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TRAINING MONOGRAPH No. 4



**DIRECTORY**  
OF  
CENTRAL & STATE ADMINISTRATIVE  
TRAINING INSTITUTIONS

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TRAINING DIVISION  
MINISTRY OF HOME AFFAIRS  
GOVERNMENT OF INDIA  
FEBRUARY 1970



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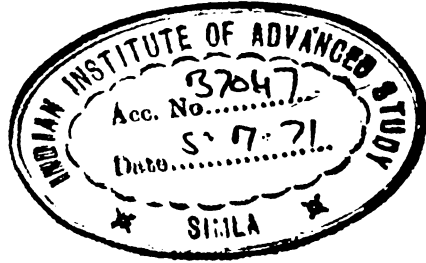
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## FOREWORD

The Training Division has so far issued three Training Monographs which have been well received. The two Training Conferences held earlier at New Delhi (February 1969) and at Mussoorie (June 1969) highlighted the need for a concise Directory of selected Central and State training institutions. The Division has accordingly collected information in respect of 16 institutions with a view to provide some details, regarding their organisation and aims in general, and their training activities in particular. Later on it may be possible to bring out a more elaborate Directory incorporating details about other Central and State institutions also. We hope that the Directory would be of use to training institutions.

18-2-1970

B. C. MATHUR,  
*Director of Training &  
Joint Secretary.*

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## A. CENTRAL TRAINING INSTITUTIONS

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## NATIONAL ACADEMY OF ADMINISTRATION

Charleville  
Mussoorie (U.P.)  
Tel : 289 & 357

### I. GENERAL INFORMATION

*Director* : D. D. Sathe.

*Joint Director* : T. N. Chaturvedi.

The Academy is located at Charleville Estate in Mussoorie. It is to be shifted to its permanent campus at New Delhi in December, 1970.

#### **Nature of Organisation**

The I.A.S. Training School was set up at Delhi in 1947 to train fresh recruits to the Indian Administrative Service. A Staff College was also set up at Simla in 1957 for training of the special recruits to IAS and for conducting Refresher Courses for Senior IAS officers. The National Academy of Administration came into existence on September, 1, 1959 at Mussoorie by amalgamating the two institutions to provide integrated administrative training to persons recruited to All-India and Class I Services. The Academy provides foundational training to fresh recruits to the All-India and Central Class I Services and professional training to the I.A.S. probationers.

#### **Aims of the Academy**

To provide post-entry foundational training to the All-India and Central Class I Services for a period of four months.

To provide professional training to IAS probationers for one year including the foundational training. The one year training is in two phases of six months duration intervened by one year's practical training in the States.

To organise refresher courses for IAS officers at junior levels—6-8 years.

To provide for In-Service training of middle level All-India and Central Class I Service Officers as well as Service officers of State Governments and Public Undertakings.



To conduct seminars and conferences of officers of senior level in Government and to create a forum for exchange of administrative ideas and experience.

To conduct field studies in Public Administration and to publish teaching materials for training officers in the disciplines relevant for training in public administration.

To publish articles, research papers, syndicate group reports, books reviews, notes and comments on various aspects of Public Administration through the Academy Journal.

### **Administration and Organisation**

The Administration of the Academy is under the control of the Director (of the rank of a Secretary to the Government of India) assisted by a Joint Director (of the rank of a Joint Secretary to the Government of India), two senior Deputy Directors and three Deputy Directors.

### **Staff**

Besides the directing staff, there are full-time professors of Public Administration, Law, Social Administration, Economics, History, and Hindi with suitable research and support staff.

### **Financial Resources**

The Academy works under the overall control of the Ministry of Home Affairs which provides funds for the Academy.

### **Facilities**

The Academy provides residential accommodation to the trainees in the Academy Hostels. Stay at the premises is compulsory during the course of training. A mess is run on cooperative lines by the probationers. Besides, facilities for recreation and games are also provided. Excellent library facilities exist for study. Block Libraries have also been provided. The main library is well equipped with about 80,000 books besides about 300 Periodicals, Journals and Magazines.

### **Working Links**

The Academy has close working links with the Training Division of the Ministry of Home Affairs, Central and State Training Institutes and other organisations engaged in public administration.

## II. TRAINING ACTIVITIES

### (i) Foundational Training

The training activities provided in the National Academy of Administration in this direction are for the officers of the following services :

1. Indian Administrative Service.
2. Indian Foreign Service.
3. Indian Police Service.
4. Indian Forest Service.
5. Indian Audit and Accounts Service.
6. Indian Railways Accounts Service.
7. Indian Defence Accounts Service.
8. Indian Income Tax Service.
9. Indian Postal Service.
10. Indian Railway Traffic Service.
11. Indian Customs and Central Excise Service.
12. Central Information Service.
13. Indian Ordnance Factory Service.
14. Military Lands and Cantonment Service.
15. Indian Economic Service.
16. Indian Statistical Service.

More Class I services Officers are proposed to be sent to the Academy for foundation training.

The purpose of Foundational Course of Training is to impart to the probationers a basic understanding of the Constitutional, Economic and Social set-up of the country besides an idea of the principles of Public Administration, machinery of Government and its functions in a welfare State. The joint foundational training thus given is expected to promote *inter-alia*, a common outlook and understanding of the integrated functioning of the public service and a spirit of common purpose among the probationers of all the higher civil services.

### (ii) Professional Training to the I.A.S. Probationers

A sandwich pattern of Training has been introduced with effect from July 1969. According to this scheme, the I.A.S. Probationers spend six months at the Academy and then go to the States to which they are allotted for a period of one year's training in the field. They return to the Academy for a further 6 months training which includes a study tour. They are also attached to Army Units for a period of about 2 weeks and to the National Civil Defence Training College for a period of about one week.

### (iii) Refresher/Orientation Courses

The Academy conducts Refresher Courses for junior and middle levels of different All India and Class I Services. Courses conducted during 1969 included Economic Administration and Modern Aid to Administration. A course for Chief Vigilance Officers was also organised.

### (iv) Seminars

Seminars on vital subjects of Public Administration are also organised and conducted by the Academy independently and sometimes in collaboration with other institutions. A Conference on the Trainer and the Institutions was organised in June, 1969. A Seminar on Local Administration (Urban and Rural) is also being arranged.

## III. RESEARCH ACTIVITIES

The Academy conducts research on all aspects of public administration. These are based on field study by members of the staff. Some of these studies which have been published in the Academy Journal include :

1. Agricultural Administration—I.A.D.P.
2. District Administration—A comparative study.
3. Labour Relations and Labour Administration.
4. Social Welfare Administration and the Collector.
5. Gestation Logs in Public Undertakings.
6. Legal and Political status of Civil Servants in India.
7. Planning at State and District Levels—A comparative study. More aspects of Administration and social changes are being taken up for purposes of research.

#### IV. PUBLICATIONS AND DOCUMENTS

The Academy publishes a quarterly Journal. It contains articles of interest for practicing administrators, experts in Public Administration, Economics, Sociology, Law and other disciplines. Rare documents are also re-published in this Journal. Besides, the proceedings of important seminars and conferences conducted under the auspices of the Academy, texts of extension lectures given by the eminent visitors are also published for easy access to interested persons. Summarised observations and recommendations of Committees in India and abroad on public administration also find a place in the Journal.

# NATIONAL POLICE ACADEMY

Abu (Rajasthan)

Tel : 22, 44.

## I. GENERAL INFORMATION

*Director* : Shri A. K. Ghosh.

### **Nature of the Organisation**

The Central Police Training College, now re-named as the National Police Academy was established by the Government of India at Mount Abu on the 15th September, 1948, to train Indian Police Service probationers with the object of ensuring uniformity in the basic training of these officers and to ensure that they have an integrated national out-look. General theoretical training as well as practical professional training is imparted to the probationers by staff selected from amongst experienced police officers of the different States in the country.

### **Aims of the Academy**

To give basic professional training to I.P.S. Officers or in addition other gazetted State Police Officers.

To run courses for senior officers of juniors level through instructions, conferences, syndicate discussions, research, field study, etc. To publish the papers prepared by them.

To hold seminars of the Police Officers of the country to serve as a forum for exchange of ideas, techniques and experiences.

To hold symposium of heads of the Police Training Institutes in India for discussing training matters and problems and supporting solutions to them.

To publish articles containing papers and reviews of books connected with Police and case studies of interesting cases.

To serve as a training centre for cadets of Central Police Organisations or for trainers.

## **Administration and Organisation**

The Director is in charge of the Academy and is assisted by two deputy directors, officers serving on the Academy come from the State on certain periods of deputation. The institution is under the Ministry of Home Affairs through whom the members of the staff or the various trainees are received. Trainees from foreign countries are also received. There is a Board of visitors to advise the Director and consists of senior most officers of the Police and Government of India.

### **Staff**

There are about 12 staff members. In addition there are junior instructors and office personnel.

