22.02.2017	AA	27
83	OSP-BIS	23.02.2017	23.02.2017	RG	23
84	OSP-CCCP Disabilities	28.02.2017	28.02.2017	PPA	77
85	OCD	01.03.2017	03.03.2017	VR	16
86	OSP-KVS	07.03.2017	07.03.2017	PPA	24
87	OSP-DPE	08.03.2017	10.03.2017	RG	55
88	OSP-KVS	08.03.2017	08.03.2017	PPA	24
89	OSP-KVS	09.03.2017	09.03.2017	PPA	23
90	OSP-KVS	10.03.2017	10.03.2017	PPA	21
91	OSP(O)-Navy	14.03.2017	18.03.2017	VR	31
92	OSP-KVS	15.03.2017	17.03.2017	AD	26
93	OSP(O)-GSI	20.03.2017	24.03.2017	KKP(C)	25
94	OSP(O)-Dep of Exp.	27.03.2017	27.03.2017	PPA	22
Total					2444

CADRE SPECIFIC PROGRAMME (CSP)

S. No.	Name of Course	Duration		Course Directors	Number of Participants
		From	To		
1	CSP for IDES probationers of NIDEM	08.08.2016	12.08.2016	YD	15
2	CSP-ICoAS	19.09.2016	30.09.2016	RKA	8
3	CSP IIS IIMC	24.10.2016	28.10.2016	RKA	21
4	CSP-NE Region	28.11.2016	09.12.2016	RKA	32
5	CSP-Railways	05.12.2016	12.12.2016	AA	25
6	CSP-NSSTA	26.12.2016	06.01.2017	AD	28
7	CSP-Railways	09.01.2017	20.01.2017	GM	46
8	CSP-NSSTA	09.01.2017	20.01.2017	RKJ	28
9	CSP-IES	27.03.2017	31.03.2017	DB	13
Total					216

10.1.2 Organisation Specific Programme on Right to Information

During the year 2016-17, on the basis of requests received from Government Departments, Attached/Subordinate Offices, Public Sector Undertakings/ Autonomous Bodies, six Organisation specific programmes on Right to Information Act were conducted.

During the year 2016-17, 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 Course	Duration		Course Directors	Number of Participants
		From	To		
1.	Right to Information-Public Information Officers	09.05.2016	10.05.2016	GR	28
		30.06.2016	01.07.2016	HG	18
		19.09.2016	20.09.2016	KGR	11
		15.03.2017	16.03.2017	KGR	18
2.	Seminar on RTI	27.03.2017	27.03.2017	RG	35
3.	OSP on RTI	22.07.2016	23.07.2016	KGR	14
		29.07.2016	29.07.2016	KGR	25
		14.09.2016	15.09.2016	RKK	24
		19.01.2017	19.01.2017	USC	26
		20.01.2017	20.01.2017	USC	27
		02.02.2017	03.02.2017	BP	27
Total					253

10.2 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 capital and helping them with the course design, training material, and training their trainers. The Institute has been conducting peripatetic programmes, mainly in the following areas:

- (i) Right to Information Act;
- (ii) Behavioural skills;
- (iii) O&M and work Study;
- (iv) Office Management & Office Procedure;
- (v) Reservation in Service for Scheduled Castes/Tribes;
- (vi) Financial Management; Administrative Vigilance;
- (vii) Establishment rules; Good Governance; and
- (viii) Workshop on Team Building and Leadership.

During the year 2016-17, peripatetic training programmes on Right to Information, Contract Management, Office Management, Noting Drafting and Record Management, Reservation in Services, Pension, Administrative Vigilance, Pay Fixation, Cabinet Notes, Establishment Rules, Disciplinary Proceedings, Organisation Behaviour, Good Governance. were held as per details given below:

Sl. No.	Subjects/Topics	Place	Dates	Duration	Faculty
1	Vigilance and Disciplinary Proceedings	Chandigarh	26th – 27th Dec, 2016	02 Days	YD
			12th – 13th Jan, 2017	02 Days	USC
2	Right to Information		02nd Sep, 2016	01 Day	RKK
			23rd Sep, 2016		HG
			07th Oct, 2016		KGR
			18th Nov, 2016		KGR
3	Organisation Behaviour in Govt.		01st – 02nd Dec, 2016	02 Days	KHS
4	Contract Management		20th – 21st Oct, 2016	02 Days	RKA
5	Good Governance		22nd – 23rd Feb, 2017	02 Days	KGR
6	Reservation in Service		08th – 09th Feb 2017	02 Days	BP
7	Establishment Rules		21st – 23rd Dec, 2016	03 Days	DB
8	Right to Information	Puducherry	14th Sep, 2016	01 Day	KGR
9	Preparation of Self Contained Notes		19th Sep, 2016	01 Day	YD
			20th Sep, 2016		YD
			30th Sep, 2016		YD
10	Reservation in Services		19th – 21st Oct, 2016	03 Days	RG

Sl. No.	Subjects/Topics	Place	Dates	Duration	Faculty
11	Office Management	Andaman & Nicobar Administration	19th – 21st Sep, 2016	03 Days	RG
			24th – 26th Nov, 2016	03 Days	YD
12	Pay Fixation		22nd – 23rd Sep, 2016	02 Days	YD
13	Establishment Rules		21st – 23rd Nov, 2016	03 Days	RG
14	Right to Information		20th Jan, 2017	01 Day	VR
15	Pay Fixation	Sikkim	02nd – 03rd Nov, 2016	02 Days	YD
16	Cabinet Notes	Arunachal Pradesh	10th Feb, 2017	01 Day	YD
17	Pension	Lakshadweep	21st – 23rd Sep, 2016	03 Days	NS(FC)
18	Establishment Rules		09th – 11th Nov, 2016	03 Days	PPA
19	Office Management		23rd – 25th Nov, 2016	03 Days	MS
20	Right to Information		09th Dec, 2016	01 Day	USC
21	Pay Fixation		02nd – 03rd Feb, 2017	02 Days	YD

