

**THE HIMACHAL PRADESH INSTITUTE
OF
PUBLIC ADMINISTRATION FAIRLAWNS, SIMLA
HAND BOOK-1974**



**ISSUED BY
OFFICER-ON-SPECIAL DUTY
HIMACHAL PRADESH INSTITUTE OF PUBLIC ADMINISTRATION
FAIRLAWNS, SIMLA-12**

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*RAJ BHAVAN
SIMLA:
December 5, 1973*

MESSAGE

I was happy to be associated at various stages in the formulation of the scheme for the establishment of the Himachal Pradesh Institute of Public Administration. It is gratifying that it has started functioning. It has a challenging task to perform. Our administrative service is still based too much on the philosophy of the amateur; it has yet not sufficient contact with the community and too few of its members are skilled managers. Indeed lately, on the one hand, there has been a sterile controversy between generalists and specialists and on the other; the services have broken up into various fragmented organisations, concerned only with maximising the gains of their own group. All this must change, if we are to realise our socio-economic goals. Basically, this change or mutation means the professionalising of the services oriented to a managerial culture with accent on commitment to tasks to be performed and results to be achieved, and at deeper understanding on their part of the basic problems of our citizens. The broader commitment is of course to democracy and socialism and eradication of poverty. I hope the training provided in the Institute will subserve these essential needs and prove to be a powerful instrument in developing the professional aspects of the civil service, improving its performance and potentialities, instilling in it a sense of dedication and thereby effecting a profound transformation in the thinking, attitudes and values of the service.

I wish the Institute all success.

*S. CHAKRAVARTI,
Governor,
Himachal Pradesh.*



**CHIEF MINISTER
GOVERNMENT OF HIMACHAL PRADESH
SIMLA**

FOREWORD

I am glad to learn that the Himachal Pradesh Institute of Public Administration has started functioning. I am sure it would fulfill the long felt need of imparting training to our officers with special emphasis on the peculiar socio-economic and geo-physical conditions of our Pradesh.

Ever since the creation of Himachal, we have been trying to evolve an administrative machinery, which is not only well conversant with local conditions and needs, but also has a sympathetic attitude towards our people, who had remained cut off from the main stream of life in the country for a long time.

What we need to-day most is an efficient administration which is alive to its social responsibilities and committed to values of democracy, secularism and social justice, to which the nation is committed.

We are living in altogether changed circumstances after attainment of Independence and unless our administrative machinery changes accordingly, we cannot live upto the expectations and aspirations of our people. Our administrators must be in tune with the declared policy of democratic socialism and always in readiness to provide selfless service to the weaker sections of the society. Here lies the importance of training of our administrative personnel, who can discharge their responsibilities in a better way, if properly trained in their job.

I hope officers coming out of the Institution would be better equipped to serve the State and its people and also fulfill socio-economic commitments of the Government.

Y. S. PARMAR,
Chief Minister.

NEED FOR TRAINING

by
U. N. SHARM
Chief Secretary

There has been a bad transformation of the role of the Government in the last two decades. From a tax collecting and law and order keeping agency, it has become an agency capable of regulating the entire economic and social process in the country. The current level of development, the enlarged scope of Governmental activities and the growth of experience are a great tribute to our public services. In the times ahead, the challenge to the competence, creativeness and resourcefulness of the services will be greater than ever before. The new tasks of Government call for an increasing degree of specialisation, modern skills and techniques. To-day the Government is mainly concerned with the increase in per capita income, total employment, industrial development, housing, education etc. and hence there is need for a capable team in the services to fulfill these objectives. As a matter of fact, we have to change from status-oriented officialdom to a Job-oriented service. The services have to establish a balance between democracy and efficiency, politics and expert knowledge, representative Government and business-like administration, to safeguard respect for human rights without distinction as to caste, creed, colour, sex, language and religion. The public services have to be made sufficiently attractive, so that best talent available in the country comes forward to join them. They have to study, co-ordinate and develop over-all economic objectives and play a decisive role in the success of our economy providing for an efficient service in keeping with the new role of the Government. They have to be responsive to public needs and aspirations.

The different aspects of the changing environments and their effect on the administration call for skills and competence on the part of the public services. These skills should match with the needs of the society and the changed demands of the socio-economic and technological development in the country. The public services whether in the public sector under-

takings or in the affairs of the State itself should have an adequate knowledge of the economic developments in the country. A number of modern management tools and techniques have been devised so as to make the performance of public services both efficient and effective.

The need for the training of public services, therefore, has received considerable attention in recent years all over the world and a number of useful programmes are being organised. New institutions are being set up and the old ones are being expanded. In Himachal Pradesh too, the Government has decided to establish an Institute of Public Administration. The most beautiful building near Simla, which was earlier a Circuit House, has been handed over to the Institute and a scheme for undertaking different courses in the Institute has already been approved by the Government of Himachal Pradesh.

A public servant must continuously change his out-look and adjust the method of his working to the needs of new times and, therefore, the training to the public servants is not only necessary but is a continued process with a view to keep abreast with the changing management techniques and thereby ensure maximum efficiency in the conduct of business. It is necessary to expose the officers to such modern management techniques as often as may be possible. In the first place the public servant has to keep himself ever reminded that he has to function within the frame-work of the constitutional law, because apart from his being a civil servant he is a citizen also. Besides, the national objectives of establishing a welfare State give rise to varied administrative tasks which public servants are required to perform. In the second place, the parliamentary and federal form of Government has the administrative complications for public servants, which have also to be borne in mind. In the third place, the public servant has to conform to the basic policies and programmes of the Government and while carrying out such policies and programmes, he has to keep the perspective of public interest uppermost in his mind. In order to function effectively in such circumstances, the public servant will have to be much more professionalised. Professionalisation is not necessarily to be equated with restricted concept of specialisation. It means use of modern

aids to administration in all fields. It has become essential that the capacity for decision making on the part of the public servants is strengthened, and is made more field-oriented. There is need for new skills, new techniques and information system to make the decision making process more scientific than it has been hither to. The very nature of administrative structure now requires a continuous process of training, for which every public servant should become receptive. None of us in the Government should ever think that he has reached such a level that he does not require any further knowledge for improvement in his work. For a continuous training to be fruitful there will have to be scope for self-improvement. What is needed is not formal training but opportunities for self-study with a measure of guidance exposed to discussions on high professional level and deep study of problems based on the need of the functionaries. There would be need to organise seminars, conferences, panel discussions, workshops, study groups, colloquiums to discuss burning issues as well as current problems. There is also need for organising courses either of generalised type or dealing with a functional field or programmes for all types of public servants. During the training a climate for free and frank exchange of opinion and experience should be created. The Institute should also provide convenient library services.

The training needs of different sectors of the Government shall have to be identified so that all the training programmes are planned in such a manner that they are commensurate with the needs of the public servants.

The need for continuous evaluation of training programme and their success in bringing about required changes in the attitudes of the public servants shall have also to be introduced, with a view to provide feedback to the Training Institute to improve their training programmes.

In due course of time, arrangements may have to be made for imparting training, right from lowest rung of the administration to the highest level. Even the Class IV employees working in different offices need to be given some training to bring about certain amount of change in their attitudes and practices. Similarly training is also necessary for Clerks, Assistants,

Superintendents and Section Officers working in various offices so that in their day to day working they are able to bring improvement and efficiency.

The Himachal Pradesh Institute of Public Administration which has just been established has formidable task before it and I can say with confidence that it will come up to the expectations of the people as well as the Government.

