



राष्ट्रीय सामाजिक सुरक्षा अनुसंधान एवं प्रशिक्षण अकादमी

NATIONAL ACADEMY FOR TRAINING & RESEARCH IN SOCIAL SECURITY

कर्मचारी भविष्य निधि संगठन - श्रम एवं रोजगार मंत्रालय, भारत सरकार

Employees' Provident Fund Organisation (Ministry of Labour & Employment, Govt. of India)

30-31, इंस्टिट्यूशनल एरिया, जनकपुरी, नई दिल्ली - 110 058 दूरभाष 28525994

30-31, Institutional Area, Near CNG Petrol Pump, Opp. 'D' Block, Janak Puri, New Delhi-110058

Phone: 28521199, Fax: 28524079

website- www.natrss.gov.in

E-mail- natrss@hotmail.com

No.7/17/2011-2012/NATRSS/DoPT/

Dated 20-5-2011

To

1. All Ministries /Departments and Attached Offices of Govt.of India
2. All National Training Institutes
3. Selected Departments / Organizations
4. Other Training Institutions (Govt. & Semi Govt.)

Subject: *"Trainers Development Programmes" of Department of Personnel & Training, Govt. of India for the year 2011-2012 –Inviting Nominations – Regarding.*

Sir,

National Academy for Training & Research in Social Security (NATRSS), New Delhi, a unit of Employees' Provident Fund Organisation under the Ministry of Labour & Employment, Govt. of India is organizing the following National level training courses on Training of Trainers (ToT) to be conducted under Trainers Development Programmes prepared and sponsored by Department of Personnel & Training (DoP&T) Govt. of India during the calendar year 2011-2012:

S.No.	Name of the Approved Course	Approved Dates	Duration	Submission of Nominations preferably before by
1.	Direct Trainer Skills (DTS)	01.08.2011 to 05.08.2011	5 days	01-07-2011 or at the earliest
2.	Design of Training (DoT)	08.08.2011 to 12.08.2011	5 days	01-07-2011 or at the earliest
3.	Experiential Learning Tools (ELT)	26.09.2011 to 30.09.2011	5 days	15.07.2011 or at the earliest
4.	Mentoring Skills Course	12.10.2011 to 14.10.2011	3 days	10.09.2011 or at the earliest
5.	Facilitation Skills Course	17.10.2011 to 19.10.2011	3 days	10.09.2011 or at the earliest
6.	Evaluation of Training (EoT)	14.11.2011 to 18.11.2011	5 days	15.10.2011 or at the earliest
7.	Introduction to Systematic Approach to Training (SAT)	23.11.2011 to 25.11.2011	3 days	25.10.2011 or at the earliest

The trainers will be certified recognized Master Trainers (MTs)/ Recognized Users (RUs) of DoPT, Govt. of India.

Concept papers in respect of above courses are enclosed for your perusal.

p.t.o.

No course fee will be charged as per the instructions of DoP&T. However, **Boarding and Lodging charges @ Rs.200/- (Rupees Two Hundred only) per day per participant shall be payable by the sponsoring authority / organization by way of Demand Draft in favour of National Academy for Training & Research in Social Security payable at New Delhi or Cash.** TA/DA in respect of the participant will also be borne by the sponsoring authority / organization.

All the courses are fully residential. National Academy for Training & Research in Social Security (NATRSS) has modest hostel facility.

It is requested to send the nominations of eligible officers from your esteemed Department/ Organisation/ Institution. The nominations dully filled in the specific format (enclosed) should reach NATRSS at the earliest by Fax on 011-28524078, 28524079 and 28525987 or e-mail us at: natrss@hotmail.com to enable us to make proper arrangements for the participants. *After scrutiny of the application, the Department / Organisation / Institution will be informed and the selected participants will be provided the course material in advance to enhance the learning process.*

As regards programme mentioned at S.No. 2 i.e. Design of Training (DoT), it is necessary to inform that only those participants are eligible to participate in the DoT programme who have already been participated in Direct Trainers Skills (DTS) programme.

For any further information about the NATRSS or training programmes, please feel free to contact the undersigned at Telephone No.011-28526525. The Concept Paper and application for nomination of participants and sponsoring Authority's confirmation format may be downloaded from EPFO Website with URL - www.epfindia.com and www.natrss.gov.in

(Please circulate this communication among all officers in your Department / Institute/ Organisation).

Yours faithfully,



(G.R. Suchindranath)

Deputy Director & Course Director

011-28526525

Encl: as above.



पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि Date	01.08.2011 - 05.08.2011
अवधि Duration	5 दिन/ days

नामांकन प्रपत्र /NOMINATION FORM

प्रत्यक्ष प्रशिक्षक कौशल Direct Trainer Skills (DTS)

1.	नाम Name	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	वेतनमान Scale of Pay	
5.	लिंग Sex	
6.	संपर्क के लिए पता Address for Communication	
7.	फैक्स Fax	
8.	दूरभाष सं. Telephone Number	
9.	मोबाइल नं. Mobile Number	
10.	ई मेल E.mail	
11.	क्या आपने पहले कार्मिक एवं प्रशिक्षण विभाग द्वारा प्रायोजित किसी कार्यक्रम में भाग लिया या नहीं कृपया सूचित करें Whether you have attended any programme earlier sponsored by DoPT, please indicate	

पाठ्यक्रम परिसर Course Venue	नाटर्स नई दिल्ली NATRSS New Delhi
तिथि Date	08.08.2011 - 12.08.2011
अवधि Duration	5 दिन/ days

नामांकन प्रपत्र /NOMINATION FORM

प्रशिक्षण की रूपरेखा Design of Training (DoT)

1.	नाम Name	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	वेतनमान Scale of Pay	
5.	लिंग Sex	
6.	संपर्क के लिए पता Address for Communication	
7.	फैक्स Fax	
8.	दूरभाष सं. Telephone Number	
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10.	ई मेल E.mail	
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यहाँ यह उल्लेख करना आवश्यक है कि डी.टी.एस कार्यक्रम में जिन्होंने भाग लिया है वे ही डी.ओ.टी कार्यक्रम में भाग लेने के योग्य हैं। कृपया उन अधिकारियों के नामांकन भेजने का प्रयास करें जो डी.टी.एस. एवं डी.ओ.टी. कार्यक्रमों में भाग लेने के लिए इच्छुक हैं।

It is necessary to mention here that only those are eligible to participate in the DoT programme who has already been participated in DTS programme. Please try to send the nominations of those officers who are willing to attend the DTS & DoT programmes.

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि Date	26.09.2011 - 30.09.2011
अवधि Duration	5 दिन/ days

नामांकन प्रपत्र /NOMINATION FORM

प्रयोगमूलक अधिगम उपकरण Experiential Learning Tools (ELT)

1.	नाम Name	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	वेतनमान Scale of Pay	
5.	लिंग Sex	
6.	संपर्क के लिए पता Address for Communication	
7.	फैक्स Fax	
8.	दूरभाष सं. Telephone Number	
9.	मोबाइल नं. Mobile Number	
.10.	ई मेल E.mail	
.11.	क्या आपने पहले कार्मिक एवं प्रशिक्षण विभाग द्वारा प्रायोजित किसी कार्यक्रम में भाग लिया या नहीं कृपया सूचित करें Whether you have attended any programme earlier sponsored by DoPT, please indicate	

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि Date	12.10.2011 - 14.10.2011
अवधि Duration	3 दिन/ days

नामांकन प्रपत्र /NOMINATION FORM

परामर्श-कौशल कार्यक्रम Mentoring Skills Programme

1.	नाम Name	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	वेतनमान Scale of Pay	
5.	लिंग Sex	
6.	संपर्क के लिए पता Address for Communication	
7.	फैक्स Fax	
8.	दूरभाष सं. Telephone Number	
9.	मोबाइल नं. Mobile Number	
10.	ई मेल E.mail	
11.	क्या आपने पहले कार्मिक एवं प्रशिक्षण विभाग द्वारा प्रायोजित किसी कार्यक्रम में भाग लिया या नहीं कृपया सूचित करें Whether you have attended any programme earlier sponsored by DoPT, please indicate	

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि Date	17.10.2011 - 19.10.2011
अवधि Duration	3 दिन/ days

नामांकन प्रपत्र /NOMINATION FORM

सरलीकरण-कौशल कार्यक्रम Facilitation Skills Programme

1.	नाम Name	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	वेतनमान Scale of Pay	
5.	लिंग Sex	
6.	संपर्क के लिए पता Address for Communication	
7.	फैक्स Fax	
8.	दूरभाष सं. Telephone Number	
9.	मोबाइल नं. Mobile Number	
10.	ई मेल E.mail	
11.	क्या आपने पहले कार्मिक एवं प्रशिक्षण विभाग द्वारा प्रायोजित किसी कार्यक्रम में भाग लिया या नहीं कृपया सूचित करें Whether you have attended any programme earlier sponsored by DoPT, please indicate	

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि Date	14.11.2011 - 18.11.2011
अवधि Duration	5 दिन/ days

नामांकन प्रपत्र /NOMINATION FORM

प्रशिक्षण का मूल्यांकन Evaluation of Training (EoT)

