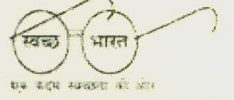




LBSNAA

By Speed post/Email



Upma Chawdhry, IAS  
Director

D.O.No.T-30012/1/2018-TRPC  
Dated 11 April, 2018

*Dear Madam/ Sir Chief Secretary,*

Greetings from Mussoorie!!

I am writing to you regarding the standardization of district training of IAS Officer Trainees (OT's). As you are aware, district training is the longest component of training sandwiched between IAS Professional Course Phase-I and Phase-II and currently comprises of 53 weeks. It is the period during which the Probationers are exposed to the actual and day-to-day working of administration at the state and district level in their allotted cadres.

However, there is considerable variation in the district training in terms of its content, design and even seriousness across the States. This information is derived from interactions with Administrative Training Institutes (ATI's), IAS Probationers undergoing district training in the field and other senior officers and the visits of LBSNAA faculty to various States for counselling duties and reports of various Central Committees.

The recently set up Kiran Aggarwal Committee which gave its Report in 2014 suggested that there should be a standardized district training schedule. The Committee clearly pointed out that the attachments are not so well-structured; there is a tendency to position Probationers on vacant positions; the oversight exercised by ATI's varies from State to State and that there is too much dependence and emphasis on the Collector.

Based on above, a Committee was set up by LBSNAA to suggest a common schedule of District Training. The Committee considered the training schedule prevailing in different States. The recommendations of the Committee were further deliberated upon in LBSNAA. Consequent on this detailed exercise, the Academy has finalized a draft District Training schedule for a period of 53 weeks of district training which is the current duration of district training [including travel time before and after the district training].

It was also noted and brought out that currently the role of ATI's (in many States) is limited largely to imparting institutional training. The control over district training and over Probationers during this period varies between Departments of Personnel, GAD even Home

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from State to State. This also impacts training adversely. Therefore, States may like to consider declaring ATI's as Nodal Institutions for coordinating the entire period of District Training irrespective of which Department the ATI is placed under. If this suggestion is accepted, necessary orders to this effect may need to be issued by the Chief Secretaries to operationalise this framework.

The proposed schedule is enclosed as Annexure to this letter.

You are requested to review the training being conducted in your State as per draft District Training Schedule proposed by LBSNAA and consider aligning the State training with the latter and declaring ATI's as nodal Institutions for training.

*Regards,*

Yours sincerely,

*Upma Chawdhry*

[Upma Chawdhry]  
Director

Encl: Draft District Training Schedule for Probationers of IAS

## Draft Schedule of District Training of IAS Officer Trainees

Sl. No	Training Activity	Duration	Learning objectives
1.	Joining time after concluding Professional Course Phase-I at LBSNAA to join at respective States	1 week	
<b>Introduction and basic orientation</b>			
2.	Institutional Training at State ATI	4 weeks	Introduction to State, State laws, Administrative set up, Culture & Language, Accounts training at State ATI or Accounts Training Institute etc.
3.	State Darshan	7-10 days	To familiarise Trainees with the State
<b>4. Training at District Level – General Administration</b>			
4.1	Reporting to the District Collector and general orientation within the Collectorate	3 weeks	<ul style="list-style-type: none"> <li>Learning by observing the Collector while she/he attends to work and deals with public.</li> <li>Training in various sections of the Collectorate and Departments sitting in Collectorate such as transport, welfare, civil supplies, natural calamities etc.</li> <li>Independent charge of establishment and/or other sections to familiarise the Trainee with office procedure.</li> </ul>
4.2	Attachment with the District Level Officers of line departments with independent offices like Health, Education, Agriculture, Engineering etc.	1 week	
4.3	Attachment with SP and district level police	1 week	Observe functioning of District Police Office including patrolling, inspection of police station etc. Conduct of inspection of a police station/ facility by a competent officer alongwith Probationers is suggested during this attachment
4.4	Attachment with police station[ preferably in rural area]	1 week	To understand issues of police magistracy coordination and record maintenance at Police Stations. The Probationers may be put through dairy maintenance, execution of warrants/ summons, police report in security proceedings, coordination with local magistracy in different situations, specially law and order.
4.5	Attachment with Divisional Forest Officer	2 days	To observe and understand protection of forests and environment, various legislations and role of administration.
4.6	Attachment with District Treasury/ Sub District Treasury	1 week	To understand treasury manual, software and treasury procedure including duties and responsibilities of a DDO. Hands on training in passing bills, verification of compliance of audit objections, regulating ac/dc bills, Inspection of strong rooms and treasury / sub treasury

