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Government of India
Ministry of Personnel, Public Grievances & Pensions
(Department of Personnel & Training)

Lok Nayak Bhawan, Khan Market,
New Delhi, dated 7th October, 2009


Office Memorandum

Subject : Report of the Committee on Cadre Training Plan (CTP) for the CSS
amendments thereto - reg.

The undersigned is directed to say that DOPT is nominating officers for various training programmes provided in the Cadre Training Plan (CTP) for the CSS approved in February 2005 and implemented w.e.f. July 2007, a copy of which is enclosed. On the basis of the feedback received from participants of various levels of Cadre Training and taking into consideration the functional requirements of CSS officers in the fast changing scenario, certain amendments to improve the existing Cadre Training Plan are under way.

2. The CTP contains guidelines/instructions etc. regarding the training for CSS Officers which are useful for the users who seek queries on various matters related to the different training programmes, to which they are nominated. As and when amendments are carried out in the CTP, all cadres would be duly informed and the updated information would also be made available on the web site of this Department.

Encls. : 72 pages.


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Government of India

**REPORT OF THE COMMITTEE
ON
CADRE TRAINING PLAN
FOR
THE CENTRAL SECRETARIAT SERVICE**

**MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES AND PENSIONS
DEPARTMENT OF PERSONNEL & TRAINING**

February, 2005

ACKNOWLEDGEMENT

This Committee would like to place on record its thanks for the assistance rendered by the CS Division and the Training Division of Department of Personnel & Training, the Training Consultant engaged for carrying out the training need analysis and the Institute of Secretariat Training and Management for making this report possible.

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CHAPTER – I

INTRODUCTION

- 1.1 The Central Secretariat Service (CSS) has been in existence in one form or the other since Independence and is presently governed by the statutory CSS Rules, 1962. Training programmes viz. Foundational training for direct recruits, refresher and specialized courses for in-service officers, and professional management development programmes for Grade-I officers (Under Secretary) have been conducted by the Institute of Secretariat Training & Management (ISTM earlier known as the Secretariat Training School) for the CSS officers since 1948. The Management Development Programmes (MDP) for Selection Grade (Deputy Secretary) are conducted by the Indian Institute of Public Administration (IIPA).
- 1.2 While CSS Officers have received training and improved their functional capabilities and skills to shoulder their responsibilities effectively, no well defined mechanism has been evolved to measure the efficacy of the training programmes organized for members of CSS.
- 1.3 The Department -Related Parliamentary Standing Committee on Home Affairs in 83rd Report (on Personnel Policy of Central Secretariat Service) inter alia, made recommendations on field training, overseas exposure and training in the IT related areas for the CSS officers.
- 1.4 The need for devising a comprehensive Cadre training plan for CSS has become imperative, keeping in view the present environment of liberalization and globalization.
- 1.5 The Government set up a Committee with a view to devise a comprehensive training programme for proper and systematic training of the officers of the

Central Secretariat Service for their career growth and development. The main task assigned to this committee was to assess the utility of the training programmes for CSS officers and to suggest an effective and comprehensive career training plan having regard to the role expected of CSS officers at various stages in their career and the corresponding skill needs. A copy of the Order No.21/44/2000-CSE dated the 22nd August, 2001, issued by the Department of Personnel & Training, indicating the composition and outlining the terms of reference for this Committee is at Annexe-I.

- 1.6 To begin with, the Committee decided that it would be appropriate if, before considering any particular design of training, a training needs analysis (TNA) for CSS officers could be conducted by an experienced faculty member of ISTM. This task was, therefore, assigned to one of the Joint Directors of ISTM, who with the help of a former faculty member, produced a TNA report which was considered in the meeting of the committee held on 25.6.2002. After detailed discussion on this report, the Committee decided that Services of a Specialist may be engaged as a Consultant to conduct a fresh TNA which could become the basis for further discussions by the Committee. Accordingly, Shri K.A. Chandrasekharan, formerly Joint Secretary(Training) was engaged as a consultant for the purpose. He submitted the TNA report in August, 2003 and the committee has deliberated upon his recommendations, particularly the contents of training programmes at various levels.
- 1.7 Starting from 12th December, 2001, the Committee had 13 sittings and deliberated at length upon scope, the contents, the duration and methodology of training programmes at various levels, the overall objective being to equip the members of CSS with knowledge about various methods, approaches, skills and techniques to shoulder their responsibilities effectively.

1.8 Recommendations that have emerged from the deliberations of the Committee have been made keeping in view the responsibilities required to be shouldered by the CSS officers at various levels and the necessity of possession of corresponding knowledge, aptitude and skills. The Committee, however, feels that no particular design or model of training can remain valid for all times to come. Therefore, some mechanism to evaluate the effectiveness of the proposed training programmes is required to be created so that deficiencies, if any, could be corrected both concurrently as well as at the time of revision of the training plan.

CHAPTER 2

COMPOSITION AND STRUCTURE OF CSS

Profile of CSS

2.1 The CSS ,at present, has five grades as under :

- (i) **Senior Selection Grade (Director) :** This grade has recently been introduced in the cadre structure of CSS, consequent upon cadre restructuring of CSS. The post carries a pay scale of Rs. 14300-400-18300.
- (ii) **Selection Grade (Deputy Secretary) :** The post carries the scale of pay of Rs.12000 – 16500 . Under Secretaries of CSS with five years' approved service are eligible to be considered for appointment to this post.
- (iii) **Grade I (Under Secretary) :** The post carries a scale of pay of Rs.10000 – 15200. Section Officers of CSS with eight years' approved service are eligible to be considered for appointment to this post. The Steno Gr. 'A' and 'B' (merged) of CSSS, who fulfill the prescribed eligibility conditions are also eligible for consideration for promotion to this grade.
- (iv) **Section Officer (Group 'B' Gazetted):** The post carries the scale of pay of Rs.6500-10500 (revised). Consequent upon cadre restructuring of CSS, a non-functional scale of Rs.8000-Rs.13500 has recently been introduced for such Section Officers who have completed four years of approved service in the grade. The post continues to be a Group 'B' post. Further, the direct recruitment at the level of Section Officer through Civil Services Examination has also been discontinued and future vacancies in this grade will be filled up on the basis of limited departmental competitive examination (for Assistants of CSS and Stenographer Grade 'C' of the Central Secretariat Stenographer Service (CSSS)), conducted by the UPSC (50%) and through seniority based promotion (50%). It would be seen that at this stage also, there is an entry for members of the CSSS.
- (ii) **Assistant (Group 'B' Non-gazetted):** The post carries the scale of pay of Rs. 5500-9000. Appointment to this post is made on the basis of (a) direct recruitment through the Graduate Level Examination conducted by the Staff Selection Commission (50%) and (b) promotion from amongst Upper Division Clerks (UDCs) of the Central Secretariat Clerical Service (CSCS) (50%). Consequent upon Cadre Restructuring of CSS in October, 2003, it has been decided to fill up the posts of Assistant's grade by way of 75% through Direct Recruitment, 10% through Limited Departmental Competitive Examination (LDCE) for UDCs and 15% through seniority based promotions of UDCs of CSCS. As a one time exception, resultant vacancies in this grade, arising due to cadre restructuring of CSS are to be filled up from UDCs of CSCS, by way of 50% through LDCE and 50% by seniority. It would be seen that at this level, there is a provision for promotion of officers of CSCS, besides direct recruitment.

2.2 Cadre Structure of CSS: Consequent upon cadre restructuring of CSS, the cadre strength* of CSS has been fixed w.e.f. 3.10.2003 as under:

(i)	Senior Selction Grade (Director)	:	110
(ii)	Selection Grade (Deputy Secretary)	:	330
(iii)	Grade – I (Under Secretary)	:	1400
(iv)	Section Officer	:	3000
(v)	Assistants	:	4904

Role of CSS

2.3 The Report of the Committee on Cadre Restructuring of the CSS (February 2002) has observed on the role of CSS as under;

"While important structural changes have been made in the Secretariat Service several times since 1919, one common thread running through all the stages of its evolution has been the role of the Service in ensuring continuity of administration in the Central Secretariat in the task of what, in common parlance, is called 'Secretariat Administration and Housekeeping'. This continuity is made possible through a strong permanent bureaucratic set up at the lower and middle levels of the Government. Thus the officers of this service act as a bridge between the past and present and between the lower and top management of the Central Government. The professional skill in noting/drafting and in interpretation of rules and regulations of the members of the Central Secretariat Service are well recognized. As a matter of fact, they facilitate maintaining the vital link between the Parliament and the Secretariat, especially when it comes to handling Parliament Questions, Assurances, Government's Bills etc. The litigation work of the Central Government is also largely handled by the officers of the Central Secretariat Service. Performance in these areas requires specialization, and officers of this service, by virtue of their historical role and experience, have become well-versed in these fields."

* The CSS officers are also eligible to hold the posts of Joint Secretary and above under the Central Staffing Scheme, under which no quota has been prescribed for any service. Such posts have not been included, while indicating the cadre strength of CSS.

2.4 It is generally recognized that the CSS, as a service, has at least, three areas of strength: (i) handling Parliament matters (ii) maintaining the collective memory and bank of precedents- by record management, archival and retrieval functions while functioning in a particular Ministry and (iii) drafting of notifications and orders on important policy decisions.



CHAPTER – 3

TRAINING SCENARIO FOR THE CSS

Training of CSS Officers

3.1. After Independence, the need for imparting training to members of CSS was felt and Government set up a training institution in the name of the Secretariat Training School (STS) with effect from 1.5.48. STS had the following objectives to start with:

- Training of new entrants to the grade of Assistants recruited through the UPSC;
- Training of Assistants and Lower Division Clerks in English Typewriting; and;
- Organizing refresher courses for Assistants and Assistant-in-charge (later called Section Officers)

Role of Institute of Secretariat Training & Management (ISTM)

3.2 The aforesaid objectives served the requirements of the Secretariat reasonably well for quite some time. However, the School found itself overrun by new and more exacting demands necessitated by many new policy initiatives taken by the government. It was in recognition of the vast scope of activities that STS came to acquire its present name - the Institute of Secretariat Training & Management (ISTM) in November, 1971. The ISTM now caters the training and development needs of officers working upto the level of Deputy Secretary in the Central Secretariat and has diversified its activities in many other areas. The Institute is presently a lead institute in the area of training techniques also.

3.3 The main activities of ISTM, inter alia, include:

- planning, designing and conducting foundation, refresher and specialized training programmes for officers up to middle management level to enable them to perform their duties more effectively and to prepare them for shouldering higher responsibilities

- creating and fostering among the participants a sense of fraternity and team spirit;
- providing peripatetic faculty support to State Government and Union Territories and assisting them in designing their training courses; and
- providing monographs and other training literature/materials relevant to the training courses designed and conducted by the Institute.

3.4 For CSS , as such, following courses are being organized by the Institute:

- i) Foundation courses for direct recruit Section Officers (since discontinued after stoppage of direct recruitment at this level) and Assistants recruited through the Staff Selection Commission;
- ii) Refresher courses for members of CSS, serving at various levels starting from Assistants upto Under Secretary level;
- iii) Specifically designed training programmes for the newly promoted officers viz., Executive Development Programme (EDP) for Section Officers and Professional Development Programme (PDP) for Under Secretaries; and
- iv) Subject specific training programmes in various areas like reservation in service, pay fixation, pension & retirement benefits, handling of court cases, parliamentary procedures, financial management, vigilance, purchase procedures etc.