1.	नाम Name	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	वेतनमान Scale of Pay	
5.	लिंग Sex	
6.	संपर्क के लिए पता Address for Communication	
7.	फैक्स Fax	
8.	दूरभाष सं. Telephone Number	
9.	मोबाइल नं. Mobile Number	
10.	ई मेल E.mail	
11.	क्या आपने पहले कार्मिक एवं प्रशिक्षण विभाग द्वारा प्रायोजित किसी कार्यक्रम में भाग लिया या नहीं कृपया सूचित करें Whether you have attended any programme earlier sponsored by DoPT, please indicate	

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि Date	23.11.2011 - 25.11.2011
अवधि Duration	3 दिन/ days

नामांकन प्रपत्र /NOMINATION FORM

प्रशिक्षण के लिए व्यवस्थित दृष्टिकोण का परिचय Systematic Approach to Training (SAT)

1.	नाम Name	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	वेतनमान Scale of Pay	
5.	लिंग Sex	
6.	संपर्क के लिए पता Address for Communication	
7.	फैक्स Fax	
8.	दूरभाष सं. Telephone Number	
9.	मोबाइल नं. Mobile Number	
10.	ई मेल E.mail	
11.	क्या आपने पहले कार्मिक एवं प्रशिक्षण विभाग द्वारा प्रायोजित किसी कार्यक्रम में भाग लिया या नहीं कृपया सूचित करें Whether you have attended any programme earlier sponsored by DoPT, please indicate	

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि & अवधि Date & Duration	01.08.2011 - 05.08.2011 5 दिन/ days

प्रत्यक्ष प्रशिक्षक कौशल Direct Trainer Skills (DTS)

उत्तरदायी प्राधिकारी की पुष्टि Sponsoring Authority's Confirmation

1.	उत्तरदायी प्राधिकारी का नाम Name of Sponsoring Authority	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	संपर्क के लिए पता Address for Communication	
5.	फैक्स Fax	
6.	दूरभाष सं. Telephone Number	
7.	ई मेल E.mail	
8.	नामांकित अधिकारी का नाम Nominee's Name	
9.	नामांकित अधिकारी का पदनाम Nominee's Designation	
10.	नामांकित अधिकारी की भागीदारी उत्तरदायी प्राधिकारी के प्रशिक्षण एवं विकास-योजना एवं नीति से किस प्रकार संबंधित है ? How does the nominee's participation relate to the training and development plan and policy of the sponsoring authority?	
11.	सतर्कता की दृष्टि से उनपर कोई आरोप नहीं है । Is he/she is clear from vigilance angle?	

यह प्रमाणित किया जाता है कि दिए गए ब्यौरे ठीक हैं, नामांकित अधिकारी की प्रशिक्षण आवश्यकताओं को निश्चित करने के बाद ही उनका नामांकन किया गया है और चयन होने पर प्रशिक्षण के लिए पूरे समय के लिए उन्हें कार्यमुक्त किया जाएगा ।

Certified that the given particulars are correct, the nomination is made after ascertaining the training needs of the nominee and if selected the nominee will be relieved on full time basis for the programme.

दिनांक /Date.

उत्तरदायी प्राधिकारी के हस्ताक्षर & मोहर
Signature & Seal of sponsoring Authority

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि & अवधि Date & Duration	08.08.2011 - 12.08.2011 5 दिन/ days

प्रशिक्षण की रूपरेखा Design of Training (DoT)

उत्तरदायी प्राधिकारी की पुष्टि Sponsoring Authority's Confirmation

1.	उत्तरदायी प्राधिकारी का नाम Name of Sponsoring Authority	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	संपर्क के लिए पता Address for Communication	
5.	फैक्स Fax	
6.	दूरभाष सं. Telephone Number	
7.	ई मेल E.mail	
8.	नामांकित अधिकारी का नाम Nominee's Name	
9.	नामांकित अधिकारी का पदनाम Nominee's Designation	
10.	नामांकित अधिकारी की भागीदारी उत्तरदायी प्राधिकारी के प्रशिक्षण एवं विकास-योजना एवं नीति से किस प्रकार संबंधित है ? How does the nominee's participation relate to the training and development plan and policy of the sponsoring authority?	
11.	सतर्कता की दृष्टि से उनपर कोई आरोप नहीं है । Is he/she is clear from vigilance angle?	

यह प्रमाणित किया जाता है कि दिए गए ब्यौरे ठीक हैं, नामांकित अधिकारी की प्रशिक्षण आवश्यकताओं को निश्चित करने के बाद ही उनका नामांकन किया गया है और चयन होने पर प्रशिक्षण के लिए पूरे समय के लिए उन्हें कार्यमुक्त किया जाएगा ।

Certified that the given particulars are correct, the nomination is made after ascertaining the training needs of the nominee and if selected the nominee will be relieved on full time basis for the programme.

