

**Training Course
on
Administrative and Financial Skills**

5th to 8th January 2010

Course Report



National Institute of Health & Family Welfare

Munirka, New Delhi – 110 067

Ph.: 011-26166441, 26165959, 26107773, 26107634

www.nihfw.org

Training Course
on
Administrative and Financial Skills

Course Coordinating Team

Course Director : Prof. Deoki Nandan
Course Coordinator : Prof. S. Menon
Course Co-coordinators : Dr. Rajesh Kumar
Ms. Deepti George



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Introduction:

Knowledge of Government administrative and financial rules and procedures is very important for the faculty of medical college and Medical officers for efficient and smooth functioning of medical colleges and hospitals. NIHFW is conducting in-service training courses on regular basis for Senior Health Personnel on Health and family Welfare Programs. Experience shows that apart from training in Health and Family Welfare related issues, there is also a strong need to upgrade the administrative and financial knowledge and skills of the health personnel for efficient implementation of Health and Family Welfare Programs.

The training course on Administrative and Financial Skills was conducted at NIHFW from 5th to 8th January 2010, to facilitate capacity building of the faculty and medical officers of Medical colleges / Hospitals and other health institutions in administrative and financial management to manage day to day financial and administrative matters and also to improve their competency to implement efficiently Programs / projects related to Health and Family Welfare.

General Objective:

To orient the faculty members and medical officers of medical colleges/ hospitals and other health institutions, to deal with Administrative and financial issues so as to facilitate them to implement efficiently the Health and Family Welfare related Programs / projects.

Specific objectives:

At the end of the training course, the participants would be able to:

- Identify the key issues of Administrative and Financial Management.
- Discuss Administrative and financial knowledge and skills required for effective implementation of Health and Family Welfare Program/Projects in their organization.

Course Contents:

- Role of good governance for effective Administrative and Financial Management.
- Office Procedures.
- Record maintenance.
- Financial Management.
- Materials Management.
- GOI. Procurement guidelines
- An overview of Conduct Rules, Vigilance & Disciplinary Rules.
- Grievance redressal.
- Procedures to answer parliament/ Vidhan Sabha questions.
- Dealing with Media.
- Conflict management and Negotiation Skills.
- Right to Information.

Methodology:

- Lecture discussion,
- Role Play, Case Studies
- Interactive session.

Duration:

4 days (5th –8th Jan.2010).

Number of Participants:

26 participants.(list of participants see annexure-I)

Training Outcome:

The training is expected to improve knowledge of the participants with regard to administrative and financial matters.

Road Map for future:

Improvement in Administrative and Financial knowledge of the Faculty and Medical Officers of Govt. Medical Colleges / Hospitals and other Health Institutions.

Venue:

Teaching Block
National Institute of Health & Family Welfare,
Munirka Baba Ganganath Marg
New Delhi – 110067.

Training Course on Administrative and Financial Skills

(w.e.f. 5th to 8th January, 2010) **PROGRAM SCHEDULE**

5/1/2010 Tuesday	9.00 -9.30AM	9.30- 10.30AM	10.30 – 11.30AM	11.45 – 1.00PM	2.00 – 3.30PM	3.45 – 5.30PM
	Registration	Introduction, Expectations of Participants. Trg. Need assessment Facilitators: Dr.S.Menon, Dr.Rajesh, Ms.Deepti George	Right To Information Act. Shri. G. Subramanian <i>Lecture Discussion</i>	Role of Good Governance for improving administrative and financial management. Prof. Deoki Nandan <i>Lecture Discussion</i>	Office Procedures Dr. S.K Chaturvedi Lecture	Record /File Maintenance And ACR writing Shri. R.S. Sharma Lecture
6/1/2010 Wednesday	9.00 – 9.30AM	9.30 – 1.00PM		2.00 -3.15PM	3.30- 5.30PM	
	Recap/experience sharing Dr. Ajay.H. Kasumbiwal	Conduct Rules, Leave Rules Vigilance & Disciplinary Rules. Shri. Sandeep Mukerjee <i>Interactive session</i>		Dealing with Media. Prof. Deoki Nandan, Shri. S.K. Singh & Shri. Ramesh Bamania <i>Discussion</i>	Procedures to reply Parliament / Vidhan Sabha questions. Shri. Samrender Nath <i>Discussion</i>	
7/1/2010 Thursday	9.00 – 09.30AM	9.30 – 11.15 AM	11.30 -1.00 PM		2.00 – 3.30PM	03.45 – 05.30PM
	Recap/experience sharing Dr.Mini.S.S.	Financial Management. Shri. D.N.Pathak Lecture Discussion	Audit and accounts issues Shri. Anoop Gupta <i>Discussion</i>		Grievance redressal Procedures Shri. R. S. Sharma Discussion	Negotiation skills and Conflict Management Prof. Neera Dhar Role Play /Case Studies
8/1/2010 Friday	9.00 – 9.30AM	9.30 – 10.30AM		10.30 – 1.00PM	2.30 – 3.30PM	
	Recap/experience sharing Dr. Rohul Jabeen	Govt. of India Procurement guidelines. Smt. Sujaya Krishnan <i>Lecture Discussion</i>		Material management in Hospital Prof. J.K Das <i>Discussion</i>	Concluding session: Participant's feedback about the training course. Distribution of certificates and Concluding remarks by Prof. K. Kalaivani	