3.5 For empanelled Deputy Secretaries of CSS, the Indian Institute of Public Administrations (IIPA) organizes a training programme with the name of Management Development Programme. ISTM provides faculty assistance to IIPA for MDP programme.

Need for the Training Needs Analysis (TNA) for CSS

3.6 In the present environment of the liberalization and globalisation, the role of civil services is also changing. It is considered necessary that members of the Civil Services (including the CSS) are equipped with necessary knowledge, skills, methods, approaches and systems which could help them to prepare for an effective state-citizen interface by way of total transparency, accountability and responsibility.

3.7 The Committee noted that the training programmes have been organized for the CSS officers right from the beginning. However, no evaluation mechanism has been evolved to evaluate the training programmes in terms of quantity and quality. The committee, therefore, felt that it would be appropriate to carry out the TNA, which will help in designing such training programmes in terms of content, duration and timing, which could produce desired results. The Committee felt the need for carrying out the TNA, mainly due to following reasons :

- i) the need for assessing the output (benefit in terms of quantity and quality) of the training vis-à-vis the inputs provided (in terms of the cost and the time spent on such training);
- ii) the need for preparing the Service to respond to the major policy initiatives in the context of liberalization, globalisation, public-private partnership etc.;
- iii) the need for preparing the Service to be able to effectively respond to the changes relating to devolution of power to the third tier of the government at the district and sub-district levels, associating people and their representatives at the local decision making level etc;
- iv) the need for preparing the Service to respond to the social changes reflected in the aspirations of affirmative action groups and their clamour for a rightful share of political and economic power and opportunities;
- v) the need for preparing the Service to respond to the technological changes reflected in the increased importance of information technology and its potential for enhancing the quality of service delivery to the people;

Recommendations of the Consultant

3.8 The Committee decided that a Training Consultant may be engaged by the Government to identify the training needs of the CSS officers and to suggest appropriate training programmes including the contents, duration etc. of each programme for CSS officers at various levels so that the CSS officers could become an effective tool for translating the policy of the government into reality.

3.9 On the basis of his study on the role and functions of CSS, as contained in various reports, discussions with the participants of training programmes in the ISTM, discussions with the senior officers and on the basis of feedback received through a questionnaire specifically designed for the purpose, the Consultant made a presentation before the Committee and submitted a detailed report for consideration of this Committee for formulating a comprehensive cadre training plan for CSS officers. The main recommendations of the Consultant on the cadre training plan for CSS, as contained in his report are summarized in Annexe-II.

CHAPTER -4

FINDINGS AND RECOMMENDATIONS

DELIBERATIONS OF THE COMMITTEE

4.1 The Committee during its meetings made deliberations mainly on the following;

- (i) the existing arrangements for training of CSS officers at various levels including the duration and contents of various training programmes;
- (ii) the response of the Ministries / Departments in general and of the members of the service in particular in the matter of participation in various training programmes;
- (iii) the recommendations on the training of CSS officers, made by the department related Parliamentary Standing Committee.
- (iv) arrangements for evaluating the efficacy and utility of the present training programmes; and
- (v) the need for organizing training for various grades of CSS as envisaged in the National Training policy (NTP), 1996 including the arrangements that are required to be made in every Ministry for achieving the goals of NTP.

4.2 The training consultant, who was assigned the responsibility of conducting the TNA and making recommendations for a comprehensive cadre training plan for CSS also made a detailed presentation on (a) findings of the TNA; (b) suggested model of training for various levels; and (c) need for evaluation of the cadre training plan, both concurrent and after an interval of 3-5 years, with a view to judge its efficacy.

4.3 The Committee also considered in-house approach papers prepared by ISTM regarding duration and contents of various training programmes that can be organized keeping in view the goals of NTP, the recommendations of the Parliamentary Standing Committee and the suggestions made in the TNA report. In view of the importance of the Information Technology and its potential for enhancing the quality of service delivery to the people, the Committee discussed its inclusion in the various training programmes

While considering the operationalization of various models, the Committee also had occasion to consider the additional physical facilities, staff support etc. which are required to ensure that the cadre training plan is meaningful, effective and the results of such training programmes are reflected in improved performance of the members of CSS. The objectives of training programmes at each level should be clearly defined and the duration, course contents etc. of each training programme should have a direct correlation with the objectives to be achieved. Therefore, Committee also examined the question of making satisfactory completion of training programmes a mandatory eligibility condition for consideration of promotion at every level.

4.4 These issues were considered by the Committee more particularly in its meeting's held on 27.12.2003, 28.1.2004, 11.6.2004, 18.8.2004 and 2.9.2004. Based on detailed consideration of all these aspects, the committee has made several recommendations, which are contained in this Chapter.

Objective of the Cadre Training Plan

4.5 The Committee noted that even though training programmes have continued to be organized for members of CSS and have been useful in improving their functional capabilities, the objectives of the training so imparted have not been clearly spelt out. The Committee feels that it is necessary to set the objectives of such training programmes and recommends that the objectives of training programmes to be organised for CSS should be as under:

- (i) The objective of foundation training for direct recruit Assistants may be to enable them to acquire skills, abilities, competency and knowledge about various methods, approaches, practices, etc. which are necessary for shouldering the responsibilities attached to the post of Assistant in the Central Secretariat; and
- (ii) The objective of training programmes at other levels, may, besides updating their knowledge about the latest concepts, approaches etc. be to develop their skills and competencies, necessary for shouldering the higher responsibilities .

Training to be mandatory

4.6 The Committee noted that the National Training Policy document (1996) envisages training for all rungs of civil services to be organically linked component of the personnel management system and has prescribed that (a) all categories of civil servants shall receive an induction training at the time of entry into service and (b)

in service training at suitable intervals in their career and that attendance in training programme should be prescribed as a mandatory exercise with possible linkages with career progression.

4.7 The Committee noted that the Central Secretariat Service Rules, 1962 and regulations made thereunder do not provide for compulsory training for the members of the Service even though the practice of sending direct recruit Section Officers and Assistants for foundation courses and their passing the prescribed examination at the end of such course for the purpose of confirmation has continued to be followed. The Committee also noted that in 1988, CS Division of the Department of Personnel and Training had issued a Comprehensive Cadre Training Plan for CSS officers. In the absence of incorporation of provisions of this Training plan into the CSS Rules, some of its provisions could not be enforced. For example, it provides that the officers appointed to various Grades, shall be required to undergo the prescribed Training courses within one year of their regular appointment, failing which their next increment shall be withheld. It further provides that the seniority of directly recruited Section Officers shall be determined on similar lines as in the case of IAS, in accordance with the aggregate marks obtained by the probationer (a) at the Competitive Examination and (b) at the Foundational Examination conducted by ISTM. However, in the absence of a corresponding provision in the Service Rules, the above conditions have been of no consequence.

4.8 The Committee also noted that earlier the direct recruit Section Officers, instead of reporting to the Ministries to which they were allocated, were required to report for a foundation course on a particular day at ISTM and they were required to undergo a rigorous training for almost one year and were also required to pass an examination. This practice of sending the direct recruit Section Officers for foundation course in ISTM on a particular day was discontinued subsequently. Even the direct recruit Assistants are being sent for foundation course at ISTM after considerable time, particularly because once they join a Ministry/Department, at times they are not spared by the concerned Ministry/Department, on the ground of exigency of work.

4.9 After consideration of the training policy as indicated in the NTP document, the objectives of the training plan as indicated in paragraph 4.5 and the Cadre Training Plan as issued in 1988, the Committee feels that it would be desirable to give Training a mandatory character. The Committee, therefore, recommends as under -

(i) Foundation Training for Direct Recruit Assistants – These Assistants will now be the sole source of direct recruitment (similar recruitment having been stopped in the grade of Section Officer). Foundation Training for Direct Recruit Assistants should be organized by the ISTM before the candidates take up their assignment. All the pre-appointment formalities may be carried out centrally by the CS Division of DOP&T and the training schedule be fixed/arranged in consultation with the ISTM. Presently, pre-appointment formalities are completed by the concerned cadre authorities. Since all this work is now recommended to be undertaken by the DOP&T, CS Division may be suitably strengthened for this purpose. To infuse complete sense of attachment with the training programme, the pay and allowances of such direct recruit Assistants should also be drawn and disbursed by the ISTM and for this purpose, budget of the Institute may be suitably augmented. Marks obtained by the candidates in the training should be added to the marks obtained in the All India Graduate level Examination conducted by the SSC and then a final ranking leading to seniority should be assigned. Assistants not completing the training successfully should not be confirmed in the post till such time they pass the examination to be conducted by ISTM. For this purpose, two opportunities may be provided. In exceptional cases, one more opportunity could be considered to be given. After completion of all the formalities, the candidates will be allocated to the Ministries/Departments concerned having regard to their qualification, potentiality, and aptitude shown during the training. The ISTM will make suitable recommendations for allocation of these candidates to different Ministries/Departments. However, finally DOPT may decide the allocation taking into account the other administrative factors, namely, number of posts in a particular Ministry/Department, reservation aspect etc.

(ii) In-Service Training Programmes For Other Levels - While there may be no element of compulsion in the matter of participation in the refresher courses for in-service officers, the successful completion of In service Training Programmes (mentioned in para 4.11(ii) below) should be made mandatory for CSS officers to be eligible for consideration for promotion to the next grade. A member of the Service may be allowed two opportunities to complete the training programme successfully. In case, even after the second opportunity, one does not make it, duration of any further

participation in the training programme should be debitable to the leave account of the member concerned. Nominations of the candidates for compulsory training programmes may be done by the CS Division giving due preference to the senior officers who may eventually get included in the zone of consideration for promotion to the next grade.

Amendment in the Statutory CSS Rules, 1962.

4.10 In order to give mandatory character to the training programmes (in the manner indicated in paragraph 4.9 above), it would be necessary to amend the Statutory CSS Rules, 1962. The Committee, therefore, recommends that amendment in the Statutory CSS Rules may be carried out in the context of a general policy, applicable to central government employees.

Nomenclature of the training courses

4.11 The Committee considered various suggestions, ranging from retention of the existing nomenclature being used by ISTM at present to giving these training programmes management related nomenclature, for deciding the levels of various training programmes and felt that participation level in each of such courses should have a link with the twin objectives recommended by the Committee as stated in paragraph 4.6 above. The Committee, therefore, recommends that :

- (i) The nomenclature for the training programme for direct recruit Assistants should be 'Foundation Course for Assistants (Probationer)' successful completion of which will be essential for confirmation to the post of Assistant.
- (ii) Nomenclature of inservice training programmes, participation in and successful completion of which would be mandatory for the purpose of consideration for promotion to the next grade may be changed as under:-
 - (a) Level 'A' Training Programme : The target group for this training programme would be Upper Division Clerks, who have rendered five years of approved service in the grade.
 - (b) Level 'B' Training Programme : The target group for this training programme would be Assistants who have rendered eight years of approved service in the grade.