10.3 Faculty Assistance

Despite very tight schedule and in house commitments, faculty assistance was also provided to the following organisations in their training courses:

S.No.	Name of the Programme	Duration	Faculty
1	DoPT on Preventive Vigilance	06th April, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
2	DoPT on Preventive Vigilance	13th April, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
3	NAARM, Hyderabad on Reservation in Services	29th April, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
4	DoPT on Preventive Vigilance	04th May, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
5	DoPT on Preventive Vigilance	11th May, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
6	DoPT on Preventive Vigilance	18th May, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
7	Inter State Council of Secretariat Vigyan Bhawan	30th May, 2016	Sh. Nafe Singh, Faculty Consultant

S.No.	Name of the Programme	Duration	Faculty
8	Inter State Council of Secretariat on Noting & Drafting	30th May, 2016Sh.	Rajeev Kumar Kundi, Deputy Director
9.	Inter State Council of Secretariat Vigyan Bhawan	31st May, 2016	Sh. Vadali Rambabu, Deputy Director
10.	DoPT on Preventive Vigilance	01st June, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
11	Central Council for Research in Ayurvedic Sciences on RRs	03rd June, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
12	Central Council for Research in Ayurvedic Sciences on Procurement Procedure	03rd June, 2016	Sh. Nafe Singh, Faculty Consultant
13	DoPT on Preventive Vigilance	08th June, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
14	DoPT on Preventive Vigilance	15th June, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
15	DoPT on Preventive Vigilance	22th June, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
16	DoPT on Ethics and Values	29th June, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
17	Ministry of Environment and Forest	12th July, 2016	Sh. H Govind, Deputy Director
18	DoPT on Ethics and Values	13th July, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
19	Intelligence Bureau(MHA) on Establishment Matters	18th July, 2016	Smt. R. Gayatri, Deputy Director
20	DoPT on Ethics and Values	20th July, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
21	DoPT on Ethics and Values	27th July, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
22	DGCA on Right to Information	02nd August, 2016	Sh. K Govindarajulu, Joint Director
23	DGCA on Vigilance	03rd August, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
24	DoPT on Ethics and Values	03rd August, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
25	DoPT on File Management	04th August, 2016	Sh. Agam Aggarwal, Deputy Director
26.	IGNCA on FR/SR	04th August, 2016	Sh. Yogesh Dwivedi, Deputy Director
27	IGNCA on Disciplinary Proceedings and Conduct Rules	05th August, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
28	DoPT on Ethics and Values	17th August, 2016	Sh. Uday Shankar Chatopadhyay, Deputy Director

S.No.	Name of the Programme	Duration	Faculty
29.	DoPT on Ethics and Values	24th August, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
30.	Cabinet Secretariat on Contract Management	30th August, 2016	Sh. Nafe Singh, Consultant
31.	Cabinet Secretariat on Designing of Tenders/ Inventory Control	31st March, 2016	Sh R K Agrawal, Deputy Director
32.	CCPD, Ministry of Social Justice and Empowerment on RIS	01st September, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
33.	Indian Institute of Public Administration Establishment Rules	06th September, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
34.	Indian Institute of Public Administration Office Management	07th February, 2016	Sh. Yogesh Dwivedi, Deputy Director
35.	Ministry of Social Justice and Empowerment on Office Procedure and Establishment Rules at Agra	20th September, 2016	Smt. R. Gayatri, Deputy Director
36.	Intelligence Bureau(MHA) on Management Concept	05th October, 2016	Sh. K Govindarajulu, Joint Director
37.	LBSNNA on Noting & Drafting and Office Procedure	13th October, 2016	Sh. Rajeev Kumar Kundi, Deputy Director
38.	HIPA, Gurgaon	18th October, 2016	Sh. K K Pant, Faculty Consultant
39.	Mahatma Gandhi State Institute of Public Administration Punjab (MGSIPAP), Chandigarh	18th – 20th October, 2016	Sh. Nafe Singh, Faculty Consultant
40.	DoPT on Ethics and Values	19th October, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
41.	Mahatma Gandhi State Institute of Public Administration Punjab (MGSIPAP), Chandigarh	21st October, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
42.	DoPT on Ethics and Values	26th October, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
43.	NIT, Delhi on Vigilance	02nd November, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
44.	DoPT on Ethics and Values	02nd November, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
45.	Shorthand Test and Evaluation for the post of Private Secretary and Personal Assistant	04th November, 2016	Sh. H Govind, Deputy Director
46.	DoPT on Record Management	09th November, 2016	Sh. Yogesh Dwivedi, Deputy Director

