

Title	Training Procedure Manual	ISO Clause No 7.2; 7.3; 7.5	Rev. No Nil
Document No	YASHADA/C02/ISO	NIL	Date 25/07/2010

CONTENT OF TRAINING PROCEDURE MANUAL

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Training Activity

Purpose: To propose, design, plan, coordinate, conduct and evaluate in campus and out of campus training programmes, workshops, seminars meetings and thereupon submit evaluation reports and accounts reports.

Scope: It covers all training programmes listed in the Academy's Annual Training Calendar and those approved by DG or DDGs from time to time

Responsibility: Course Directors, Course Facilitators and Associate Faculty as & when identified in the APC and when proposed by DG or DDGs. All courses should be conducted in as prescribed in the typology and adhere to the D-60 formula that has been adapted in YASHADA and in use for more than ten years.

Part One: TNA and DoT Coordination between Course Director and TMC

S. No.	Activities	D-90	D-60	Non D-60	Responsibility	Cross Reference
1.1a	For programmes listed in APC: Reconfirm with TMC & Course Cell for the Slot and Dates	D-100	D-70	D-6 +	Course Director	APC
1.1b	For programmes not listed in APC: Obtain permission from OIC /DDG /DG and inform TMC and Course Cell and confirm availability of slot	D-100	D-70	D-6 +	Course Director	
1.2a	Preparation of Course File if in APC: Prepare Course File and forward to Course Director	D-100	D-70	D-6 +	TMC	
1.2b	Preparation of Course File if not in APC: Inform TMC about new proposal for Programme and request for Course File to be Received	D-100	D-70	D-6 +	Course Director and TMC	COP/Plng-22

Reference Documents:

1. Vaswani Ramesh M. (1998) A Handbook for Training Course Management
YASHADA
2. Minutes of the meeting held under Chairmanship of Hon. DG on 26 March 2004 to review status of pre-course activities for the courses from April -June 2004.
3. Annual Training Calendar
4. Guidelines for preparing course materials by TMC
5. Guidelines for the Design of training Course / Programme
6. Participant's Representative: Concepts and Issues

Forms / Formats:

1. As described in the Training manual

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M. I. S. Parameters

1. Evaluation Report rating 3.5+

Cross Reference:

- (1) **Intranet Website TMIS:** <http://data-server/YASHADA-aps/BharatMasterIndex/BBMasterIndex.htm>
- (2) **CMIS:**
- (3) **Record room procedure:** Record Process as per the MOP Manual

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Training Activity For Sponsored Programmes/DOPT programmes

Purpose: To conduct Sponsored Training Programme if not within the D-90/D-60 Typology.

Scope: It covers all sponsored training programmes (Co-operation dept. etc) described in the APC of the academy

Responsibility: Course Director and the concerned department (Sp. Co-op Cell, SIRD, ATI etc.)

Activities:

No	Activity	Time Frame	Responsibility
A	Pre-Course Activities		CD
	1. Obtain nominations from sponsoring authority	D-20 to D-10	
	2. Correspond with sponsoring authority/Dopt for confirmation of their participation	D-20 to D-10	
	3. Prepare Course Schedule	D-15 to D-10	
	4. Prepare Course Budget and seek approval of HoD or sponsoring authority	D-10 to D-5	
	5. Correspond with resource persons	D- 10 to D-02	
	6. Prepare copies of the reading material	D-05 to D-01	
	7. Correspond for administrative arrangements	D-05 to D-01	
B	Conduct of Course	D-00 to D+03 or D-00 to D+04	
	Hand over the stamped receipts to the course participants for the payment received, before course ends if relevant to the programme		
C	Post Course Activities		
	1. Settling Administrative matters	D + 4 to D + 10	
	2. Preparing evaluation report		
	3. Send report to sponsoring authority		
	4. Send file to record room for preservation	DN + 10	

Reference Documents:

