

# ISTM NEWS



April 2014 – June 2014



## FROM DIRECTOR

The present issue of ISTM News will broadly inform our readers about the activities of the Institute during the period from April to June, 2014. Following the accomplishment of ISO 9001:2008 status, the delivery mechanism of the Institute has been further strengthened. This is evident from the quantity and quality of training we are providing at the moment. Readers will get a general idea of the Institute's unceasing commitment to training of the highest order.

Sensitization to public grievances continues to be one of the core areas of training. Our modules are built in a manner so as to sensitize the trainees to the public needs to ensure that they provide services catering to the specific needs of people in the context of their respective working spheres. Apart from

the plethora of rules that we cover in our modules, we also provide training in a range of behavioural aspects. Some aspects of behavioural techniques we cover in our training programmes include self motivation, personnel skills, team building, values and ethics, leadership and communication skills. Alongside, we also provide training in poverty alleviation and issues regarding elderly and persons with disabilities. The results that have followed from these training programmes are very encouraging.

I am thankful for the constructive response from our readers to the previous issues of ISTM News and hope that their support and encouragement for our endeavours will continue in the days to come.

**Umesh Kumar**  
Director, ISTM

## SINCERELY YOURS

We are thrilled at the great response to our earlier releases of ISTM News. We are happy to know that this Newsletter is by and large meeting its objectives and living up to the expectations of our esteemed readers. We are trying to improve the Newsletter further in the light of the suggestions and advice that keep pouring in from time to time. The current issue of ISTM News, as has been the case with the earlier issues, consist of four parts - *From Director* which is intrinsic message from Director, ISTM, *Sincerely Yours* (the section you are currently reading) which is a brief introduction to the Newsletter by the Editorial Board, *Happenings* which broadly describe various activities of the Institute during the period from April 2014 to June, 2014 and *Miscellany* which is a wholesome package of infotainment.

Although, all possible efforts have been made to cover the activities of the ISTM in as succinct a form as possible, we do not

claim a consummate and comprehensive coverage of the activities of the Institute as the same are too many and of myriad kinds. We hope that the present issue of ISTM gives you the information you are looking for. If not, you are welcome to give your suggestions and forward your requests for requisite information.

We sincerely encourage you to keep sending your feedback and suggestion so that ISTM Newsletter could be made more purposeful.

**SATYAJIT MISHRA**, Joint Director

**K. GOVINDARAJULU**, Joint Director

**R.K. KUNDI**, Deputy Director

**REKHA SHARMA**, Deputy Director

**BISWAJIT BANERJEE**, Assistant Director

## HAPPENINGS

### The Institute

The Institute of Secretariat Training and Management (ISTM) was set up in 1948 and since then it has been constantly meeting the training needs of the Central and State Governments including autonomous and other bodies of government. ISTM has also been involved in delivering new methodologies and delivering mechanisms in the context of training. Thousands of civil servants from all over the country have benefitted from the training that ISTM provides. ISTM's high standards have led to the Institute's accomplishing the ISO 9001: 2008 status. The Institute

provides training in virtually every sphere including Vigilance, RTI, Behavioural Skills, Financial Management and Procurement Procedures. A large number of organisations have been beneficiaries to ISTM's training programmes. The Supreme Court of India, Rajya Sabha Secretariat, Bureau of Parliamentary Studies and Training, Union Public Service Commission, Indian Railways, All India Institute of Medical Sciences, Armed Force Headquarter Civil Service, Indian Council of Agricultural Research and Bureau of Indian Standards and a number of other organizations have utilized the vast training resources of ISTM.



*ISTM – Quality Training Exemplified*

### Capacity Building Programmes

*Everything comes to us that belongs to us if we create the capacity to receive it.*

#### - Rabindranath Tagore

The capacity building programmes of ISTM have received huge acclaim from all quarters. The Institute's modules cover a wide ranging of training areas. During the period from April 2014 to June 2014, the institute conducted capacity building programmes in the following areas:

### Road to Good Office Management Skills

The success of a Department largely depends upon the office management skills of its officials. That's precisely the reason why ISTM conducts a number of courses of office management. The institute also modifies and updates the courses from time to time to meet the needs of the changing times. With a view to upgrade skills of Government Officers in Noting and Drafting, Establishment Rules, Reservation in Services the Institute conducts various capacity building courses. During the period from



April 2014 to June 2014, two courses were conducted under this category.

## Quest for Good Governance

A good government servant must be prompt and accurate apart from being a man or woman of absolute integrity. In the light of the constant shift of the government towards greater efficiency and transparency, the Institute conducts capacity building courses for good governance on Administrative Vigilance, RTI and Knowledge Management. During the period from April 2014 to June 2014, one course was organized under this category at this Institute successfully.