S.No.	Name of the Programme	Duration	Faculty
47.	Ministry of Information and Broadcasting on Record Management	15th November, 2016	Sh. Yogesh Dwivedi, Deputy Director
48.	DoPT on Record Management	16th November, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
49.	DoPT on Record Management	23rd November, 2016	Sh. Yogesh Dwivedi, Deputy Director
50.	DoPT on Record Management	30th November, 2016	Sh. Uday Shankar Chattopadhyay, Deputy Director
51.	DoPT on Record Management	07th December, 2016	Sh. Yogesh Dwivedi, Deputy Director
52.	DoPT on Record Management	14th December, 2016	Sh. Moloy Sanyal, Deputy Director
53	Mahatma Gandhi State Institute of Public Administration Punjab (MGSIPAP), Chandigarh on Conduct Rules & CCS(CCA) Rules	21st December, 2016	Sh. Praveen Prakash Ambashta, Deputy Director
54	DoPT on Record Management	28th Dec., 2016	Sh. Yogesh Dwivedi, Deputy Director
55	DoPT on Record Management	04th January, 2017	Sh. Moloy Sanyal, Deputy Director
56	DoPT on Record Management	11th January, 2017	Sh. Uday Shankar Chattopadhyay, Deputy Director
57	DoPT on Record Management	18th January, 2017	Sh. Uday Shankar Chatopadhyay, Deputy Director
58	Indian Institute of Public Administration on NPS	20th January, 2017	Sh. Nafe Singh, Faculty Consultant
59	Indian Institute of Public Administration on e-Tendering	24th January, 2017	Sh. B Dhanesh, Deputy Director
60	DoPT on Record Management	25th January, 2017	Sh. Moloy Sanyal, Deputy Director
61	DoPT on Record Management	01st February, 2017	Sh. Uday Shankar Chattopadhyay, Deputy Director
62	National Institute of Wind Energy, Chennai on RTI	03rd February, 2017	Sh. K Govindarajulu, Joint Director
63	DoPT on Record Management	08th February, 2017	Sh. Uday Shankar Chattopadhyay, Deputy Director
64	DoPT on Record Management	15th February, 2017	Sh. Yogesh Dwivedi, Deputy Director
65	Indian Institute of Public Administration Establishment Rules	21st February, 2017	Sh. Praveen Prakash Ambashta, Deputy Director
66	Defence Research and Development Organisation	27th February, 2017	Sh. K Govindarajulu, Joint Director
67	DoPT on Record Management	01st March, 2017	Sh. Uday Shankar Chattopadhyay, Deputy Director
68	DoPT on Record Management	08th March, 2017	Sh. Yogesh Dwivedi, Deputy Director
69	DoPT on Financial Management	29th March, 2017	Sh. K K Pant, Faculty Consultant

Chapter - 11

FACULTY DEVELOPMENT

11.1 Introduction

One of the major strengths of ISTM is its faculty, consisting of officers drawn from various central services on deputation. The proficiency of ISTM lies in providing skill based training. The experienced faculty members share their rich and varied experience (gained in Ministries/ Departments) 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 into account learning/training needs while designing/delivering training. The faculty members are also deputed for professional courses related to their subject areas to other "Centres of Excellence" in the country. The opportunities for observing the training-sessions and processes conducted by senior/experienced faculty members are provided to the new faculty members. The Institute regularly sponsors its faculty members to undergo various training courses both within and abroad to gain specialisation in the fields allotted to them.

A table showing the areas in which the faculty members were trained during the year 2016-17 is given below:

Sl. No.	Name of the Programme	Duration		Faculty
		From	To	
1	Master Trainers Course on Gender Budgeting	01.02.2017	03.02.2017	Dr. Sunita H Khurana, Director, ISTM
2	Workshop for Training Managers	06.10.2016	07.10.2016	Sh. K Govindarajulu, Joint Director
3	Knowledge Management	05.12.2016	07.12.2016	Sh. Uday Sankar Chattopadhyay, Deputy Director
4	Ethics Module at Indian Postal Academy	23.06.2016	24.06.2016	Sh. Uday Sankar Chattopadhyay, Deputy Director
5	5RTI-PIO Course	09.05.2016	10.05.2016	Sh. Vadali Rambabu, Deputy Director
6	Government E-Marketplace Course	04.01.2017	04.01.2017	Sh. Vadali Rambabu, Deputy Director
7	Master Trainers Course on Gender Budgeting	01.02.2017	03.02.2017	Sh. Moloy Sanyal, Deputy Director
8	DoT Course	28.11.2016	02.12.2016	Smt. R. Gayatri, Deputy Director
9	DoT Course	03.10.2016	07.10.2016	Sh. R K Agrawal,
10	Government E-Marketplace Course	04.01.2017	04.01.2017	Deputy Director

Sl. No.	Name of the Programme	Duration		Faculty
		From	To	
11	e-Procurement course at NIFM	06.06.2016	10.06.2016	Sh. B Dhanesh, Deputy Director
12	e-Procurement Workshop at India Habitat Centre Delhi	22.09.2016	22.09.2016	
13	Government e-Marketplace (GeM) Workshop at India Habitat Center Delhi	22.09.2016	22.09.2016	
14	Workshop on Sexual Harassment of Women at Workplace	13.10.2016	14.10.2016	Sh. Praveen Prakash Ambashta, Deputy Director
15	DTS Course	26.09.2016	30.09.2016	Sh. Agam Aggarwal, Deputy Director
16	DTS Course	26.09.2016	30.09.2016	Sh. K H Sivaramakrishnan, Assistant Director
17	CGHS/CSMA Rules	6.05.2016	06.05.2016	
18	RTI-PIO Course	09.05.2016	10.05.2016	Sh. Bhagaban Padhy, Assistant Director
19	CGHS/CSMA Rules	06.05.2016	06.05.2016	
20	ToT on Space Technology Applications	06.03.2017	10.03.2017	
21	Workshop on Pay Fixation	16.11.2016	18.11.2016	Smt. Anurag Devgan, Assistant Director
22	DTS Course	21.11.2016	25.11.2016	Smt. Geetha Menon, Assistant Director
23	Workshop on Communication Skills	26.12.2016	27.12.2016	

11.2 Providing Faculty for National Training Calendar Programmes

The Training Division of the Department of Personnel & Training utilises the services of the Recognised Users and Master Trainers of the Institute in conducting DTS, DoT courses and Recognized User Development Programmes which are conducted at selected Training Institutes in the country on behalf of Training Division. During 2016-17, the Institute provided services of its Master Trainers and Recognized Users for the following institutes:

Sl. No.	Name of the Programme	Duration		Faculty
		From	To	
1	Master Trainers	01.02.2017	03.02.2017	Dr. Sunita H Khurana, Director, ISTM
2	Course on Gender Budgeting			Sh. Moloy Sanyal, Deputy Director