- (c) Level 'C' Training Programme : The target group for this training programme would be Section Officers who have rendered five years of approved service in the grade.
 - (d) Level 'D' Training Programme : The target group for this training programme would be Section Officers who have rendered eight years of approved service in the grade.
 - (e) Level 'E' Training Programme : The target group for this training programme would be Under Secretaries who have rendered five years of approved service in the grade .
 - (f) Level 'F' Training Programme : The target group for this training programme would be Deputy Secretaries who have rendered five years of approved service in the grade .
- (iii) Besides the above mentioned in service training programmes, participation in and successful completion of which would be mandatory for the purpose of confirmation / promotion, ISTM would also organize refresher courses for various levels so as to update the knowledge and skills of the CSS officers.

Foundation Course for Assistants (Probationer) to be residential

4.12 The Committee noted that after the government decision to stop direct recruitment at the level of Section Officer, the only level at which there would be direct entry in CSS would be the level of Assistant. This level would now be the base level at which various proposals, including those having policy implications, would need to be initiated. As such it is necessary that Assistants are groomed in the working of the Central Secretariat in such a manner that on completion of foundation course, they are in a position to shoulder the responsibilities and meet the challenges. To infuse complete sense of attachment with the training programme, it is considered necessary that 'Foundation Course for Assistants (Probationer)' should be made residential. The modalities of meeting the expenses of boarding, lodging etc. for the residential programme as also the other expenses like TA/DA on study tour etc. relating to the training should also be met by ISTM. Further, the pay and allowances of such participants could also be drawn and disbursed by ISTM. The Committee, therefore, recommends that;

- (i) budget of the ISTM may be augmented for meeting the expenses on salary, TA/DA etc. of the participants; and
- (ii) additional accommodation should be provided to ISTM in the Old JNU Campus.

State Executive Training (Field Training) for CSS Officers :

- 4.13 The Committee noted the recommendations on field training/posting, made by the Fifth Pay Commission as well as the Department-Related Parliamentary Standing Committee. The Committee after considering this issue in its entirety arrived at the conclusion that **Objective of the State Executive Training should be to provide the CSS officers an opportunity to appreciate the ground realities and to analyse various issues in that context when they work in the Central Secretariat. Keeping in view this objective, the Committee recommends that the field training for CSS officers should be included as a compulsory component at level 'D' training programmes.**

Overseas Training

- 4.14 The Committee noted the recommendations of the Parliamentary Standing Committee that a minimum of 25 per cent of all the slots in training programmes abroad should be reserved for officers of CSS. There are a limited number of slots being offered and a large number of officers belonging to All India Services, Central Services and CSS are considered for such training programmes. The Committee, after considering the fact that no particular quota has either been fixed nor could it be prescribed for members of any particular service, felt that it would be difficult to make a specific recommendation regarding any particular percentage of slots being earmarked exclusively for the CSS officers. However, the Committee, appreciating the need for imparting overseas training to CSS officers, recommends that as part of the regular training programme, CSS officers should visit other countries to enable them to acquire knowledge in different areas of planning, execution, monitoring and evaluation of the successful projects and to share the experiences of those countries. Such overseas exposure could be a component of Level 'E' training programme, meant for Under Secretaries who are in the zone of consideration for promotion as Deputy Secretaries.

Course content, duration etc. of training programmes at various levels

4.15 Keeping in view the twin objectives (indicated in paragraph 4.6), the Committee recommends that training programmes at various levels may be conducted by ISTM in the manner indicated in the subsequent paragraphs.

Foundation course for Assistants (Probationer)

4.16 The basic features of 'Foundation course for Assistants (Probationer)' would be as under:

- Duration of this programme would be 24 weeks. At least two such programmes would be organized each year so that all the Assistants recruited every year are covered in the same year.
- The emphasis would be on providing in depth training in different areas so as to enable them to shoulder the responsibilities of the post of Assistant.
- All the Assistants recruited through the Staff Selection Commission will report to ISTM, for training.
- To start with, the Assistants would draw their salary and allowances etc. from their respective Ministries/Departments. Gradually the system will be so evolved that during the period of their training, their pay and allowances are also drawn and disbursed by the ISTM from its allocations.
- In the first year the direct recruit Assistants will have option to stay in the hostel. Gradually, after additional hostel facility is available, the possibility of making the programme as residential should be explored.
- The marks obtained by the Assistants during the training programme would be added to the marks obtained in the All India Graduate Level Examination conducted by the SSC and thereafter the final seniority would be assigned.
- A suitable programme for Bharat Darshan (getting acquainted with the country for about two weeks) would be introduced.
- The curriculum of this training programme is given in Annexe III.

In-Service Training Programmes at other levels

4.17 As indicated in paragraph 4.11, besides the foundation training programme for direct recruit Assistants, training programmes at levels 'A' to level 'F' would also be organized, participation in and successful completion of which will be mandatory for the purpose of consideration for promotion to the next grade. The objectives, duration, course content and modalities of these training programmes should be as indicated in the subsequent paragraphs.

Level 'A' Training Programme

4.18 The main features of Level 'A' Training Programme should be as under:

- The target group of this programme should be Upper Division Clerks who have completed Five years' service in the grade.
- The duration of this programme may be six weeks (as against four weeks at present).
- As the objective of the training programme will be to prepare the participants to shoulder the responsibilities of the higher post of Assistant, participation in this training may be made compulsory (except the UDCs, who get promoted on the basis of limited departmental competitive examination).
- ISTM would organize as many courses as necessary to cover all the Upper Division Clerks with Five years' of service, preference will be given to seniors in the zone consideration for promotion.
- The emphasis would be on institutional training with special reference to new government initiatives, computer hands on training for correspondence and record management and field exposure by way of observance of state-citizen interface in public dealing and visits to NGOs to study developmental alternatives.

Level 'B' Training Programme

4.19 The main features of Level 'B' Training Programme should be as under:

- target group for this programme should be Assistants (both direct recruits and promotees) who have completed eight years' of service in the grade.
- emphasis in this training programme may be on enabling the participants to acquire the skills and knowledge necessary for shouldering the responsibilities attached to the post of Section Officer.
- duration of training at this level may be of five weeks.
- Successful completion of training at this level will be essential before one is considered for promotion to the grade of Section Officer, (except the officials, who get promoted on the basis of limited departmental competitive examination).
- Nominations of candidates for various training programmes will be done by CS Division of DOP&T giving due preference to the senior Assistants who may eventually get included in the zone of consideration for promotion.
- The contents of training programme at this level is indicated in Annexure IV.

Level 'C' Training Programme

4.20 The main features of Level 'C' Training Programme should be as under:

- The target group for this training will be Section Officers with five years' service.
- The emphasis would be on a relevant recap of earlier training programme, providing inputs necessary at the current level and a peep into the next training programme i.e. level 'D'.
- The duration of training should be three weeks, comprising two weeks of academic inputs, 0.5 week of field visits and 0.5 week of library research.
- Syndicate work and pooling of experience is recommended in the following areas:
 - (i) Simplification of housekeeping rules in establishment including pay fixation, TA/DA, leave rules, house building advance and other advances, financial rules including delegation of powers and modification of rules.
 - (ii) Measures to attract Foreign Direct Investment and speedy clearances.

- (iii) Mechanism for speeding up of Inter Ministerial consultations, consultation with States, etc.
- (iv) File monitoring mechanism using computers (with possible classification of field under A, B, C categories).
- (v) Measures to make the functioning of Central Secretariat more efficient and pro active.
- (vi) How to develop positive orientation in dealing with files (and avoid notings as for a debating forum).

Level 'D' Training Programme

4.21 The main features of Level 'D' Training Programme should be as under :

- The target group for training at this level would be Section Officers who have rendered eight years' service in the grade.
- Participation in and successful completion of training at this level would be a pre-condition for consideration of the officer for promotion to the next grade.
- The training programme at this level would be of 20 weeks' duration (with 5 weeks of academic inputs at ISTM, one week for action research project, one week for study tour-cum-syndicate project, and 13 weeks for field training in states).
- The number of participants per year in this programme may be about 80.
- ISTM would coordinate with the state governments regarding field training in states and will evolve mechanisms to obtain continuous feedback regarding the work done by the participants.
- For the period of training at this level, (including the duration of field training in states), the Annual Confidential Report of the officers will be written by the Director, ISTM and not by the State Govt. officers.
- The contents of the academic inputs at ISTM, tour-cum-syndicate project and the broad areas of work to be done during the field training in states are given in Annexure V.

Level 'E' Training Programme

4.22. The main features of Level 'E' Training Programme would be as under:

- The target group for this level of training would be Under Secretaries who have put in five years' service in the grade.
- Participation and successful completion of training at this level will be essential for promotion to the grade of Deputy Secretary.
- CS Division would ensure that such of the Under Secretaries who are likely to be in the zone of consideration for promotion to the grade of Deputy Secretary are covered first.
- The duration of training at this level would be eight weeks. If necessary, more than one such programme would be organized so as to cover all the eligible officers every year.
- Overseas exposure helps in broadening of the officers' horizon and in acquiring knowledge of new methods, approaches and skills used in various projects in other countries as also in replicating such models, with necessary modifications, in their own countries. At present there is no set programme of overseas exposure for officers of other central services in their training programmes. Irrespective of the position obtaining in the training programmes of officers of other central services, possibilities of providing such opportunities for CSS officers has been explored. This component of overseas exposure will be about three weeks' duration depending on the country and the projects to be selected.
- The contents of the training programme is as given in *Annexure VI*.

Level 'F' Training Programme

4.23 The main features of Level 'F' Training Programme would be as under:

- The target group for this training would be Deputy Secretaries of CSS who have put in 5 years of service in the grade.
- The duration of the training at this level will be three weeks and participation in and successful completion of training at this level would be mandatory for the purpose of consideration for promotion to the next higher grade.

- The emphasis in training at this level would be on recap of the knowledge already acquired, experience sharing and in depth knowledge about the latest developments in the social and economic field.
- Suitable module for the training programme would be designed by ISTM.

Other recommendations of the committee

4.24 The Committee felt that a comprehensive training plan is one of the most important components of the Human Resource Management System (HRMS). Successful implementation of such a cadre training plan will depend on the collaborative efforts on the part of all partners, namely the Deptt. of Personnel & Training (CS and Training Divisions), participating Ministries/Departments and the ISTM, who will have to act jointly.

Activating Training Managers

4.25 The National Training Policy provides for nomination of Training Manager by the Ministries/Departments. In operationalisation of the Cadre Training Plan, the Training Manager of the Ministries will have a pivotal role in bringing the prospective trainees and the training institute together. The Committee, therefore, recommends that as per the requirement of the NTP, the system of Training Managers in each Ministry/Department should be activated immediately. The Committee also noted that NTP provides for earmarking of 1.5% of the salary budget by the Ministries / Departments for the purpose of training. The Committee recommends that it may be ensured by the concerned Ministries/Departments that this requirement under the NTP is fulfilled.

Centralized data base

4.26 The Committee feels that development of personnel information system for the members of Service will be necessary for operationalizing the Cadre Training Plan. The Committee, therefore, recommends that CS Division of the Department of Personnel & Training should develop a computerized personnel information system containing history of the members of CSS, in consultation with the participating Ministries and with the support of NIC. The details may, inter alia, include the name, the date of birth, the date of joining service, present posting, trainings undergone, the date on which training at a

particular level is due etc. in respect of every member of CSS. This will help in identifying the individual members to be trained at a particular time.