THE HIMACHAL PRADESH INSTITUTE OF PUBLIC ADMINISTRATION

A PROFILE

by

B. K. SHARMA- *Director*

Training has come to be regarded as an investment in human resources. In the various Five Year Plans, emphasis has been laid on the training of the personnel, administrative, managerial as well as technical. The Administrative Reforms Commission has brought into sharp focus the need for a systematic programme of training and made an emphatic recommendation for the establishment of Training Institute in every State.

In Himachal Pradesh, which is a conglomeration of a variety of small princely States and where traditions of sound administration are to be the attainment of perfected yet, the need for a systematic and scientific training of the public services was considered acute. Soon after Statehood, therefore, the Himachal Pradesh Government thought of setting up its own Institute for the training of all its services. Earlier, the officers, required inter alia for the Union Territory of Himachal Pradesh, were trained at the Training Institute for the Union Territories Civil Services, New Delhi by me as its Director. Having eventually come over to the Himachal Pradesh I.A.S. cadre, I was required to prepare the training project. Accordingly, I prepared the first blue-print of the Institute, named as 'The Himachal Pradesh Institute of Public Administration' in January, 1971. This scheme was considered by the Council of Ministers in its meeting held on 22nd December, 1971. It resulted into the decision:

"that immediate action should be taken to establish a Training School for the training of officers of various services including refresher courses. A proper system of departmental examinations for various services should also be evolved. A detailed proposal may be worked out and submitted for the orders of the Government,"

In pursuance of the above decision, the Himachal Pradesh Institute of Public Administration was set up. In June, 1973, a post of Officer on Special Duty was created. Shri Mohindra Lal, an officer of the H.A.S., was appointed

against this post. He started the spade work in order to provide physical form to the Institute.

The Governor, Himachal Pradesh took personal interest in the speedy finalisation of the scheme and the establishment of the Institute. As a result of discussions held with him, with Shri Haldipur, Joint Secretary-cum-Director, Training Division, Government of India, other officers of the Government of India and the directing staff of the Lal Bahadur Shastri Academy of Administration, Mussoorie and after a careful study of the syllabi of different similar institutes in the States, a more detailed scheme was framed in pursuance of the directive of the State Cabinet. Thereafter, it was submitted to the Council of Ministers and got approved.

The Government of Himachal Pradesh allotted the Fair Lawns Circuit House for starting the Institute. The environments of this building are well suited for the Training Institute.

During the current year, a sum of Rs. 10 lakhs has been provided in the budget for the Institute. The broad break-up of the budget is as under:-

(i)	Establishment	Rs. 2 lakhs
(ii)	Contingencies	Rs. 2 lakhs
(iii)	Buildings	Rs. 6 lakhs

TOTAL	Rs. 10 lakhs
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In addition to the post of Officer on Special Duty, 2 posts of Assistant, 1 post of Librarian, 2 posts of Clerk and 2 posts of Peon have been created and filled up. The scheme has been included in the Fifth Five Year Plan. So further posts will be created in the year 1974-75. I was given formal charge of the office of the Director of the Institute with effect from 10th December, 1973.

Some furniture and other articles have been purchased for the Institute to meet the minimum requirements. Similarly, some books on law, management, Constitution and bare Acts have already been purchased and a modest library has been established in the Institute.

With a view to providing residential character to the Institute, plans have been prepared for the construction of a 50 room hostel building in the premises of Fair Lawns. Accommodation for Class IV employees and a cottage are also planned for construction. Additions to the existing buildings have also been proposed in order to provide for sufficient number of class rooms. The construction work has been handed over to the Himachal Pradesh Housing Board and it is expected to be completed by the middle of the year i.e. June, 1974.

The first common course of two months for Class I officers drawn from different State Services will commence on 1st January, 1974. In all 35 officers have been invited from various departments namely, H.A.S., Himachal Pradesh Police Service, Agriculture Department, Horticulture Department, Animal Husbandry Department, Industries Department, Public Works Department, Himachal Pradesh State Electricity Board, Community Development Department, Himachal Pradesh Secretariat, Co-operative Department, Panchayat Department, Education Department, Excise and Taxation Department, Health and Family Planning Department, Transport Department and Welfare Department.

On the first two days of the course, colloquium series are being organised, in which Secretaries and Heads of Departments of the Government will participate. On 1-1-1974, the discussions will be initiated by Dr. G. R. Dalvi, Director, National Productivity Council, and New Delhi on the subject 'Management & Public Administration'. On 2-1-1974, the discussion will be led by Prof. Ishwar Dayal, Director, Indian Institute of Public Administration. The subject will be 'Organisational Development'.

During the year 1974-75, the following courses are proposed to be organised in the Institute:

1.	Foundational course for direct recruits	1
2.	Professional course for direct recruits to H.A.S.	1
3.	Condensed foundational course for promotee officers.	1
4.	Condensed professional course for promoted H.A.S. officers	1
5.	Special Course for I.A.S. Probationers	1
6.	Specialised courses for officers of State	2

7.	Seminars and Workshops	2
8.	Colloquium Series	4

The details of the main courses are contained in the various annexures to the Scheme. Syllabi for the special/specialised courses are being prepared and will be submitted in due course.

The institutional courses detailed above will be preceded by a pre-institutional phase of short duration. Instead of being brought direct to the Training Institute, particularly the freshers will be placed in the field to acquire acquaintance with the broad features of the administrative structure and machinery. Detailed guide-lines would be evolved well in advance, so that the trainees could derive maximum advantage from the pre-institutional training. Having passed through this phase, they would naturally be able to absorb and assimilate the job-skills imparted at the Training Institute much better.

Each course will conclude with an examination to be called 'End-of- Course' examination or departmental examination. The performance at the examination would be of vital importance to the trainees' career.

On the termination of the institutional training, the post-institutional phase of training would commence, which will be of one year's duration. Special reports on the performance of the trainee on the actual job will be invited from the District Officer, under whom he is posted. The trainee himself will be required to submit a monthly report containing a critical analysis of the work done. Also he will be encouraged to make suitable suggestions for improvement in the methods and procedures etc.

The Institute will gradually organise training courses for the categories of personnel, consisting of the whole variety of Inspectors as well as ministerial staff, who come in the close contact with the public and are regarded as the cutting-edge of administration. It is actually through their conduct and behaviour that the general public forms the image of Government. Again it is through them that the Government seeks to implement its programme and policies. Inculcating sound attitudes in them, imparting essential job-skills to them and providing them with the proper orientation and the

desired motivation will, therefore, be the prior responsibility of the Institute. The task involved is gigantic. The institutional infra-structure might, therefore, not prove adequate. So short courses and peripatetic teams of trainers will have to be prepared for the purpose. Departmental examinations will be introduced, incentives invented and the departmental codes and manuals produced or updated in order to promote job efficiency to the desired degree among the personnel at all levels.

Seminars and workshops will be organised to develop emotional harmony between the services and the public through their elected representatives as well as the political executives. Increased emphasis will be laid on the combined courses for the officers of different departments in order to break artificial barriers and to highlight that Government is one entity and that the various departments should function in close co-ordination to achieve the main objective of raising the general standard of living.

SCHEME FOR THE ESTABLISHMENT OF INSTITUTE OF PUBLIC ADMINISTRATION, HIMACHAL PRADESH, SIMLA

1-INTRODUCTION

In view of the accelerated pace of the development of knowledge and its application to different sectors of administration, it has become necessary to familiarize public servants with the new developments and challenges. The need for giving training to administrative personnel has received growing recognition in recent years. The old idea that an administrator learns from experience, from trial and error, from the process of stumbling through his job, is no longer considered valid. It has now been realized that he has to be helped to acquire and supply 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. Training is the processes of assisting personnel in enhancing their efficiency and effectiveness at work by improving and up-to-dating their professional knowledge, by developing administrative skills relevant to their work and cultivating appropriate behaviour and attitudes towards their work and people at large.