### **Financial Resources**

The entire expenditure is met by the Ministry of Home Affairs, Government of India.

### **Facilities**

The Academy has no buildings of its own and is at present, housed in a leased building at Mount Abu. It is shifting shortly to Hyderabad in its new buildings. It has an extensive and growing library.

### **Working Links**

The Academy has close working relations with the Central Police Organisations and State Police Training Schools and other organisations connected with the work of Police training as well as the Police in various States.

## **II. TRAINING ACTIVITIES**

Instruction is given on applied Criminal Law, the Indian Constitution, Police Procedure and Administration, Investigation and maintenance of law and order, scientific aids to investigation, Criminology and Medical Jurisprudence, besides other allied subjects. Side by side, the officers are trained in physical training, parade, use of firearms, equitation, motor driving and maintenance, wireless operation, first aid and ambulance etc. Some elements of practical training in investigation, etc., are also included in the syllabus. The trainees also have a tour (an extensive field trip) of about 3 week's duration of those regions of the country with which they are not familiar, to meet various senior police officers, to be shown some basic features of practical police work and organisation and also for the sake of a fuller understanding of the variety and underlying unity in the life of our people.

### **Senior Officers' Course**

Senior Officers' Course is run six-monthly. This is for junior Superintendents of Police with 4 to 7 years of service and for directly recruited Deputy Superintendents of Police on the select list for promotion. It is a reorientation course, and not a refresher course, the object being to give an opportunity to the trainees to get abreast of innovations in police techniques and administration and to think out solutions to existing professional problems. It is mainly a self-help course, the trainees being encouraged to give talks, hold discussions and write syndicate papers based on some research and field visits. On the other hand, eminent guest lecturers from wide ranging fields are invited to talk to the trainees. The papers written by this category of trainees, some of which are published, constitute a not insignificant contribution of the limited amount of police literature now available in the country. These trainees also go out on a study tour of two to three weeks in the course of which they collect data and opinions for the preparation of their syndicate papers.

### **Basic Police Course for ACIOs, (Rank : Sub-Inspectors) Gr. II of the Intelligence Bureau**

These officers are directly recruited by the I.B. on a country-wide basis. The duration of the course is six months.

### **Basic Course for Cadets (Rank : Sub-Inspectors) of the Central Bureau of Investigation**

A course of eleven months' duration is run for them on various basic aspects of Police work.

A Seminar of police experts through out the country is organised every year and important but chosen police subjects are discussed. The proceedings of this seminar are an important contribution to Police literature.

It is proposed to hold a course for training of trainers on all-India basis.

## **III. RESEARCH ACTIVITIES**

The syndicates of every senior course do some research and their papers are published as "Transactions".

## **IV. PUBLICATIONS AND DOCUMENTS**

The Academy also publishes an annual college magazine.

# INDIAN AUDIT AND ACCOUNTS SERVICE STAFF COLLEGE

Gorton Castle,  
Simla-3  
Tel : 3178 & 2590.

## I. GENERAL INFORMATION

*Director* : A. C. Bose.

### **Nature of the Organisation**

The Indian Audit and Accounts Service Staff College—a Government of India Institution—was established in 1949 and is functioning under the control of the Comptroller and Auditor General of India since 1949.

### **Aims of the College**

To impart professional and technical training to the probationary officers of the Indian Audit and Accounts Service.

### **Administration and Organisation**

The College works under the over-all control of the Comptroller and Auditor General of India who posts a Director to the College from amongst the members of the Indian Audit and Accounts Service. The Director is an Accountant General of the Department.

### **Staff**

The Director is assisted by whole time training staff consisting of one Accounts Officer and three S.A.S. Accountants. The teaching staff prepares the probationary officers for the various subjects of the two departmental examinations. Eminent guest speakers are also invited to give talks to the probationary officers on selected subjects.

### **Facilities**

The College has a small and growing library. At present it has 5,600 books on audit, accounting and general subjects.



## **Working Links**

Audit and Accounts Department Officers and Executive Offices (Treasuries and Public Works Divisions) within the States of Haryana and Punjab and Himachal Pradesh and Chandigarh.

## **II. TRAINING ACTIVITIES**

Training is imparted to the probationary officers on the basis of programme and syllabus laid down by the Comptroller and Auditor General of India. The training imparted to the newly recruited officers to the service is designed to equip them with necessary theoretical and practical background of the genesis and fundamental principles of the system of Government accounting in India and also to enable them to understand the functions and responsibilities of Audit in relation to Parliamentary Financial Control over expenditure. After completion of 17 weeks Fundamental Course of training at the National Academy of Administration, Mussoorie, the Indian Audit and Accounts Service probationary officers report to this college for about one year's training. During their way in the College, the probationary officers are prepared for the two departmental examinations. The probationary officers also receive practical training in the various sections of the Accountant General's office (35 weeks), training at Banking and non-Banking treasuries (four weeks), training in a Public Works Sub-division and Division (4 weeks). This being a departmental institution for training the newly recruited officers of the service, normally no outsiders are trained at the Institute. However, a few officers of the Bhutan Government have been given training in accounts on a request from that Government. Recently the College organised a Seminar on Personnel Administration with a view to assess and analyse the problems arising from the expansion in the Department, the evolving pattern of economy and changes of economy and changes in social values and attitudes of the employees. The emphasis was to examine and study the procedures and attitudes in the broad setting of the Audit and Accounts Department. The level of the participants was confined to senior officers of the Department viz., Accountants General and Senior Deputy Accountants General.

## **III. RESEARCH ACTIVITIES**

Not specified.

## **IV. PUBLICATIONS AND DOCUMENTS**

Not specified.

**INDIAN REVENUE SERVICE (DIRECT TAXES)  
STAFF COLLEGE**

Assembly Rest House  
No. II,  
Temple Road,  
Nagpur-1.  
Tel : 31631.

**I. GENERAL INFORMATION**

*Director* : V. R. Bapat.

**Nature of the Organisation**

The Indian Income-tax Service Class I was constituted round about 1944 and it was just about this period that a centralised training for Income-tax Officers was introduced. The training centre was first established in Bombay; it was later on shifted to Calcutta in 1950 and finally in 1957 it came to Nagpur where accommodation became available after the reorganisation of States. Like other Central Services' Training institutions, it imparts training to those who are selected for Indian Revenue Service.

**Aim of the Institution**

— To provide basic training for the study and administration of Union Direct Taxes.

— To provide training in examination of accounts kept in English and other regional languages for determining the taxable total income of any particular person.

— To provide training for detection of evasion of taxes by latest improved methods and techniques.

— To provide training for examination of witnesses and recording statements on solemn affirmation.

— To provide training in administrative matters essential for the proper functioning as Heads of offices.

- To prepare course-literature for trainees.
- To provide training in modern techniques employed in the Direct Taxes to nominees of foreign countries under the U.N. Development programme.
- To provide training in public relations.

### **Administration and Organisation**

The College imparts both theoretical and practical training to Indian Revenue Service (Income-tax Class I) probationers appointed on the basis of results of I.A.S. etc. examination conducted by the U.P.S.C.

Subject to the general control and direction by the Central Board of Direct taxes, New Delhi, the management of the College is looked after by the Director of Training who is of the rank of Commissioner of Income-tax.

### **Staff**

The Director is assisted in the day-to-day work of the College by one Inspecting Assistant Commissioner of Income-tax and two Income-tax Officers and other administrative personnel. Senior officers of the Department are also invited to deliver some lectures. That helps to build up a rapport between the young and senior officers of the fraternity.

### **Financial Resources**

The Capital expenditure as well as the annual operating expenditure is met entirely by the Government of India. However, the Income-tax Officers' Mess is run by the trainee officers out of their own funds on co-operative basis.

### **Facilities**

The College is housed in one of the wings of a building owned by the C.P.W.D. The lounge is well equipped with newspapers, periodicals and a radiogram. In a Community Corner are provided indoor games and musical instruments. As regards facilities in the field of sports, it has one open badminton court, a hard court and table tennis. It has a growing library with both technical and non-technical books of varied interest.

## Working links

The College has close working relations with the Directorate of Inspection (Research, Statistics and Publications) and O.M. Division of the Central Board of Direct taxes and the local Income-tax Offices.

## II. TRAINING ACTIVITIES

The main activity of the College is to train Income-tax Officers directly appointed on the basis of results of I.A.S. etc. examination conducted by the U.P.S.C. Occasionally it is called upon to impart training to officers of foreign governments in the field of taxation. It also associates in conducting refresher courses for Income-tax Officers employed in local Commissioner of Income-tax's charge.

## III. RESEARCH ACTIVITIES

Besides imparting training in the field of taxation the members of the staff undertake research projects, some of which are detailed below :—

Comparative study of Direct Taxes.

Comparative Tables of tax-rates, reliefs etc. Finance Acts—1965 to 1969.

Techniques of various jobs in the field.

How to conduct examination of accounts?