Drawing up of Annual Training Plan

4.27 For implementation of the Cadre Training Plan it would be necessary that annual training plan for each level is drawn up and communicated to all participating Ministries/Departments and the officers concerned. This would be possible only if the centralized data base was available. The Committee, therefore, recommends that until such time the centralized database is developed, ISTM should finalize the annual training plan in such a manner that the necessity of undergoing training at a particular level for the purpose of consideration for promotion becomes known to the concerned participants well in advance.

Evaluation Mechanism

4.28 The Committee felt that while it would not be possible to subject the outcome of various training programmes to any cost-benefit analysis, the need for measuring the efficacy of the training cannot be ruled out. The parameters of such measurement could be (a) whether the officer has acquired and continues to possess managerial abilities viz. efficiency, effectiveness and economy, (b) whether improvement in his performance is measurable (both in terms of quantity and quality), (c) whether he is working with requisite speed, accuracy and perfection, (d) whether he is fully aware of the objectives, targets etc. of his organization and whether he is making continuous efforts for achieving these objectives and targets etc. While some assessment of the outcome of training was possible on the basis of the examinations / tests to be administered by the ISTM on conclusion of the training, the real test of whether he has acquired the desired skills and abilities can be known only after he has started working on that post. The Committee, therefore, felt that it would be appropriate if, instead of the work relating to evaluation being assigned to a government body like the ISTM, an outside independent body could be engaged to carry out such an evaluation study after a gap of every three years so that based on the shortcomings / deficiencies pointed out in such evaluation reports, corrective measures could be taken to make the subsequent training programmes more meaningful and effective. The Committee recommends that there should be an

evaluation of the impact of all training programmes included in the Cadre Training Plan for CSS officers after every three years by an independent agency.

ISTM to assume responsibilities for operationalisation of the Cadre Training Plan

4.29 The Committee noted that ever since its inception, the ISTM has been conducting various foundational and in-service programmes for members of CSS. It also noted the contribution of the institute for development of training techniques, organizing peripatetic training by deputing its faculty to the State capitals and providing faculty assistance to various organizations in conducting of the training programmes. Further, there are many Recognized Users and Master Trainers, working as faculty members in the Institute. In the process, the Institute has earned the image of being a lead Institute in the area of Secretariat training. Many training institutions in the country look to this Institute for designing the training modules and for conducting training. The Committee recommends that the overall responsibility for implementation of the cadre training plan for CSS officers should be assigned to ISTM, which will work in association with the CS & Training Divisions of DoP&T, and Training Managers in various Ministries/Departments.

Post of Additional Director in ISTM to be revived.

4.30 The Committee noted that the process of implementation of the Cadre Training Plan would throw additional responsibility for the ISTM. In particular, at the level of the Director of ISTM, there would be a definite need for delegation of some of the financial and administrative powers to a senior officer. Such an officer would also be required to assist the head of the Institute to plan, coordinate, monitor and evaluate the operationalisation of the cadre training plan. The Committee, therefore, recommends that the post of Additional Director (which may be designated as Dean) in the scale of Rs.14300 – 18,300/- which existed in the Institute for a long period should be revived.

Additional guest faculty to be engaged on contract basis.

4.31 The Committee noted that the revised course contents for training programmes at various levels would make it necessary that lectures/discussions on certain

topics/subjects of current interest are organized with the help of subject specialists. The Committee felt that while it would not be appropriate to engage such specialists on whole time basis on regular scales of pay, possibilities of engaging consultants could be explored. It, therefore, recommends that retired officers from the Government, Public Sector and Corporate Sector, who are willing to work on contract basis could be deployed for teaching of those subjects, for which regular faculty is not available. They could be engaged for covering particular subjects(in terms of number of lectures) and remunerations should be paid to them accordingly , with no other financial obligations on the part of the government. Upto 10 such consultants could be engaged at a time.

Additional physical/infrastructural facilities to be provided.

- 4.32 The Committee noted that besides engagement of subject specialists as consultants, operationalisation of the Cadre Training Plan would have implications in terms of availability of adequate hostel facilities, upgradation of class rooms, mobility of the participants and the faculty members in and out of Delhi, upgradation of library services, visits of participants and faculty members to other countries for overseas exposure etc. For this purpose several estimates prepared by ISTM were considered by the Committee. On the basis of this assessment, the Committee recommends that additional funds to the extent of Rs.331.80 lakh (Rs.274.30 lakh as recurring and Rs.57.50 lakh as non-recurring) may be provided to ISTM in the first year. Thereafter, the additional recurring expenditure would be of the order of Rs.274.30 lakh. The details of additional expenditure are indicated in Annexure-VII. It may be clarified that bulk of the additional expenditure of recurring nature pertains to salary and TA/DA of Assistants, foreign visits by participants at level 'E' training programme of the participants etc. and if the concerned Ministries/Departments are made to meet this expenditure from their budget, the additional requirement of funds for ISTM would only be Rs.89.60 lakh. (Rs.32.10 lakh recurring and Rs.57.10 non-recurring). Since the expenditure is in any case required to be met out of the Consolidated Fund, irrespective of whether provision is reflected in the budget of ISTM or of individual Ministries/Departments. Therefore, it would be in the interest of the training programmes, if the provision is made in the budget of ISTM itself.

Review of the Training Plan

- 4.33 The Committee feels that while corrective measures would continue to be taken on the basis of concurrent evaluation of various training programmes based on the feedback of the participants, experience gained, and the recommendations contained in the reports of the independent evaluating agencies, it would be necessary to make a formal review of the implementation of the Cadre Training Plan after a period of five years so that the changed needs and priorities of the government as may be obtaining at that time could be appropriately incorporated in the course contents, duration and methodology of training. The Committee recommends accordingly.
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CHAPTER : 5

EXECUTIVE SUMMARY

The recommendations given in this report are summarized as under:

<u>Sl.No.</u>	<u>Paragraph No.</u>	<u>Summary of the recommendations</u>
1.	4.5	<p>Objectives of training programmes to be organized for CSS should be as under:</p> <p>(i) The objective of foundation training for direct recruit Assistants may be to enable them to acquire skills, abilities, competency and knowledge about various methods, approaches, practices, etc. which are necessary for shouldering the responsibilities attached to the post of Assistant in the Central Secretariat; and</p> <p>(ii) The objective of training programmes at other levels, may, besides updating their knowledge about the latest concepts, approaches etc. be to develop their skills and competencies, necessary for shouldering the higher responsibilities .</p>
2.	4.9	<p>(i) <u>Foundation Training for Direct Recruit Assistants</u> should be organized by the ISTM before the candidates take up their assignment. All the pre-appointment formalities may be carried out centrally by the CS Division of DOP&T and the training schedule be fixed/arranged in consultation with the ISTM. Presently, pre-appointment formalities are completed by the concerned cadre authorities. Since all this work is now recommended to be undertaken by the DOP&T, CS Division may be suitably strengthened for this purpose. To infuse complete sense of attachment with the training programme, the pay and allowances of such direct recruit Assistants should also be drawn and disbursed by the ISTM and for this purpose, budget of the Institute may be suitably augmented. Marks obtained by the candidates in the training should be added to the marks obtained in the All India Graduate level Examination conducted by the SSC and then a final ranking leading to seniority should be assigned. Assistants not completing the training successfully should not be confirmed in the post till such time they pass the examination to be conducted by ISTM. For this purpose, two opportunities may be provided. In exceptional cases, one more opportunity could be considered to be given. After completion of all the formalities, the candidates will be allocated to the Ministries/Departments concerned having regard to their</p>

qualification, potentiality, and aptitude shown during the training. ISTM will make suitable recommendations for the allocation of these candidates to different Ministries/Departments. However, finally DOPT may decide the allocation taking into account the other administrative factors, namely, number of posts in a particular Ministry/Department, reservation aspect etc.

(ii) Successful completion of In service Training Programmes (mentioned in para 4.11(ii) below) should be made mandatory for CSS officers to be eligible for consideration for promotion to the next grade. A member of the Service may be allowed two opportunities to complete the training programme successfully. In case, even after the second opportunity, one does not make it, duration of any further participation in the training programme should be debitable to the leave account of the member concerned.

3. 4.10 Amendment in the Statutory CSS Rules may be carried out in the context of a general policy, applicable to central government employees.
4. 4.11 (i) The nomenclature for the training programme for direct recruit Assistants should be 'Foundation Course for Assistants (Probationer)' successful completion of which will be essential for confirmation to the post of Assistant.

(ii) Nomenclature of in-service training programmes, participation in and successful completion of which would be mandatory for the purpose of consideration for promotion to the next grade may be changed as under:-

 - (a) Level 'A' Training Programme : The target group for this training programme would be Upper Division Clerks, who have rendered five years of approved service in the grade.
 - (b) Level 'B' Training Programme : The target group for this training programme would be Assistants who have rendered eight years of approved service in the grade .
 - (c) Level 'C' Training Programme : The target group for this training programme would be Section Officers who have rendered five years of approved service in the grade.
 - (d) Level 'D' Training Programme : The target group for this

training programme would be Section Officers who have rendered eight years of approved service in the grade.

(e) Level 'E' Training Programme : The target group for this training programme would be Under Secretaries who have rendered five years of approved service in the grade .

(f) Level 'F' Training Programme : The target group for this training programme would be Deputy Secretaries who have rendered at least five years of approved service in the grade .

(iii) Besides the above mentioned in service training programmes, participation in and successful completion of which would be mandatory for the purpose of confirmation / promotion, ISTM would also organize refresher courses for various levels so as to update the knowledge and skills of the CSS officers.

5. 4.12 To infuse complete sense of attachment with the training programme, it is considered necessary that 'Foundation Course for Assistants (Probationer)' should be made residential. The modalities of meeting the expenses of boarding, lodging etc. for the residential programme as also the other expenses like TA/DA on study tour etc. relating to the training should also be met by ISTM. Further, the pay and allowances of such participants could also be drawn and disbursed by ISTM. The Committee, therefore, recommends that;

- (i) budget of the ISTM may be augmented for meeting the expenses on salary, TA/DA etc. of the participants; and
- (ii) additional accommodation should be provided to ISTM in the Old JNU Campus.

6. 4.13 Objective of the State Executive Training(Field Training) should be to provide the CSS officers an opportunity to appreciate the ground realities and to analyse various issues in that context when they work in the Central Secretariat. Keeping in view this objective, the Committee recommends that the field training for CSS officers should be included as a compulsory component at level 'D' training programmes.

7. 4.14 The Committee, appreciating the need for imparting overseas training to CSS officers, recommends that as part of the regular

training programme, CSS officers should visit other countries to enable them to acquire knowledge in different areas of planning, execution, monitoring and evaluation of the successful projects and to share the experiences of those countries. Such overseas exposure could be a component of Level 'E' training programme meant for Under Secretaries who are in the zone of consideration for promotion as Deputy Secretaries.