दिनांक /Date.

उत्तरदायी प्राधिकारी के हस्ताक्षर & मोहर
Signature & Seal of sponsoring Authority

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि & अवधि Date & Duration	26.09.2011 - 30.09.2011 5 दिन/ days

प्रयोगमूलक अधिगम उपकरण Experiential Learning Tools (ELT)

उत्तरदायी प्राधिकारी की पुष्टि Sponsoring Authority's Confirmation

1.	उत्तरदायी प्राधिकारी का नाम Name of Sponsoring Authority	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	संपर्क के लिए पता Address for Communication	
5.	फैक्स Fax	
6.	दूरभाष सं. Telephone Number	
7.	ई मेल E.mail	
8.	नामांकित अधिकारी का नाम Nominee's Name	
9.	नामांकित अधिकारी का पदनाम Nominee's Designation	
10.	नामांकित अधिकारी की भागीदारी उत्तरदायी प्राधिकारी के प्रशिक्षण एवं विकास-योजना एवं नीति से किस प्रकार संबंधित है ? How does the nominee's participation relate to the training and development plan and policy of the sponsoring authority?	
11.	सतर्कता की दृष्टि से उनपर कोई आरोप नहीं है । Is he/she is clear from vigilance angle?	

यह प्रमाणित किया जाता है कि दिए गए ब्यौरे ठीक हैं, नामांकित अधिकारी की प्रशिक्षण आवश्यकताओं को निश्चित करने के बाद ही उनका नामांकन किया गया है और चयन होने पर प्रशिक्षण के लिए पूरे समय के लिए उन्हें कार्यमुक्त किया जाएगा ।

Certified that the given particulars are correct, the nomination is made after ascertaining the training needs of the nominee and if selected the nominee will be relieved on full time basis for the programme.

दिनांक /Date.

उत्तरदायी प्राधिकारी के हस्ताक्षर & मोहर
Signature & Seal of sponsoring Authority

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि & अवधि Date & Duration	12.10.2011 - 14.10.2011 3 दिन/ days

परामर्श-कौशल कार्यक्रम Mentoring Skills Programme

उत्तरदायी प्राधिकारी की पुष्टि Sponsoring Authority's Confirmation

1.	उत्तरदायी प्राधिकारी का नाम Name of Sponsoring Authority	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	संपर्क के लिए पता Address for Communication	
5.	फैक्स Fax	
6.	दूरभाष सं. Telephone Number	
7.	ई मेल E.mail	
8.	नामांकित अधिकारी का नाम Nominee's Name	
9.	नामांकित अधिकारी का पदनाम Nominee's Designation	
10.	नामांकित अधिकारी की भागीदारी उत्तरदायी प्राधिकारी के प्रशिक्षण एवं विकास-योजना एवं नीति से किस प्रकार संबंधित है ? How does the nominee's participation relate to the training and development plan and policy of the sponsoring authority?	
11.	सतर्कता की दृष्टि से उनपर कोई आरोप नहीं है । Is he/she is clear from vigilance angle?	

यह प्रमाणित किया जाता है कि दिए गए ब्यौरे ठीक हैं, नामांकित अधिकारी की प्रशिक्षण आवश्यकताओं को निश्चित करने के बाद ही उनका नामांकन किया गया है और चयन होने पर प्रशिक्षण के लिए पूरे समय के लिए उन्हें कार्यमुक्त किया जाएगा ।

Certified that the given particulars are correct, the nomination is made after ascertaining the training needs of the nominee and if selected the nominee will be relieved on full time basis for the programme.

दिनांक /Date.

उत्तरदायी प्राधिकारी के हस्ताक्षर & मोहर
Signature & Seal of sponsoring Authority

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि & अवधि/ Date & Duration	17.10.2011 - 19.10.2011 3 दिन/ days

सरलीकरण-कौशल कार्यक्रम Facilitation Skills Programme

उत्तरदायी प्राधिकारी की पुष्टि Sponsoring Authority's Confirmation

1.	उत्तरदायी प्राधिकारी का नाम Name of Sponsoring Authority	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	संपर्क के लिए पता Address for Communication	
5.	फैक्स Fax	
6.	दूरभाष सं. Telephone Number	
7.	ई मेल E.mail	
8.	नामांकित अधिकारी का नाम Nominee's Name	
9.	नामांकित अधिकारी का पदनाम Nominee's Designation	
10.	नामांकित अधिकारी की भागीदारी उत्तरदायी प्राधिकारी के प्रशिक्षण एवं विकास-योजना एवं नीति से किस प्रकार संबंधित है ? How does the nominee's participation relate to the training and development plan and policy of the sponsoring authority?	
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दिनांक /Date.