Training of officers is all the more important in a developing country like ours, we are involved in the process of raising living standards of people and in consequence significant changes are appearing in the character of governmental activities. The traditional functions of maintaining law and order have now gone into back-ground and the new responsibilities of economic and social development are in the fore-front. This has resulted into expansion of Government departments and creation of new departments and public agencies. The expansion of Governmental activities and their increasingly technical nature has not only resulted in large scale recruitment in various fields but has added new dimensions to the responsibilities of the administrative personnel who combine policy, advisory and managerial functions. As a result, the government is becoming aware that efficient and dynamic administrative machinery, which is well conversant with the environments in which they work and the problems which they have to tackle, is essential for the success of the programmes of

economic and social development. There has been an explosion of knowledge all over the world in the fields of science, technology, administration and management. To keep abreast of these developments in a fast changing society, it is absolutely necessary for public servants to continually acquire new knowledge and sharpen their skills and to remain exposed to the latest techniques of management.

Broadly the functions of the Government can be divided into three parts:

- (i) Regulatory-enforcement of law of the land and to maintain order;
- (ii) Maintenance of various records including land records; and
- (iii) Developmental-social and economic.

The awareness of the importance of training to the officers of the State Government with a view to inculcating in them attitudes and skills needed for the developmental administration, led the Government of Himachal Pradesh to recommend the creation of a new Agency for giving training in administrative matters to the Government servants engaged in the affairs of the State. In pursuance of this decision of the Council of Ministers taken on 27-12-1971, a proposal for the creation of an Institute of Public Administration for giving training to the officers of the various State Services including holders of technical posts who are called upon to perform administrative functions, was mooted in the year 1973-74.

In the annual plan for the year 1973-74, a provision for the establishment of an Institute of Public Administration in Himachal Pradesh has been made and the spade work for the establishment of the Institute has since been started.

Till recently, Himachal Pradesh was a Union territory and had to depend upon other institutions in the country for imparting training to the officers. It has now been felt necessary to establish an Institute to impart training to the officers with special emphasis on the local conditions of the Pradesh. The Pradesh has peculiar climatic conditions and has difficult terrain which makes the work of the public servants much more different as compared to their counter-parts in other States of the country. A successful training programme needs proper planning, organisation, staffing, budgeting and

suitable premises in addition to applying up-to- date techniques and methods while executing the training part of it.

II-PROGRAMME

The training programme can be divided into the following broad categories:

- (i) Foundational courses for direct recruits to various services; followed by a professional course for a specified service (s)viz. Himachal Pradesh Administrative Service and the like;
- (ii) Condensed courses for promotees to various services, followed by condensed professional courses for specified service(s) viz. Himachal Pradesh Administrative Service and the like;
- (iii) Special course for I.A.S. probationers;
- (iv) In-service training and refresher courses;
- (v) Specialized courses;
- (vi) Seminars and workshops; and
- (vii) Colloquium series.

(1) FOUNDATIONAL COURSES

A foundational training programme is in the nature of orientation. This orientation is based on the view that new officers, in order to be effective and efficient, need to have an understanding of the organisation of the Government, its purposes and objectives at the time they join it. They also need to know how they fit into the scheme of things, how the work they are expected to do relates to the work of other people, how it contributes to the total governmental activity and how these contributions are judged and by whom. They need to know their duties and obligations and also their rights and privileges. They also have to know the problems they have to tackle and the total environment of their work.

It is, accordingly intended to provide a foundational course for all types of gazetted government servants soon after their recruitment, the various officers in the State can be categorized into the following categories:

- i. Himachal Pradesh Administrative Service Officers;
- ii. Himachal Pradesh Police Service Officers;

- iii. Tehsildars and Naib-Tehsildars;
- iv. Officers of other departments who are in the feeder category of Himachal Pradesh Administrative Service; and
- v. All other gazetted government servants of technical departments who have to discharge some administrative functions.

The foundational course will be meant for all government servants who enter the government service on a gazetted post by direct recruitment. The syllabus of the course will be as given in Annexure I. The duration of this course will be 3 months. As is evident from the syllabus, the officers are intended to be exposed to the Social, Cultural and Administrative History of the Pradesh, have to be made conversant with the Public and Financial Administration including modern aids to Administration, Planning and Development, Constitution and Law. This back-ground foundational training to all direct recruits to the gazetted Government service will build confidence in them to handle the governmental job successfully,

The officers of the Himachal Pradesh Administrative Service who join the service as direct recruits will also undergo the above foundational course along with others and in addition, these officers will undergo a further course of the duration of 6 months, which will provide them a professional and specialized training familiarising them with the job requirements of Himachal Pradesh Administrative Service posts. The syllabus for this professional course is given in Annexure 'II'.

After the 9 months training of direct recruits to Himachal Pradesh Administrative Service in the Institute i.e. 3 months in the foundational course and 6 months in the professional course, they will be deputed for 2 months settlement and consolidation training. During this period they will be required to work in the actual settlement operations right from the Patwari's level to the Tehsildar's level and will be exposed to different settlement/consolidation operations. They will also be required to prepare at least one assignment which will be connected with actual work in settlement/consolidation.

The officers after having completed the settlement/consolidation training, will be posted to the field to handle an appointment of one of the duty

posts other than the posts in the Secretariat and Departments at the State headquarters for a period of at least one year. This will be a part of the training on the job where they shall perform actual duties in the field. During this one year's period they will be required to complete at least 5 assignments. These assignments will be given to the trainees after discussion with them and shall be closely connected with their actual work so that during the discharge of their duties, they are able to complete these assignments. The officers will be required to send these assignments after regular intervals to the Institute, during the field posting of the officers, the directing staff of the Institute shall keep in close touch with the trainees by means of field visits and other follow up programmes.

As a matter of fact, after they have completed one year's job placement the trainees should be again called to the training centre for a period of 6 to 8 weeks for detailed discussion with them about what they felt about the job and their training. This is necessary with a view to provide feed back to the directing staff as well as to hold detailed discussions on the assignments submitted by the trainees, but at the moment when we are short of officers it may not be advisable to dislocate these officers from their jobs for a period of 6 to 8 weeks. This would be done only when more and more officers will become available and we are able to place the trainees in actual field positions against training posts.

(II) CONDENSED COURSE FOR PROMOTEE OFFICERS

In the fast changing techniques of management and administration, it is necessary for all those who are promoted to the next rank to undergo a short condensed course so that they get revitalized for the new assignment. This course will be generally meant for those who are promoted from Class II posts to Class I posts or from a non-gazetted rank to a gazetted status. It is felt that whenever an officer has to shoulder greater responsibility he must become conversant with the latest techniques so that he is better equipped to supervise, guide and direct his organisation to achieve maximum results. This course will be a little different from the foundational course in the sense that the officers already in the service of the State are conversant with the organisation and hence a certain minimum knowledge

would be assumed. Substantive subjects will be special features of such condensed courses which will generally be conducted through seminars and group discussions and these subjects will be related to the experiences of the officers. Naturally they will provide every officer an opportunity to compare his own experience with that of fellow practitioners who have already spent several years in administration. These promotee officers will be given a course in economic and social development and the latest policies of the Government for socialistic pattern of society with a greater emphasis on "Modern Aids to Administration". The syllabus for the condensed course for all promotee officers will be as given in Annexure 'III'.