ANNEXURE-I

OUR FACULTY DURING 2016-17

Faculty	Subjects/topics allotted
Dr. Sunita H Khurana	Director
Col. Sanjay Kumar Sharma	Addl. Director – joined on 04th August, 2016
Shri Satyajit Mishra, Joint Director (MS) left on 22.08.2016	Preparation of Cabinet Note, Public Administration, Economic Development and Planning Process, Good Governance, Ethics in Governance, Administrative Reforms Commission, Citizen Charter, Economic Policy/Economic Liberalisation, 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.
Smt. Geetha Nair, Joint Director (OM&PT) left on 07.07.2016	Office Procedure, Noting & Drafting, Machinery of Govt., Motivation, Leadership, Team Building, Communication Skills, Preparation of Cabinet Note, Public Administration, Stress Management, Time Management, Change Management, Interpersonal Relationship, Organisational behaviour, Leave Rules, LTC Rules, Communication Skills, Team Building & Leadership, Decision Making, Presentation Skills, DTS, DoT and MoT.
Sh. K Govindarajulu, Joint Director (BT)	All subjects related to Management Services, Management Concepts, Organisational Structure, Job Evaluation, Management of Change, TQM, Project Management, Knowledge Management, Time Management, Performance Appraisal, RFD, e-Governance, Good Governance, RTI, Sevottam, Stress Management, Organizational Development, Conflict Management, Team building & Leadership, Value & Ethics, Emotional Intelligence. DTS, Recognised Trainer-DTS, and National Resource Person on "Leadership Skills".
Sh. R.K. Kundi, Deputy Director (MS) – left on 10.11.2016	Noting & Drafting, Machinery of Govt., Records Management, Organisation Analysis, Method Study, Management Concepts, Form Design, Change Management, Stress Management, Team Building and

Faculty	Subjects/topics allotted
	Leadership, Work measurement, Public Private Partnership, Intellectual Property Rights, Sevottam Model, Centrally sponsored flagship programmes, Good Governance, Purchase Management, Material Management
Smt. R. Gayatri, Deputy Director(OM)	Office Procedure, Noting and Drafting, Machinery of Govt., Departmental Security Instructions, Establishment Rules including RR, DPC, promotion etc., Reservation in Services, Pension Rules including NPS and Retirement Benefits, Pay fixation, DFPR, LTC Rules, Conduct Rules, H-CAT, Vigilance, Leave Rules
Sh H Govind, Deputy Director(MS)	Office Procedure, Machinery of Govt., Noting and Drafting, Departmental Security Instructions, Secretarial skills(Topics related to enhancement of Professional skills of personal staff), Presentation Skills, Parliament Procedures, RTI Main Features, Computer Inputs, All topics related to MS Wing, Finance, LTC, TA/DA, Income Tax, GPF Rules, CSMA, OB-1, New Areas HRM, Sevottam, RFD & PMES, Competency Mapping
Sh R K Agrawal, Deputy Director(FM)	Analysis of Financial Statements, Cost Accounting and its Applications, Pension Rules including NPS and Retirement Benefits, Pay fixation, DFPR, LTC Rules, FR/SRs, Conduct Rules, H-CAT, Vigilance, Leave Rules, GFRs, DFPRs, Budget, Outcome Budget, Income Tax, Public Private Partnership, Public Procurement, Project Formulation and Appraisal, Duties and Responsibilities of HOOs/ DDOs, Financial Management in Government, Material Management, Inventory Control, Expenditure Management & Economy Instructions, Negotiation Skills, Interpersonal Skills, Presentation Skills, Leadership Skills, Organisation Behaviour
Sh Praveen Prakash Ambashta, Deputy Director (Vigilance)	Parliament Procedure, Pension Rules, Handling of CAT and Court Cases, JCM, CCS(CCA) Rules, CCS (Conduct) Rules, Administrative and Preventive Vigilance, Administrative Laws, Constitution, Establishment Rules, Reservation in Services, Communication Skills, Interpersonal Skills, Motivation, Stress Management, Team Building and Leadership, CSMA/CGHS, FR/SR, Pay Fixation, MACP, Computer, APAR, Gender Issues

Faculty	Subjects/topics allotted
Sh Vadali Rambabu, Deputy Director(FC)	Machinery of Govt, Public Administration, Outcome Budget, Budget, Good Governance, World Trade Organisation, Public Private Partnership, Procurement/Purchase Procedures, Office Procedure, CCS (Conduct) Rules, CCS(CCA) Rules, Administrative Law, Cabinet Note, Record Management, RTI Act, TA Rules, Communication Skills, Stress Management, Official Language Policy, Computer Inputs, Citizen Charter
Sh US Chattopadhyay, Deputy Director(FC)	CCS(Conduct) Rules, CCS(CCA) Rules, 1965, Office Procedure, Cabinet Note, CGEGIS, Leave Rules, Machinery of Govt, Parliament Procedures, Advances including HBA, Delegation of Financial Rules, FR/SR, GPF Rules, Grievances Handling, Performance Appraisal, TA Rules, Service Book, Establishment Rules, LTC, Record Management, Noting and Drafting, NTP, Citizen Charter, MACP, Pay Fixation, Computer Inputs
Sh Moloy Sanyal, Deputy Director(OM)	File Management, Office Management, Noting & Drafting, Records Management, Office Procedure, Parliamentary Procedures, Gender Sensitization, Organisation Behavior, Organisational structure, Leadership, Motivational Skills, Team Building, Interpersonal Relationship, Stress Management, Statistics/Statistical Analysis, Advanced Data Analysis, General Management-Terms & Conditions, Financial Management- General Overview, Managerial Economics, Service Marketing, Computer Inputs, RTI, Good Governance, Purchase Management, Material Management, National Training Policy, E Governance, Performance Appraisal, RFD, Delegation of Financial Power Rules (DFPR), General Financial Rules (GFR), Sevottam Model, Intellectual Property Rights, Public Private Partnership, GPF, Pay Fixation Rules
Sh. Yogesh Dwivedi, Deputy Director (PT)	Financial Management, FR & SR, Pay Fixation, LTC, Central Government Employees Group Insurance Scheme(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, DOT, MOT
Sh. B Dhanesh, Deputy Director (Accounts)	Budget, CCS(Leave) Rules, Central Government Employee Group Insurance Scheme, Children Education Allowance,