उत्तरदायी प्राधिकारी के हस्ताक्षर & मोहर
Signature & Seal of sponsoring Authority

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि & अवधि /Date & Duration	14.11.2011 - 18.11.2011 5 दिन/ days

प्रशिक्षण का मूल्यांकन Evaluation of Training (EoT)

उत्तरदायी प्राधिकारी की पुष्टि Sponsoring Authority's Confirmation

1.	उत्तरदायी प्राधिकारी का नाम Name of Sponsoring Authority	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
4.	संपर्क के लिए पता Address for Communication	
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6.	दूरभाष सं. Telephone Number	
7.	ई मेल E.mail	
8.	नामांकित अधिकारी का नाम Nominee's Name	
9.	नामांकित अधिकारी का पदनाम Nominee's Designation	
10.	नामांकित अधिकारी की भागीदारी उत्तरदायी प्राधिकारी के प्रशिक्षण एवं विकास-योजना एवं नीति से किस प्रकार संबंधित है ? How does the nominee's participation relate to the training and development plan and policy of the sponsoring authority?	
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दिनांक /Date.

उत्तरदायी प्राधिकारी के हस्ताक्षर & मोहर
Signature & Seal of sponsoring Authority

पाठ्यक्रम परिसर Course Venue	नाटरस नई दिल्ली NATRSS New Delhi
तिथि & अवधि /Date & Duration	23.11.2011 - 25.11.2011 3 दिन/ days

प्रशिक्षण के लिए व्यवस्थित दृष्टिकोण का परिचय Systematic Approach to Training (SAT)

उत्तरदायी प्राधिकारी की पुष्टि Sponsoring Authority's Confirmation

1.	उत्तरदायी प्राधिकारी का नाम Name of Sponsoring Authority	
2.	पदनाम Designation	
3.	संस्थान/संगठन Institute/Organization	
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दिनांक /Date.

उत्तरदायी प्राधिकारी के हस्ताक्षर & मोहर
Signature & Seal of sponsoring Authority

Government of India
Department of Personnel & Training
(Training Division)

Direct Trainer Skills(DTS)

Introduction:

Organizations need to continuously grow and develop. Moreover, they must be prepared to face the challenges of entering into the 21st century.

Training is an instrument to help the organization meet the twin challenges of continuous improvement and demands of change. It is therefore essential that we deliver it effectively. Thus, it is necessary to recognize the changing role of the trainer – from being a provider to a facilitator, where the training need of the learner is the focus of attention. We have followed this principle throughout this course.

Aims:

The aims of the course are:

1. To provide opportunities for the development of basic instructional skills;
2. To create and manage a learning environment.

Designed for:

1. Individuals who as part of their duties have some training functions and responsibilities.
2. Trainers who wish to review their instructional skills
3. Individuals who undertake training duties

Facilitators:

The facilitators certificated as competent by the Training Division of the Department of Personnel and Training, Government of India and are experienced in this field.

Style of the Course:

This is a short, intensive course with plenty of activity. Emphasis is on practice within small groups where there will be a maximum of 6 participants to one Facilitator. Participants will be encouraged to share their learning experiences with others and to give and receive support and feedback.

We will give a comprehensive range of reading material to participants to support their course activities. This material will also provide a long term source of information and guidance. Video films are used to illustrate and review aspects of direct training.

Because the course is intensive and includes evening preparation, it is residential. To obtain maximum benefit from the course, we require that participants devote their full attention and time to course activities.

They require that participants use equipment or materials brought with them which will be used for their coaching session. They need to do no other preparation and we will provide resource materials.

Objectives:

By the end of the course participants will be able to:

1. Distinguish between education, training and learning
2. Describe the four stages in Systematic Approach to Training
3. Review the role of a trainer within Systematic Approach to Training
4. Apply the concept of Learning Unit to training activities
5. Write training objectives
6. Plan training activities, using the four ways of learning
7. Explain the process and importance of feedback in training
8. Describe the use of the coaching method in helping people to learn
9. Plan and implement a coaching session for a practical task
10. Assess coaching
11. Describe the use of the lecture method in helping people to learn
12. Describe the steps required to plan a lecture
13. Prepare and deliver a lecture
14. Describe the use and benefits of visual aids
15. Devise visual aids
16. Assess a lecture\
17. Describe the use of discussions in helping people to learn
18. Describe the influence of various behaviors during a discussion
19. Describe the importance of questions in a discussion
20. Lead a discussion
21. Assess a discussion session
22. Describe how group exercises can be used to help people learn
23. Plan and run a group exercise
24. Plan acquisition of evidence of competence for Certification purposes

Government of India
Department of Personnel & Training
(Training Division)

Design of Training (DoT)

Introduction:

Usually the success of training depends on the ability of trainers to design and deliver effective and imaginative training for people to enable them to improve their performance. The skills needed to deliver training are developed during the Direct Trainer Skills course (DTS). The Design of Training Course (DoT) provides further advice and development opportunities to enable trainers to undertake the additional responsibilities of training design.