The officers of the Himachal Pradesh Administrative Service will be given a condensed professional course after they have undergone the above condensed foundational course with a view to familiarizing them with the specific job requirements. This condensed professional course will be of 4 months duration and the Himachal Pradesh Administrative Service Officers who join the service on promotion will be required to undergo the same soon after the condensed foundational course. The syllabus will be as given in Annexure IV.

After the promotee Himachal Pradesh Administrative Service Officers undergo 6 months training in the Institute i.e. 2 months condensed professional course and 4 months condensed specialized course, the officers will be sent for settlement/consolidation training which will last for a period of 2 months. This training will be essential for all the promotee officers except the Tehsildars who may have either undergone this training or may have worked in Settlement/Consolidation Department for a period not less than 2 years. In such exceptional cases exemption can be granted,

The officers after having undergone the above training will be given one year's field posting on duty posts other than the posts in the Secretariat and departments at the State headquarters. This would give them an opportunity of training on the job. During this period of one year] the trainees would be required to prepare at least 4 assignments connected with their job. The synopsis of these assignments will be discussed with each trainee before they leave the Institution and an out-line will be

prepared for them so that during their work in the field they are able to prepare the assignments and submit them to the Institute periodically. During the field posting of the officers, the directing staff of the Institute shall keep in close touch with the trainees by means of field visits and other follow up programmes,

As a matter of fact, after their one year's field posting the trainees should be called to the Institute for a period of 6 to 8 weeks for discussing with them their assignments and the problems and handicaps faced by them on the job which will provide a feed-back to the Institute directing staff but at the moment it is not proposed to do this due to shortage of officers. This system will be introduced in due course of time when sufficient number of officers is available and we are able to place them in the field against training reserve posts.

(III) SPECIAL COURSE FOR I. A. S. PROBATIONERS

With a view to familiarizing the I.A.S. probationers allotted to the State with the problems and programmes of the State Government, it is necessary to expose them to the Social, Cultural and Administrative History of the Pradesh, different Revenue and Criminal Laws specifically applicable in the State and Administrative set up as prevailing at different levels in the State. It is proposed to arrange a 2 months special course for I. A. S. probationers in the Institute during their one year's posting in the State under the Sandwich pattern of training. This course will be in addition to their normal training under the settlement, consolidation of holdings, district training and attachment to other institutions. The syllabus to be covered during this period is given in Annexure 'V

(IV) INSERVICE REFRESHER COURSES

These courses are intended for all types of Government officers, Class I and II in the Secretariat as well as in other departments including technical departments. Only those officers who have put in more than 5 years of service on a post shall be selected. These courses shall be of short duration of 2 to 3 weeks and shall be normally conducted during the slack working season when the officers are free and can be spared to undergo a short

course. In such courses, the main emphasis will be on the "Modern Aids to Administration" so that the officers already in service of the State Government are made aware of new techniques and methods to bring efficiency and improvement in their respective spheres. These courses will be divided into two categories one for those who are working in the field and have to deal with different problems and situations. The other for those who are working in the offices like Under Secretaries, Administrative Officers, Section Officers, Superintendents have to deal with entirely different situations. The syllabi of each course will be drawn in such a manner that after the training, the officers find it easy to apply knowledge gained in a short refresher course on

(V) SPECIALIZED COURSES

Some specialized courses of the duration of 2 to 3 weeks will also be introduced for the benefit of officers entrusted with particular job in the field or in the office. This would include courses on record management, personnel administration, budget, accounting procedures, local self government, Panchayati Raj programmes, purchase and handling of stores etc, etc. In these courses only those officers who are dealing with such special jobs will be sponsored and given training with a view to bringing improvement in their working when they go back after the training.

(VI) SEMINARS AND WORKSHOPS

Seminars on selected subjects on day-to-day importance are proposed to be held in the Institute. Discussion papers either on the basis of original studies or on the basis of experience will be got prepared and presented to the seminar group. The group will discuss the paper and the discussion that follows will enable an in-depth study of the subject matter presented in the seminar paper. The result of the discussion will be recorded in the shape of recommendations and will be circulated for being adopted wherever necessary in the day-to-day administration.

Similarly workshop will be a participative method in which different problems and programmes will be discussed at great length and analytical

skills will be developed and then they can be circulated in the form of recommendations.

The seminars and workshops will be very useful for bringing about improvement in certain important programmes of economic and social development. The subject such as Rabi Campaign, Kharif Campaign, Food Procurement Programme, Panchayati Raj, Elections etc. etc. will make interesting and useful recommendations to bring about procedural changes in actual practice.

(VII) COLLOQUIUM SERIES

The importance of colloquium series to infuse new ideas into day-to-day working of the administration cannot be under estimated. It is intended to present short duration colloquiums on well identified subjects in public administration and management. These discussions will be led by an authority on the subject and an opportunity for intense participative discussion to individual will also be provided. The participants will generally be requested to present on invitation. It is proposed to hold one such series in each quarter to start with.

METHODOLOGY OF TRAINING

The training involves two partners, the trainer who is to assist the trainee in the process of learning and the trainee who is to receive the benefit. In this process of interaction between the trainer and the trainee, the medium through which the programme-content is communicated to the student by the teacher is very important. This medium is the training method which is adopted for cultivating the different skills.

After the programme has been planned, the persons sharing the responsibility of instructions have to face the problem of techniques and methods. Even the best plans may receive no success unless the choice of method and material is proper.

Amongst various training techniques and methods the following are proposed to be used during the training programmes to be started in the Institute:-

- i. Lectures;
- ii. Group discussions;
- iii. Seminars;
- iv. Panel discussions;
- v. Workshops;
- vi. Syndicates;
- vii. Case studies and incident method
- viii. In basket exercises;
- ix. Role-play;
- x. Brain storming;
- xi. Telephone rings' exercises;
- xii. Exercises in law; and
- xiii. Practical exercises.

Due care will be exercised to select the appropriate training techniques to meet the requirement of particular training situation. It will be ensured that the technique is pertinent to programme content.

In selecting the material for case studies the case study reports of actual incidents/cases pertaining to Himachal Pradesh will be got prepared and used during the instructions. Similarly emphasis will be laid to give an insight of the actual problems which the trainees will face when they are on the job.

In the practical exercises the trainees will be taken to the field near about the training Institute to practically carry out certain functions such as crop inspections and preparation of land records in a patwar circle, measurements of revenue estates, inspection of offices and Police Stations, visit to courts and accompanying the mobile courts where the trainees can act as Readers to the mobile Magistrate etc. etc.

With a view to making the lecture interesting, the use of illustrations and examples, giving factual information including some element of humour, to bring elements of common interest and in the end giving about 10 minutes time to the trainees to ask questions and clear their doubts, will be emphasised. In addition use of modern audio-visual aids will also be

advocated and the following audio-visual equipment is proposed to be kept in the Institute:-

- i. Overhead projector;
- ii. 16 m.m. projector;
- iii. Epidia-scope:
- iv. Slide-projector.

STUDY TOURS

With a view to giving an idea of the developments taking place in the country the trainees will be taken to some parts of the country and will visit some other training institutions. This will help broadening the outlook of trainees and consequently make them better officers. On return from tour the officers shall be required to write their impressions.

EVALUATION OF TRAINING PROGRAMME

It is proposed to make the evaluation of the training programme at regular feature of the Institute. This would provide a feed back for improving the various methods being employed in the Institute for future training courses. On the basis of this evaluation required changes in the syllabi can be brought about. In the evaluation process the trainees will be asked to give their opinion about the course and then a seminar will be held by an expert evaluator and the results recorded. Even senior officers of the Government can attend such seminars to evaluate the progress and give their impressions.