1. Vaswani Ramesh M. (1998) A Handbook for Training Course Management Pune YASHADA p. 196
2. Annual Training Calendar

M. I. S. Parameters

1. Evaluation Report rating 3.5+

Cross Reference:

- (1) Intranet Website TMIS
- (2) CMIS
- (3) Record room procedure

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D-60 FORMULA FOR TRAINING PROCEDURE

From	To	Activity	Responsibility
D – 60	D – 58	Initiate file and send to TMC for Verification	CA
D – 60	D – 45	Preparation of Course Proposal, covering: <ul style="list-style-type: none"> • Introduction / Background to the Course • Justification for the particular programme • Target Group • Aims of Training (Trainer-centric) • The TNA Process and its findings • Training Objectives (Trainee Centric) • Specific deliverables in terms of KSA • Content of Training programme • Methodology and Training techniques • Financial Implications • Approval by Peer Review Committee 	CD
D – 45	D – 10	<ul style="list-style-type: none"> • Nomination Letters to Nominating Authorities as per directions of Course Director • Reminder Letters to Nominating Authorities • Follow-up actions, including acceptance letters 	CA
D – 45	D – 30	<ul style="list-style-type: none"> • Peer Review Committee Meeting 	CD
D – 45	D – 40	Finalisation of facilities/allocations with DAC/SAMPADA <ul style="list-style-type: none"> • Inclusion in TMIS 	CD, TMC
D – 45	D – 5	Preparation of Reading Material <ul style="list-style-type: none"> • Review of literature for Reading Material • Compile Reading Material • Page Numbering • Copyright issues • Contents Page Finalisation 	CD
D – 30	D – 20	Financial Sanction Sheet <ul style="list-style-type: none"> • Approval of DDG/Director/HoD/OIC • Approval of Financial Advisor 	CD, CA
D – 20	D – 4	Finalisation of Time Table <ul style="list-style-type: none"> • Contents and Faculty finalisation (Letter + UOR) • Study Tour arrangements • Group assignment arrangements • Upload Time Table to Intranet Library 	CD, CA
D – 4	D – 4	Meeting With Course Cell	CA
D – 3	D – 1	<ul style="list-style-type: none"> • Requisition to YMRC • Preparation and circulation of Office Note • Reminder Call to Participants if required • Course Budget • Course Advance 	CA

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D - 2	D - 1	<p>Course Preparation</p> <ul style="list-style-type: none"> • Collection of Course Stationery • Preparation of Name Plates • Preparation of Classroom Board • Preparation of Registration Sheets/Participant Information Form • Check Classroom Arrangements 	CA
D	D + N	<ul style="list-style-type: none"> • Typing Names of Participants • Preparation of Checklist • Preparation of Final List of Participants • Provide Honorarium Receipts & T.A. forms • Preparation of Evaluation Sheet incorporating the KSA component from Course Proposal with percentage (100%,75%,50%,25%) • Preparation of Session-wise Evaluation form • Reminders to Faculty • Relieving Report and final list of participants • Certificate Printing 	CA
D	D + N + 3	Complete and upload Programme Information Pro forma	CA
D + N + 1	D + N + 7	<ul style="list-style-type: none"> • Preparing Advance Settlement • Check by TMC on admissibility of training expenses • Check by Accounts Section followed by (Head Accountant + Accounts Officer) • Signature of cashier on final Settlement and take photo copies • Deposit unspent amount, if any • Receipt after one day of advance settlement 	CA
D + N + 1	D + N + 15	<ul style="list-style-type: none"> • Analysis of Evaluation Sheets • Analyze the Evaluation and Prepare Course Director's Report • Upload the CD Report with Evaluation Report to Intranet Library • Preparation of Guest Faculty Evaluation • Send Evaluation Letter and thanks to all Faculty • Feedback to Peer Review Committee 	CA + CD