Designed for

The DoT course is designed for people who have already completed the course in Direct Trainer Skills, and have some experience of direct training. We specifically intend the course for trainers who are required to undertake design and development of training for their institution or organization.

It is necessary to mention here that only those are eligible to participate in the DoT programme who has already been participated in DTS programme. Please try to send the nominations of those officers who are willing to attend the DTS & DoT programmes.

Course Style:

The course consists of a five-day workshop, followed by an individual design project. It is planned to follow on from the course in Direct Trainer Skills, and therefore shares common terminology and uses a similar, participative, style. We give emphasis to helping participants tackle work related design situations.

We provide a comprehensive selection of handouts and checklists. There are intended to provide participants with information needed during the workshop; to provide advice for their design project; and to help them develop their competence to undertake design activities for their institutions.

We will form participants into 'design teams' for the workshop, each team tackling a common work-related problem for which training is needed. Team members will also act as 'consultants' to other teams to provide feedback and to widen their knowledge of training design.

The workshop is based on an intensive series of individual and team activities. This requires full-time commitment for the full five days, including some evening study. We therefore assume that course participants will be either residential or within easy commuting distance.

On completion of the workshop participants will be required to complete an agreed design project for submission to the course tutor and their Director. Participants who satisfactorily complete both the workshop and the project will be awarded a Certificate recognized by the Department of Personnel and Training.

Objectives:

At the end of the course participants will be able to:-

1. Distinguish between designing 'learning units courses' and 'training programmes'.
2. Explain the term 'task' as a basic feature of training design
3. Identify constraints that will influence the design of training
4. Determine the boundary within which training is to be designed
5. Apply ways of learning to a task to be learned
6. Write objectives in behavioral terms
7. Distinguish between 'performance objectives', 'training objectives' and 'enabling objectives'.
8. Categories behavior in terms of knowledge and skill
9. Describe the influence of 'entry behavior' on training design
10. Apply the concept of 'Andragogy' to training design
11. Develop performance aids
12. Apply the concept of 'Acceptable Learning Standard' to the design of training
13. Evaluate training methods
14. Select appropriate training methods
15. Apply the concept if 'Transfer of Learning to the design of training'.
16. Describe the terms 'assessment', 'Internal validation', 'external validation' and 'evaluation'.
17. Include four levels of evaluation to a design proposal
18. Prepare a design proposal
19. Present training design proposals for management approval
20. Prepare an action plan for design project
21. Complete a design project

Government of India
Department of Personnel & Training
(Training Division)

Experiential Learning Tools (ELT)

Introduction:

During Nineties in Phase-III of the Trainers Development Project, two ToT packages viz. Direct Trainer Skills (DTS) and Design of Training (DoT) were designed and developed by DoPT in collaboration with the British Council. The DTS course contained four training methods viz. coaching, lecture, discussion and Group exercises (Management Games) in the framework of the systematic approach to training.

During 2001-2004, as a sequel to DTS, under UNDP Project on ‘Strengthening of State ATIs in India’, a new course for direct trainers named as DTS-II (ELT) was designed and developed, emphasizing the use of learner centered methods like case study, role play and field visit through experiential learning model, for facilitating training of trainers at the cutting edge level of Governance.

Aim:

To equip the participants with skills relevant to the process of conducting training using identified learner-centre methods through the mode of Experiential Learning Methodology.

Course Contents:

- Systematic Approach to Training – areas of emphasis/concerns
- Kolb’s model of experiential learning
- Selection of a training method
- Application of training methods such as Case Study, Field Trip and Role Play
- Application of Skill Development Exercises

Objectives:

Following the principles of learner-ownership, the objectives for each content-segment would be settled through the process of contracting with the participants.

Level of Participants:

DTS – II has been designed for the benefit of practicing direct trainers who have been trained in Direct Trainer Skills (DTS) Course or any Training of Trainers course covering Systematic Approach to Training (SAT) and some of the common training methods. Besides, they are expected to possess at least two years’ experience of training public sector functionaries at the cutting edge level.

**Government of India
Department of Personnel & Training
(Training Division)**

Mentoring Skills

Introduction

People who are working in the public services, both as individuals and as members of staff in public service organisations, are faced with continually increasing challenges. The challenges being faced require significant changes – behavioral, operational and technical –where people have to learn new ways of working and, probably, discarding out of date knowledge, skills and attitudes.