FACULTY

During the year 1973-74, one post of Director, one post of Deputy Director and one post of Assistant Director have been provided in the sanctioned budget.

For the foundational course both for direct recruits and promotees, which is of the duration of months and 2 months respectively, the services of the directing staff, Secretaries to the Government, Heads of Departments of the Government of Himachal Pradesh and other Government officers located at Simla will be utilized by allotting them the subjects which they can

conveniently teach by lecture or by other methods. In addition, the services of the existing faculty of Business Management, Public Administration and Political Science in the Himachal Pradesh University will also be utilized. To start with, even some members of the faculty of the Indian Institute of Public Administration, Delhi and Lal Bahadur Shastri Academy of Administration, Mussoorie can be invited to take up certain specialized subjects. It is felt that in the coming years, we may have to expand the faculty so that we have at least 1 or 2 permanent members on the faculty to teach the subjects of Constitution, Public Administration, Planning etc.

For the professional courses both for direct recruits and promotees, the duration of which is 6 months and 4 months respectively, we may have to engage part-time lecturers on permanent basis in addition to availing the services of Government officers. They can be selected out of the suitable persons who may have sufficient knowledge and back-ground of revenue law and administration, criminal law and administration and civil laws. They may have to be employed on monthly honorarium basis on the terms and conditions to be settled with them. For short courses, seminars and colloquiums etc. the services of able persons from the Indian Institute of Public Administration, Himachal Pradesh University, senior and experienced officers of the State and some visiting officials/non-officials from other parts of the country will be utilized.

BUILDINGS

At present the Fair Lawn Circuit House building has been allotted for the Institute. During the year 1973-74, there is a provision of Rs. 6 lacs in the budget on Plan side for the construction of buildings for the Institute. To start with, hostel buildings will be constructed and in due course of time during the subsequent years when more funds are available under the plan lecture theatres, seminar rooms, library rooms, auditorium and residential buildings for the directing staff will be constructed so that the Institute becomes a self contained unit.

TRANSPORT

During the year 1973-74, there is a provision for the purchase of one car and one jeep. It will be necessary to have at least two mini buses for providing transport facilities to the trainees for study tours, practical exercises etc. Since the Institute is proposed to be located a little away from the town, provision of staff cars to bring guest lecturers and speaker shall also have to be provided. For the management of hostel, another jeep may have to be purchased.

LIBRARY

A well equipped library is a pre-requisite for an effective training. Library books are proposed to be purchased on important subjects like, Public Administration, Civil Services, Financial Administration, Economic Administration, Labour and Labour Laws, Educational Policy, Administrative Management, Public Enterprises, Sociology, History and Biographies and various other publications connected with the field of training. It is proposed to equip the Institute with an up-to-date library to meet the requirement of training during the Fifth Five Year Plan period.

RESEARCH AND PUBLICATIONS

The Institute shall have to bring out training monographs based on the local conditions prevailing in the State for the benefit of the trainees and for the benefit of those who are already on the job. Some case study papers to be used as material for the training shall have to be produced by employing known, able and interested persons inside and outside the State. Similarly some occasional papers on the topics of importance shall have to be produced from time to time. It is also proposed to issue a monthly/quarterly journal of the Institute in due course of time.

ANNEXURE 'I'

FOUNDATIONAL COURSES FOR DIRECT RECRUITS TO THE GAZETTED POSTS UNDER THE HIMACHAL PRADESH GOVERNMENT

Duration of the course: 3 months.

I. PUBLIC ADMINISTRATION AND PLANNING

a) SOCIAL, CULTURAL AND ADMINISTRATIVE HISTORY OF HIMACHAL PRADESH

Dialects of Himachal Pradesh; Fairs and Festivals of Himachal Pradesh; Physical Features and climatic conditions; Flora and Fauna; Language, Religion, Art and Architecture; Administrative structures and Institutions since 1850.

b) PUBLIC ADMINISTRATION

Essentials of Administration; Organisation and structure of Government-District Administration; Office management and procedure; The Public Services-Ideals-Attitudes and Code of Conduct-Role in democracy: Management in Administration-Basic concept and techniques; supervisions, communications and co-ordination; Modern aids to Administration-System analysis-Operations-Research-PERT, O & M-Case/Incident studies-C. P. M., O. D. etc.; Delegation and decentralization; Personnel Administration-Man Power-Money and material-Recruitment-Training-Career management-Performance evaluation-Morale, Motivation and leadership; Human relations in Administration/Staff Associations-Staff Welfare-administration-Attitudes, job satisfaction and Morale incentives-Public Grievances.

c) PLANNING

Planning in developing country; machinery for planning-Central-State-District and Microlevels; Planning Processes; Five Year Plans-Approach-Basic minimum need-Plan implementation; Resources for Plan-Priorities; Evaluation for Plan; Community Development programme—democratic decentralization-Various other Development programmes;

Role of Co-operatives in Rural and Community Development; Critical assessment of Planning the achievements and short-falls.

II. CONSTITUTION AND LAW

An outline of the Constitutional Development from 1919 to 1947; Evolution and General Characteristics of the Constitution of India; Fundamental Rights; Directive Principles of State policy: Union executive-Legislature and Judiciary: Organisation, Powers, Functions and Inter Relations, Parliamentary Privileges; State executive; Legislature and Judiciary; Services under the Union and the State; Rights of Civil Servants under the Constitution-Public Service Commission: Basic principles of Law and Equity; Prevention of Corruption; Implications of Conduct Rules; Proceedings under the Classification Control and Appeal Rules; Administrative Law; Legislation Tribunal-Judicial Review of Administrative Commissions; Offences against public tranquility: Offences by or relating to public servants; Contempts of Lawful authority of public servants; False evidence and offences against public servants; Election Law; C. P. C; Hindu and Muslim Laws; The General Clauses Act; The Limitation Act; The Transfer of Property Act; The Societies Registration Act; Specific Relief Act; Indian Contract Act; The Company Law; Arbitration Act.

III. TREASURY AND FINANCIAL RULES

Theory and practice of Public Finances; Financial system of the Union and the State Government; Pre-budget scrutiny; Performance Budget- ing; Himachal Pradesh Financial and Accounts Rules and Budget Manual; Himachal Pradesh T. A. Rules; Accounts, Codes of differ- ent departments; Himachal Pradesh Treasury Rules & Manual; various Civil Service Rules applicable in Himachal Pradesh.

ANNEXURE II'

PROFESSIONAL, COURSE FOR DIRECT RECRUITS TO THE HIMACHAL PRADESH ADMINISTRATIVE SERVICE

Duration: 6 months.

I. GENERAL ADMINISTRATION

Evolution, Organisation and structure of district administration in Himachal Pradesh: Working of District Offices, Sub-Divisional Offices, Tehsil Offices, Block Offices and other functionaries in the revenue and Development Administration; Organisation of Treasuries in the district; Role of the Sub-Divisional Officer and Deputy Commissioner as co-ordinator at Sub-Divisional/District level; Evolution-Organisation-Functions, Control and supervision of Urban Local Bodies; Administrative Aspects of Procurement and Distribution of Foodgrains and other essential Commodities; Police organisation in the district Magistracy and the Police; Jail administration; Causes of Breaches of Peace-Crowd, Group and Mob Behaviour-New dimensions of the problem; Legal provisions for dealing with breaches of peace and Civil Disturbances- Preventive Measures and use of force and follow-up action; Responsibilities of the Magistrate; Military aid to Civil authority; Inquiries and Com-missions; Election Laws-Election Machinery-Processes and procedures- Role of District/Sub-Divisional Authorities; Nature and types of Natural calamities-with special references to Himachal Pradesh Preventive Measures and Standing Arrangements-Rescue Relief and Rehabilitation Operations-Role of the District/Sub-Divisional Authorities; Office supervision-Branches in the district office-Handling of court work, Inspections-Touring, Staff meetings and conferences; Relations with subordinates, Superiors, Public and the Press.