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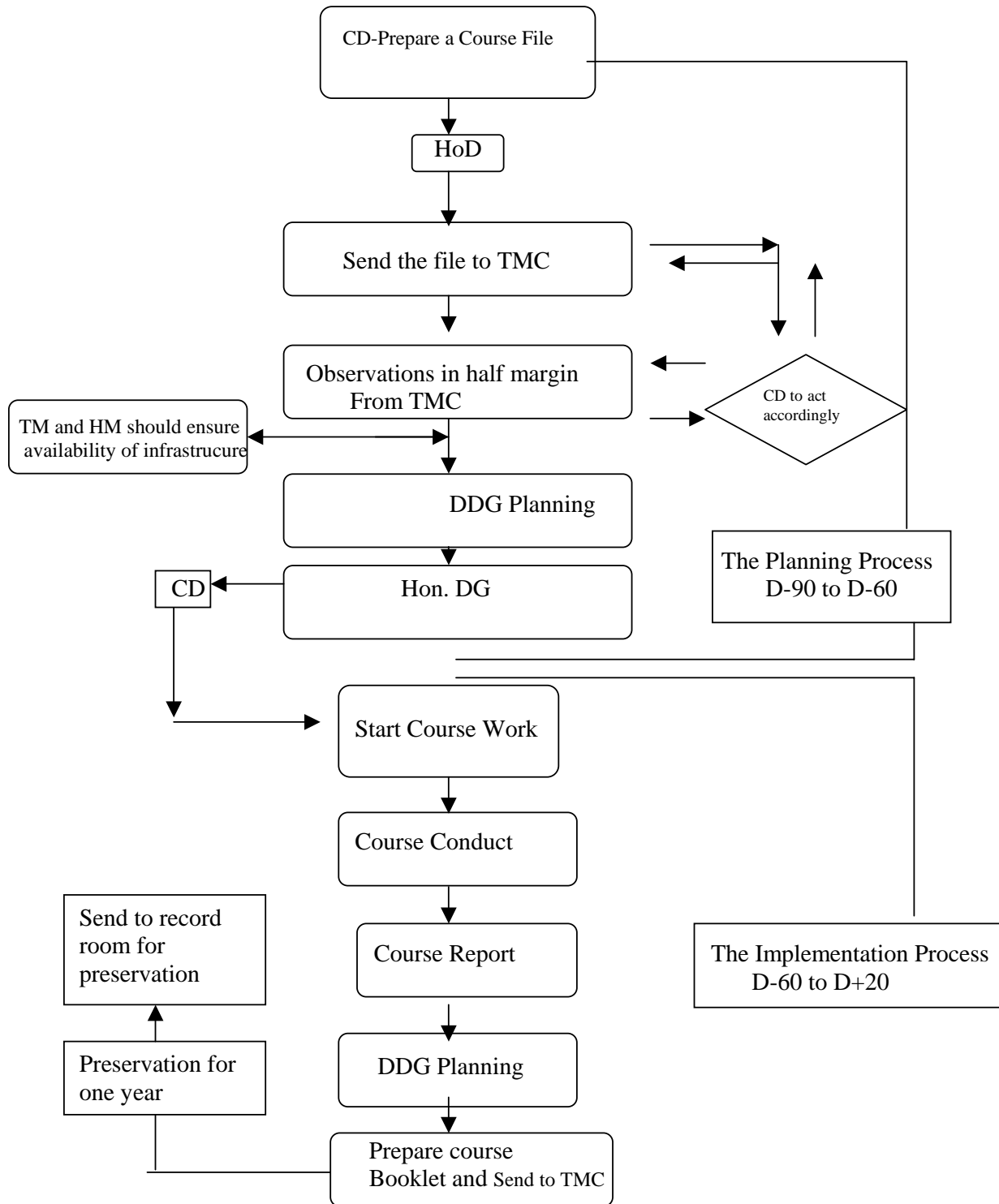
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D + N + 1	D + N + 15	Prepare ISO Completion Report: <ul style="list-style-type: none"> • Training Programme Schedule as per ISO 9001:2000 • Approved Course Proposal • Final Time Table • Guest Faculty Directory • Final Course Budget • Relieving Report with Final List of Participants • Programme Information Pro forma • Advance Settlement Photocopy with Settlement Receipt • Facility and KSA Evaluation Report • Session wise Evaluation Sheet • Course Director Report • Peer Review Report • Send ISO Completion Report copy to TMC 	CA
D + N + 1	D + N + 16	<ul style="list-style-type: none"> • Send Course File to Records Section 	CA