4.7	Attachment with Zilla Parishad / DRDA and ITDA	2 weeks	To understand the functioning of development agencies, organizational and funding mechanism for different developmental schemes, monitoring mechanisms and MIS as well as convergence of data across schemes, special schemes for tribal areas, the functioning of Panchayati raj institutions at district and sub-district levels.
<b>5. Training in Development Administration</b>			
5.1	Stay in village and interact with AWW, ANM, ASHA, teachers and other field level functionaries of different departments	1 week	Understand the perspective and roles of different grassroots functionaries. The probationer is expected to stay in the village during this period and interact closely with people and functionaries.
5.2	Attachment with Gram Panchayat	1 week	To understand the functioning of Panchayati Raj system. Familiarisation with record keeping, monitoring, fund flow, implementation of schemes and social welfare functions of the Gram Panchayat. Exposure to social audit &FRA. Attending meeting of Gram Sabha etc.
5.3	Attachment with BDO	1 week	Observe the duties and responsibilities of a BDO; handling of files; dealing with public, PRI members at the intermediary level; discharge of duties of Panchayat Samiti etc.
5.4	Independent charge as BDO	6 weeks	Hands-on experience with office procedures and decision-making at Block level
<b>6. Training in Urban Administration</b>			
6.1	Attachment with ULB	1 week	Understand the functioning of municipalities/ municipal corporations in relation to district administration, urban planning, sanitation, transport and infrastructure management and maintenance, role of elected representatives and understanding responsibilities of staff under ULBs
6.2	Independent charge of Executive Officer of Municipality	4 weeks	To have an hands-on experience on management of Urban Local Bodies; its functions; powers; implementation of programs
<b>7. Training in Revenue Administration</b>			
7.1	Attachment with Revenue Inspector Office	1 week	To observe the field level functioning of Revenue Administration, record keeping, reports, identifying encroachments etc.
7.2	Survey and Settlement training	2 weeks	To understand various techniques of Revenue Administration and record management.
7.3	Attachment with Tehsildar	1 week	To observe the duties and responsibilities of a Tehsildar and her/his dealing with public, implementation of revenue laws of the state including preparation of records, mutation etc.
7.4	Independent charge of Tehsildar	6 weeks	To have a hands-on experience of matters related to revenue administration