## IV. PUBLICATIONS AND DOCUMENTS

A selected list of Monographs so far issued by the College is given below :—

(1) Examination of Accounts for beginners.

(2) Notes on Office Procedure.

(3) Guide to W.T., G.T. and Estate Duty.

(4) Glossary of commercial terms in Indian languages/scripts and commercial terms in English.

(5) House Keeping jobs in Income-tax Department.

The College also publishes an Annual Journal.

## THE CENTRAL TRAINING INSTITUTE (CUSTOMS & CENTRAL EXCISE)

K-15, Hauz Khas Enclave,  
New Delhi-16.  
Tel : 70831, 70826.

### I. GENERAL INFORMATION

*Director* : M. Ramachandran

*Deputy Director Training & Principal* : K. Saravanai

#### **Nature of the Organisation**

With the increase in the International trade and traffic, extension of coverage of excise levies on indigenous products, and the complexity of the laws and procedures governing them, the need for imparting comprehensive training to the officers and staff of the Customs & Central Excise Departments became all the more compelling. The Central and Zonal Training Schools earlier existing under the Directorate of Inspection (Customs & Central Excise) were accordingly re-organised by the Government of India and a Directorate of Training (Customs & Central Excise) was set up to look after the training needs of the Departments at Delhi. Three regional institutes, one each in Bombay, Calcutta and Madras have also been sanctioned. The Director of Training is in overall charge of the four Institutes and is responsible for formulating training schemes, general duties and all matters of policy.

#### **Aim of the Institute**

- The Central Training Institute (Customs & Central Excise) provides for :
- Initial Training to Class I direct recruits in Customs and Central Excise Service,
- Refresher Courses, advanced courses and specialised courses for Assistant Collectors of Customs and Central Excise,

— Initial training to Class II direct recruit Officers working in the north zone Collectorates of Customs and Central Excise, and

— Initial training to Class III officers working in North Zone Collectorates of Customs and Central Excise.

— The Regional Central Training Institute imparts initial training to the Class III officers of the Customs & Central Excise Departments in their respective regions and also provide for mid-career refresher courses to Class II and III Officers.

### **Administration & Organisation**

The facilities of training in the Central and Regional Institutes are available to officers of the Customs, Central Excise and Narcotics Departments (Ministry of Finance, Department of Revenue & Insurance).

Subject to the general control and direction of the Central Board of Excise & Customs (Ministry of Finance) the management of the Central and Regional Institutes is carried on by the Director and the Principals.

### **Staff**

The Director is assisted by a Principal, Vice-Principal and a few lecturers in the Central Institute. Each of the regional Institutes is headed by a Principal with the necessary complement of lecturers to assist him. Other administrative and clerical personnel are also attached to the Central and Regional Institutes.

### **Financial Resources**

The expenditure is met from the Consolidated Fund of India.

### **Facilities**

The Institute is housed in a rented building located at Hauz Khas Enclave, New Delhi-16. Trainee Officers attached to the Central Training Institute are provided with hostal accommodation on rental basis near the Institute, and the trainees run their own mess. There is provision for indoor games and other cultural activities. Importance is attached to physical fitness and trainees attend P.T. Classes. The Institute is well on its way to building up a library containing departmental publications, reports of various Committees and Commissions,

reference books on taxation, public finances, intelligence and investigation. Law reports, periodicals and bulletins, especially those concerned with personnel management, taxation etc. are also available.

#### **Working Links**

Not specified.

### **II. TRAINING ACTIVITIES**

Emphasis is laid on the trainee officers going through an intensified programme of on-the-job training in order to enable them to understand the practical implication of the working of law and departmental procedures. In drawing up the programme of training, apart from other things, due stress is laid on public relations, work study, latest developments in management etc.

### **III. RESEARCH ACTIVITIES**

Not specified.

### **IV. PUBLICATIONS & DOCUMENTS**

Not specified.

## RAILWAY STAFF COLLEGE

Pratapnagar,  
Baroda-4.  
Tel : 4725 & 5592

### I. GENERAL INFORMATION

*Principal* : S. R. Gokhale.

#### **Nature of the Organisation**

When the Railways first came to India in 1853, and for a long time thereafter, the officers employed on Indian Railways were mostly drawn from persons who had either received training in the United Kingdom or had acquired experience of actual working on the British Railways. Only a few of the officers had to depend upon 'on-the-job' training in India. With the steady growth in the volume of traffic the Railways continued to expand in size and the number of employees and the strength of officers showed a corresponding increase. The problems faced by the Railways also grew in complexity. The need for a more systematic training of officers thus began to be felt. The requirement was accentuated with the initiation of the programme of large scale Indianisation of Superior Services of Indian Railways following in 1920-21 and the Lee Commission in 1923-24. A Central School of Transportation was accordingly opened at Chandausi in 1925 to train the officers recruited to the Transportation and Commercial Departments of the Railways through the Competitive Examinations held by the Federal Public Service Commission. The theoretical training at the School, followed by a course of practical training on the Railways. In this School, however, a limited number of non-gazetted staff were also trained besides officers recruited to the Civil Engineering department and the Special Class Apprentices of the Mechanical Engineering department. This framework of training was not considered adequate and the need for a separate institution for training of officers in India with a broad-based curriculum continued to be felt. A Railway Staff College was established at Dehra Dun in January, 1930 but this College was almost a still-born child and was very soon a victim of the Great Depression. It was closed on grounds of



economy at the end of February, 1932 even before it had got into full stride. This matter came up for reconsideration following the deliberations of the Wedgewood Committee in 1937. The Second World War having intervened, it was only after the advent of Independence in 1947 that the proposal for setting up an institution to cater for training of officers on a centralised basis was actively revived. The Railway Staff College was ultimately opened on 31st January, 1952 in its present premises at Baroda.

### **Aims of the Institution**

To develop amongst the officers a full and up-to-date comprehension of the working of their own department as an integral part of the Railway organisation as a whole, and also a basic knowledge of the working of other connected departments to promote understanding and cooperation;

To cultivate amongst the officers, Executive and Administrative abilities;

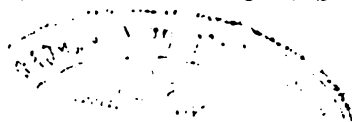
To help officers build up their character and develop their personality in all its aspects;

To nurture a body of officers equipped with the required knowledge and managerial skill to foster efficient, economical, safe and reliable rail transport services as an integral part of the National economy; and

To provide a forum for free exchange of views and experience in a spirit of constructive, objective and scientific approach, uninhibited by considerations of tradition and hierarchy and unfettered by fear of official complications in the interest of advancement of knowledge.

### **Administration and Organisation**

The Railway Staff College functions directly under the Ministry of Railways (Railway Board) Government of India. The Principal is a senior railway officer who exercises the same powers as the General Managers of the zonal railways. The permanent faculty consists of selected experienced Railway officers of the different departments. Liberal use is made of visiting faculty for supplementing the instruction given by the permanent faculty. Subjects covered by visiting faculty include a whole range from general, social and economic background of the



country to advanced technology and higher Management. University Professors, academicians from the Institute of Management, Professional Management Consultants, top Industrial Personnel as well as experienced Railway Officers figure among the visiting faculty. Advantage is also taken of experts available in the country under the Ford Foundation and the United States Educational Foundation in India as well as the Specialists from United Kingdom, Canada and other countries.

### Staff

The College is headed by a Principal, who is assisted by a Vice-Principal. Instructional duties are performed by the Vice-Principal and 12 other staff officers. There is a professor for each subject besides a number of Instructors.

### Facilities

(i) **Hostel.**—This is a residential College and all trainee officers reside in a hostel which has single room accommodation for about 110 officers. Rooms are fully furnished and are provided with all the necessary amenities. No family accommodation is available for trainee officers.

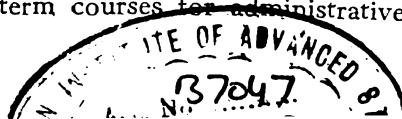
(ii) **Guest House.**—There is a fully furnished guest house on the College campus which caters for visiting lecturers and other visitors.

### Working Links

Close liaison is maintained with the Railways own Research Development and Standards Organisation. The Institutes of Management. The Administrative Staff College, Indian Institute of Public Administration, Institution of Industrial Engineers, National Productivity Council and the local Management Association.

## II. TRAINING ACTIVITIES

The training courses arranged at the Staff College include an initial orientation course for probationary officers of all departments in the first year of their training; a second-phase training in their own sphere; refresher courses for senior executives; short-term special courses covering specific important subjects and short-term courses for administrative officers.



The promoted executives are given intensive training in separate courses. "Advanced Work Study" courses are programmed frequently to train railway officers in the latest Work Study techniques. Officers qualified after this course are considered equal to the graduates of the Institution of Industrial Engineers (India).