Faculty	Subjects/topics allotted
	Classification of Account, Computer Input & Excise, Delegation of Financial Power Rules, Expenditure Management/Economy Instructions, Fundamental Rules/Supplementary Rules, General Financial Rules, LTC Rules, MS-Access, MS-Excel, MS-Office Suite, MS-Powerpoint, MS-Word, Pay Fixation, Purchase Management
Sh. Agam Aggarwal, Deputy Director (OM)	Noting & Drafting , Records Management, Machinery of Government of India, Parliamentary Procedure, MS-PP, MS-W.
Smt. Savita Sain, Assistant Director(ES/ET) – left on 17.05.2016	Office Procedure, Machinery of Govt, Noting & Drafting, Departmental Security Instructions, Presentation Skills, Organisation Behaviour, Secretarial Skills (Topics related to enchantment of Professional skills of personal staff), Parliamentary Procédure, MS Office Suit, CSS(Leave) Rules, CS(MA), & CGHS Rules, Official Language Policy
Smt. Jayashree Chellamani, Assistant Director (OM) – left on 29-09-2016	Action Research, CCS(Leave) Rules, Computer Input & Exercise, Fundamental Rules/Supplementary Rules (FRs/SRs), LTC Rules, Modified Assured Career Progression, Computer-MS-Office Suite, MS-Powerpoint. MS-Word, Noting & Drafting, Office Procedure, Pay Fixation, Pension Rules, Presentation Skills, Reservation in Services, Role of Assistant/SO/US, Vigilance
Sh. K H Sivaramakrishnan, Assistant Director (OM)	CCS(Leave) Rules, LTC (Rules), TA(Rules), FR/SR, Office Procedure, Where to Find What, Computer Input.
Sh. Bhagaban Padhy, Assistant Director (OM)	CCS(Leave) Rules, Communication Skills, Computers Input & Exercise, Interpersonal Skills, MS-OS, MS-PP, MS-W, Noting & Drafting, Office Procedure, Pension Rules, Public Policy Analysis, Role of Assistant/SO/US, Secretarial Skills, Stress Management, Vigilance, W2FW, Space Technology.
Smt. Geetha Menon, Assistant Director (OM)	Central Government employee group insurance Scheme(CGEGIS), Fundamental Rules / Supplementary Rules(FR/SR), Pension Rules, Record Management, Right to Information.
Smt. Anurag Devgan, Assistant Director (OM)	Computer Inputs & Exercise, MS-Asses, MS-EX, MS-OS, MS-PP, MS-W, Pay Fixation, Vigilance, W2FW.

Faculty	Subjects/topics allotted
Sh. Rajeev Kumar Jha, Assistant Director (ES/ET)	Computer Inputs & Exercise, MS-Asses, MS-EX, MS-OS, MS-PP, MS-W, Noting & Drafting, Office Procedure, Secretarial Skills, W2FW.
Smt. Subhashree A., Assistant Director (Accounts)	Budget, CCS(Leave) Rules, Delegation of Financial Power Rules(DFPRs), Noting & Drafting, Office Procedure, Vigilance, W2FW.
Sh. K K Pant, Faculty Consultant	Advance & Loans, Bank Reconciliation, Budget (All types), C&AG & CGA, Capital & Revenue Expenditure, Classification of Accounts, CGEGIS, Contingent bills, Court Attachment, Departmentalization of Accounts, Duties and Responsibilities of DDO/HOD, Expenditure Control, GFRs/DPFRs, GPF Rules, HBA(Including Intrest Calculation), Income Tax, LTC Rules, Maintenance of Cash Book, Medical Attendant Rules, Pay and Allowances, Pay Bills, Pension Rules, Personal Claims of Govt. Servants, Purchase Management & Inventory Control, Role of Statutory Audits, Service Book, TA Rules, Withdrawal from Govt Account, Central State Financial Relations, Children Education Allowance, Contract and Tendering Procedure & Outsourcing of Service, Leave Rules
Sh. Nafe Singh, Faculty Consultant	Financial Management Budget, GFP, 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.

ANNEXURE-II

DETAILS OF FACULTY MEMBERS OF THE INSTITUTE

Following faculty members left the Institute on superannuation/ on completion of tenure/on promotion during the year 2016-17:

Sl. No.	Name of Faculty	Date of leaving the Institute	Remarks
1.	Sh Satyajit Mishra	22-08-2016	Relieved of his duties
2.	Smt. Geetha Nair	07-07-2016	Relieved of his duties
3.	Sh. Chandan Mukherjee	29-04-2016	Relieved of his duties
4.	h. Rajeev Kumar Kundi	10-11-2016	Relieved of his duties
5.	Smt. Savita Sen	17-05-2016	Relieved of his duties
6.	Smt. Jayashree Chellamani	29-09-2016	Relieved of his duties

The following faculty members joined the Institute during the year 2016-17

Sl. No.	Name of Faculty	Date of joining the Institute	Remarks
1.	Col. Sanjay K. Sharma, Addl. Director	04-08-2016	On re-employment basis
2.	Smt. Anurag Devgan	05-09-2016	On deputation for 03 years
3.	Smt. Geetha Menon	05-09-2016	On deputation for 03 years
4.	Sh. Rajeev Kumar Jha	03-10-2016	On deputation for 03 years
5.	Smt. Subhashree A.	01-02-2017	On deputation for 03 years