## Financial Accountability – the Soul of Fiscal Administration

Knowledge of finance is no longer an added advantage in the context of a government officer. It has rather emerged as an essential ingredient of governmental functioning. Therefore, we have designed a number of training programmes to instil essential knowledge of financial matters in government officers. The Institute conducts Capacity Building Programmes for financial accountability on Financial Management, Analysis of Financial Statement, Pay Fixation, Pension and Retirement benefits and Cash and Accounts, Formulation of Budget, Outcome Budget, and Project



*Group Photographs for Programmes on Financial Management*

Management and Evaluation. During the period from January April 2014 to June 2014, ISTM conducted six courses in this category.

## **Behavioural Skills Do Matter**

The rigours of modernity often necessitate both accurate and prompt service from the government. The changing times call for smart work. Result oriented work is what the public demand of the government. The readers would appreciate

that oriented work in turn demands the right behavioural approach on the part of the government officers. With a view to build desirable behavioural skills in Government officers, the Institute designs and conducts Capacity Building courses on emotional intelligence, values and ethics, team building and leadership, stress management, communication skills and gender issues. Under this category, ISTM conducted three courses during the period from April 2014 to June 2014.



*Group photographs for Behavioural Programmes at ISTM*

## **Keeping Pace with Modernity - Computers and Training**

The decades of industrial age that are

often referred to as the machine age have given way to what may be called the age of automation. If we compare pictures of how the government functioned a couple



of decades back with how it functions now, we shall be hugely surprised, if not startled, by the contrast. We can't imagine government work without computers in the current times. Many thought that computers would cut down the government staff by half. Contrary to this idea, a need has been felt to further augment the government ranks to live up to the challenges of the age of automation. Basic understanding of computers is the least that government officers need to have. The coming days will necessitate even more technical knowledge. We have, therefore, designed many modules and courses on information technology so that Government officials are not found wanting in the primal skills of information technology. ISTM organised one Capacity Building Programmes on Computers and Training Techniques of various kinds during the period from April 2014 to June 2014.

## Workshop on Ethics and Values in Public Governance

Department of Personnel & Training (DOPT) conducts programmes on Ethics and Values in Public Governance at ISTM wherein Faculty Members from the institute and DOPT provide training on the subject.

## Fuelling Training Potentials

We are in great need of good trainers. Besides, the skills of the existing trainers also need to be honed. Therefore, ISTM conducts Capacity Building Programmes for augmenting the skills of trainers such as Workshops on National Training Policy, Direct Trainers' Skills (DTS), Design of Training (DOT), Evaluation of Training (EOT), Experiential Learning Tools (ELT) and Training of Trainers on RTI. One programme under this category was organized during the period from April 2014 to June 2014.



*Microsoft Office Suite for Officers and Staff held at ISTM from 2nd June 2014 to 6th June 2014*

## Orientation Training Programme – Being in Sync with New Work Environment

Ministry specific training need analysis and design of training modules followed by pilot runs, sponsored by Department of Administrative Reforms & Public

Grievances (DAR&PG), are also conducted by this Institute. These programmes are conducted to acquaint the officers who have freshly joined new Ministries/Departments under rotational transfer/promotion to the new functional requirements.



## Widening Horizons - Training Programmes for North Eastern States

As part of capacity building exercises initiated by the Training Division, Department of Personnel & Training to train the Officers of North-Eastern States, ISTM conducts various training programmes from time to time.

### Trainee Coverage

During the period from April 2014 to June 2014, the Institute conducted 43 courses thereby training 1243 participants.

### Other Programmes

ISTM conducts a number of other Capacity Building Programmes such as orientation courses for Directors/Deputy Secretaries who join Central Government under Central Staffing Scheme, Workshops on Preparation of Cabinet notes for officers of the level of Directors/Deputy Secretaries and those for Under Secretaries and Section Officers. One programmes were conducted during April 2014 to June 2014 by the Institute covering the training needs of participants under this category.

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

Training is not just about classrooms and books. Training entails a lot of fun and frolic as well. It is indeed true that all work and no play make Jack a dull boy. We do not want dull Jacks and Jacquelines. That is why the Institute gives tremendous amount of importance to games and co-curricular activities. These activities are especially popular with the younger folks. This is evident from the level of participation in these activities by the participants of ADR and SDR courses. Every now and then, the Institute organizes cultural glitterati and sports activities.

## Faculty Development

*To know what you know and what you do not know, that is true knowledge.*

### — Confucius

The Institute constantly endeavours to sharpen the skills of its faculty members by sending them to various institutes and organizations for participating in need specific academic programmes.