II. REVENUE ADMINISTRATION

(i) GENERAL

Survey and settlement operations; Maintenance of Land Record; Land Revenue; Collection of land revenue; Various recoveries-Role of revenue officials, supervision and control—Land Reforms; Abolition of Intermediaries, Land Ceiling Consolidation of Holdings-A critical

evaluation; Land Acquisition-Principles and procedures; Payment of compensation.

(ii) ADMINISTRATION OF LAND LAWS

a) REVENUE LAW AND PROCEDURE

The Himachal Pradesh Land Revenue Act, 1954; The Punjab

Land Revenue Act, 1887; The Punjab Tenancy Act; The Punjab Occupancy Tenants (Vesting of Proprietary Rights) Act; The Punjab Security of Land Tenures Act; The Himachal Pradesh Abolition of Big Landed Estates and Land Reforms Act,

b) REVENUE CASES

c) MINOR REVENUE ACTS AND MANUALS AS APPLICABLE IN HIMACHAL PRADESH

(i) *Acts*

The Himachal Pradesh Consolidation of Holdings Act, 1971; The Land Acquisition Act, 1894; The Himachal Pradesh Court Fees Act, 1968; The Indian Stamp Act, 1899; The Himachal Pradesh Sales Tax Act, 1968; The Himachal Pradesh Entertainment Tax Act, 1968; The Indian Registration (Himachal Pradesh Amendment) Act, 1968; The Redemption of Mortgages Act, 1971; Any other Law applicable in Himachal Pradesh.

(ii) *Manuals and Rules*

The Himachal Pradesh Nautor Rules, 1954; The Rules framed under the Himachal Pradesh Land Revenue Act on maintenance of land records etc; The Punjab Settlement Manual; The Himachal Pradesh Land Records Manual; Land Administration Manual.

III. CRIMINAL LAW AND PROCEDURE

(i) MAJOR CRIMINAL ACTS

Indian Penal Code; Criminal Procedure Code; Indian Evidence Act.

(ii) CRIMINAL CASES

(iii) SPECIAL CRIMINAL ACTS AND MANUALS:

a) Acts

The Arms Act, 1959; The Police Act, 1861 as amended upto 1914 and Punjab Amendment Acts up to 1948; The Indian Forests Act as amended up-to-date; The Defence of India Act, 1971; The Motor Vehicles Act as amended up-to-date; The Punjab Excise. Act as amended up-to-date; The Maintenance of Internal Security Act, 1971; The Prevention of Corruption Act, 1947; The Probation of Offenders Act, 1958; The Indian Explosive Substances Act, 1884; Any other Act applicable in Himachal Pradesh.

b) Manuals and Rules

The Defence of India Rules, 1971; The Arms Rules, 1962; The Punjab Jail Manual; The Punjab Police Rules; The Punjab High Court Rules and Orders; The Himachal Pradesh Probation of Offenders Rules, 1961; The Rules framed by the Himachal Pradesh Government under Indian Forests Act, 1927; The Punjab Excite Manual; Any other Rules framed from time to time.

IV. COMMUNITY DEVELOPMENT, PANCHAYATI RAJ AND OTHER DEVELOPMENT PROGRAMMES

a) Concept Organisational pattern, their impact on the Socio-economic condition of the people, problems, promise, performance.

b) History and philosophy of democratic decentralisation, Panchayati Raj Institutions at Village, Block and District Levels Relationships-Resources and functions-Relations between officials and non-officials- Supervision and control-Role of the Collector/Sub-Divisional Officer- Problems and prospects of Panchayati Raj; Himachal Pradesh Panchayati Raj.

c) AGRICULTURE

Indo-German Projects Objectives-Programme content and schemetic bread-up of resources Their impact on the socio-economic life of the people in the areas; Agricultural extension work, its importance, methods and techniques: Contents of the

programme-Package programmes, propagation of high yielding varieties Lord reclamation, soil conservation programmes, Minor Irrigation: Improved agricultural practices; use of fertilizers and manures, improved implements; Japanese method of paddy cultivation; Potato and Ginger, Development and their marketing: Progress and Problems.

d) HORTICULTURE

Programme for the Development of fruits and vegetables; Introduction and propagation of new varieties of temperate fruits like apples, pears, cherries, peaches, plums and stone fruits, citrus fruits, mangoes, guavas, pomegranates, insect and pest control measures, marketing conditions; agencies and problems, food processing and preservation programmes.

e) ANIMAL HUSBANDRY

Cattle Breeding Scheme; Development of Goat and Sheep Breeding; Development of Poultry; Pisciculture.

(1) CO-OPERATION

History of Co-operative movement, principles of Co-operation; Co-operative Institutions; Service Co-operatives, Co-operative Marketing Societies, Credit Societies, District Co-operative Bank and District Co-operative Federation, Land Mortgage Banks, State Level Co-operative Institutions; Critical Review of the Institutions and their working.

f) PUBLIC HEALTH

Environmental Sanitation Programmes; Health Problems and Projects; Primary Health Centres and Maternity Health Centres; Family Planning Programme.

g) INDUSTRIES

Industrial Development Policy Industrial Policy Resolutions-Private Sector, Public Sector and Joint Sector: Large, Medium and Small Industry: Importance of Small Scale Industries; Programme Industrial Estates; Agro-Industries Forest based industries; Rural and Cottage industries; Craftman training schemes.

V. MOTOR DRIVING, HORSE RIDING, MUSKETRY AND TARGET SHOOTING

VI. PRACTICAL EXERCISES

a) INSPECTIONS

Inspection of Police Station; Inspection of Tehsil and Block Office; Inspection of Kanungo's/Patwari's/Gram Sewak's; Inspection of Jail work; Inspection of Treasury; Inspection of Sub-Divisional Magistrate's Office and Court.

b) MAGISTERIAL AND REVENUE WORK

Practical disposal of criminal/revenue cases and attestation of mutations; Mobile Courts-Summary trials; Harvest Inspections; Measurement of Revenue Estates and preparation of various land records viz.. Khasra Kishtwar, Khasra Girdawari, Record of Rights etc.

c) Association with the programme of Agriculture/Horticulture Production viz., rabi/kharif campaigns, distribution of fruit plants, fruit and vegetable marketing etc. Preparation of village production plans.

d) Association with Elections to Legislature Assembly/Local Bodies

ANNEXURE 'III'

CONDENSED FOUNDATIONAL COURSE FOR PROMOTEE OFFICERS TO GAZETTED RANK AND FROM CLASS II GAZETTED SERVICE TO CLASS I UNDER THE GOVERNMENT OF HIMACHAL PRADESH

Duration of the course: 2 months.