### **General**

To a limited extent, the training facilities available at this College have also been extended to Public Sector Undertakings and Foreign Railways; for instance, the Oil and Natural Gas Commission, M/s. Hindustan Steel Ltd., Bombay Port Trust Railway, Calcutta Port Commissioner Railway, Burma Railways etc. The Railway staff College is regularly included in the itinerary of visitors from Railways in foreign countries.

Plans are in hand to develop further capacity at the College so that more railway officers are brought at the College, at least once in every five years, for updating their knowledge and thus exposing them to latest developments in the fields of technology and management. Eventually the College may be providing Consultancy service also with regard to specific problems, or in formulating of rules and policies for the working of Railways.

### III. RESEARCH ACTIVITIES

Not specified.

### IV. PUBLICATIONS AND DOCUMENTS

Not specified.

# POSTS AND TELEGRAPHS TRAINING CENTRE

Saharanpur,  
Tel : 4247.

## I. GENERAL INFORMATION

*Principal* : S. K. Parthasarathy.

### **Nature of the Organisation**

Till 1951 the operative staff of the Posts and Telegraphs Department were being given on-the-job training only. It was realised that this training was inadequate to equip the personnel in the context of a fast changing set-up. The necessity of institutional training was felt in order to give a proper theoretical and practical background to the staff. As a result of this, the Posts & Telegraphs Training Centre, was started at Saharanpur in 1951, mainly to train the operative personnel in Posts and Telegraphs Department.

### **Aim of the Training Centre**

To impart the necessary job-skills to the clerical recruits of the P. & T. Department belonging to Madhya Pradesh, Rajasthan, Delhi, Punjab, J. & K. and Uttar Pradesh circles and to develop in them qualities which are required in officials working in a public utility undertaking.

To conduct short-courses on general administration and allied subjects like social and public relations, personnel management etc., for the directly recruited officers of the department as well as those who are promoted from the lower Grades.

### **Administration & Organisation**

The Posts and Telegraphs Training Centre, Saharanpur functions under the Principal who is directly under Director General of Posts and Telegraphs New Delhi. The Director General, Posts and Telegraphs, lays down from time to time training policies within the framework of which the Principal has the initiative to try out training methods.

## Staff

The Principal of the Training Centre is assisted by a Vice-Principal and an Administrative Officer. The Vice-Principal is solely responsible for day to day running of the training classes. The Administrative Officer looks after the routine administration and other facilities. There are a number of instructors drawn from the cadre of Inspector of Post Officers/Inspector of Railway Mail Services as well as from the Supervisory grade of operative cadre.

## Financial Resources

The expenditure of the training centre is met from the Budget grant of the Posts and Telegraphs Department.

## Facilities

The Training Centre is a residential type of institution with a capacity to train 2,000 officials of the department every year. The centre is housed in departmental building in a campus covering an area of 57 acres. It has full facilities of all type of out-door games like hockey, football etc. and in-door game like table tennis and badminton etc. The centre has also well equipped library.

## Working Links

Not specified.

## II. TRAINING ACTIVITIES

The basic training for directly recruited clerks and RM Sorters and for the officials promoted from the lower grade extends over a period of 2½ months and 2 months and 3 weeks respectively. Residence in the Training Centre is compulsory for all the trainees. The emphasis during the period of training is more on the practical aspect of the working. The theoretical discussions in classes are supplemented by visual aids as well as operational coverage. The training includes compulsory physical training and a tutorial system whereby the instructors visit the trainees in the residential barracks in the evening during compulsory study hours to help them develop

the necessary knowledge of the job as well as a sense of self-confidence. The duration of the short course for the higher grade officials is as follows :

- (a) Inspector of Post Offices/IRMs . . . . . 2 weeks
- (b) Officers belonging to the Postal Supdt.  
Service Cl. II & P.M. Service Class II . . . . . 4 weeks
- (c) Officers belonging to the Telegraph Engi-  
neering Service Class I . . . . . 1 month
- (d) Officers belonging to the Indian Postal Ser-  
vice Class I . . . . . 2 months

The Training Centre also receives participants under the Colombo Plan and special African Assistance Programme from Asian & African countries like Bhutan, Nepal, Thailand, Phillippines, Malaysia, Ceylon, Zambia etc.

Facilities are also extended to the officials of other departments e.g. Finger Prints Experts, who wish to study the procedures in the P & T Department.

### III. RESEARCH ACTIVITIES

The Centre does not undertake any research activities.

### IV. PUBLICATIONS AND DOCUMENTS

The Centre does not bring out any publications and documents.

## SECRETARIAT TRAINING SCHOOL

West Block No. 1,  
Ramakrishnapuram,  
New Delhi-22.  
Tel : 70505.

### I. GENERAL INFORMATION

*Director* : Shri V. P. Mithal.

#### **Nature of the Organisation**

With the steeply rising tempo of work in the forties and the large number of people who were being recruited, often by relaxed standards of recruitment, it became evident that new comers to the services could not be trained effectively 'on-the-job' and that it was necessary to set up an organisation to train the staff if they were to make themselves fully useful to the Government. In 1947, the Central Pay Commission examined *inter-alia*, the question of the training of the public servants. They endorsed generally the views expressed by the Assheton Committee (U.K.) and underlined the need for the civil servants to be more consciously directed towards still higher ideals and standards of service could be achieved only by planned and purposeful training. In pursuance of this recommendation, the Secretariat Training School was set up in May, 1948, on a temporary basis. The School was placed on a permanent footing in 1957.

#### **Aims of the School**

— Though, initially, the Secretariat Training School was engaged on the training of direct recruits to the grades of Section Officers and Assistants and providing refresher training for these grades to equip them for the performance of their duties more efficiently later on the training was extended to other categories of staff and to subjects like Cash and Accounts matters, English and Hindi Shorthand and Typewriting.

In order to meet the needs of training in different fields of Administration, specialised courses in Work Study and Performance Budgeting and Vigilance Methods and Procedures, which are being availed of by the first and second line supervisory officers from the Secretariat, attached and field offices, autonomous bodies, Public Sector Undertakings and Local Bodies, etc. also came to be introduced.

### **Administration and Organisation**

The School functions as an Attached Office of the Government of India under the administrative control of the Ministry of Home Affairs. The day-to-day management of the affairs of the School is entrusted to its Director.

### **Staff**

The Director is assisted by an instrumental staff consisting of a Joint Director, Assistant Directors and Instructors and by other administrative clerical personnel.

### **Financial Resources**

Being an Attached Office of the Government of India, the expenditure of the School is met from the Central Government's Budget.

### **Facilities**

The School provides the trainees with the required books of study for the different courses and has a library consisting of books on Rules and Regulations in which instruction is imparted as also a good collection of books on subjects of general interest for instance, Law, History, Economics, English Language, Culture and Fiction. A large number of books have been added on Public Administration, Management and Work Study etc.

There is a reading room attached to the Library. Some of the leading daily newspapers and a number of standard periodicals are subscribed for.

The School has a Recreation Club which provides for a few in-door and out-door games.

The School has no exclusive building of its own. It is at present housed in West Block No. 1, R. K. Puram, New Delhi. It has no regular Hostel but some residential quarters in R. K. Puram have been placed at the disposal of the School by the Directorate of Estates for being used as a Hostel.



### Working Links

The School works under the general guidance and control of the Ministry of Home Affairs. It has collaboration with the Department of Administrative Reforms, the Ministry of Finance and other training Institutions.

## II. TRAINING ACTIVITIES

The Secretariat Training School generally runs the following courses in a year :—

1. Section Officer (Probationers).
2. Assistant (Direct Recruits).
3. Section Officer (Refresher Course).
4. Assistant (Refresher Course).
5. Stenographer (Direct Recruits).
6. Lower Division Clerks (Direct Recruits).
7. Lower Division Clerks (Subordinate offices).
8. Cash & Accounts matters.
9. Work Study (Practitioners' Course).
10. Work Study (Assistants' Course).
11. Vigilance Methods and Procedures Course.
12. Performance Budgeting.
13. English Stenography.
14. English Typewriting.
15. Hindi Shorthand.
16. Hindi Typewriting.

As part of the Work Study training, Project Studies of administrative problems posed by the various organisations are undertaken. The methods of training include group discussions, Case Studies and Lectures. Guest speakers are also invited for lectures. Audio Visual aids like Films, Slides, Tapes etc. are also used in training. Seminars and Study Tours also form part of the training activities.

Occasionally, foreign assignments in training particularly in Work Study and O & M Techniques, are also undertaken.

The training facilities though primarily meant for Central Government servants are availed of by the State Governments, Public Undertakings, Autonomous Bodies, Local Bodies, etc. and also by Foreign Governments under the Colombo Plan etc.

### III. RESEARCH ACTIVITIES

Not specified.