8. 4.16 Basic features of 'Foundation course for Assistants (Probationer)' would be as under:

- Duration of this programme would be 24 weeks. At least two such programmes would be organized each year so that all the Assistants recruited every year are covered in the same year.
- The emphasis would be on providing in depth training in different areas so as to enable them to shoulder the responsibilities of the post of Assistant.
- All the Assistants recruited through the Staff Selection Commission will report to ISTM, for training.
- To start with, the Assistants would draw their salary and allowances etc. from their respective Ministries/Departments. Gradually the system will be so evolved that during the period of their training, their pay and allowances are also drawn and disbursed by the ISTM from its allocations.
- In the first year the direct recruit Assistants will have option to stay in the hostel. Gradually, after additional hostel facility is available, the possibility of making the programme as residential should be explored.
- The marks obtained by the Assistants during the training programme would be added to the marks obtained in the All India Graduate Level Examination conducted by the SSC and thereafter the final seniority would be assigned.
- A suitable programme for Bharat Darshan (getting acquainted with the country for about two weeks) would be introduced.

9. 4.18 The main features of *Level 'A' Training Programme* should be as under:

- The target group of this programme should be Upper Division Clerks who have completed Five years' service in the grade.
- The duration of this programme may be six weeks (as against four weeks at present).
- As the objective of the training programme will be to prepare the participants to shoulder the responsibilities of the higher post of Assistant, participation in this training may be made compulsory (except the UDCs, who get promoted on the basis of limited departmental competitive examination).
- ISTM would organize as many courses as necessary to cover all the Upper Division Clerks with Five years' of service, preference will be given to seniors in the zone consideration for promotion.
- The emphasis would be on institutional training with special reference to new government initiatives, computer hands on training for correspondence and record management and field exposure by way of observance of state-citizen interface in public dealing and visits to NGOs to study developmental alternatives.

10. 4.19 The main features of *Level 'B' Training Programme* should be as under:

- target group for this programme should be Assistants (both direct recruits and promotees) who have completed eight years' of service in the grade.
- emphasis in this training programme may be on enabling the participants to acquire the skills and knowledge necessary for shouldering the responsibilities attached to the post of Section Officer.
- duration of training at this level may be of five weeks.

- Successful completion of training at this level will be essential before one is considered for promotion to the grade of Section Officer, (except the officials, who get promoted on the basis of limited departmental competitive examination).
- Nominations of candidates for various training programmes will be done by CS Division of DOP&T giving due preference to the senior Assistants who may eventually get included in the zone of consideration for promotion.

11. 4.20

The main features of Level 'C' Training Programme should be as under:

- The target group for this training will be Section Officers with five years' service.
- The emphasis would be on a relevant recap of earlier training programme, providing inputs necessary at the current level and a peep into the next training programme i.e. level 'D'.
- The duration of training should be three weeks ,comprising two weeks of academic inputs, 0.5 week of field visits and 0.5 week of library research.
- Syndicate work and pooling of experience is recommended in the following areas:
 - Simplification of housekeeping rules in establishment including pay fixation, TA/DA, leave rules, house building advance and other advances, financial rules including delegation of powers and modification of rules.
 - Measures to attract Foreign Direct Investment and speedy clearances.
 - Mechanism for speeding up of Inter Ministerial consultations, consultation with States, etc.
 - File monitoring mechanism using computers (with possible classification of field under A, B, C categories).
 - Measures to make the functioning of Central

Secretariat more efficient and pro active.

- How to develop positive orientation in dealing with files (and avoid notings as for a debating forum).

12.

4.21

The main features of Level 'D' Training Programme should be as under :

- The target group for training at this level would be Section Officers who have rendered eight years' service in the grade.
- Participation in and successful completion of training at this level would be a pre-condition for consideration of the officer for promotion to the next grade.
- The training programme at this level would be of 20 weeks' duration (with 5 weeks of academic inputs at ISTM, one week for action research project, one week for study tour-cum-syndicate project, and 13 weeks for field training in states.
- The number of participants per year in this programme may be about 80.
- ISTM would coordinate with the state governments regarding field training in states and will evolve mechanisms to obtain continuous feedback regarding the work done by the participants.
- For the period of training at this level, (including the duration of field training in states), the Annual Confidential Report of the officers will be written by the Director, ISTM and not by the State Govt. officers.

13.

4.22

The main features of Level 'E' Training Programme would be as under:

- The target group for this level of training would be Under Secretaries who have put in five years' service in the grade.

- Participation and successful completion of training at this level will be essential for promotion to the grade of Deputy Secretary.
- CS Division would ensure that such of the Under Secretaries who are likely to be in the zone of consideration for promotion to the grade of Deputy Secretary are covered first.
- The duration of training at this level would be eight weeks. If necessary, more than one such programme would be organized so as to cover all the eligible officers every year.
- Overseas exposure helps in broadening of the officers' horizon and in acquiring knowledge of new methods, approaches and skills used in various projects in other countries as also in replicating such models, with necessary modifications, in their own countries. At present there is no set programme of overseas exposure for officers of other central services in their training programmes. Irrespective of the position obtaining in the training programmes of officers of other central services, possibilities of providing such opportunities for CSS officers has been explored. This component of overseas exposure will be about three weeks' duration depending on the country and the projects to be selected.

14. 4.23

The main features of Level 'F' Training Programme would be as under:

- The target group for this training would be Deputy Secretaries of CSS who have put in 5 years of service in the grade.
- The duration of the training at this level will be three weeks and participation in and successful completion of training at this level would be mandatory for the purpose of consideration for promotion to the next higher grade.
- The emphasis in training at this level would be on recap of the knowledge already acquired, experience sharing and in depth knowledge about the latest developments in the

social and economic field.

- suitable module for the training programme would be designed by ISTM.

15. 4.25 As per the requirement of the NTP, the system of Training Managers in each Ministry/Department should be activated immediately. The Committee also noted that NTP provides for earmarking of 1.5% of the salary budget by the Ministries/Departments for the purpose of training. The Committee recommends that it may be ensured by the concerned Ministries/Departments that this requirement under the NTP is fulfilled.
16. 4.26 CS Division of the Department of Personnel & Training should develop a computerized personnel information system containing history of the members of CSS, in consultation with the participating Ministries and with the support of NIC. The details may, inter alia, include the name, the date of birth, the date of joining service, present posting, trainings undergone, the date on which training at a particular level is due etc. in respect of every member of CSS.
17. 4.28 There should be an evaluation of the impact of all training programmes included in the Cadre Training Plan for CSS officers after every three years by an independent agency.
18. 4.29 Overall responsibility for implementation of the cadre training plan for CSS officers should be assigned to ISTM, which will work in association with the CS & Training Divisions of DoP&T, and Training Managers in various Ministries/Departments.
19. 4.30 The post of Additional Director (which may be designated as Dean) in the scale of Rs.14,300 – 18,300/-, which existed in the Institute for a long period should be revived.
20. 4.31 Retired officers from the Government, Public Sector and Corporate Sector, who are willing to work on contract basis could

be deployed for teaching of those subjects, for which regular faculty is not available. They could be engaged for covering particular subjects (in terms of number of lectures) and remunerations should be paid to them accordingly, with no other financial obligations on the part of the government. Upto 10 such consultants could be engaged at a time.

21. 4.32

Additional funds to the extent of Rs.331.80 lakh (Rs.274.30 lakh as recurring and Rs.57.50 lakh as non-recurring) may be provided to ISTM in the first year. Thereafter, the additional recurring expenditure would be of the order of Rs.274.30 lakh.

22. 4.33

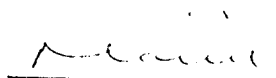
To make a formal review of the implementation of the Cadre Training Plan after a period of five years so that the changed needs and priorities of the government as may be obtaining at that time could be appropriately incorporated in the course contents, duration and methodology of training.



(R.K. Goel)
Director (CS)
(Member Secretary)



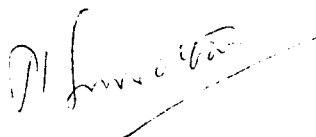
(B.R. Wadhwa)
Director (Fin.)
(Member)



(R.K. Saini)
Director, ISTM
(Member)



(O.P. Agrawal)
Joint Secretary (Trg.)
(Member)



(P.I. Suvrathan)
Additional Secretary (AR & PG and P)
(Chairman)

Annexure I

CIRCULAR NO. CSS-2/2001

No21/44/2000-CS.I
Government of India
MINISTRY OF PERSONNEL, P.G AND PENSIONS
Department of Personnel & Training
.....

Lok Nayak Bhavan, New Delhi
Dated the 22nd August, 2001

ORDER

With a view to devise a comprehensive training programme for proper and systematic training of the officers belonging to the Central Secretariat Service (CSS) for their career growth and development, it has been decided to set up a Committee, with the following composition:-

- | | | |
|-------|--------------------|------------------|
| (i) | Addl. Secretary(P) | Chairman |
| (ii) | J.S.(Trg.) | Member |
| (iii) | Director, ISTM | Member |
| (iv) | DFA (Pers.) | Member |
| (v) | Director (CS) | Member Secretary |

2. Terms of reference of the Committee would be as under:-

- (i) To assess the utility of existing training programme for CSS officers and to suggest an effective and comprehensive career training plan, having regard to the role expected of CSS officers at various stages in their career and the corresponding skill needs.
- (ii) While proposing a career training plan, due attention should be paid to the financial implications/constraints, if any, as the case may be.
- (iii) The Committee shall submit its report within six months from the date of its constitution.

Sd/-
(Devki Nandan Gupta)
Deputy Secretary to the Govt. of India
Telephone: 4624893

1. All Members of the Committee.
2. Director, ISTM, JNU Old campus
3. Home (Finance), North Block, New Delhi
4. Trg. Division, DCPT
5. Director (Admn.), DOPT
6. All Ministries/Departments for information.

Copy also to US(CS.II)

Training Programme-CSS

**SUMMARY OF THE RECOMMENDATIONS RELATING TO
TRAINING PLAN FOR CSS OFFICERS AT VARIOUS LEVELS,
AS CONTAINED IN THE TNA REPORT**

...

1. DIRECT RECRUIT ASSISTANTS

Assistants can be moulded by proper training and proper working environment. They are the bedrock on which the edifice of CSS would now be found after the government decision to discontinue direct recruitment at the level of Section Officer.

Objectives

2. The objectives of the training programme for direct recruit Assistants, who are at the threshold of entry into government service should be:

- in-depth training at ISTM in the core competencies of knowledge, skills and attitudes;
- subject matter training in the respective Ministry/Department;
- field exposure to the State Citizen interface;
- sensitization to rural India by living in a village for a specific period, studying and documenting;
- getting acquainted with the country to appreciate its diversity and cultural unity and
- visit to user organizations and to appreciate the problems of its interface with the Ministry/Department.

The Core Competencies

3. The core competencies for direct recruit Assistant would include in depth training and exposure in the different areas.

4. The areas in which in depth training would be imparted would include the following:

- i) **Knowledge of the machinery of the Government of India and the States, and of the relevant constitutional provision.**
- ii) **Environmental**
 - New Governmental initiatives like citizens charter, transparency, right to information, public accountability.
 - Redressal of grievances like human rights commission, ombudsman, consumer forums, etc.