I. PUBLIC ADMINISTRATION AND PLANNING

a) PUBLIC ADMINISTRATION

Essentials of Administration: Office management and procedure; the Public Services, Ideals-attitudes and code of conduct-Role in democracy: Management in Administration-Basic concepts and techniques Supervision-Communications-Co-ordination; Modern aids to Administration System Analysis, Operations Research, PERT O & M-Case/Incident studies C.P.M., O.D. etc; Delegation and decentralisation; Personnel administration; Manpower, money and material-Recruitment-Training-Career management-Performance evaluation-Morale--Motivation and leadership; Human relations in Administration Staff Associations-Staff Welfare Administrations- Attitudes, job satisfaction and Morale-Incentives-Public grievances.

b) PLANNING

Planning in developing country; Machinery for planning Central- State District and Microlevels; Planning processes; Five-Year Plans- Approach Basic minimum needs-Plan implementation; Resources for plan-Priorities; Evaluation of plan; Critical appraisal of C.D. programme, Five-Year plans-short falls.

II. HISTORY, CONSTITUTION AND LAW

a) HISTORY AND CONSTITUTION

Recent trends in World History-Social, Economic and Political- India and the World; Concept of Welfare State and problem of national integration; Constitution of India, Basic Principles and main provisions;

Central and State Governments-All-India and State Services- Public Service Commissions.

b) LAW

Basic principles of Law and Equity; Prevention of Corruption Implications of Conduct Rules; Proceedings under the Classification, Control and Appeal Rules; Administrative Law: Legislation Tribunal Judicial Review of Administrative Commissions; Offences against public tranquility; Offences by or relating to public servants; contempts of lawful authority of public servants; false evidence and offences against public servants; Election Law; Civil Procedure Code; Hindu and Muslim Laws; the General Clauses Act; the Limitation Act; the Transfer of Property Act; the Societies Registration Act; Specific Relief Act; Indian Contract Act; the Company Law; Arbitration Act; Himachal Pradesh Panchayati Raj Act.

III. TREASURY AND FINANCIAL RULES

Theory and practice of Public Finances; Financial system of the Union and the State Governments; Pre-budget scrutiny: Performance budgeting; Himachal Pradesh Financial and Accounts Rules and Budget Manual; Himachal Pradesh T. A. Rules; Accounts; Codes of different departments; Himachal Pradesh Treasury Rules & Manual; Various Civil Service Rules applicable in Himachal Pradesh.

ANNEXURE IV

CONDENSED PROFESSIONAL COURSE FOR PROMOTEES TO THE HIMACHAL PRADESH ADMINISTRATIVE SERVICE

Duration: 4 months.

I. GENERAL ADMINISTRATION

Evolution, Organisation and structure of district administration- Working of different offices in the district including Treasury, Revenue and Development Organisations; Role of the Deputy Commissioner and Sub-Divisional Officers as co-ordinator at District and Sub-Divisional level; Evolution Organisation-Functions, Control and Supervision of Urban Local Bodies; Administrative Aspects of Procurement and Distribution of Food-grains and other essential commodities; Police organisation in the district-Magistracy and the Police Civil disturbance-Preventive measures, use of force, causes of breach of peace-Control of crowd, group and mob-New dimensions of the problem; Jail Administration; Military aid to Civil Authority; Inquiries and Commissions; Election Laws- Election Machinery-Processes and procedures Role of District/Sub- Divisional Authorities; Nature and types of natural calamities with special references to Himachal Pradesh-Preventive Measures and Standing. Arrangements-Rescue, Relief and Rehabilitation Operations-Role of the District/Sub-Divisional Authorities; Office supervision-Branches in the district office-Handling of court work; Inspections-Touring, Staff Meetings and Conferences; Relations with Subordinates, Superiors, Public and the Press.

II. REVENUE ADMINISTRATION

(i) GENERAL

Survey and settlement operations; Maintenance of Land Record; Land Revenue; Collection of land revenue; Various recoveries-Role of Revenue officials, supervision and control-Land Reforms; Abolition of Intermediaries, Land Ceiling, Consolidation of Holdings-A critical evaluation; Land acquisition-Principles and procedures; Payment of compensation.

(ii) ADMINISTRATION OF LAND LAWS

a) REVENUE LAW AND PROCEDURE

The Himachal Pradesh Land Revenue Act, 1954; the Punjab Land Revenue Act, 1887; the Punjab Tenancy Act; the Punjab Occupancy Tenants Vesting of Proprietary Rights) Act; the Punjab Security of Land Tenures Act, the Himachal Pradesh Abolition of Big Landed Estates and Land Reforms Act.

b) REVENUE CASES

c) MINOR REVENUE ACTS AND MANUALS AS APPLICABLE IN HIMACHAL PRADESH

a) Acts

The Himachal Pradesh Consolidation of Holdings Act, 1971; the Land Acquisition Act, 1894; the Himachal Pradesh Court Fees Act, 1968; the Indian Stamp Act, 1899; the Himachal Pradesh Sales Tax Act, 1968; the Himachal Pradesh Entertainment Tax Act, 1968; the Indian Registration (Himachal Pradesh Amendment) Act, 1968; the Redemption of Mortgages Act, 1971; Any other Law applicable in Himachal Pradesh.

b) Manuals and Rules

The Himachal Pradesh Nautor Rules, 1954; the Rules framed under the Himachal Pradesh Land Revenue Act on maintenance of Land Records etc; the Punjab Settlement Manual; the Himachal Pradesh Land Records Manual; Land Administration Manual.

III. CRIMINAL LAW AND PROCEDURE

(i) MAJOR CRIMINAL ACTS

Indian Penal Code: Criminal Procedure Code; Indian Evidence Act.

(ii) CRIMINAL CASES

(iii) SPECIAL CRIMINAL ACTS AND MANUALS

Acts

The Arms Act, 1959; the Police Act, 1861 as amended upto 1914 and Punjab Amendment Acts upto 1948; the Indian Forests Act as amended up-to-date; the Defence of India Act, 1971; the Motor Vehicles Act as amended up-to-date; the Punjab Excise Act as amended up-to-date; the Maintenance of Internal Security Act, 1971; the Prevention of Corruption Act, 1947; the Probation of Offenders Act, 1958; the Indian Explosive Substances Act, 1884; Any other Act applicable in Himachal Pradesh.

a. Manuals and Rules

The Defence of India Rules, 1971; the Arms Rules, 1962; the Punjab Jail Manual, the Punjab Police Rules; the Punjab High Court Rules and Orders; the Himachal Pradesh Probation of Offenders Rules, 1961; the Rules framed by the Himachal Pradesh Government under Indian Forests Act, 1927, the Punjab Excise Manual; Any other Rules framed from time to time.

IV. COMMUNITY DEVELOPMENT, PANCHAYATI RAJ AND OTHER DEVELOPMENT PROGRAMMES

a. Concept Organisational Pattern, their impact on the Socio-Economic condition of the people, problems, promise, performance.

b. History and Philosophy of democratic decentralisation, Panchayati Raj Institutions at Village, Block and District Levels Relationships Resources and functions-Relations between officials and non-officials-- Supervision and control-Role of the Collector/Sub-Divisional Officer- Problems and prospects of Panchayati Raj; Himachal Pradesh Panchayati Raj Act.

c. AGRICULTURE

Indo-German Projects Objectives Programme content and schematic breakdown of resources-their impact on the socio-economic life of the people in the areas; Agricultural Extension work, its importance, methods and techniques; Contents of the

programme-package programmes, propagation of high yielding varieties Land reclamation, soil conservation programmes, Minor Irrigation; Improved agricultural practices; Use of fertilizers and manures, improved implements; Japanese method of paddy cultivation; Potato and Ginger, Development and their marketing; Progress and problems.