To respond positively and effectively to such challenges, people need opportunities to develop – perhaps by being trained; or by being given an opportunity to learn; or to applying their expertise to meet new organizational requirements. Development is not an alternative word to training; it encompasses a wider field where people, individually and collectively, seek ways to bring about improvement. This could be to their own job performance, to their careers; to team performance, or to their organisation's products and services. Often, the basis for successful development is the contributions made by a Mentor. This person, usually an experienced member of staff, supports development activities.

The aim of the Mentoring Skills Course

is to help selected members of staff to acquire an understanding of the concept of mentoring, and the skills to carry out the duties of a mentor.

Course Style:

The Mentoring Skills course is intended to help participants develop competencies to carry out mentoring tasks, commensurate with their role, responsibilities and status in their respective organisations. This is not a 'taught' course. Rather, it is a series of practical learning activities – mostly simulated by means of a case study. Participants are therefore expected to take active responsibility both of their own learning and by contributing to group activities. The main feature of the course is :

1. **Workshop** : As the workshop is based on an intensive series of individual and group activities, it requires full-time commitment, including some evening study. We therefore assume that course participants will be either residential or be within easy commuting distance.

Government of India
Department of Personnel & Training
(Training Division)

Facilitation Skills Course

Introduction

Within an organizational environment, which is constantly evolving, many organisations are placing an increasing focus on ensuring that their organization's capability to embrace change and manage complexity is developed. Enhancing the organizational capabilities for active problem solving and continuous improvement is critical. This has also led many organisations to re-evaluate their predominant management styles and to move from a traditional directive approach to embrace a more empowering, delegated and negotiated working relationships and responsibilities.

A dictionary definition of '*facilitate*' is to '*make it easy or less difficult*'. The concept of facilitation extends this by adopting a process to make it easier (or less difficult) for people within organisations to find solutions to work-related issues. Using the facilitation process encourages them to learn from each other and to share a common commitment to achieve any agreed outcomes.

Facilitation is a high level skill in which the facilitator works with a group of individuals and seeks to empower and enable those individuals to work together effectively as a group.

The aim of the Facilitation Skills Course is to help participants develop an understanding about the process of Facilitation and to develop some of the core skills.

Course Style:

The Facilitation Skills course provides an introduction to the concept and processes of facilitation and an opportunity to develop core skills. The main feature of the course is:

- **Workshop:** This will be run over three days and enable participants to develop an understanding of the role of facilitator and to develop core skills. The workshop will involve a number of practical exercises, which will be used to provide an opportunity for skills development.

Government of India
Department of Personnel & Training
(Training Division)

EVALUATION OF TRAINING (EOT)

Introduction

Investment in training can only be justified if it leads to improved performance. This applies to public and private organisations, departments of government, NGO's and, especially to individual employees and beneficiaries. For training to make an effective contribution to improved performance, and to help people to develop their potential, it should be based on all four stages of the Systematic Approach to Training (SAT). The fourth and final stage of this requires that training be evaluated. This enables the management of the time, money and resources invested in helping people and organisations to improve performance and develop their workforce.

Evaluation of training should concern all those involved in training and development - funding agencies, client organisations, heads of departments; also, employees at all levels and beneficiaries. Should a particular course continue to be run? How can it be improved? What response has been made to TNA consultancy reports? How effective is distance learning in meeting government's intention to provide 'training for all'? The Evaluation of Training (EoT) course establishes a framework within which decisions can be made.

Designed For

The Evaluation of Training course is intended for institutional and departmental trainers; stakeholders in client organisations; and officials representing funding agencies. The course is especially suited to those who have a direct responsibility for the development, administration or management of an organisation's EoT function.

Facilitators

The facilitators who are certificated as "Master Trainers" and "Recognized Users" by the Training Division of the Department of Personnel and Training, Government of India, and are experienced in this field will conduct this course.

Course Structure

The development of roles, responsibilities, systems, procedures and the use of appropriate techniques are essential features of EoT activities. This requires a general understanding of the systematic approach to training, and how EoT is linked to Training Needs Analysis, the Design of Training and its Implementation. The course has three distinct features, each helping participants to develop their skills and understanding of EoT:

Distance Learning. This provides a general background to issues, which will be faced when carrying out EoT activities.

Workshop. Run over a period of five days, where participants can develop an understanding of their role and responsibilities, also EoT systems and procedures requiring development. During the workshop EoT techniques, exercises and a case study will be used to provide learning opportunities, and a basis for self-assessment.

EoT Project. On completion of the workshop, each participant will complete a EoT project with a suitable client organisation. This will be carried out over a period of three weeks and a report submitted for assessment.