### Faculty Support

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

## Peripatetic Training

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

## Consultancy Projects

Consultancy also happens to be one of the important functions of the Institute. ISTM is also involved in a number of important consultancy projects such as Training Need Analysis and Design of Training Modules for the Department of Food & Public



Distribution, Government of India and National Commissions for Scheduled Castes and Scheduled Tribes under the Ministry of Social Justice & Empowerment, Government of India.

## International Programmes

ISTM is also known for its effective international programmes. The institute provides training in various aspects of governmental functioning to a large number of countries and international agencies.

## National Level Workshop on State Attachment & Village Visit

ISTM conducted a national level

workshop on State Attachment & Village Visit on 15<sup>th</sup> May, 2014 with all State Administrative Training Institutes, wherein the very gamut of State Attachment and Village visit as pertinent to various courses conducted by ISTM was discussed. A presentation was made by Shri Chandan Mukherjee, Deputy Director, ISTM whereby all the essential points relating to these issues were covered. Amongst other things, it was pointed out in the presentation that the ATI/SIRDs must be more responsive to the training needs and conform to the guidelines issued by ISTM with regard to State Attachment and Village Visit.

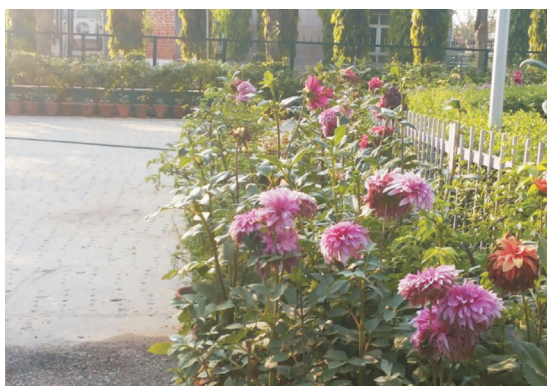


*National Level Workshop on State Attachment & Village Visit*

## Horticultural Activities

The recent months have witnessed a real

push in the horticultural activities at the institute.



*Horticultural treats at ISTM*



## **MISCELLANY**

### **THE UNEVOLVED...**

***Manisha Bhatnagar, Deputy Director***

Mrs. Sharma has retired from Government service and lives in Janakpuri in New Delhi. Throughout her service she has been a committed officer and has contributed to the public service immensely with her wisdom and hard work. She has braved her way through the challenges of both office and home. Things had kept her very busy for a long - long time in her life. On the top of all this there was this pressure of grooming her children. Now after her superannuation she has chosen a quiet life.

She has two sons. Her elder son is married and lives about twenty kilometers away from her little apartment in the NCR region. The younger one is settled in the United States and he would be considering his marriage very soon. She has two grandsons. Mr. Sharma is a businessman and runs a small shop in the local market which keeps him busy. Mrs. Sharma likes to do most of her daily chores herself and indeed she has appointed maids to aid her as is the culture in the metros.

After a hectic productive live, she now suddenly has a lot of free time in her hands. She is very popular in the neighborhood. She likes to help people, especially the ones who are needy. Serving them gives her a sense of fulfilment in life. Generally in the afternoons, Mrs. Sharma doesn't have any work to do. She spends time reading magazines, watching television and sleeping to her heart's contentment.

Sometimes after eating her lunch she likes to take a stroll in the nearby DDA Park. She

often meets a few of her neighbours and enjoys gossiping with them. She likes to watch birds and people who move around in the park. Daily around two o' clock a number of school children pass through the park and she enjoys looking at them jumping around, playing small pranks on one another or sometimes chasing one another. She loves the boisterous energy oozing out of their youthful faces. They seem to charge the atmosphere in the park with a vibrant and joyful energy. Though noisy they are full of life and excitement. She noticed that most of the time the same people would be going through the park or that area every day at that time of the day.

One of those cold afternoons, Mrs. Sharma while taking a stroll decided to sit in the park for some time and enjoy the sun. Her friends did not join her that day. She recalled that one of them had to visit some relative in Lucknow and the other one had to attend a marriage in Gurgaon. In fact Mrs. Sharma did not mind being alone. She enjoyed the solitude. She could relax and be peaceful. As it was a working day and the school had just finished she watched the children pass by and observed some of them buying peanuts from the local vendor. She could hear their chatter. That day as she was alone she decided to relax on the bench for some more time. Her attention was caught by a small yellow colored butterfly which was moving swiftly among the bushes in front of her. Her eyes followed its zigzag movement. It was fun observing its disappearance among the

bushes and sudden reappearance in a few seconds. A light breeze warmed by the sun was blowing. For a few minutes she dozed off. When she woke up she found that the park had become deserted. She realized that it was quite some time that she had been resting in the park. As the sun was a little hard that day she felt thirsty. So she decided to walk down back home and took a shorter route which she generally did not follow.