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Movement of Training Course File



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Annexure I

TYPOLOGY OF TRAINING PROGRAMMES

YASHADA conducts various types of training programmes, which need to be, administered differently depending on its nature and type. Since training is the most important activity of our Academy more systematisation of the processes is essential while conducting the training programmes. Considering the need for ISO 9001: 2000 categories of courses are formed and accordingly the processes, which are mandatory for it, are indicated.

1. APC Programmes: -

The Annual Training Calendar (APC), lists the regular training programmes based on needs of the client organization, departments of GoM or the sponsoring bodies. There is clear mention of dates, target groups and the objectives of such programmes in the APC.

(Note: The programmes under APC and those approved by DG and DDGs from time to time would fall under different categories mentioned later. The mandatory processes would therefore be based on Type of Programs)

Processes Mandatory for Training Programmes listed in APC				
Training Needs Assessment	Design of Training	Program Planning	Administrative work	Evaluation report
Yes, as per D-60	Yes, as per D-70	Yes, as per D-60	Yes, as per D- 60	Yes, as per D-60

2. Department of Personnel and Training (Government Of India) Programmes: -

Training programmes, which are designed and indented by DoPT for YASHADA. Courses such as DTS, DOT, TNA, EOT etc. are also covered in this category. The design is determined and conducted in manner-specific as indicated by DoPT and should be routed through TMC.

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	Program Planning	Administrative work	Evaluation report
Yes, as per D-90	If available or as per D-70	Yes, as per D-60	Yes, as per D-60	Yes, as per D-60

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3. Foundation Training Programmes:

Foundation Training Programmes for the new entrant in any Government Department, or for a specific cadre, and when new recruitment is done at Government level.

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	D-60	Administrative work	Evaluation report
Yes, as per D-90	If available or as per D-70	Yes, as per D-60	Yes, as per D-60	Yes, as per D-60

4. Subject Specific Programmes:

Training programmes with focus on specific issues, e.g. Watershed Management, Ethical Issues, Training of Trainers, Right to Information, Child Labour, and TQM etc.

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	D-60	Administrative work	Evaluation report
Yes, as per D-90	If available or as per D-70	Yes, as per D-60	Yes, as per D-60	Yes, as per D-60

5. Refresher Courses:

Refresher training provided for in-service officers more than five years of service to update knowledge and share experiences.

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	D-60	Administrative work	Evaluation report
Yes	Yes	D-60 may not always be possible to follow & therefore may not be mandatory. (However, should be determined by concerned DDG/OIC)	Yes	Yes

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6. Sponsored programmes:

Design provided by/ negotiated with the sponsoring body with certain predetermined training requirements and financial support for conducting the programmes.

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	D-60	Administrative work	Evaluation report
As required or determined by the Clients	Yes in consulting with Client	D-60 may not always be possible and should be determined by DDG/OIC	Yes	Yes

7. Repeated Training Programmes:

Programme conducted with a design previously approved by TMC and being conducted again without any change up to 5 programmes or within a year from approval. Repeat programme after one year of approval or after six programmes including the approved one should be re-submitted to TMC for evaluation and validation.

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	D-60	Administrative work	Evaluation report
Yes	Changes based on evaluation to be incorporated after 5 similar number of courses	D-60 may not always be possible and should be determined by DDG/OIC	Yes	Yes

8. Workshops / Seminars / Meetings:

Seminar or workshop could be arranged for generating ideas and sharing experiences on certain development administration related issues or in order to discuss solution to a specific problem.