Tea time : 11.15 to 11.30 AM; 3.30 to 3.45 PM

Lunch : 1.00 – 2.00 PM

Sessional Objectives:

1. Right to Information Act:

- Discuss Right to Information (RTI) Act and Rules.
- Do's & Don'ts for replying RTI queries.

2. Role of Good Governance for improving administrative and financial Management:

- Discuss the role of good governance for effective performance.

3. Office Procedures:

- Explain the various office procedures.
- Administrative Ethics.
- Types of letters (demi-official, official, unofficial, office memorandum, office order etc.)
- Utility of Peon book, in and out diary registers.
- Mode of writing Note Sheet

4. Record /File Maintenance:

- Discuss the opening, maintenance and closure of files.
- Movement of files.
- Importance of maintaining master files.
- Explain types of registers maintained for Files.
- Discuss duration of records maintenance and when and how to dispose off the files.
- Writing performance appraisal/ACR

5. Conduct Rules, Leave Rules Vigilance & Disciplinary Rules:

- Explain Conduct Rules and Vigilance & Disciplinary Rules and their application in day to day working.
- Discuss the procedure of disciplinary action against defaulting employee /student

6. Dealing with Media:

- Discuss the Do's and don'ts while giving information to press.
- Explain how to give concise & correct information to media.
- Describe procedures to counter the misinformation given by media.

7. Procedures to reply Parliament / Vidhan Sabha questions:

Discuss the Do's and don'ts for replying Parliament / Vidhan Sabha questions.

8. Financial Management:

- Types of Budget.
- Expenditure budget.
- Estimates of expenditure.
- Budget and accounting classification.
- Appropriation and re-appropriation.
- SOE and Utilization certificates
- Discuss delegation of financial powers to subordinates.

9. Audit and accounts issues:

- Explain the roles and responsibilities of drawing and disbursing officer .
- Payments to contractual staff
- Describe the procedure of maintaining appropriate books of accounts.
- Do's and don'ts of accounting.
- Discuss types of audit and objectives of audit.
- Enumerate checks for auditing.
- Explain how to deal with Audit observations.

10. Grievance redressal Procedures:

- Discuss the key issues which need to be considered while dealing with grievances/ representations.
- Explain the procedure of Grievance redressal (staff, students, and patients.)
- Discuss the salient points for dealing with sexual harassment at work place.

11. Negotiation skills and Conflict Management:

- Demonstrate Negotiation skills.
- Explain the process of conflict management.
- Discuss common situations in medical college/hospital where negotiation will help.
- Explain how negotiation can resolve conflict.

12. GOI. Procurement Guidelines:

- Discuss the GOI. Procurement Guidelines.

13. Materials management in Hospital:

- Explain the concept of Materials management.
- Discuss the components of Materials management.
- Discuss the procedure for condemnation.

Course Proceedings:

Day I: 05/01/2010

The training course started with brief round of self introduction by the participants and the coordinating team. This was followed by filling up of training need assessment questionnaire by the participants; the Questionnaire was prepared to find out the administrative and financial areas in which the participants felt they were weak (Analysis of Questionnaire –Annexure II).

The expectations of the participants were then recorded. (Annexure-III)

Ground rules were set for smooth conduction of the training and then formation of steering committee was done (Annexure IV).The role of this committee was to collect, collate and analyse the sessional and overall course evaluation forms of all the participants and to present the evaluation during the concluding session (Sessional evaluation Annexure V).