As usual she could see three or four uniformed children passing by. As she neared the block in which her house was located, she saw two small boys on the other side of the street. They were carrying large bags on their backs. She felt a pang of sympathy for them because the bags seemed heavy and much larger in proportion to their own size. The boys had stopped in front of a house. They climbed the few front steps. She noticed that the children were trying to reach the door bell which was too high for them. Both of them tried one by one to reach the bell but it was too high for them. Then the boy who was a little taller held the other one in his arms and lifted him. But this attempt also failed because even with their combined efforts they could not reach the door bell. Mrs. Sharma stopped walking and kept watching them from across the street. She was very curious as to what they would do now. She guessed that they might have knocked and even banged the door earlier and failed to get a response. She remembered her own grandsons who were about the same age as these children.

She was amazed to see the younger child pull out a long stick from his bag. Thereafter, the elder one again raised him in another attempt to push the bell button. Noticing that the children were a little unsteady

in reaching the bell button, Mrs. Sharma crossed the street and approached them. All the while Mrs. Sharma kept thinking about how careless their parents, especially their mother might be. This was the time for all the school children to return home. Their mother or whoever was at home should have been expecting them to come anytime now. She could have left the door open when she knew that her children were due to arrive. Muttering some rebukes for parents these days who seem to be so irresponsible to the needs of their children, she remembered the days when she was an active mother always trying to meet the needs of her children. Her sons never faced any difficulty of the sort these children were having to brave.

Determined to impress upon the inhabitants what their duties were, Mrs. Sharma reached out and firmly pushed the button of the door bell for a long time. To her utter amazement, the boys turned around and screamed "Quick, run fast." She also heard someone shouting from inside. Before Mrs. Sharma could realize what was happening, the boys had jumped and crossed the street. The door was flung open and a very old man whose back was bent appeared shouting, "Wait, you rascals! Today I'll show you what it means to ring the bell. I will not leave you today....." His voice trailed off as he sighted Mrs Sharma and was taken aback. His voice was now a little incoherent and low and his legs were shaking "I thought it was those ruffians who....". Mrs. Sharma just nodded and feeling sorry for the old man she could not collect herself to say anything. She left the place with a bad taste in her mouth. The door was closed quickly. She heard distinct giggles but could not make out the direction from which they were coming. The boys could not be seen anywhere.





She mused over the events that took place and cursed the boys for the discomfort they were causing to the elderly person and the embarrassment she had to face. Her lovely afternoon was ruined. The boys were having fun without realizing that every movement of that elderly man who had a bent back caused him so much pain. Their fun cost the elderly too much. The pain had manifested itself in the form of a deep bitterness in his voice. The trail of her thoughts was broken by a red car that rushed past her speedily, barely a few inches away. Though it was out of sight she could still hear the blaring music coming from it. She was startled by the reckless driving. Why would a person drive so fast and so recklessly on a colony street? She was perturbed by this incident too.

After a few seconds she heard a screeching sound followed by a loud thud as if something had fallen. The street was curved towards right in front of her, so she could not make out exactly what had happened. But she could hear footfalls of a number of people rushing in the direction from where the loud screech of metal had come. She hastened towards the point from where the thud came.

There in front of her about five hundred meters away was the red car crashed on the opposite side of the street. One side of the car was completely off as though someone had tore off the metal from that side. It had apparently struck a light post and then the debris dumped over there by a nearby metal workshop. She could see the driver's head bent on to one side and his right arm hung out of the window.

There were some people near the car hurriedly trying to salvage the situation to whatever degree possible. But a number of people had gathered around something

roughly in the middle of the street. From a distance she could not make out what it was. Her curiosity drove her to the spot. She was shocked to find the same two little boys lying on the road, terribly injured. The legs of the taller boy seemed to be badly crushed. The other one seemed to have been badly hit on the head.

She heard one of the persons in the crowd saying that he knew the boys and had already called their parents. Even the man in the car was known to someone. He was trying to contact his wife. Preparations were also being made to take them to the hospital. Another lady who seemed to have witnessed the accident was recounting what she saw. The car came speedily from the curved side; the children were running in the middle of the road. Although the driver honked and applied the brakes, the car rolled over the boys. In a futile attempt to save the kids the driver turned to the extreme right but lost control.

The gruesome sight was nauseating. With a heavy heart she walked back home. She could not help thinking how insensitive we have all become. The giggles had transformed into a grave misery. And Recklessness led to such devastation. Surely things could have been avoided. The children were insensitive to the needs of the elderly. The young man, in his turn, was insensitive to the needs of other users of the road. What have we come to? Perhaps it is all an entropy – the state of increasing disorder in the world. Human beings, cutting across all ages, are unevolved ... perhaps as good as animals. The slight edge in the form of intelligence that nature seems to have endowed on humans is nothing more than illusion. "Unevolved, unevolved, unevolved...." she said often as she headed back home.