- Awareness of external environment impinging on the work of the Secretariat, like economic reforms, liberalization, market economy, social tensions, etc.

iii) **Work Related**

- Parliamentary procedure
- Noting and drafting
- Establishment matters and personnel administration like FR/SR, CCS (CCA) Rules, Leave/LTC, reservation in services, CAT, JCM etc.
- Financial administration like budget including performance and zero base budget, GFRs, pay fixation, pension, TA etc.
- Records management including digitization of records.
- Gender sensitivity.

iv) **Skills**

- Computers hands on for correspondence, record storage and retrieval, case follow up and monitoring with automatic reminders.
- Interpersonal skills, communication skills
- Effective listening
- Time management
- Language learning (English & Hindi)

v) **Attitudes**

- Positive orientation and concern with results
- Proactive approach to problem solving
- Empathy with people and their problems
- Self confidence and assertiveness
- Lateral thinking
- Sharpening analytical thinking
- Ethics and values in administration

5. The areas in which Assistants would need to be given exposure would include:

- Project approach to problem solving
- Enquiry proceedings, vigilance and audit
- Contacts and tendering procedures
- WTO, Intellectual partnerships

- Economics including international Economics
- E-governance
- Policy analysis and inter-relatedness of issues
- Use of internet for policy analysis and access to data from worldwide sources
- Taking down minutes of the meetings
- Motivational skills
- Presentation skills
- Leadership, team building, counseling and coaching.

Subject matter training

6. When the Assistant are still under training in ISTM, they may be deployed with the concerned Ministry/Department for a period of two weeks for acquiring specific knowledge relating to their Departments. A two week training module would be designed by the Training Division of the concerned Ministry and would cover study of hand books, manuals, recent annual reports, reports of the Parliamentary Committees and expert committees, audit reports and any other material considered relevant. The over all objectives of the two week training in the Ministry would be sensitize the Assistants with the Mission of the Ministry/Department, its organization, working structure etc. The programme would be coordinated by ISTM.

Field Training

7. Lack of field experience and lack of ground realities is major short coming in CSS officers. To remedy this state of affairs, a component of field training may be included as part of the induction training as under:

i)	Study of State citizen interface	:	1.5 weeks
ii)	Sensitization to rural India	:	3.5 weeks
iii)	Getting acquainted with the country	:	4.00 weeks
iv)	Visits to user organizations	:	1.00 weeks

Total : 10.00 weeks

On the Jobs training

8. The direct recruit Assistants may be deployed for on-the-job training for five weeks. The pattern of deployment may be as under:

	<u>Days</u>
i) Briefing about the Ministry/Department	1
ii) Central Registry work	1
iii) Charge as Diarist	2

iv)	Independent charge as LDC	3
v)	Independent charge as UDC	5
vi)	Independent charge as Assistant	14
	Total	<u>26</u>

This would be the last item of training, after which the trainee Assistants would meet at ISTM for a wrap up module of two days for the purpose of experience sharing.

Examination

9. There would be examinations which may consist of written papers and quizzes at regular intervals.

Total duration of training

10. The total duration of training would be of 28 weeks as under:

	<u>Weeks</u>
• Academic training at ISTM including examination.	11
• Subject matter training in Ministry/Deptt.:	2
• Field Training	10
• On the job - training	<u>5</u>
	<u>28</u>

Direct Recruit Assistants to report directly to ISTM

11. At present, Assistants are posted in the Ministries/Departments directly without any training, immediately after their selection through the Staff Selection Commission. They come to ISTM for training after they have already worked in the concerned Ministry for a period which ranges between one to three years. As this stage, training is not as effective as it could have been had it been imparted to them as raw hands.

12. To ensure that training is made more meaningful and effective, it would be necessary that instead of the Assistants reporting to the Ministries/Departments allotted to them, they would report, on a particular day, to ISTM for the full duration of their training.

2. ASSISTANTS (PROMOTEE)

While the knowledge, skills and attitudinal competencies, described for direct recruit Assistants are also applicable to this group, there are essential differences between this group and the group of Direct Recruit Assistants: this group is considerably older and its career path more limited. This postulates that the HRD build up of this group has to have its own features.

Objectives

2. The objective of the Training Programme for Assistants (Promotee) are:

- institutional training in the identified core competencies of knowledge, skills and attitudes with special reference to the new governmental initiatives like economic liberalization and their impact on the workplace like a proactive, positive orientation.
- computer hands on training for correspondence and record management.
- a week's field exposure split into two components: the first to observe State citizen interface in public dealing offices and a visit to NGO to study developmental alternatives.

3. The present Assistants Refresher (AREF) course organised by ISTM for this group is for four weeks with about 18 working days and 88 sessions. It deals with about 36 topics, mostly knowledge based, covering the background and work related areas. Organisational behaviour is covered in respect of interpersonal relationship and stress management and there is a visit to Parliament House. There is no computer coverage.

4. To make the programme more comprehensive and in alignment with that of Direct Recruit Assistants and keeping in view the practical difficulties in getting the group released for training for extended periods, it is recommended that the duration may be increased to 6 weeks from the existing 4 weeks and important training gaps bridged in the additional duration. These gaps are field exposure, positive orientation, exposure to the changing role of Government and computer hands on experience.

5. Accordingly, one week may be set apart for field exposure and the second week for the other inputs. The one week field exposure may be split into two field visits :

- Half week to observe State Citizen interface in DDA, Road Transport Authority, Electricity Board, Telephone billing by group work and come up with positive problem solving suggestions.
- Half week to visit an NGO which has done pioneering and successful work like, Rain Water Harvesting in Rajasthan, the rural development NGO in Tilonia (which is also fighting for Freedom

of Information), Panchayat working in Madhya Pradesh etc. with special emphasis on what the Government can do to accelerate the contribution of these NGO's.

6. The other one week (25 class room sessions) can be devoted to the following knowledge and skill areas:

- New governmental initiatives and their impact on the work place (2 sessions).
- Computer hands on for correspondence and record management (15 sessions)
- Self confidence and assertiveness (2 sessions)
- Positive orientation and proactive approach to problem solving in the place of 'disposal of files' (2 sessions)
- Time management (2 sessions)
- Relevant administrative law (2 sessions) in the context of implementation of Freedom of Information Act.

7. No syndicate work is recommended for this group as it has no worthwhile administrative experience to share. The syndicate sessions can be utilised for presentation of field visit reports.

3. FOUNDATION COURSE FOR DIRECT RECRUIT SECTION OFFICERS

In the TNA report, recommendations were made regarding the areas in which indepth training is required and the areas in which exposure need to be given to Section Officers directly recruited through the Civil Service Examination. The duration of the foundation course for such Section Officers was suggested to be for 33 weeks, including academic inputs in ISTM for 13 weeks, subject matter training in the Ministry for two weeks, field training for 10 weeks and on the job training for eight weeks. As the government have since taken a decision to discontinue direct recruitment at the level of Section Officer, the recommendations are not being reproduced here.

4. SECTION OFFICERS (PROMOTEE)

The objectives of the Training Programme for Section Officers (Promotee) would be:

- To impart academic inputs in the convergent inventory of knowledge, skills and attitudes for Section Officers;
- Experience sharing including self imaging, and feedback sessions from the senior level and junior level.
- To impart problem solving and presentation skills.
- A study Tour cum Syndicate Project for exposure to ground realities by study of a scheme in a State Government where the Central Government is also a Stakeholder.
- Two field visits in Delhi one to an NGO to study development alternatives other than the Government; and the second to study behaviour at the counter where the Government delivers services to the citizens.

2. The Executive Development Programme for empanelled Section Officers, conducted by ISTM has a total duration of 3 weeks, of which academic inputs are offered in 53 sessions in two modules and six days including a week end are utilised for a Study Tour. The academic inputs fall under the following topics:

- Economic liberalisation and globalisation (7 sessions)
- Skills like communication, presentation, mgt. Of stress etc. (10 sessions)
- Information Technology/Computer (10 sessions)
- Value and Ethics (6 sessions).
- Management concepts and other issues (4 sessions)
- Management of office work – Specific issues like CAT vigilance Audit etc. (8 sessions)
- Rules and Procedures (8 sessions)

3. Even though the coverage was found to be comprehensive, with a view to restructuring the programme in the light of the need for providing core competencies for Section Officers, following two recommendations were made in the TNA report:

- i. reinventing the study tour,
- ii. increase in the duration of the programme by two weeks so as to make it five weeks in all, for additional inputs.

The study tour cum syndicate project

4. The study Tour may be termed Study Tour cum Syndicate Project. It may study a scheme in a State Government where the Central Government is also a stakeholder. Examples are:

- A Centrally Sponsored scheme in the State Government
- Democratic Decentralisation (73rd and 74th Amendments) in actual practice.
- Problems encountered in Green Field projects with Indian or foreign investment.
- Impact of globalisation and a balance sheet of economic reform in the area where the study tour takes place.
- Implementation of internationally funded projects and road blocks met with.
- Any proposed disinvestment in the area and possible problems met with.
- Relief measures in disaster administration like floods, drought and need for any Central initiative.
- Likely problems in sharing Government information with NGO's, citizens and other stakeholders in the implementation of Freedom of Information Act.

5. The thrust in all cases will be what the Central Government can do to remove road blocks and accelerate implementation. The usual syndicate method may be followed for report writing and presentation.

Inputs during two additional weeks

6. The additional duration of 2 weeks or about 50 sessions is required for coverage of certain topics in the convergent inventory of knowledge, skills and attitudes of section officers that are not covered or not adequately covered in the present Executive Development Programme. They are briefly recapitulated below:

Knowledge

Recap

- Parliamentary procedures (2)
(panel discussion)
- Performance and zero base (2)

Fresh coverage

- Digitisation of Records (2)
- Public Private Partnership (2)

Budget

- Gender sensitivity (2)
- Rostering in Reservation (2)

- Project approach to problem solving (2)
- E governance (2)
- Cabinet, Committee of Secretaries Noting (1)
- Preparing for Freedom of Information Act (2)
- New governmental initiatives like Disinvestment, Citizens Charter, Intellectual Property Rights (5)
- Oral presentation practice sessions (2)

Skills

Problem solving and presentation (3)

Experience sharing

- Self imaging-success, failure, lessons learnt (2)
- Panel of Assistants - Expectations from S.O's (1)
- Panel of Under Secretary - Expectations from S.O's (1)

Field visits (10)

Executive Training in States

7. It has been seen that the Section Officers attend their first career training programme after 6 years' of service and the next instalment of training exposure comes only after 20 years of service i.e. with a gap of 14 years. During this interregnum, the Section officers are recommended to have Executive Training in the States, on a mandatory basis.

Level II Training

8. A **Level II training programme** is recommended for Section Officers at **13-15 years of service**, as **refresher training**.

9. The Refresher training would consist of a relevant recap of the earlier training programme, inputs required at the current level and a peep into the next training programme i.e. that of Under Secretaries.

10. The duration of the Refresher Training may be **3 weeks**, comprising two weeks of academic inputs, 0.5 week of field visit and 0.5 week of library research.