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	D-60	Administrative work	Evaluation report
No	Systematic scheduling is necessary instead of Training Design	Not required	Yes	Yes. A qualitative report

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9. Outreach Programmes/ Project related workshops/seminars/meetings:

Outreach programmes are those conducted by YASHADA in a decentralised fashion in different Divisions/ Districts/villages etc. The courses are of short duration and no logistic burden is placed on the Academy

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	D-60	Administrative work	Evaluation report
No	Yes	May not be feasible but should be determined by OIC/DDG	Yes	Yes

10. Project related workshops/seminars meetings:

Project related workshops/seminars/meetings are those conducted by YASHADA in a decentralised fashion in different Divisions/ Districts/villages etc. The courses are of short duration and no logistic burden is placed on the Academy

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	D-60	Administrative work	Evaluation report
No	Yes	May not be feasible but should be determined by OIC/DDG	Yes	Yes

11. Facility providing courses:

YASHADA provides facilities only without any inputs for training

Processes mandatory for training programmes				
Training Needs Assessment	Design of Training	D-60	Administrative work	Evaluation report
As required or determined by the Clients	Yes, in consultation with Client	D-60 may not always be possible and should be determined by Client	Yes	Yes

Cross Reference:

Circular No. DG/TMC/Typology dated 4th December 2004

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Annexure II

Guidelines for preparation of Reading Material

Reading material for any course should be relevant to the content of the course.

1. Pre-course reading material (to bring all trainees on the same understanding level of the subject)
2. A PowerPoint handout of what is or will be covered in the session. The ppt should be printed with the option of slides with notes.
3. The material, which could have been covered but could not be covered due to time constraint or faculty.
4. The course material, which will be useful after returning to the job situation for ready reference.

One copy of the reading material should be sent to the Library for preservation and indexing.

Theme –based and activity-separation outline to help in developing a training day-schedule

	Day 1	Day 2	Day 3	Day 4	Day 5
Themes	EO 1	EO 1 & 2	EO 2 & 3	EO 1+2+3	Goals outcome
Session 1 Lecture	Introduction EO 1	Recap EO 1 & Introduction to EO 2	Recap EO 2 & Introduction to EO 3	Recap EO 1+2+3	Goals & outcome
Session 2 Discussion	Discussion on EO 1	Discussion on EO 1&2	Discussion on EO 2 & 3	Discussion on EO 1+2+3	Discussion on outcome
Session 3 Group Work	Group work on EO 1	Group work on EO 2	Group work on EO 3	Group work on EO 1+2+3	Group work on outcome
Session 4 Discuss Field situations	Experience Sharing on EO 1	Experience Sharing on EO 2	Experience Sharing on EO 3	Experience Sharing on EO 1+2+3 and Goals	Group presentations and Valedictory

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Annexure III

Guest Empanelment

INSTRUCTIONS

Please answer each
Question clearly and
Completely-

PERSONAL HISTORY

Family Name	First Name	Middle Name
Date of Birth	MM DD YY	
Permanent address	Present address	Office Telephone No. Office Fax No. E mail ID

What is your preferred subject on which you can give training?

Knowledge of languages- what is your mother tongue?

Languages	READ		WRITE		SPEAK		UNDERSTAN D	
	Easily	Not Easily	Easily	Not Easily	Fluent ly	Not Fluent ly	Easily	Not Easily

Note: Guest faculty can be invited from the List published on the Intranet site. This procedure is to be followed when the Guest is being invited for the first time in YASHADA.

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EDUCATIONAL Qualifications

Give full details – N.B. Please give exact titles of degree in original Language.

A) UNIVERSITY OR EQUIVALENT Please do not translate or equate to other degrees.