<b>8. Judicial Training</b>			
8.1	Attachment with District Court/ SDJM	1 week	To observe the court procedure, judicial system and court functioning.
8.2	Independent charge as Judicial Magistrate Second Class	*This charge may not necessarily be slotted with fixed dates as such, but the powers can be conferred at start of training, and at least five cases handed over for final disposal.	To develop skills for performance of quasi-judicial functions – hold trials, conduct inquiries, record dispositions, appreciate evidence, draw up orders and write judgements
<b>9. Training at Sub-District Level</b>			
9.1	Attachment with SDM	2 weeks	To observe the judicial and non-judicial duties and dealings of a SDM
9.2	Independent charge as SDM and/or PD ITDA	4 weeks	To gain hands-on experience to discharge independent functions at sub-district level offices
<b>10. Training at State Level</b>			
10.1	Report to ATI: Half day attachments with different Departments / Organizations and PSUs of State Govt.	2 weeks. Department/ organisation wise schedule to be issued	To observe the functioning of various departments and understand the subjects from state perspective
10.2	Attachment with DGP	2 days	Understand the functioning of state level coordination mechanisms, guidelines/ practices of police magistracy coordination at different levels, especially district and sub district
10.3	Half day attachments with offices of various Commissions like Human Rights, Food Security, Persons with Disability, Women, Information, Child Rights etc.	1 week. Organisation wise schedule to be issued	To observe the statutory nature of the Commissions and their functioning
10.4	Attachment with High Court and Advocate General	2 days	Get an understanding of executive judiciary relationship, filing of affidavits and para-wise comments in cases, contempt of court etc.
10.5	Attachment with Principal Accountant General	2 days	Understand how audit is done, what are the main issues pointed out regarding expenditure, issues brought out in performance audits of different sectors, entry and exit interviews etc.
10.6	Experience sharing, wrap up and debriefing at ATI	1 week	Wrap-up of learning with linkages to the future role
11.	Joining time from the State to join at LBSNAA	1 week	
<b>Total</b>		<b>53 Weeks</b>	

## General:

1. The Probationers are required to appear in Departmental examinations. The schedule of Departmental exams is issued by the States as per their convenience. The States may schedule the Departmental exams at their own level.
2. Different Departments/ Organisations in different States are made responsible for the training of Probationers. It is proposed that the concerned ATI may be made responsible for overall design; conduct and review of training of Probationers irrespective of the Department that is administratively made incharge of Probationers and training. This will enable and ensure that training is co-ordinated within the State and across the States. Also LBSNAA shares organic linkages with the State ATI's and this facilitates co-ordination of the Academy with the State itself.
3. The district chosen should not be a predominantly urban district which would be atypical and not provide full opportunities for the Probationer to pick up the required skills and competencies. Some States follow the practice of designating some districts as training districts as they offer a relatively full scope for training. This practice could be considered for adoption.
4. The "training" Collector should be chosen with care and caution. It is expected that the Collector under which a Probationer is trained should be an officer reputed for integrity and competence. Training a Probationer should come to be recognized as an honor bestowed for outstanding and exemplary service.
5. ATI's and General Administration Departments (or concerned Department in State Government) should actively oversee and regularly review the training of Probationer at all levels. The respective Cadre Counselors in LBSNAA are the nodal officers for liaising with ATIs / General Administration Department of the State. Any issues concerning training should be communicated to the concerned Cadre Counsellor at the Academy.
6. The ATI's should ensure that the inputs imparted at the State Training Academy are specific to the State and are not generic in nature. Inputs have been received from officer trainees that while they are in ATIs, there is the repetition of material already taught in the Academy such as CPC, CrPC, IPC, national acts etc. The ATIs should ensure while at the ATIs the officer trainees learn about the state as well as the history and culture that are specific to the State.
7. It is important that the Probationers are conferred Revenue Court, Judicial Magistrate (in consultation with the Registrar of the High Court) and Executive Magistrate powers at the initial stage of training itself. The pattern in this regard varies considerably from State to State. Several States confer Revenue and Executive Magistrate powers only after the Probationer has cleared the Departmental examination in relevant subjects. This may lead to a situation where powers do not get conferred or are conferred only towards the end of District training. Resultantly, the Probationer picks little or no experience in handling these cases which is an important aspect of work in their initial postings and later during the career of the officer. It is recommended that the powers to try cases in such matters may be conferred on Probationers as soon as they report to the District Collector for training and clearing the Departmental Examination may be linked to release of increment.
8. A date wise training schedule should be drawn up for the entire training and particularly for training in the allotted districts. A uniform pattern of training should be maintained for all Probationers and the same should be monitored by the ATI.
9. The State should enable participation of probationers in large events, Emergency Situations or Natural Calamity Response even if they take place in another District.
10. Assessment reports of District Training of Probationers should be sent prior to commencement of Phase 2 to LBSNAA