11. Syndicate work and pooling of experience is suggested in Level II training in the following areas:-

- Simplification of Housekeeping rules in Establishment including Pay fixation, TA/DA, Leave Rules, House Building Advance and other advances, Financial Rules including delegation of powers i.e. modification to rules that are not cost effective and at the same time cause hardship to staff.
- Measures to attract Foreign Direct Investment and speedy clearances.
- Mechanism for speeding up of Inter Ministerial consultations, consultation with States, etc.
- File monitoring mechanism using computers (with possible classification of files under A, B, C categories)
- Measures to make the Central Secretariat more efficient and pro active.
- How to develop positive orientation in dealing with files (and avoid notings as for a debating forum, with a win-lose attitude).

12. The syndicate deliberations may take 7 sessions, report writing 2 sessions and presentation 3 sessions.

5. UNDER SECRETARY

The objectives of the Training Programme for Under Secretaries are:

- Experience sharing and sensitization to expectations from superiors and juniors.
- A recap of the topics covered in the earlier course for Section Officers undergone by them which are still relevant in the present/job.
- A brief exposure to conceptual skills like policy analysis/options.
- A knowledge input relating to scanning the environment and be updated with the latest trends in public administration, germane to their work.
- In-depth management inputs in the areas important to their job viz. Economic/ Financial Management; Behavioural Management and Quantitative Management.
- Hands on experience in computers and e-governance.
- An Action research project for hands on experience in problem diagnosis and problem solving.
- Exposure to ground realities and field work through a Study Tour cum Syndicate Project relating to a project in the State where the Centre is also a stakeholder.

Training Approach

2. The average age of Under Secretaries in the sample ranges between 40 and 50 years. It will further increase as the system of direct recruitment of Section Officers is discontinued. The training approach has to be geared to this demographic phenomenon.

Duration of training

3. The total duration of training at the level of Under Secretaries will be of seven weeks which will include action learning (one week), study tour-cum-syndicate work (one week) and academic inputs at ISTM (five weeks).

Action Learning

4. The duration of action learning may be a week (25 sessions) consisting of 15 sessions for field work, 5 sessions for syndicate discussions and Report Writing and 5 sessions for presentation.

Study Tour-cum-syndicate Project

5. The second component of field visit may be the existing one week study tour modified to contain syndicate work as well. It can be termed Study Tour cum Syndicate Project. It can study a scheme in the State visited, where the Central Government is also a stake holder. Examples are:

- A Centrally Sponsored Scheme in the State Government.
- Democratic decentralisation (73rd and 74th Amendment) in actual practice.
- Problems encountered in Green Field Projects with Indian or Foreign investment.
- Impact of globalisation and a balance sheet of economic reforms in the area where the study tour takes place.
- Implementation of internationally funded projects and road blocks met with.
- Any proposed disinvestment in the area and possible problems met with.
- Relief measures in Disaster Administration like floods, drought.
- Likely problems in sharing Government information with NGO'S, citizens and other stakeholders in the implementation of Freedom of Information Act.

6. The thrust in all cases will be what the Central Government can do to remove road blocks and accelerate implementation. The usual syndicate method may be followed for report writing and presentation.

Academic inputs

7. The academic inputs will include scanning the environment, management inputs, computers and e-governance.

Scanning the environment

8. This knowledge input capsule can consist of the following:

- New governmental initiatives like Citizens Charter, Transparency, Right to Information, Public Accountability, Public Private partnership.
- World Trade Organisation, open market economy, Intellectual Property Rights
- Mechanisms for grievance redressal like Human Rights Commission, Ombudsman, consumer forums and how to deal with these bodies
- Relevant law including administrative law.
- Enquiry proceedings, Vigilance and Audit procedures.

- Contracts and Tendering procedures including procedures for privatisation of services.

Management Inputs

9. These would form the core of the Professional Development Programme for Under Secretaries They may be classified into the following three modules with a duration of one week each, as **immersion** modules:

- Economic/Financial Management
- Behavioural Management
- Quantitative Management

Economic/Financial Management

10. This module (20 sessions) may consist of :

- Relevant economics including international economics including concepts like cost of capital, cross border capitalism, implications of excise and customs barriers, capital convertibility, level field competition, interest rates fluctuation, capital formation, implications of WTO rounds of discussion, globalisation of the economy.
- Balance sheet, Profit and Loss Account, Ratio Analysis, Depreciation, Working Capital with case studies relating to the Government.
- Cost accounting and its applications in Government.
- Project Development, Formulation and Appraisal with Discounted Cash Flow techniques, cost benefit analysis including social cost benefit analysis with cases relating to Government. (with an exercise).
- Public Private partnership with case studies relating to the Indian situation.
- Management of personal finances.

Behavioural Management

11. This module (20 sessions) may have the following capsules :

- Recap of interpersonal skills, communication, motivation, effective listening, role model to staff, counselling and coaching in Government.
- Positive orientation and proactive approach with caselets.
- Constructive interpretation of rules and concern with results, with caselets.
- Management by Objectives in Government.
- Transactional Analysis and PAC instrument.

- Ethics and values in the face of pressure.
- Gender sensitivity.

Quantitative Management

12. In this module (20 sessions) the following subjects may be included:

- Numeracy and simple statistical skills (with exercises)
- Project management with network PERT/CPM and its application in Government (with simple exercises and a film) and exposure to Project Management Software.
- Operations Research concepts and applications in government
- An exercise in zero base/performance budget
- Analysis of policy considerations and policy options - a nodding acquaintance.
- Lateral thinking (DeBono method) for removal of mental blocks
- Strategic management and Corporate Planning - an introduction.

Computers and E governance

13. On every working day in the programme, the last session may be generally devoted to hands on experience in computers and E governance, including Data Base Management and Spread sheet. The hands on training may cover correspondence, records management (storage and retrieval), monitoring work (including automatic reminder services) tracking files and internet applications for accessing worldwide source data as an aid to policy analysis and policy considerations.

6. DEPUTY SECRETARY

The objectives

The objectives of the training programme for Deputy Secretaries of CSS would be:

- a recap of the topics covered in the earlier training programmes and experience sharing;
- updating with the latest trends in public administration and management of change in government;
- indepth inputs in macro concepts in economics/management (i.e. relevant law; relevant behavioural management and experiential learning);
- familiarization with the salient features of public systems management;
- familiarization with project management concepts and development of a project approach in solving major problems;
- an indepth study of public policy analysis and formulation in specific sectors;
- refresher training in states with a project assignment; and
- overseas exposure to see how similarly placed countries have progressed faster.

Two alternatives

2. To achieve the aforesaid objectives, following two alternatives were considered:

- i. A customized academic programme of a minimum duration of nine months leading to an MBA/MA/M/Phil degree or a diploma; and
- ii. An advanced course in Public Administration and Management (ACPAM) for empanelled Deputy Secretaries.

3. Keeping in view the background, experience and job requirements of the target group, the training programme for Deputy Secretaries will be structured in the form of the following modules:

Module I	:	The content of this module will be recap and experience sharing and the duration will be 0.5 weeks.
Module II	:	The content in this module will be management of change in government and the new trends in public



		administration. The duration will be 0.5 weeks.
Module III	:	This module will cover relevant economic management inputs, macro concepts in finance, relevant law, public systems management, relevant behavioural and other skills (experiential learning) and project management. Duration for completion of this module will be 6.5 weeks and during this period the officers will be deployed with institutions like the Institute of Economic Growth, Institute of Chartered Accountants of India, Law Faculty of the Delhi University, IIM Ahmedabad, Indian Society for Training and Development, Delhi etc.
Module IV	:	The content of the training input in this module will be public policy analysis and formulation. This will be done in collaboration with institutions like IIM, Bangalore. The duration will be 4.5 weeks.
Module V	:	In this module, the officers will be deputed for state training for 13 weeks.
Module VI	:	This module will cover overseas exposure by way of travel, study tour, report writing and presentation. The duration will be 4.0 weeks.
Module VII	:	This last module (of one week duration) will be devoted to wrap up and other formalities.

Thus, the total duration of training at the level of Deputy Secretary will be 30 weeks (or say 7 months).

ANNEXURE III

Components of the Foundational Course for Direct Recruit Assistants

The areas in which in depth training would be imparted would include the following:

- i) **Knowledge of the machinery of the Government of India and the States, and of the relevant constitutional provision.**
- ii) **Environmental**
 - New Governmental initiatives like citizens charter, transparency, right to information, public accountability.
 - Redressal of grievances like human rights commission, ombudsman, consumer forums, etc.
 - Awareness of external environment impinging on the work of the Secretariat, like economic reforms liberalization, market economy, social tensions, etc.
- iii) **Work Related**
 - Parliamentary procedure
 - Noting and drafting
 - Establishment matters and personnel administration like FR/SR, CCS (CCA) Rules, Leave/LTC, reservation in services, CAT, JCM etc.
 - Financial administration like budget including performance and zero base budget, GFRs, pay fixation, pension, TA etc.
 - Records management including digitization of records.
 - Gender sensitivity.
- iv) **Skills**
 - Computers hands on for correspondence, record storage and retrieval, case follow up and monitoring with automatic reminders.
 - Interpersonal skills, communication skills
 - Effective listening
 - Time management
 - Language learning (English & Hindi)
- v) **Attitudes**
 - Positive orientation and concern with results

- Proactive approach to problem solving
- Empathy with people and their problems
- Self confidence and assertiveness
- Lateral thinking
- Sharpening analytical thinking
- Ethics and values in administration

2. The areas in which Assistants would need to be given exposure would include:

- Project approach to problem solving
- Enquiry proceedings, vigilance and audit
- Contacts and tendering procedures
- WTO, Intellectual partnerships
- Economics including international Economics
- E-governance
- Policy analysis and inter-relatedness of issues
- Use of internet for policy analysis and access to data from worldwide sources
- Taking down minutes of the meetings
- Motivational skills
- Presentation skills
- Leadership, team building, counseling and coaching.

Subject matter training

3. When the Assistant are still under training in ISTM, they may be deployed with the concerned Ministry/Department for a period of one week for acquiring specific knowledge relating to their Ministry/Department. A one week training module would be designed by the Training Division of the concerned Ministry and would cover study of hand books, manuals, recent annual reports, reports of the Parliamentary Committees and expert committees, audit reports and any other material considered relevant. The over all objectives of the one week training in the Ministry would be sensitize the Assistants with the Mission of the Ministry/Department, its organization, working structure etc. The programme would be coordinated by ISTM.

On the Jobs training

4. The direct recruit Assistants may be deployed for on-the-job training for five weeks. The pattern of deployment may be as under:

	<u>Days</u>
i) Briefing about the Ministry/Department	1
ii) Central Registry work	1
iii) Charge as Diarist	2
iv) Independent charge as LDC	3
v) Independent charge as UDC	5
vi) Independent charge as Assistant	<u>13</u>
Total	<u>25</u> days or say 5 weeks

Field Training

5. A component of field training may be included as part of the induction training as under:

i) Study of State citizen interface	:	1.0 week
ii) Sensitization to rural India	:	3.00 weeks
iii) Getting acquainted with the country	:	2.00 weeks
iv) Visits to user organizations	:	1.00 weeks
Total	:	7.00 weeks

Examination

6. There would be examinations which may consist of written papers and quizzes at regular intervals.

Total duration of training

7. The total duration of training would be of 24 weeks as under.

	<u>Weeks</u>
• Academic training at ISTM including examination.	11
• Subject matter training in Ministry/Deptt.:	1
• On the job- training	5
• Field Training	7
	<u>24</u> weeks

ANNEXURE IV

Objectives and components of Level 'B' training programme **(for Assistants with eight years' approved service)**

Objective

The objectives of the training programme at this level would be:

- to impart academic inputs in the convergent inventory of knowledge, skills and attitudes necessary for shouldering the responsibilities of the post of Section Officers;
- experience sharing including self imaging, and feedback sessions from the senior level and junior level.
- to impart problem/solving and presentation skills.
- a study Tour cum Syndicate Project for exposure to ground realities by study of a scheme in a State Government where the Central Government is also a Stakeholder.
- two field visits in Delhi one to an NGO to study development alternatives other than the Government; and the second to study behaviour at the counter where the Government delivers services to the citizens.