d. HORTICULTURE

Programme for the development of fruits and vegetables; Introduction and propagation of new varieties of temperate fruits like apples, pears, cherries, peaches, plums and stone fruits, citrus fruits, mangoes, guavas, pomegranates, insect and pest control measures, marketing conditions, agencies and problems, Food processing and preservation programmes.

e. ANIMAL HUSBANDRY

Cattle Breeding Scheme; Development of Goat and Sheep Breeding; Development of Poultry; Pisciculture.

f. CO-OPERATION

History of Co-operative Movement, Principles of Co-operation; Co-operative Institutions; Service Co-operatives, Co-operative Marketing Societies, Credit Societies, District Co-operative Bank and District Co-operative Federation, Land Mortgage Banks, State Level Co-operative Institutions: Critical Review of the Institutions and their working.

g. PUBLIC HEALTH

Environmental Sanitation Programmes: Health Problems and Projects; Primary Health Centres and Maternity Health Centres; Family Planning Programme.

h. INDUSTRIES

Industrial Development Policy-Industrial Policy Resolutions Private Sector, Public Sector and Joint Sector: Large, Medium and Small

Industry: Importance of Small Scale Industries; Programme-- Industrial Estates: Agro-Industries-Forest based Industries; Rural and Cottage Industries; Craftman Training Schemes.

V. MOTOR DRIVING, HORSE RIDING, MUSKETRY AND TARGET SHOOTING

VI. PRACTICAL EXERCISES

a. INSPECTIONS

Inspection of Police Station; Inspection of Tehsil and Block Office; Inspection of Kanungo's/ Patwari's/ Gram Sewak's; Inspection of Jail work; Inspection of Treasury; Inspection of Sub-Divisional Magistrate's Office and Court.

b. MAGISTERIAL AND REVENUE WORK

Practical disposal of criminal/revenue cases and attestation of mutations; Mobile Courts Summary trials; Harvest Inspections; Measurement of revenue estates and preparation of various land records viz., Khasra Kishtwar, Khasra Girdawari, Record of Rights etc; Association with the programme of Agriculture/Horticulture Production viz., rabikharif campaigns, distribution of fruit plants, fruit and vegetable marketing etc., Preparation of village production plans-kitchen gardening.

c. Association with Elections to Legislature Assembly/Local Bodies Urban/Rural.

ANNEXURE V

SPECIAL COURSE FOR I.A.S. PROBATIONERS

Duration: 2 months.

I. SOCIAL, CULTURAL AND ADMINISTRATIVE HISTORY OF HIMACHAL PRADESH

Dialects of Himachal Pradesh, Fairs and Festivals of Himachal Pradesh; Physical features and climatic conditions; Flora and Fauna: Language, Religion, Art and Architecture; Administrative Structures and Institutions since 1850; Secretariat set up and its working; working and set up of Corporations in Himachal Pradesh; Service Rules, Financial and Treasury Rules and Manuals applicable in Himachal Pradesh.

II. REVENUE ADMINISTRATION

i. GENERAL

Survey and settlement operations; Maintenance of land record: Land revenue: Collection of land revenue; Various recoveries-Role of revenue officials, supervision and control-Land Reforms; Abolition of Intermediaries, Land Ceiling, Consolidation of Holdings Acritical evaluation; Land acquisition-Principles and procedures; Payment of compensation.

ii. ADMINISTRATION OF LAND LAWS

a. REVENUE LAW AND PROCEDURE

The Himachal Pradesh Land Revenue Act, 1954; The Punjab Land Revenue Act, 1887; The Punjab Tenancy Act; The Punjab Occupancy Tenants (Vesting of Proprietary Rights) Act; The Punjab Security of Land Tenures Act; The Himachal Pradesh Abolition of Big Landed Estates and Land Reforms Act.

b. REVENUE CASES

c. MINOR REVENUE ACTS AND MANUALS AS APPLICABLE IN HIMACHAL PRADESH

a. Acts

The Himachal Pradesh Consolidation of Holdings Act, 1971; The Land Acquisition Act, 1894; The Himachal Pradesh Court Fees Act, 1968; The Indian Stamp Act, 1899; The Himachal Pradesh Sales Tax Act, 1968; The Himachal Pradesh Entertainment Tax Act, 1968; The Indian Registration (Himachal Pradesh Amendment) Act, 1968; The Redemption of Mortgages Act, 1971; Any other Law applicable in Himachal Pradesh.

b. Manual and Rules

The Defence of India Rules, 1971; The Arms Rules, 1962; The Punjab Police Rules; The Punjab High Court Rules and Orders; The Himachal Pradesh Probation of Offenders Rules, 1961; The Rules framed by the Himachal Pradesh Government under Indian Forests Act, 1927; the Punjab Excise Manual; Any other Rule framed from time to time.

IV. PRACTICAL EXERCISES

a) INSPECTIONS

Inspection of Police Station; Inspection of Tehsil and Block Office; Inspection of Kanungo's/Patwari's/Gram Sewak's; Inspection of Jail work; Inspection of Treasury; Inspection of Sub-Divisional Magistrate's Office and Court.

b) MAGISTERIAL AND REVENUE WORK

Practical disposal of Criminal/Revenue cases and attestation of mutations; Mobile Courts Summary trials; Harvest Inspections; Measurement of revenue estates and preparation of various land records viz., Khasra Kishtwar, Khasra Girdawari, Record of Rights etc.

c) Association with the programme of Agriculture/Horticulture production viz, rabi/kharif campaigns, distribution of fruit plants, fruit and vegetable marketing etc; Preparation of village production plans-kitchen gardening.

d) Association with Election to Legislature Assembly/Local Bodies Urban/Rural.

NORMS FOR CASE STUDIES

Case studies are an important method of giving an insight of the various situations in the administration and how they were actually tackled. A critical study of such cases helps in giving an idea of administrative problems.

In the Himachal Pradesh Institute of Public Administration it has been decided to get some case studies relating to the local cases prepared for teaching and training in the Institute. For this purpose actual cases connected with the day-to-day administration, law and order and development work will be selected. The Government of Himachal Pradesh has laid down the following procedure for the preparation of such cases:

- a. The cases will be allotted by formal/informal discussion to those who may feel interested to carry out the study and during the course of discussion the broad out-lines will be given to the Author; (This is necessary to ensure that a case is prepared in accordance with the training needs);
- b. When the Author informs that the case is ready he will send the draft to the Institute and the Institute authorities after having gone through it may make further suggestions to the Author for improvement or to include any aspect which may have not been included;
- c. If the case has been found to be of standard by the Institute authorities it will be placed for being finally accepted as a case study to be used as training material, before a Committee consisting of __

Director	Chairman
Joint/Deputy Secretary (Finance)	Member
A representative of the Himachal Pradesh University; and	Member
Officer-on-Special Duty/Deputy Director	Member- Secretary

- d. The above Committee after having gone through the cases will categorise the cases into 3 categories (a), (b) and (c), keeping in view the following factors:-
- (i) Quality of work done,
 - (ii) Data content of the case,
 - (iii) Length of case,
 - (iv) Training value of case,
 - (v) Time and labour involved in the preparation of the case.
- e. The honorarium to be paid for each category will be as under-

Category 'a'	Rs. 100
Category 'b'	Rs. 200
Category 'c'	Rs. 300

The Committee may at times out-rightly reject the case to be unsuitable for use. In that event a sum of Rs. 50 will be paid as consolation money to the Author:

- f. After the case has been accepted by the Committee or consolation money has been paid to the Author, the case shall become the property of the Himachal Pradesh Institute of Public Administration for all intents and purposes including its publication and copyright. The Author shall neither publish the case nor shall use any material collected in connection with the case for any work.