### IV. PUBLICATIONS AND DOCUMENTS

The Secretariat Training School has so far published the following books :

1. Notes on Office Procedures.
2. Notes on Financial Rules.
3. Organisational set-up of the Government of India.
4. A Work Study Manual in four volumes :  
     Part I—Administrative Research  
     Part II—Method Study  
     Part III—Work Measurement and other associated  
             Techniques.  
     Part IV—Report Writing and Oral Presentation.
5. A Hand Book of Typewriting.
6. Hindi Typewriting Prashikshak.

The School has evolved a Hindi Shorthand System which has been adopted as the Standard System at the National level by the Government of India.

This system is incorporated in a book entitled “Manak Ashulipi”.

These publications are meant primarily for facilitating the teaching of the subjects to the trainees. They have also been found useful by the various Institutions and Ministries/Offices in their day-to-day work.

The publications are revised and brought up-to-date from time to time.

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## B. STATE TRAINING INSTITUTIONS

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# ASSAM ADMINISTRATIVE STAFF COLLEGE

Gauhati-5,  
Assam.  
Tel : 5434.

## I. GENERAL INFORMATION

*Principal* : G. Barua.

### **Nature of the Organisation**

The Assam Administrative Staff College formerly known as Administrative Training School was established in 1960. During the last ten years of its existence, the College has grown up in full measure so as to be able to impart Administrative Training to a large number of officers of the cadre of A.C.S. (Assam Civil Service Gr. I & II) drawn from the State of Assam, Nagaland and NEFA. In fact, today it is the only Training College in the entire North-Eastern region of the country.

### **Aim of the College**

The aim of the College is to equip the young trainee officers with knowledge of Laws, Codes, Rules, Regulations and Principles of Public Administration and to impart training, both theoretical and practical to make the trainees more suited to the increasing demands of present day Administration and other Developmental activities. The training is aimed to give particular attention to the development of a sound background of the trainee officer, outlook and behaviour so that they can function as efficient and responsible public servants in order to meet the requirements of the day to day State Administration.

### **Administration and Organisation**

This is a purely Government Institution and run by the State Government of Assam. The Principal is appointed from among the senior members of the I.A.S. cadre. He is the Head of the Institution.

### **Staff**

The Principal is assisted by two Lecturers, one of Revenue Law and another of Civil and Criminal Law.

### Financial Resources

As the Institution is a purely Government Institution, it is financed from the Budget grants of the State Government of Assam.

### Facilities

The Institute provides Hostel accommodation facilities to the officer-trainees. It maintains a Library for the use of the trainees and Staff which is equipped with copies of Acts, Codes, Manuals, Standard Books on Law, Administration, Government Reports, documents, reference books, periodicals, Newspapers and Magazines of current topics. There are facilities for in-door and out-door games.

### Working Links

Unspecified.

## II. TRAINING ACTIVITIES

The Training course is at present of 3 months duration. It is proposed to enlarge the period of training from 3 months to six months. The training is imparted according to the syllabus as approved by the Government of Assam. The Training consists of Lectures, Seminars and visits to offices, projects, Community Development Blocks and other Institutions. The present syllabus includes the following courses : (1) Civil and Criminal Law with minor Acts, (2) Revenue Law including Settlement (theoretical), (3) General Administration, including structure of Government, District Administration in Assam, Panchayati Raj, Election etc., (4) Audit and Accounts : Accounts Codes, Budget Manual, Treasury Rules, Service Rules, Civil Services Regulation, Assam Executive Manual and other Financial Rules, (5) Planning and Development : Principles and practices of planning, Community Development and N.E. Projects, Panchayati Raj, Five Years Plans of India, Budget and Accounting Procedures in Blocks, Commerce, Industry and Agricultural Development under Plan Programme.

## III. RESEARCH ACTIVITIES

Facilities for original research works are also being provided. Experts of different subjects and topics are invited from time to time as Guest lecturers.

## IV. PUBLICATIONS AND DOCUMENTS

Not specified.

# ADMINISTRATIVE TRAINING SCHOOL, BIHAR

Ranchi.  
Tel : 324.

## I. GENERAL INFORMATION

*Principal* : J. G. Kunte.

### **Nature of the Organisation**

The Administrative Training School, Ranchi was established by the Government of Bihar in 1952 to train officers of the State Administration Service. The need for planned and effective training of State Civil Service was felt partly on account of considerable increase in the number of new entrants to the service and partly on account of significant changes in the nature and range of functions which the State Civil Servants were being called upon to perform.

### **Aims of the School**

To equip the trainees with the administrative knowledge and practical skills necessary for efficient job performance and also to broaden their mental horizon and influence their attitudes by organising appropriate training courses.

To serve as a forum for the exchange of ideas and experiences between the senior administrators, members of the training staff and the office-trainees.

To undertake studies of specific administrative problems and make recommendations to Government and/or to senior administrators if and when required to do so.

### **Administration and Organisation**

The School is under the administrative control of the Appointment Department (General Administration) of the Government of Bihar. The School has a full time Principal assisted by five senior members of staff drawn from the Civil Service as well as from the Education Department and Accountant General's Office. The Principal is responsible not only for organisation of training in this School but also for planning and supervising practical training in the districts.

**Staff**

The Principal is assisted by two officers of the rank of Additional Collectors and three other Instructors.

**Financial Resources**

The entire expenditure is financed by appropriations made by the State Governments in its budgetary head for General Administration.

**Facilities**

The School provides furnished residential accommodation for the trainees. The School Library has about eleven thousand books and subscribes to a large number of periodicals.

**II. TRAINING ACTIVITIES**

The School has so far concentrated on the training of new recruits to the State Civil Service. The course of training for these officers is of 48 weeks duration of which 24 weeks are utilised for institutional training and remaining 24 weeks for supervised field training in district departments, and Block Development Offices. From time to time this School organises courses for the officers who join the Junior Civil Service on promotion from non-Gazetted ranks. Training of these officers is limited to six months.

In recent years there has been a fall in the rate of recruitment. Proposals for organising new training courses such as organisation of Inservice course for State Civil Service Officers of the middle level seniority and a Course of Administrative and Accounts Training for Non-technical service Personnel other than Civil Service Officers and State Appreciation Course for I.A.S. probationers allotted to Bihar, is under the consideration of the State Government.

The School sometimes makes arrangements for training of officers deputed from other administrations. Such facilities have been extended so far to the Government of Tripura, Sikkim and NEFA Administration.

**III. RESEARCH ACTIVITIES**

Not specified.

**IV. PUBLICATIONS AND DOCUMENTS**

Not specified.

## ADMINISTRATIVE TRAINING SCHOOL, GUJARAT

Opposite New Mental Hospital,  
Ahmedabad-16.

Tel : 6128, 6362, 6522.

### I. GENERAL INFORMATION

*Director* : R. V. Chandramouli.

#### **Nature of the Organisation**

Following the formation of Gujarat State, the Government was seized with the various problems of administration of the new State. A study group on administrative problems was constituted for studying the problems and recommending steps to streamline and gear up the administrative machinery. The group *inter-alia* recommended the establishment of a permanent Training School at Ahmedabad for training various categories of Government servants working in the State. The Administrative Training School established on 4th September, 1962 with headquarters at Ahmedabad owes its origin to this recommendation.

#### **Aims of the Institute**

— To provide training to the State officers by organising pre-service and in-service training courses, work-shops, seminars and refresher courses.

— To assist the participating State Officers in developing a sound approach and correct attitudes and attaining clarity and precision in transaction of Government business.

— To acquaint some of the State Officers with the basic requirements of their jobs and inculcate right perspective and approach towards their job assignments.

— To assist the State Officers in preparing themselves for some of the departmental examinations prescribed for promotion to higher posts.



## Administration and Organisation

The School is established by the State Government and is a Government organisation. The Institute is under the Direct charge of a Director, who is also Director of Training in the State and an *ex-officio* Deputy Secretary in the General Administration Department of the Secretariat. As a Deputy Secretary and Director of Training he coordinates the efforts of the administrative efficiency unit in the Secretariat with all the training schemes conducted in the Administrative Training School as well as by the different Departments in the State. The Director is responsible for the day to day management of the School subject to the general control and direction of the State Government. There is a Consultative Committee, with officials and non-officials as members to review the contents of the various courses conducted by the School. The Vice-Chancellor of the Gujarat University, the Secretary of the Institute of Public Administration and a member of the staff of Institute of Management are some of the distinguished non-official members of the Committee.

## Staff

The Director is assisted by four Deputy Directors, a Superintendent and other administrative and clerical personnel.

## Financial Resources

The entire recurring and non-recurring expenditure is met by the State Government.

## Facilities

The Institute is housed for the time being in a building in the State Civil Hospital Complex in Ahmedabad. The Institute will have its own building with all the necessary facilities in the new capital of Gandhinagar. The institute has a well equipped library, accommodated in a separate building. The library has a collection of about 15,000 books on the subjects of public administration, management planning, history and the other subjects of general interest including Government instructional books. The library subscribes to 22 periodicals both Indian and foreign.