ANNEXURE-III

COURSES PLANNED AND CONDUCTED DURING 2016-17

Course Category	No. of Courses		Name of the Course	Courses		No. of Participant
	Planned	Held		Planned	Held	
CSS Cadre Training Programmes	49	46	ASO (Direct Recruits)	8	8	553
			CSS-A	10	10	296
			CSS-B	12	11	361
			CSS-D	10	8	215
			CSS-E	8	8	248
			CSS-F	1	1	25
			CSS-G	0	0	0
Management Development Programmes	31	26	Orientation course for Directors/ Dy Secy. of Central Govt. joining Central Secretariat	2	2	35
			Establishment Rules	1	1	32
			Reservation in Services	2	2	63
			Administrative Vigilance-1	1	1	25
			Administrative Vigilance-3	1	1	37
			Workshop on Noting & Drafting	4	4	123
			Good Governance	1	1	27
			Workshop on Preparing Cabinet Notes-1	4	3	40
			Workshop on Preparing Cabinet Notes-2	6	4	55
			Advanced Management Services	1	1	12
			Basic Management Services	1	1	25
			Knowledge Management	1	1	15
			Principles of Natural Justice	0	0	0
			Performance Monitoring & Evaluation System	0	0	0
			Human Resource Management	1	1	20
			Workshop for Liaison Officers	2	2	36
			Workshop Citizen Centric & Service Delivery Approach	3	1	15
E-Governance	0	0	0			
Financial Management Programmes	19	13	Cash & Accounts	1	1	32
			Pension & Retirement Benefits-I	1	1	27
			Pension & Retirement Benefits II	2	2	49
			Workshop on Pay Fixation	2	1	32
			Purchase Management in Govt.	1	1	34
			Project Formulation & Appraisal	2	1	26

Course Category	No. of Courses		Name of the Course	Courses		No. of Participant
	Planned	Held		Planned	Held	
			Workshop on Formulation of Budget	2	2	29
			Outcome Budget	2	0	0
			Analysis of Financial statement	2	0	0
			Workshop on Income Tax	1	1	31
			Workshop on Public Private Partnership	2	0	0
			Workshop for Internal Finance Officers	1	1	19
			Workshop on e-procurement	0	2	20
RTI- Capacity Building in Training Programmes	9	5	RTI-Public Information Officers	3	4	75
			RTI-Appellate Authority	2	0	0
			Seminar-RTI	2	1	35
			RTI-Record Management	1	0	0
			Training Development Programme-RTI	1	0	0
Behavioural Training	11	11	Stress Management	1	1	12
			Workshop on Communication Skill	1	1	18
			Ethics and Values in Public Governance	2	1	15
			Gender Sensitization	1	1	11
			Workshop on Emotional Intelligence	1	1	20
			Workshop on Team Building & Leadership	1	1	18
			Organisational Behavior in Govt.	1	1	15
			Inter Personal Effectiveness	1	0	0
			Workshop on Sexual Harassment at Work Place	3	3	141
			Workshop on Gender Budgeting	0	1	19
CSSS - Cadre Training Programmes	15	14	Induction course for Stenographer Direct Recruits	2	2	124
			CSSS Level-I	1	1	30
			CSSS Level-II	6	6	193
			CSSS Level –III	4	4	149
			CSSS Level –IV	2	1	36
Computer Courses	4	4	MS- Power point	1	1	19
			MS-Office Suits	1	1	28
			MS- Word	1	1	23
			MS-Excel	1	1	20

Course Category	No. of Courses		Name of the Course	Courses		No. of Participant
	Planned	Held		Planned	Held	
Training of Trainers	9	6	Management of Training (MOT)	1	1	15
			National Training Policy (NTP)	3	1	11
			Workshop on Mentoring (WOM)	1	0	0
			Direct Trainer Skills (DTS)	2	2	52
			Design of Training (DoT)	2	2	29
			Training Need Analysis (TNA)	0	0	0
DoPT sponsored programmes	0	11	Workshop on File Management	0	11	302
Organisation/ Cadre Specific Programmes	0	102	OPSs/CSPs for various organisations	0	102	2664
Peripatetic Training Programmes	0	29	PTs for various organisations	0	29	725
Total	147	267		147	267	7336

ANNEXURE-IV

DETAILS OF CALENDARED COURSES CONDUCTED DURING THE YEAR 2016-17

I. CSS Cadre Training Programmes

Name of the Training Programme	Duration		Course Director	No. of Participants
	From	To		
Assistant Section Officers (Direct Recruits) - at ISTM	19.09.2016	02.12.2016	BP	57
	19.09.2016	02.12.2016	KKP(C)	80
	19.09.2016	02.12.2016	HG	80
	19.09.2016	02.12.2016	PPA	78
	07.11.2017	13.01.2016	PPA	80
	19.12.2016	03.03.2017	RKA/AD	65
Assistant Section Officers (Direct Recruits) – at Chandigarh	03.10.2016	16.12.2016	PPA	58
	19.12.2016	03.03.2017	PPA	55
CSS Level "A" Courses for Senior Secretariat Assistants of CSCS with 4 years of Service	18.04.2016	13.05.2016	JC	20
	02.05.2016	27.05.2016	MS	38
	06.06.2016	01.07.2016	AA	29
	11.07.2016	05.08.2016	KHS	28
	16.08.2016	09.09.2016	KHS	30
	24.10.2016	18.11.2016	NS(C)	29
	07.11.2016	02.12.2016	AD	24
	26.12.2016	20.01.2017	BP	38
	23.01.2017	17.02.2017	PPA	32
	13.02.2017	10.03.2017	KHS	28
CSS Level "B" Courses for Assistant Section Officers with 6 years of Service	04.04.2016	06.05.2016	AA	30
	02.05.2016	03.06.2016	KKP(C)	28
	06.06.2016	08.07.2016	PPA	33
	04.07.2016	05.08.2016	BP	25
	01.08.2016	02.09.2016	RG	28
	03.10.2016	04.10.2016	KHS	58
	07.11.2016	09.12.2016	DB	32
	05.12.2016	06.01.2017	KHS	34
	02.01.2017	03.02.2017	GM	34
	06.02.2017	10.03.2017	MS	32
	06.03.2017	07.04.2017	AA	27
CSS Level "D" Courses for Section Officers with 6 years of service	04.04.2016	27.05.2016	YD	32
	02.05.2016	24.06.2016	RKA	23
	13.06.2016	05.08.2016	KGR	29
	11.07.2016	03.09.2016	USC	30