Academic inputs

2. The academic inputs fall under the following topics:

A) Knowledge Recap

- Parliamentary procedures (panel discussion)
- Performance and zero base Budget
- Gender sensitivity
- Rostering in Reservation

B) Problem solving and presentation

C) Experience sharing

D) **Fresh coverage**

- Economic liberalisation and globalisation
- Skills like communication, presentation, management of stress etc.
- Information Technology/Computer
- Value and Ethics
- Management concepts and other issues
- Management of office work - Specific issues like CAT, vigilance, Audit etc.
- Rules and Procedures
- Digitisation of Records
- Public Private Partnership
- Project approach to problem solving
- E governance
- Cabinet, Committee of Secretaries
- Freedom of Information Act.

The study tour cum syndicate project (1.5 weeks)

3 The study Tour will be termed Study Tour cum Syndicate Project. It may study a scheme in a State Government where the Central Government is also a stakeholder. Examples are:

- A Centrally Sponsored scheme in the State Government
- Democratic decentralisation (73rd and 74th Amendments) in actual practice.
- Problems encountered in Green Field projects with Indian or foreign investment.
- Impact of globalisation and a balance sheet of economic reform in the area where the study tour takes place.
- Implementation of internationally funded projects and road blocks met with.
- Any proposed disinvestment in the area and possible problems met with.
- Relief measures in disaster administration like floods, drought and need for any Central initiative.

- Likely problems in sharing Government information with NGO's, citizens and other stakeholders in the implementation of Freedom of Information Act.
3. The thrust in all cases will be what the Central Government can do to remove road blocks and accelerate implementation. The usual syndicate method may be followed for report writing and presentation.

ANNEXURE V

Objectives and contents of the Level 'D' Training programme (for Section Officers with eight years' approved service)

Objective

The objectives of the Training Programme at this level would be:

- Experience sharing and sensitization to expectations from superiors and juniors.
- A recap of the topics covered in the earlier course for Section Officers undergone by them which are still relevant in the present/job.
- A brief exposure to conceptual skills like policy analysis/options.
- A knowledge input relating to scanning the environment and be updated with the latest trends in public administration, germane to their work.
- In-depth management inputs in the areas important to their job viz. economic/financial management; behavioural management and quantitative management.
- Hands on experience in computers and e-governance.
- An action research project for hands on experience in problem diagnosis and problem solving.
- Exposure to ground realities and field work through a Study Tour cum Syndicate Project relating to a project in the State where the centre is also a stakeholder.
- Preparing them to shoulder responsibilities of the next higher post.

Training Approach

2. The average age of Under Secretaries in the sample ranges between 40 and 50. It will further increase as the system of direct recruitment of Section Officers has since been discontinued. The training approach has been geared to this demographic phenomenon.

Duration of training

3. The total duration of training at this level will be of 20 weeks as under:
- | | |
|-------------------------------------|----------|
| a) academic input at ISTM | 5 weeks |
| b) action research project | 1 week |
| c) study tour-cum syndicate project | 1 week |
| d) field training in states | 13 weeks |

Total	<u>20 weeks</u>
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Academic inputs

4. The academic inputs will include scanning the environment, management inputs, computers and e-governance.

Scanning the environment

5. This knowledge input capsule will consist of the following:

- New governmental initiatives like Citizens Charter, transparency, Right to Information, public accountability, public - private partnership.
- World Trade Organisation, open market economy, Intellectual property rights
- Mechanisms for grievance redressal like Human Rights Commission, Ombudsman, consumer forums and how to deal with these bodies
- Relevant law including administrative law.
- Enquiry proceedings, vigilance and audit procedures.
- Contracts and tendering procedures including procedures for outsourcing of services.

Management Inputs

6. These would form the core of the Professional Development Programme. They will be classified into the following three modules with a duration of one week each, as **immersion** modules:

- Economic/Financial Management
- Behavioural Management
- Quantitative Management

Economic/Financial Management

7. This module will consist of :

- Relevant economics including international economics including concepts like cost of capital, cross border capitalism, implications of excise and customs barriers, capital convertibility, level field competition, interest rates fluctuation, capital formation, implications of WTO rounds of discussion, globalisation of the economy.
- Balance sheet, Profit and Loss Account, Ratio Analysis, Depreciation, Working Capital with case studies relating to the Government.
- Cost accounting and its applications in government.
- Project development, formulation and appraisal with discounted cash flow techniques, cost benefit analysis including social cost

benefit analysis with cases relating to Government. (with an exercise).

- Public Private partnership with case studies relating to the Indian situation.
- Management of personal finances.

Behavioural Management

8. This module will have the following capsules :

- Recap of interpersonal skills, communication, motivation, effective listening, role model to staff, counselling and coaching in Government.
- Positive orientation and proactive approach with caselets.
- Constructive interpretation of rules and concern with results, with caselets.
- Management by objectives in Government.
- Transactional analysis and PAC instrument.
- Ethics and values in the face of pressure.
- Gender sensitivity.

Quantitative Management

9. In this module the following subjects will be included:

- Numeracy and simple statistical skills (with exercises)
- Project management with network PERT/CPM and its application in Government (with simple exercises and a film) and exposure to Project Management Software.
- Operations Research concepts and applications in government
- An exercise in zero base/performance budget
- Analysis of policy considerations and policy options - a nodding acquaintance.
- Lateral thinking (DeBono method) for removal of mental blocks
- Strategic management and corporate planning - an introduction.

Computers and E governance

10. On every working day in the programme, the last session will be generally devoted to hands on experience in computers and E governance, including Data Base Management and Spread sheet. The hands on training will cover correspondence, records management (storage and retrieval).

monitoring work (including automatic reminder services) tracking files and internet applications for accessing worldwide source data as an aid to policy analysis and policy considerations.

Study Tour-cum-syndicate Project

11. The second component of field visit will be the existing one week study tour modified to contain syndicate work as well. It would be termed Study Tour cum Syndicate Project. It will study a scheme in the State visited, where the Central Government is also a stake holder. Examples are:

- A Centrally Sponsored Scheme in the State Government.
- Democratic decentralisation (73rd and 74th Amendment) in actual practice.
- Problems encountered in Green Field Projects with Indian or Foreign investment.
- Impact of globalisation and a balance sheet of economic reforms in the area where the study tour takes place.
- Implementation of internationally funded projects and road blocks met with.
- Any proposed disinvestment in the area and possible problems met with.
- Relief measures in Disaster Administration like floods, drought.
- Likely problems in sharing Government information with NGO'S, citizens and other stakeholders in the implementation of Freedom of Information Act.

The thrust in all cases will be what the Central Government can do to remove road blocks and accelerate implementation. The usual syndicate method may be followed for report writing and presentation.

Field Training in states

12. During the period of field training in states, the participants would be provided exposure in the following areas:

- revenue administration including attachment with collector;
- public administration, including study of measures to handle social unrest in a police station;
- development administration (environment and environmental factors in decision making, rural development administration, urban development administration, education, agriculture, health, attachment with a NGO, etc.);
- police and judicial administration;
- secretarial procedures in the state;

- Labour problems in a district (e.g. bonded labour, child labour etc.);
- disaster management;
- public distribution system;
- working of the municipal system;

Independent charge, wherever considered feasible and appropriate, would also be given to the officers deputed for field training in States.

ANNEXURE VI

Objective and contents of Level 'E' Training Programme (for Under Secretaries with five years' of service)

The objectives

The objectives of the training programme at this level would be:

- a recap of the topics covered in the earlier training programmes and experience sharing;
- updating with the latest trends in public administration and management of change in government;
- indepth inputs in macro concepts in economics/management (i.e. relevant legal, behavioural and experiential learning);
- familiarization with the salient features of public systems management;
- familiarization with project management concepts and development of a project approach in solving major problems;
- an indepth study of public policy analysis and formulation in specific sectors;
- refresher training in states with a project assignment; and
- overseas exposure to see how similarly placed countries have progressed.

2. Keeping in view the background, experience and job requirements of the target group, the training programme will be structured in the form of the following modules:

Module I	:	The content of this module will be recap and experience sharing and the duration will be 0.5 weeks.
Module II	:	The content in this module will be management of change in government and the new trends in public administration. The duration will be 0.5 weeks.
Module III	:	This module will cover relevant economic management inputs, macro concepts in finance, relevant law, public systems management, relevant behavioural and other skills (experiential learning) and project management, and public policy analysis and formulation. The duration will be 4.0 weeks.

Module IV	:	This module will cover overseas exposure by way of travel, study tour, report writing and presentation. The duration will be 3.0 weeks.
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Thus, the total duration of training at this level will be eight weeks.

ANNEXURE-VII

Statement indicating the requirement at additional funds for operationalisation
of the Cadre Training Plan for CSS Officers

A. Recurring Expenditure

	(Rs.in lakhs)	
1. Salary of Additional Director (Post to be revived)	3.90	
2. Engagement of faculty on contractual basis (10 specialists @ Rs.12500 per month for each specialist)	15.00	
3. Salary of 180 Assistants for five months	141.60	
4. Expenses on Bharat Darshan programme for Direct Recruit Assistants (180 x Rs.10000)	18.00	
5. Field visits by Direct Recruit Assistants (180x Rs.5000)	9.00	
6. Working lunch in ISTM (excluding the days of field visits, Bharat Darshan, holidays etc.) (180 x 80xRs.50)	7.20	
7. Sports & recreational activities	2.00	
8. TA/DA for faculty accompanying the participants in field visit Bharat Darshan, study tours in programmes organized at various levels.	4.00	
9. Overseas exposure to participants of 'E' level training programme (40 officers)		
• Expenses on air fare (to and fro) @ Rs.1.00 lakh (full fare)	: 40.00	
• DA @ \$75 per day (Rs.3700) per Day for 20 days for 40 persons	: 29.60	
• Misc. Expenses	: 4.00	73.80
	<u>73.80</u>	
Total - recurring (Col. 1 to 9)		Rs.274.30 lakh.

B. Non – Recurring Expenditure

1.	Replacement of existing 27 seater bus with 40 seater bus	10.50
2.	Purchase of a mini-bus (20 seater)	8.50
3.	Augmentation of the stock of library books.	2.50
4.	Upgradation of class rooms (12) – provision of audio-visual and other training aids.	12.00
5.	Renovation of 48 additional rooms and provision of beds, sofas, curtains etc. (@ Rs.50,000/- per room).	24.00

Total (Non-recurring) 57.50

Total: Recurring (A) and non recurring (B) Rs.331.80 lakh