### **Working Links**

The Institute has close working relations with the Secretariat departments of the State and the Heads of Government department, public and private undertakings, Panchayat Organisations, University of Gujarat, Institute of Public Administration and other organisations undertaking work in related fields.

## **II. TRAINING ACTIVITIES**

The main training activities organised by the Institute are :

### **Pre-service Courses**

1. Short term training of I.A.S. probationers allotted to the State.
2. Institutional and practical training course for directly recruited Deputy Collectors, Mamlatdars and Aval Karkuns.
3. Post-recruitment training of directly recruited Gazetted Government servants.
4. Post entry training of directly recruited Assistants.
5. Pre-service training of clerks.
6. Pre-entry training of directly recruited Section Officers of the Secretariat Departments.

### **In-service Refresher Courses**

1. Refresher Course for Gazetted Officers of Class I and Class II in departments of Secretariat and offices under their administrative control with six years service.
2. Refresher courses for Section Officers in Secretariat Departments.

### **Specialised Courses**

1. Course in Personnel Administration and allied matters for officers with less than five years service.
2. Course in Record Management.

**Courses for assisting the Government servants in preparing themselves for departmental examinations**

1. Training courses for assistants in the Secretariat Departments, who are due for promotion to the posts of Section Officers.
2. Training courses for clerks in the Secretariat Departments who are due for promotion to the posts of Assistants.
3. In-service training for clerks in District and Regional offices and in the offices of the heads of departments.
4. Training of typists and clerks in English shorthand.

**Seminars**

1. Seminar for I.A.S. Officers.
2. Seminar for Deputy Collectors and Mamlatdars.

**III. RESEARCH ACTIVITIES**

Nil.

**IV. PUBLICATIONS AND DOCUMENTS**

Training material for the use of participants in courses for the non-gazetted staff of the State Government is prepared and published.

## ADMINISTRATIVE STAFF COLLEGE OF MAHARASHTRA STATE

9, Waudby Road,  
Ford,  
Bombay-1 (BR).  
Tel : 261683 and 261225

### I. GENERAL INFORMATION

*Director* : N. S. Pardasani.

#### **Nature of the Organisation**

The Administrative Staff College is run by the Government of Maharashtra and was established in 1963 in pursuance of the recommendation of the Administrative Reorganisation Committee, appointed by the State Government. The awareness of the importance of training the officers of the State Government with a view to imbuing in them attitudes and skills needed for developmental administration led the Administrative Reorganisation Committee to recommend creation of a new agency for giving training in administrative matters to Government servants holding posts involving higher responsibilities. The need for giving training to administrative personnel has received growing recognition in recent years. The old idea that an administrator learns from experience through the trial and error process is no longer considered valid. It is now realised that he has to be helped to acquire and apply knowledge, skills, abilities and attitudes needed by the organisation of which he forms part, and training has become one of the most important means of achieving objectives of public administration.

#### **Aim of the College**

The main purpose of the Administrative Staff College is to provide training facilities in administrative matters to the officers of the State Government, including holders of technical posts, who are called upon to do administrative functions. The college has also to supervise, develop and coordinate training facilities, which already exists in various departments of the State Government in departmental subjects or specialised skills. In addition, the College is also expected to carry out research and perform such other activities as are related to its primary purpose of training.

## Administration and Organisation

The Administrative Staff College of Maharashtra State functions under the guidance of a Governing Council consisting of the Minister for Finance, Government of Maharashtra as its Chairman and the Chief Secretary to the Govt. of Maharashtra (or his nominee), a representative of the University of Bombay, a person connected with training of personnel in private industry, and the Director of the Administrative Staff College as its members.

The College is under the control of a full-time Director, who is responsible for both the academic and administrative functions of the College. He is also designated as Director of Training, in which capacity he supervises the training of the non-gazetted staff of the Heads of Departments and their subordinate Head of Offices. As Director of Training, he is consulted by various Departments of Government in matters connected with the training of the staff of the subordinate offices such as the curriculum for the training courses for various cadres and rules for post-recruitment examination and qualifying examination for promotion to higher posts for such staff, the preparation of training material and ancillary matters. In the academic aspect of the work he is assisted by the Director of Studies and Research, a Professor of Public Administration, and a Research Officer. In administrative work he has the assistance of an Administrative Officer who is also *ex-officio* Under Secretary to the Government of Maharashtra and a complement of non-gazetted staff.

### Staff

Five officers and about 20 members of non-gazetted staff.

### Financial Resources

The College is wholly owned and financed by the Government of Maharashtra.

### Facilities

The Administrative Staff College has a hostel attached to it, where officers coming for training stay together. The College also has a library of over 6,000 publications on subject closely connected with public administration.

## Working Links

The College functions in close cooperation with the Department of the State Government. It takes assistance in conduct of its training programmes, of the Senior Officers of the State Government, executive in business undertakings, prominent public men and professors in the faculties of universities in the region.

## II. TRAINING ACTIVITIES

The Training programmes organised by the College are mainly of three kinds : In-service administrative training programmes, Foundational training, and Skill training programmes. The In-service administrative training programmes are so designed as to encourage the participating officers to understand different points of view and to think about and develop the skills and attitudes needed by officers in the development administration. Duration—5 weeks. The Foundational training programmes are arranged for direct recruits to various State Services for giving them proper understanding of the organisation of Government, its purposes and objectives and the socio-economic environment in which it functions. Duration—6 weeks. Skill training is organised for O & M Officers, Establishment Officers and Budget Officers, and are designed to explain to the officers concerned the principles underlying the work they are doing and the new techniques employed in respect of work they do.

## III. RESEARCH ACTIVITIES

The Research activities of the College are at present mainly confined to preparation of reading material for use in the training programmes. A list of these publications is given below.

## IV. PUBLICATIONS AND DOCUMENTS

The College has brought out the following reading material :

- (i) Budget Procedure.
- (ii) Financial Papers.
- (iii) Practical Psychology in Supervision.
- (iv) Working of the Sachivalaya.
- (v) Economic Development in India.
- (vi) Personnel Administration.

- (vii) Techniques of Administrative improvements.
- (viii) The Economy of Maharashtra.
- (ix) Co-operation.
- (x) Papers on Public Relations.
- (xi) Scheduled Tribes.

# ADMINISTRATIVE TRAINING INSTITUTE, MYSORE

Lalitha Mahal Road,  
Mysore-1.  
Tel : 906.

## I. GENERAL INFORMATION

Director : Dr. H. L. Kulkarny.

### Nature of the Organisation

After the Government of India wound up the Orientation and Study Centre at Mysore on 31st March, 1967 the Government of Mysore took over the premises of the Centre with all assets with a view to providing training for their officers. The Administrative Training Institute, Mysore came into being on 1st April, 1967 as a wing of the Development Department of the Government of Mysore.

### Aims of the Institute

To provide institutional training to directly recruited probationers to the Mysore Government Service.

To provide Orientation Training to various officers promoted to higher posts under the State Government.

To provide *ad hoc* courses to In-service personnel in different departments.

To provide orientation and Job Training to District Officers B.D.Os and E.Os representatives of Taluk Development Boards, District Development Councils who are engaged in Development Administration.

To organise seminars, conferences, workshops, etc. on Developmental activities, and try to get officials and non-officials at a common forum.

To arrange field studies pertaining to important aspects of development administration.

To arrange *ad hoc*/Refresher Courses to suit the particular requirements of individual departments.



## **Administration & Organisation**

The Institute is a wing of the Development Department of the Government of Mysore and is administered by a Managing Committee having the Development Commissioner and Special Secretary to Government and Chairman and Secretaries to Government in the Finance, Revenue and General Administration Departments as member Secretary.

### **Staff**

Five Assistant Directors drawn from other Government Departments assist the Director in Administration and also handle classes in General Administration, Agriculture, Accounts, Community Development and Panchayati Raj and Co-operation. In addition, five part time Professors drawn from the University of Mysore and the Public Works Department take classes in sociology, economics, political science, law and engineering. Besides these, the Institute has other ministerial and administrative staff for its day-to-day administration.

### **Financial Resources**

The budget allotment is partly met by grants from the Government of India and from the funds of the Government of Mysore.

### **Facilities**

The Institute is housed in its own spacious building located in Mysore city on the way to Lalithamahal. The Institute has a well equipped guest house/cottages to accommodate participants of the various programmes.

The Institute has also a well equipped and growing library with over 6,000 books and about 95 periodicals and journals.

### **Working Links**

At present no working links are established with other training institutions or Governments. Action is being taken in this regard.

## **II. TRAINING ACTIVITIES**

The Institute imparts training in the following fields :—

1. General Training Courses in Development Administration.

2. Foundation Courses for probationers.
3. Training programme for Planning Officers.
4. Training Courses in Applied Nutrition Programme.
5. Departmental Training Programmes.
6. Seminars, Workshops, etc.
7. Training Programme for I.A.S. Officers.