Name of the Training Programme	Duration		Course Director	No. of Participants
	From	To		
	01.08.2016	23.09.2016	BD	30
	09.01.2017	31.03.2017	MS	25
	06.02.2017	28.04.2017	DB	22
	27.03.2017	16.06.2017	VR	24
CSS Level "E" Course for Under Secretaries with 4 years of service	04.04.2016	20.05.2016	GN	29
	02.05.2016	17.06.2016	HG	26
	04.07.2016	19.08.2016	RKK	35
	29.08.2016	14.10.2016	MS	28
	17.10.2016	02.12.2016	VR	30
	02.01.2017	17.02.2017	RG	27
	13.02.2017	31.03.2017	RKA	36
	20.03.2017	28.04.2017	PPA	37
CSS Level 'F' Course for Deputy Secretaries with 5 years of service	20.06.2016	15.07.2016	KGR	25

II. Management Development Programmes

Orientation Course for Deputy Secretaries/ Directors joining Central Secretariat	10.08.2016	12.08.2016	SM	19
	01.03.2017	03.03.2017	VR	16
Establishment Rules	23.05.2016	27.05.2016	PPA	32
Reservation in Services for SC/ST/OBC	17.08.2016	19.08.2016	PPA	26
	03.10.2016	05.10.2016	RG	37
Administrative Vigilance: Role IO/PO AV1	08.08.2016	12.08.2016	AA	25
Administrative Vigilance: Disciplinary Procedure (AV3)	20.03.2017	31.03.2017	KHS	37
Workshop on Noting and Drafting	04.07.2016	05.07.2016	MS	37
	22.09.2016	23.09.2016	RG	36
	27.10.2016	28.10.2016	AA	25
	23.03.2017	24.03.2017	YD	25
Workshop on preparing Cabinet notes -1	24.06.2016	24.06.2016	SM	12
	30.09.2016	30.09.2016	RKA	20
	03.03.2017	03.03.2017	RG	8
Workshop on Preparing Cabinet Notes – 2	15.07.2016	15.07.2016	VR	26
	16.09.2016	16.09.2016	RKA	19
	30.12.2016	30.12.2016	MS	8
	20.01.2017	20.01.2017	RKA	2

Name of the Training Programme	Duration		Course Director	No. of Participants
	From	To		
Knowledge Management	05.12.2016	07.12.2016	KGR	15
Workshop for Liaison Officers (SC/ST)	20.10.2016	21.10.2016	RG	20
	09.01.2017	10.01.2017	PPA	16
Workshop on Citizen Centric & Service Delivery Approach	21.09.2016	23.09.2016	VR	15
Basic Management Service	13.12.2016	04.02.2016	HG	25
Advanced Management Service	13.02.2017	03.03.2017	HG	12
Good Governance	25.04.2016	29.04.2016	VR	27

III. Financial Management Programmes

Cash & Accounts	19.12.2016	17.02.2017	KKP(C)	32
Programme on Pension and Other Retirement Benefits (PRB 1)	20.06.2016	23.06.2016	NS(C)	27
Programme on Pension and Other Retirement Benefits (PRB 2)	4.04.2016	7.04.2016	PPA	28
	05.09.2016	08.09.2016	KKP(C)	21
Workshop on Pay Fixation	16.11.2016	18.11.2016	PPA	32
Purchase Management in Government (PMG 1)	30.11.2016	02.12.2016	NS	34
Workshop on Formulation of Budget	23.05.2016	24.05.2016	NS(C)	15
	23.01.2017	24.01.2017	RKA	14
Workshop on Project Formulation & Appraisal	11.04.2016	12.04.2016	NS	26
Workshop on Income Tax	04.07.2016	05.07.2016	BD	31
Workshop for Internal Finance Officers	06.10.2016	07.10.2016	VR	19
Workshop on e-procurement	21.11.2016	22.11.2016	RKA	10
	09.01.2017	10.01.2017	RKA	10

IV. RTI-Capacity Building Training Programmes

Name of the Training Programme	Duration		Course Director	No. of Participants
	From	To		
Right to Information- Public Information Officers	09.05.2016	10.05.2016	KGR	28
	30.06.2016	01.07.2016	HG	18
	19.09.2016	20.09.2016	KGR	11
	15.03.2017	16.03.2017	KGR	18
Seminar on RTI	27.03.2017	27.03.2017	RG	35

V. Behavioral Training

Stress Management	13.09.2016	16.09.2016	PPA	12
Workshop on Communication Skills	26.12.2016	27.12.2017	MS	18
Ethics and Values in Public Governance	05.09.2016	07.09.2016	HG	15
Gender Sensitization	30.01.2017	03.02.2017	MS	11
Workshop on Team Building & Leadership	30.01.2017	01.02.2017	KHS	18
Organizational Behaviour in Government	01.08.2016	05.08.2016	YD	15
Workshop on Sexual Harassment at Workplace	18.08.2016	19.08.2016	MS	93
	13.10.2016	14.10.2016	PPA	27
	15.12.2016	16.12.2016	MS	21
Workshop on Gender Budgeting	22.08.2016	24.08.2016	PPA	19
Workshop on Emotional Intelligence	17.08.2016	19.08.2016	KGR	20

VI. CSSS – Cadre Training Programmes

Induction Course for Stenographers Direct Recruits (F)	06.03.2017	28.04 2017	RKJ	62
	06.03.2017	28.04 2017	GM	62
CSSS-Level I	16.05.2016	03.06.2016	USC	30
CSSS- Level II	04.04.2016	15.04.2016	SS	33
	13.06.2016	24.06.2016	MS	40
	22.08.2016	02.09.2016	AA	32
	22.08.2016	02.09.2016	BP	30
	05.12.2016	16.12.2016	RKJ	28
	20.02.2017	03.03.2017	BP	30
CSSS-Level III	30.05.2016	17.06.2016	VR	36
	18.07.2016	05.08.2016	MS	34
	13.12.2016	30.12.2016	VR	36