NAME PLACE & COUNTRY	ATTENDEND FROM/TO		DEGREES and ACADEMIC DISTINCTIONS OBTAINED	MAIN COURSE OF STUDY
	Mo./year	Mo./year		

LIST PROFESSIONAL SOCIETIES AND ACTIVITIES IN CIVIL, PUBLIC OR INTERNATIONAL AFFAIRS

LIST ANY SIGNIFICANT PUBLICATIONS YOU HAVE WRITTEN (Please attach)

EMPLOYMENT RECORD: Start with your present post, list in reverse order every employment you have had. Use a separate block for each post. If you need more space, attach additional pages of the area of your work.

However the process of empanelment will be reviewed every year by honourable DG at the time of finalisation of APC. The file will be submitted by DDG (P.). The format for review will be as follows

–

Name of the Dept./ cell	Subject	Name of the speaker	Ratings of Lectures (Average) of last 3	Name of course	Subject of Lecture	Rating Obtained
				1		
				2		
				3		

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Annexure IV

AGREEMENT

[This deed of Agreement made on thisday between on behalf of.. Hereafter called as party one and the Director General Yashwantrao Chavan Academy of Development Administration (YASHADA) Raj Bhavan Complex Baner Road Pune 411 007 Here after called YASHADA

Title of the Training Programme:

Duration:

Name and address of the Co-ordinating body:

Sponsoring organization:

The deed of agreement for providing Training Facilities at YASHADA campus witness and the parties mutually agree as follows:

1. Party one agrees to pay Rs. per participant per day (as per the enclosed scheduled). This includes training charges, hostel, mess (bed tea + morning tea & breakfast + lunch+ evening tea and dinner) facility, and other infrastructure facility related to training and available at YASHADA.
2. The charges for participants will be on the basis of the maximum number present for the training programme/or the number of participants proposed to attend whichever is higher. The billing will be on a basic minimum slab of 20,25,30,35,and so on.
3. The 100% charges are payable in advance.
4. Party one agrees to pay hiring charges as specified by the latest circulars issued by the Academy and conveyed to them in advance unless otherwise provided by DG..
5. Party one agrees to use the instruments, equipment, classroom etc with proper care and any damage to it will be charged to the party.
6. Extra amount will have to be paid for the training programmes conducted on public holidays or on Sundays.
7. All the participants will keep decorum of the campus and will not act or do any thing, which will harm reputation of the Academy.

Terms and conditions are agreed by

For YASHADA

Signature
Name:
Designation:
Organization:

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Estimate for Use of YASHADA facilities

The earlier approved minute of the 21st BoG of YASHADA is presented for easy reference and record as follows:

Agenda Item No. BoG:XXI:12 : Charges for various programmes conducted by /at YASHADA

Charges for various programmes conducted by/at YASHADA.

- 1) Full fee for residential Rs. 1500 per participant per day.
(Minimum group of 25 participants for 5 days)

This will be a flat rate irrespective of the number of participants attending. In case an outside organisation wishes to invite faculty members, YASHADA's liability would be limited to meeting the local transport expenses and honorarium at the rate YASHADA pays to its guest faculty. When no lodging is provided, this rate of Rs.1500/- would be reduced to Rs. 1000/- and in case neither lodging facility nor faculty support is provided by YASHADA, the rate would be further reduced to Rs. 750/- per head per day. Concession in rate can be @ 40% to Government of India departments, local bodies and NGOs (on a selective basis to be decided by DG)

Approvals of the 34th BoG of YASHADA :

DG proposed to the 34th BoG that it would be essential for the Director General, YASHADA, to be able to -

- (a) Modify the financial payment rates /schedule for the Sponsored Programmes at the Management Development Centre, on a case-by-case basis, as also,
- (b) Offer a higher financial package, Non-Government and Corporate Sector and Funding Agencies, depending upon the paying capabilities of the concerned organizations.