### III. RESEARCH ACTIVITIES

The Institute has undertaken research work in :—

- (a) Social sciences (fundamental and applied),
- (b) Administration of Government Programmes in
  - (i) Agriculture,
  - (ii) Cooperation,
  - (iii) C.D.,
  - (iv) Working of Panchayat Raj Institutions, and
  - (v) Office Management and Administration.

### IV. PUBLICATIONS AND DOCUMENTS

Not specified.

# LAL BHADUR SHASTRI INSTITUTE OF PUBLIC ADMINISTRATION

Bhopal,  
Madhya Pradesh,  
Te. : 4772.

## I. GENERAL INFORMATION

*Principal* : D. B. Sinha.

### **Nature of the Organisation**

Looking to the need for a planned study of Public Administration to meet the increasing complex and expanding Governmental activities it was felt by the State Government that the candidates selected for the State Civil Services and other allied services by the State Public Service Commission should be given a course of training in Public Administration. A scheme was therefore drawn up for such training and the Institute started functioning on 15th February, 1967.

The Institute is a Government Organisation and is financed from the Government funds. The Head of the Institute is a cadre officer of the I.A.S.

### **Aims of the Institute**

To provide institutional training to directly recruited probationers of State Civil Service and other allied services.

### **Administration and Organisation**

The Institute functions under the direct control of the General Administration Department of the State Government. An Advisory Board has been formed to formulate policies and device ways and means for implementation. The Advisory Board is presided over by the Chief Secretary and Additional Chief Secretary, the Finance Secretary and a few other senior Secretaries are nominated on this board.

### **Staff**

For the present a cadre officer of the I.A.S. is the Principal of the Institute. A retired District and Sessions Judge or working Sessions Judge is appointed as Lecturer in Law and an officer of the Land Records and Settlement Department is appointed to give instruction and training in Revenue law and procedures Land Records and Settlement Work.

### **Financial Resources**

The Institute is functioning out of Government funds being a solely Government Organisation.

### **Facilities**

The Institute has created a nucleus of a good library. Efforts are being made to supplement it by obtaining new books on public administration and General Knowledge.

### **Working Links**

Unspecified.

## **II. TRAINING ACTIVITIES**

The Institute provides a foundational course of two months for all Government officers recruited through the Public Service Commission in various departments. In addition the Institute provides a six months training course to the State Civil Service officers and Revenue Officers. There is a final examination for both the courses. A Refresher Course of one month duration is provided for the State Civil Service and Revenue Officers who have worked in the field for more than a year. The Institute also supervises the Pre-Examination Training Centre for Scheduled Caste and Scheduled Tribe graduate boys. They are required to compete for Public Services Examinations conducted by the State Public Service Commission and the Union Service Commission after a course of coaching for a year at the Centre. The Institute has started the 'Sandwich Course' sponsored by the Home Ministry for I.A.S. probationers allotted to Madhya Pradesh. The present batch consists of ten I.A.S. probationers who are undergoing a six week institutional training. Stress in this training is laid on acquainting the probationers with the cultural, social and geographical

background of the State and give them intensive training in the State Revenue Law and Procedure and Local Acts, Rules and Regulations as also the working of the various departments, their programmes and policies and broad introduction to the Fourth State Five Year Plan.

### III. RESEARCH ACTIVITIES

Nil.

### IV. PUBLICATIONS AND DOCUMENTS

Nil.

# ADMINISTRATIVE OFFICERS' TRAINING SCHOOL ORISSA

Hirakud,  
Sambalpur Distt.,  
Orissa.  
Tel : 42.

## I. GENERAL INFORMATION

*Commissioner* : B. R. Patel.

### **Nature of the Organisation**

The Administrative Officers' Training School, Hirakud, started functioning from 1st May, 1958 in order to take up intensive and systematic training for Administrative Officers of Orissa State. Originally, the training in this Institution was intended for newly recruited Orissa Administrative Service and Orissa Subordinate Administrative Service Officers, but subsequently Government extended the training to Indian Administrative Service Officers allotted to Orissa, Orissa Secretariat Service Officers, Block Development Officers and the promotee officers of the Orissa Administrative Services.

### **Aims of the School**

To provide with the basic knowledge of State laws, Rules and orders in force in Orissa State.

To understand rural economy, finance and organisation, methods of planning and development, principles of cooperation, elementary entrepreneurship and general welfare activities which have now become integral parts of an Administrative Officers' daily routine.

To develop team spirit, leadership, initiative and administrative ability.

To develop a disciplined corporate life, adaptability, sociability and tolerance of other's views.

### Administration and Organisation

The Institute is primarily meant for training of officers of the Orissa cadres, and, of the All-India cadres allotted to Orissa. Courses of the different cadres of officers are for different periods of time. The Institution is subject to general control of Government of Orissa in the Political and Services Department. The day-to-day management of the Institute is vested in the Commissioner, Training Coordination.

### Staff

The Commissioner is the overall incharge of the School and is assisted by three lecturers, a reader and other administrative and clerical personnel.

### Financial Resources

The Institute is financed by the Government of Orissa.

### Facilities

The Institute has hostels with accommodation for 30 trainees. There is a Library with a large number of books besides public documents and periodicals. Recreational facilities in the shape of playing fields and a club are provided.

### Working Links

The Institute works under the administrative control of the Political and Services Department of the Government of Orissa. Therefore admission to the Institute is only on an approval of the Political and Services Department.

## II. TRAINING ACTIVITIES

The Institute takes up training of the following categories of officers.

Categories of officers	Duration of Training
I.A.S.	Two months. (one month after the introduction of the sandwich course).
O.A.S. & O.S.A.S.	Five and half months.
Orissa Secretariat Service	Five and a half months.

Block Development Officers	.	Two and a half months.
D.W.Os & A.D.W.Os	• •	Two and a half months.
Extra Assistant Commissioners and Circle Officers of the North East Frontier Ad- ministration.		Five and a half month

### III. RESEARCH ACTIVITIES

Not specified.

### IV. PUBLICATIONS & DOCUMENTS

Not specified.



# HARISHCHANDRA MATHUR STATE INSTITUTE OF PUBLIC ADMINISTRATION

Malaviya Nagar,  
Jaipur-4.  
Tel : 75556 & 76932.

## I. GENERAL INFORMATION

*Director* : Ram Singh.

### **Nature of the Organisation**

This Institute was established in 1957 at Jodhpur under the name of Officers' Training School (O.T.S.) to cater for the post entry training of new entrants to the Rajasthan Administrative Service. In 1959 the Institute started imparting specialised institutional training to officers of the Indian Administrative Service (I.A.S.) allotted to Rajasthan Refresher Courses were introduced for the Rajasthan Administrative Service Officers. Subsequently Accounts Training School was merged with this institute and the institute shifted to Jaipur in a rented building. In October, 1966 the Institute shifted to its own buildings in a 70 acre campus near the University of Rajasthan. Recently Government took a decision to redesignate it as Harishchandra Mathur State Institute of Public Administration. The Institute functions as a department of State Government and is financed by the State Government.

### **Aims of the Institute**

To provide training in public administration to the officers belonging to the various services in the State.

To provide for study of public administration with special reference to state administration.

To undertake research and studies in matters relating to State administration.

To prepare teaching material and background papers for the institute.

To provide guide lines and assist other departmental training institutes in the State.

To undertake extension work in the field on the basis of research and training in the institute.

To serve as a forum for exchange of ideas and experiences in the field of public administration.

### **Staff and Organisation**

A nucleus faculty of nine persons which includes Principal, Vice-Principal and Lecturers provide most of the training at the Institute; although substantial use is made of university teachers, Government officers, and prominent persons from public and private life for instructional purposes. The resident faculty consists of lecturers in public administration, planning and development, finance, law and accounting. It is proposed to add to the staff a lecturer in management. In addition to foreign consultant in public administration made available by the Ford Foundation is serving on the Institute's staff.

### **Financial Resources**

The capital expenditure as well as the annual operating expenditure is met entirely by the Government of Rajasthan.

### **Facilities**

The present site includes residential for members of the staff and hostel and classroom facilities for approximately 130 trainees. The School is situated near the University of Rajasthan in a setting which is comprised largely of educational institutions. In an effort to provide satisfactory training and living facilities for the trainees, resident faculty, and visiting lecturers, the Institute has recently furnished a conference room which will permit the School to accommodate groups of upto 70 persons, has refurbished three guest rooms in its hostel, and will soon be adding a Guest House for faculty coming to the school for an extended period. The Library of the Institute contains about 20,000 volumes, most of them devoted to public administration and related social sciences.

### **Working Links**

The Institute has close working relations with the State Departments, National Academy of Administration, Training Division of Ministry of Home Affairs, educational institutions and other training organisations.