Next session was on **“Right to Information Act (RTI)”** by Shri. G. Subramanian who said that more than 80 countries have adopted RTI but it is only in India that there is penalty if RTI Act is not followed appropriately. He explained the *Preamble to Right to Information Act, 2005 whereby*

‘Democracy requires an informed citizenry and transparency of information which are vital to its functioning and also to contain corruption and to hold Governments and their instrumentalities accountable to the governed’.

While discussing “information”, he explained that data available in record/writing may be provided to someone asking for information. Data coming from the person’s mind, having no record or documentation should not be given as information. One need not create or generate information for the purpose of RTI. Further, he briefed about RTI Act and its components.

Key Points of the session on RTI Act were as follows:

1. Documents passed by the department only should be certified under RTI.
2. You should certify only those documents which are generated by you, other documents certify as on records.
3. If response is given within 30 days of RTI, then charges @ Rs 2 per A4/A3 size paper made be charged from non BPL applicants or as per actual in case of larger paper size. Rs 50 / floppy and actual price of any sample/model demanded may be charged from the applicant (No charges for posting/ speed post to be taken).
4. If an RTI applicant wishes to conduct some inspection, then 1st hour of inspection will be free and once the 2nd hour starts he/she will be charged @ Rs5 and Rs 10 in case time exceeds 2 hours.
5. Rules of states differ regarding the charges so one has to follow the state rules.
6. Cheque for RTI has to be in the name of accounts officer of the organization.(O.M.23/3/2007 from Deptt. of personnel and training)
7. Subjudged case only if court specifically says not to provide any information of a particular case.

Post tea break Prof. Deoki Nandan, Director NIHFV briefed the participants about the activities being undertaken by National Institute of Health & Family Welfare. He spoke of the various courses being run in the institute and emphasized on positive politics for good governance as heads of various institutions, he then took the session on **“Overview of Administrative and Financial Skills through good Governance”**. He stated that doctors who become politicians sometimes forget their

original profession, which is not good. The need and importance of good Governance and dedicated efforts was also discussed. The same was substantiated, with his Agra Experience, where with good Governance and dedicated efforts many innovative ideas could be brought into in reality, for eg. an emergency block which was inaugurated by a politician , *Sanjha Chulha a sort of community kitchen where* relative of poor patients, could cook their food . He also emphasized on optimal utilization of all available resources. He discussed the importance of getting political support for improvement in facilities for the patients by inviting politicians, judges, etc to the hospital/medical college on different occasions as chief guest. He emphasized on the fact that the politician's power is money and they have votes and skills to communicate, while doctor's power is credibility. Doctors have experience and information but at times lack communication skills.

Key Points of the session on “Overview of Administrative and Financial Skills through good Governance” were as follows:

1. Making changes in politics is the need of the hour.
2. Governance is about rules and processes.
3. Advocacy with media and lobbying is very important from the governance point of view.
4. Decision taken without the opinion of the implementer is not a correct methodology.
5. One needs to have political, bureaucratic as well as community's support to get certain things done.
6. Good and effective Leadership qualities are necessary to change and get things done.

Post lunch the session on “**Office Procedures**” was taken by Dr. S.K.Chaturvedi .He discussed issues such as Citizen's/Client's charter, Docketing, Indexing which come s in relation to the office files.

He said Docketing means making of entries in the notes portion of a file about the serial number assigned to each item of correspondence (whether receipt or issue) for its identification. He then explained that Indexing in relation to a file means indicating its title under appropriate catchwords arranged in their alphabetical order with a view to facilitate its location in the event of need. He explained the terms as ‘PUC-paper under consideration’ and ‘FR-fresh receipt ‘these two only should be flagged in the file ,no other flagging is usually done.

Key Points of the session on “Office Procedures” were as follows:

1. Proper indexing of files is very important.
2. ‘Immediate’/‘urgent’ written files need to be disposed off as soon as possible within 24 hours.
3. ‘Priority ‘written files need to be considered on priority.
4. Proper docketing is essential.
5. Dak section is an important section in Govt. organization and record /diary of receipt and dispatch of letters is to be properly maintained.

Mr. R.S. Sharma took the next Session on “**Record /File Maintenance**” and **how to write Annual confidential reports (ACR)**. He explained that office files are categorized into 3 types namely Category A, B and C. He further explained that Category A files are those which qualify for permanent preservation, while Category B and C files are those which are required for permanent preservation for administrative purposes and file of secondary importance having reference value for a period not exceeding 10 years respectively. He stated that weeding off of category C files is very important.