The approved minute of 34th Board of Governors is as follows:

Minute No. 34BoG: 74

The members noted the plans, their status and operational details of the MDC at YASHADA and approved the proposal to authorize the Director General, YASHADA to be able to -

- (a) Modify the financial payment rates /schedule for the Sponsored Programmes at the Management Development Centre, on a case-by-case basis, as also,
- (b) Offer a higher financial package, Non-Government and Corporate Sector and Funding Agencies, depending upon the paying capabilities of the concerned organizations.

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Considering the fact that various rates were approved in the XXI meeting of Board of Governors dated 15 February 1997 and that there has been a steady increase in rates of expenditure and further considering that the infrastructure in the Academy has been suitably increased with the construction of the Management Development Centre. It is now necessary to establish a new schedule of rates for hiring of facilities at the Academy. The following rates will now be applicable:

A. Class Rooms

Sr. No.	Class Room	Capacity	Facility	Charges Rs.
1.	Lezim	150 - 200	Computer, LCD, OHP, 3 Mike, 2 Speakers, Conference System	As per the latest circular issue by the Admin.
2.	Auditorium	80	Computer, LCD, OHP, 3 Mike, 2 Speakers, Conference System	
3.	C-1 C-5 C-6	45	Computer, LCD, OHP, 2 Mike, 2 Speakers	
4.	C-2 C-3 C-4	25	Computer, LCD, OHP	
5.	Syndicate Rooms	20 to 25	Computer, LCD, OHP	
6.	Board Room	50	Computer, LCD, OHP, Conference System	

B. Accommodation

Sr. No.	Particular	Private (Rs.)	On Govt. Duty (Rs.)
1.	Dormitory (Single Bed)	50	20
2.	Single Occupancy (Non-VIP) on sharing basis	125	100
3.	Double Occupancy	100	75
4.	VIP AC Room (Shamme) Double Occupancy	500	150
5.	VVIP AC Room (Shamme) Single Occupancy	750	250

C. Boarding

Sr. No.	Particular	Charges (Rs.)
1.	Full meal (Bed Tea, Breakfast, 2 times Tea, Lunch & Dinner)	150
2.	Lunch and 2 times Tea	120
3.	Half Day food (Lunch and 1 time Tea)	100

Note:

1. Concession in the rates of 50% will be offered to institutions with whom YASHADA has entered into MoU.

The DG, YASHADA reserves all rights in modifying the above rates.

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Document No	YASHADA/C02/ISO	NIL	Date 25/07/2010

List of Formats for the Training Procedure

Format

1. TRAINING NEEDS ANALYSIS
2. DESIGN OF TRAINING
3. COURSE PREPAREDNESS
4. COURSE BUDGET
5. COURSE ADVANCE
6. Course directors circular for ADMINISTRATIVE ARRANGEMENTS
7. Requisition for STATIONERY ITEMS
8. Requisition for HOSTEL FACILITIES
9. Requisition for VEHICLE SUPPORT
10. REGISTRATION SHEET
11. HONORARIUM VOUCHER
12. Payment of TRAVELLING EXPENSES TO GUEST FACULTY
13. Claiming expenses under PETTY SUPPLY
14. COURSE COMPLETION CERTIFICATE
15. SETTLEMENT OF COURSE ADVANCE ACCOUNT
16. Recording UTILITY IF MESS SERVICE
17. COURSE INFORMATION to be sent to course cell
18. EVALUATION QUESTIONNAIRE
19. COURSE DIRECTOR'S REPORT
20. CONVEYING SESSION RATING TO FACULTY
21. YOGA CLASS ATTENDANCE REPORT
22. Sanction of FIELD VISIT
23. A model article on Welcome to YASHADA
24. A model RELIEVING REPORT
25. A sample COURSE SCHEDULE
26. A sample LIST OF PARTICIPANTS
27. A sample content page for READING MATERIAL
28. Certificate for EXPENSES OF THE COURSE

A Model Letter

1. Obtaining NOMINATIONS
2. Inviting GUEST FACULTY (resource person)
3. Inviting IN-HOUSE FACULTY
4. A model for informing NOMINATED TRAINEES

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