## II. TRAINING ACTIVITIES

At present the Institute is organising training in the following areas :—

### A. Foundational Course for officers of the State Technical Services and for direct recruits to the General State Services

This training constitutes a major portion of the curricula of the Institute. The focus is on state administration, i.e. service and financial rules, administrative practices and procedures; although considerable attention is given to the social and cultural history of Rajasthan, problems of public administration, and management techniques. The duration of this training is approximately two months for technical officers and four months for R.A.S. officers, during which time a basis is laid for preparing officers to assume their responsibilities.

### B. Specialised Institutional Courses for I.A.S., R.S.A., R.Ac.S. and Accountants

This training is job focused and is designed in consultation with the sponsoring departments. This training crosses departmental lines and is geared for officers from services which have a fundamental interdepartmental mission to perform. The training is practically oriented and is offered on a recurring basis to equip members of these services with the tools which they will need in executing their responsibility. This training is usually subsequent to foundational training.

### C. Refresher Courses for Rajasthan Administrative Services

The training includes both a practical job as well as a general management component. The Institute intends to expand its refresher training to include other State and subordinate services.

### D. Management Courses for Administrative Officers from the State and All India Services

The Institute has recently launched a series of seminars for officers at senior echelons of the Government. The higher Management Seminar on Personnel Administration is the beginning of what will become a series of conferences dealing with critical problems of administration in the State. This training will rely substantially upon the expertise and the experience of

the officers and will be directed towards utilizing their knowledge in the interest of assisting the Government to improve its administrative practices.

#### **E. Specialised short term courses in selected areas of Administration and Public Policy**

Training of this nature is usually undertaken at the request of a particular department which wishes to have training provided to deal with a selected set of administrative and policy issues. Thus the training combines both administrative practices and public policy. Such training might be regarded as a response to specialised, *ad hoc* Government needs.

#### **F. Lower Divisional and Upper Divisional Clerical Training**

The Institute recently offered on a trial basis clerical training for Assistants and upper divisional clerks. The content of this training will emphasize clerical and office practices.

### **III. RESEARCH ACTIVITIES**

The Research Unit of the Institute has as its functions the preparation of background papers concerning major problems of administration and development, the development of case studies illustrating actual problems which public officials encounter in the exercise of their duties, and surveys or reviews of selected areas of administration and development which warrant critical examination. This unit is closely associated with the Training Centre, for the material which is produced is directly applicable to class room activity. The purpose of this programme is to provide trainees with instructional material which has an immediate relationship to the tasks which they are being trained to perform. This represents an attempt to offset theoretical training which may not be directly pertinent to the need of the trainees and to provide a body of material indigenous to the Indian Administrative environment.

This Unit is directed by a Deputy Director with the assistance of two research assistants. The Unit undertakes applied research projects which leads to not only training material but also to studies which are of interest to the Government in its efforts to improve administrative procedures and various development programmes. Because of the numerous projects which are undertaken, some work is done on a contract basis with organisations having a special expertise in public administration research.

IV. PUBLICATIONS AND DOCUMENTS

1. Report of the Committee on State Training.
2. Handbook of Training.

## DHANI CIVIL SERVICE PROBATIONERS TRAINING DIRECTORATE

'K' Block, Vikas Bhavan,  
New Delhi.  
(Tel : 274464 & 274285)

### I. GENERAL INFORMATION

*Director* : B. K. Sharma, I.A.S.

*Joint Director* : R. M. Vats.

The office of the Directorate is situated in Vikas Bhavan, Indraprastha Estate, New Delhi. The classes are held in the Indian Institute of Public Administration, Indraprastha Estate, New Delhi.

#### **Nature of Organisation**

The Directorate was established in the year 1963 for imparting training to the probationers of the Delhi and Himachal Pradesh (now Delhi, Himachal Pradesh and Andaman & Nicobar Islands) Civil Service and for holding Departmental Examination for the probationers of this Service as well as those of the Joint I.A.S. (now Union Territories) Cadre for Delhi and Himachal Pradesh. The Governments of the Union Territories of Goa, Daman & Diu and Manipur have been deputing the probationers of their respective Civil Services to the Directorate since 1968 and 1969 respectively. This year, the Governments of Pondicherry and Tripura have also deputed the probationers of the Pondicherry Civil Service and Tripura Civil Service respectively for institutional training. The Directorate is now responsible for imparting training to the probationers of the Civil Services of all the Union Territories.

#### **Aims of the Directorate**

To impart to the probationers knowledge of Laws, Rules and Regulations in force in their Territories.

To equip the probationers with skills-theoretical and practical necessary for efficient job-performance.

To help them develop sound approach and correct attitudes towards their job assignments.

To conduct departmental examinations for the I.A.S. Probationers of the Union Territories Cadre and for Probationers of the Civil Services of the Union Territories.

### **Administration and Organisation**

The Administration of the Directorate is under the control of a part-time Director, who is a senior I.A.S. Officer of the U.T. Cadre. He is assisted by a whole-time Joint Director.

### **Staff**

Besides the directing staff, an experienced Magistrate and an experienced Revenue Officer are appointed part-time lecturers for teaching criminal law and revenue law respectively in every course. A part-time lecturer for teaching Hindi to the probationers of the Civil Services of all the Union Territories and Urdu to the probationers of the DHANI Civil Service and another part-time lecturer for teaching Marathi to the Goa Civil Service Probationers are also appointed in every course.

### **Financial Resources**

Being an Attached Office of the Ministry of Home Affairs, the Directorate is allotted funds to meet its expenditure from the Budget Grant of the Ministry.

### **Facilities**

The Directorate provides single residential accommodation to the probationers in the Hostel of the Indian Institute of Public Administration. The probationers also avail themselves of mess and other facilities in the Hostel. Text and reference books are issued to the probationers from the library of the Directorate. The probationers can also borrow books from, and make use of, the Library of the Indian Institute of Public Administration which has more than 90,000 books on Public Administration.

### **Working Links**

The Directorate maintains a close liaison with various departments of the Delhi Administration, including the Office of the Deputy Commissioner, Delhi. The probationers are taken to the various offices of the Administration and the courts for an on-the-spot study during their pre-institutional phase of training.

## II. TRAINING ACTIVITIES

### (i) Pre-institutional Training ( 2 months)

The training of the probationers is divided into three phases, viz. Pre-institutional, Institutional and Post-institutional. During pre-institutional training, background knowledge of the organisation and working of various offices and courts is imparted to the probationers to enable them to absorb and assimilate their subsequent theoretical training fully. For this purpose, the probationers visit the offices of the Deputy Commissioner, Inspector General of Police, Commissioner of Sales Tax, Development Commissioner, the Delhi Administration Secretariat and the Municipal Corporation of Delhi. At the end of this training, the probationers of the Delhi, Himachal Pradesh and Andaman & Nicobar Islands Civil Service undertake a study tour of the Andaman & Nicobar Islands also.

### (ii) Institutional Training ( 8 months):

During this period, training is imparted in various Laws, Rules and Regulations in force in the Union Territories. The following subjects are covered :

1. Criminal Law & Procedure.
2. Criminal Case.
3. Revenue Law & Procedure.
4. Revenue Case.
5. General Administration.
6. Planning and Development.
7. Constitution of India & Civil Law.
8. Treasury Rules and Financial Rules.
9. Special Acts (Criminal), Manuals & Rules.
10. Minor (Revenue) Acts, Manuals & Rules.
11. Languages.

Simultaneously, physical training is also imparted in Horse Riding, Musketry & Target Shooting, Motor Driving & Mechanism etc. and the probationers are required to pass a qualifying test in these subjects.

### Study Tour

During this period, the probationers also undertake a study-tour of Himachal Pradesh where they get an opportunity to study Settlement and Consolidation Operations. At the end of this phase, the departmental examination is held for the probationers of all the Services.



## (iii) Post-institutional Training ( 8 months)

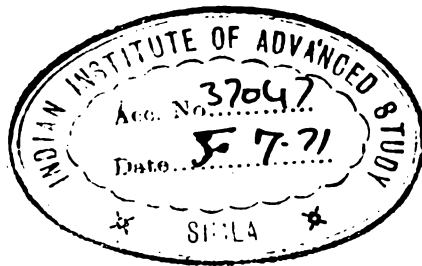
During this phase of training, the probationers are posted to Districts where they make an intensive study of the Collectorate, the Treasury, the Tehsil Office, a Police Station, a Development Block, etc. Simultaneously, powers of a Magistrate and Assistant Collector are conferred on the probationers and they are entrusted with Criminal Judicial and Revenue Judicial work. Their performance in the job is watched by senior and experienced officers. Having worked for nearly six months as a Magistrate and Assistant Collector, the probationers start holding charge of regular Cadre-posts.

## III. RESEARCH ACTIVITIES

A number of research projects are already in view. However, work on them will be started in right earnest soon after the basic framework of the programme and the Institute is completed.

## IV. PUBLICATIONS AND DOCUMENTS

The Directorate is already engaged in the task for preparing training material on the variety of subjects included in the course. Some time this year, we shall start cyclostyling this material in the shape of separate manuals.





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