Course Style The EoT Course is intended to help participants develop their competency to carry out EoT tasks, commensurate to their role, responsibilities and status in their respective organisations. This is not a 'taught' course. Rather, it is a series of practical

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learning activities - usually simulated by using exercises and case studies. Participants are therefore expected to take active responsibility both for their own learning and contributing to group activities.

Distance Learning: The purpose of the Distance Learning is to introduce the concept of EoT, in relation to the Systematic Approach to Training. The material also outlines issues they will face when carrying out EoT assignments. The expectation is for participants to have studied the material, completed assigned tasks and being prepared to contribute to workshop activities.

Workshop: As the workshop is based on an intensive series of team activities, it requires full-time commitment, including some evening study. We therefore assume course participants will be either residential or within easy commuting distance.

On completion of the workshop participants will be required to complete an agreed EoT project for submission and assessment by course tutors. Participants who satisfactorily complete their project will be awarded a certificate of competence, recognised by the Department of Personnel and Training.

Objectives

At the end of distance learning participants are expected to:

1. Define the Evaluation of Training (EoT).
2. Describe potential benefits to be obtained from EoT.
3. Define internal external validation and their contribution to EoT.
4. Describe performance and resource parameters influencing EoT.
5. List factors influencing the achievement of a desired standard of performance.
6. Contrast 'effective' and 'efficient' training, in relation to EoT.

At the end of the workshop participants will be able to:

7. Describe current approaches to EoT.
8. Describe concepts of EoT suggested by Easterby-Smith, Hamblin and Kirkpatrick.
9. Apply EoT models to a typical training function.
10. Resolve issues influencing EoT for a particular training programme.
11. Apply the EoT matrix to a particular training programme.
12. Select EoT to achieve specific purposes.
13. Carry out a role analysis for an organisation's EoT function.
14. Review their own training and development function.
15. Analyse their own role in EoT.
16. Agree an EoT project proposal for completion following the workshop.

At the end of their EoT project participants are expected to:

17. Complete an EoT project in a selected area of training activity.
18. Prepare a report to management on their findings and recommendations.
19. Submit a written report of their project for assessment.
20. Be certificated by DoPT to carry out EoT projects.

Project

Distance learning, followed by the workshop gives participants an opportunity to develop skills and understanding of the process and techniques used for carrying out EoT. The project is intended to continue this development and to confirm their competence. They are required to carry out a practical EoT project of benefit to their institution or organisation. The choice of design is left for participants to decide, although it should be concerned with either a specific, task-related learning unit, or the more general design of a short course. Assessment of the project will be done by the course tutor and will be based on the pre set Project Assessment criteria. The criterion score for an acceptable project is 70%.

Government of India
Department of Personnel & Training
(Training Division)

Combined Package on Introduction to Systematic Approach to Training (SAT) Courses

Background

The idea of developing a Combined Package on introduction to Systematic Approach to Training (SAT) Courses, namely,

Training Needs Analysis (TNA)

Design of Training (DoT)

Direct Trainer Skills (DTS)

Evaluation of Training (EoT)

was mooted in the Annual Workshop of Master Trainers and Recognized Trainers held at HCM, RIPA Jaipur between 24-25 January 2005. This was further given a concrete shape in the Annual Workshop of Master Trainers and Recognized Users held at the Anna Institute of Management, Chennai between 9-10 November, 2007. An in-depth discussion was held on all the aspects of the Package including its 'Aim' and 'Objectives', which were finalized.

This was followed by a presentation on the Package in the Training Division and it was decided to take it further. This was also mentioned in the Annual Workshop of Master Trainers and Recognized Users held at the National Institute of Oceanography, Goa between 15-18 November, 2007.

Validation Workshop

The Validation Workshop for the Package was conducted at the Training Division headquarters in New Delhi between 10-12 November 2008.

Designed for

The Target Group envisaged for the Combined Package consists of Heads of Training Institutions, senior officers joining in training institutions/departments, Heads of district-level training institutions, occasional trainers/guest faculty, etc.

Duration

The duration of the Combined Package is three days

Style

This is a short, intensive Package with scope for individual and team exercises/activities. The complete training material including visuals of all the four Courses will be provided to the participants in soft copy.

Facilitators

Master Trainers

Strategy for creation of critical mass

To start with, a '*cascading effect*' strategy will be adopted for creating a critical mass. Three-Day Workshops encompassing the ATIs and STIs will be conducted for creating a critical mass of trainers in them. Accordingly, Master Trainers and Recognized Trainers of the four Courses will participate in these Workshops. They will create the '*multiplying effect*' later. During the Workshops, the willing Master Trainers and Recognized Trainers will be participant-cum-potential trainers. They will develop the skills of conducting the Package as well as assist the participants in various individual/team exercises/activities.

Further information: For further information, please contact Shri Inder Jeet Mittal, Master Trainer at ijmittal@nic.in.