Name of the Training Programme	Duration		Course Director	No. of Participants
	From	To		
	14.03.2017	21.03.2017	USC	43
CSSS-Level IV	04.04.2016	22.04.2016	KGR	36

VII. Computer Courses

MS-Power Point	28.12.2016	30.12.2016	RKA	19
MS-Office Suite	30.05.2016	03.06.2016	JC	28
MS-Word	14.12.2016	16.12.2016	AD	23
MS-Excel	26.10.2016	28.10.2016	DB	20

VIII. Trainers Development Programmes

National Training Policy (NTP)	13.02.2017	14.02.2017	YD	11
Design of Training (DOT)	03.10.2016	07.10.2016	YD	14
	28.11.2016	02.12.2016	YD	15
Direct Trainer Skills (DTS)	26.09.2016	30.09.2016	PPA	22
	21.11.2016	25.11.2016	HG	30
Management of Training (MOT)	07.11.2016	11.11.2016	YD	15

IX. DoPT Sponsored Courses

Half day Workshop on File Management for DoPT Officials	02.06.2016	02.06.2016	YD	31
	09.06.2016	09.06.2016	JC	39
	16.06.2016	16.06.2016	YD	32
	23.06.2016	23.06.2016	JC	28
	29.06.2016	29.06.2016	VR	29
	14.07.2016	14.07.2016	HG	27
	21.07.2016	21.07.2016	RG	27
	28.07.2016	28.07.2016	RG	14
	04.08.2016	04.08.2016	AA	30
	11.08.2016	11.08.2016	HG	30
	01.09.2016	01.09.2016	RG	15

ANNEXURE-V

CSS-CTP PROGRAMMES

Assistants Section Officers (Direct Recruit) Foundational

Name of the Training Programme	Duration		Course Director	No. of Participants
	From	To		
Assistant Section Officer (Direct Recruits) At ISTM	19.09.2016	02.12.2016	BP	57
	19.09.2016	02.12.2016	KKP(C)	80
	19.09.2016	02.12.2016	HG	80
	19.09.2016	02.12.2016	PPA	78
	07.11.2017	13.01.2016	PPA	80
	19.12.2016	03.03.2017	RKA/AD	65
ASODR-Chandigarh	03.10.2016	16.12.2016	PPA	58
	19.12.2016	03.03.2017	PPA	55

CSS-A (Senior Secretariat Assistants of CSCS with 4 Years of Service)

CSS Level "A" Courses for Senior Secretariat Assistants of CSCS with 4 years of service	18.04.2016	13.05.2016	JC	20
	02.05.2016	27.05.2016	MS	38
	06.06.2016	01.07.2016	AA	29
	11.07.2016	05.08.2016	KHS	28
	16.08.2016	09.09.2016	KHS	30
	24.10.2016	18.11.2016	NS(C)	29
	07.11.2016	02.12.2016	AD	24
	26.12.2016	20.01.2017	BP	38
	23.01.2017	17.02.2017	PPA	32
13.02.2017	10.03.2017	KHS	28	

CSS-B (Assistant Section Officers with 6 Years of Service)

CSS Level "B" Courses for Assistant Section Officers with 6 years of service	04.04.2016	06.05.2016	AA	30
	02.05.2016	03.06.2016	KKP(C)	28
	06.06.2016	08.07.2016	PPA	33
	04.07.2016	05.08.2016	BP	25
	01.08.2016	02.09.2016	RG	28
	03.10.2016	04.10.2016	KHS	58
	07.11.2016	09.12.2016	DB	32
	05.12.2016	06.01.2017	KHS	34
	02.01.2017	03.02.2017	GM	34
	06.02.2017	10.03.2017	MS	32
	06.03.2017	07.04.2017	AA	27

CSS-D (Section Officers +6 Years)

Name of the Training Programme	Duration		Course Director	No. of Participants
	From	To		
CSS Level "D" Courses for Section Officers with 6 years of service	04.04.2016	27.05.2016	YD	32
	02.05.2016	24.06.2016	RKA	23
	13.06.2016	05.08.2016	KGR	29
	11.07.2016	03.09.2016	USC	30
	01.08.2016	23.09.2016	BD	30
	09.01.2017	31.03.2017	MS	25
	06.02.2017	28.04.2017	DB	22
	27.03.2017	16.06.2017	VR	24

CSS-E (Under Secretary + 4 Years)

CSS Level "E" Course for Under Secretaries with 4 years of service	04.04.2016	20.05.2016	GN	29
	02.05.2016	17.06.2016	HG	26
	04.07.2016	19.08.2016	RKK	35
	29.08.2016	14.10.2016	MS	28
	17.10.2016	02.12.2016	VR	30
	02.01.2017	17.02.2017	RG	27
	13.02.2017	31.03.2017	RKA	36
	20.03.2017	28.04.2017	PPA	37

CSS-F (Deputy Secretaries with 5 years of service)

CSS Level 'F' Course for Deputy Secretaries with 5 years of service	20.06.2016	15.07.2016	KGR	25
---	------------	------------	-----	----

ANNEXURE-VI

SUMMARY OF COURSES CONDUCTED (2016-17)

Sl. No.	Course	No. of Courses	No. of Participants
1.	Calendared (Other than CTP)	65	1435
2.	Cadre Training Plan	60	2230
3.	Organisation Specific Programmes	102	2644
4.	including Cadre Specific Programme Peripatetic Programmes	29	725
5.	DoPT Sponsored programs	11	302
	Total	267	7336



Institute of Secretariat Training & Management
Administrative Block, JNU (Old) Campus, New Mehrauli Road, New Delhi - 110067
Visit us at <http://istm.nic.in>
FACULTY/ADMINISTRATIVE STAFF
FAX NO. 26104183