While discussing medical record management he said that maintaining record of prescription is very important for doctors. However, the participants opined that patients treatment needs to be prioritized while documentation is secondary. To this Mr. Sharma stated that documentation as far as possible

should be done. Further, a discussion on delegation of power began wherein it was explained that in spite of such delegation, the responsibility lies solely with the unit head.

The session on Annual Confidential Report involved discussions on the appropriate terminologies to be used while writing the ACR. Mr. Sharma also informed that if the candidate is not satisfied with the remarks in his ACR, he can go to the court of law. He stated that the language should be encouraging in case of good remarks. Recently it has been decided that the copy of ACR has to be provided to the person concerned and he can represent within 15 days if he /she wants to do so.

Key Points of session on “Record / File Maintenance” and how to write Annual Confidential Reports (ACR)’ were as follows:

1. Office files are categorized into 3 types namely Category A, B & C.
2. Government has decided the detention period for all types of files.
3. Personal appraisal should be submitted by the candidate within 15 days.
4. Reporting officer and reviewing officer should write the ACR by 30th June and 31st August respectively.
5. A copy of the ACR needs to be given to the employee.

Day II: 06/01/2010:

The day started with recap of sessions of the previous day by Dr. Ajay. H. Kasumbiwal. He briefly described all the sessions of 5.1.2010 after which Dr. Menon, Coordinator of Training Course asked each of the participants to tell one particular thing which they remembered from each of the sessions of 5.1.2010.

After the Recap Session, Mr. Sandeep Mukerjee took the forenoon session on **“Conduct Rules, Leave Rules Vigilance & Disciplinary Rules”**.

He discussed conduct rules in details. Rule 3 of CCS conduct rules, which aims at maintenance of efficiency, commitment to duty, honesty and discipline among Govt. employees and Rule 13 (gifts) were discussed along with the permissible limit of accepting the gift by government servant.

He specified that any misconduct by a government servant not covered under any specific rule will fall under Rule (3)(I)(iii) *whereby ‘Every Government servant shall at all times do nothing which is unbecoming of a Government Servant’*.

While discussing disciplinary rules he explained that Major and minor penalties can be imposed on government servants. Procedure of conducting inquiry was also discussed as per rules available in Central Civil Service (Classification, control and Appeal) Rules.

Discussing the conduction of an enquiry he explained the various stages of enquiry. He also enlisted the various people who are part of the enquiry process i.e inquiry officer, presenting officer, charged officer, defence assistant, state witnesses and defence witnesses.

Key Points of session on “Conduct Rules, Leave Rules Vigilance & Disciplinary Rules” were as follows:

1. A person may be a family member in case of conduct rules, but may not be in case of medical case/reimbursement/pension/LTC etc.
2. First time employment of a government servant’s child should be intimated to the government.

3. In departmental proceedings 'hearsay' witnesses are also permissible provided a nexus is found between the hearsay witness and the proceeding.
4. In a criminal case, case has to be proved beyond probability of doubt, while in case of departmental proceedings the case has to be proved up to preponderance of probability.

Afternoon post lunch session on **“Dealing with media”** was taken collectively by **Prof. Deoki Nandan, Director, NIHF, Mr. S.K. Singh, General Manager NRHM (UP) and Mr. Ramesh Bamania, Bureau Chief- ‘Mahamedha’.**

Shri S.K. Singh stated that India is in a transitional phase and that we need to prepare ourselves to tackle the situation where there would be a politician, a media personnel bureaucrat, etc. who cannot be overlooked therefore one needs to deal with them.

The participants wanted to know how to deal with media so that they do not misquote the things. Professor Deoki Nandan said that best is to issue written press note which is concise, accurate and clear, then there is a social, moral and legal binding on press so if they misquote on written material one can always ask for reasons why it has been misquoted. He also said that 'Raaz', 'Awaz', 'Alfaz' and 'Andaz' (i.e. intent of your communication, tone in which you say. Words used and your body language) are very important during interpersonal communication. Mr. Bamania also added that a reporter works for his/her organization and for the public, hence he/she will not write/report only what the public says but will also look what his/her organization wants to depict.

Key Points of session on ‘Dealing with media’ were:

1. Every organization should have an identified person a PRO, who will speak to media.
2. Give a written press note which has short, comprehensive, correct and clear information.
3. Interpersonal Communication involves four elements namely 'Raaz', 'Awaz', 'Alfaz' and 'Andaz' (i.e. intent, tone, words and body language)

The session on **“Procedures to reply Parliament / Vidhan Sabha questions”** was taken by Mr. Samrendra Nath. He explained the process of putting up questions in the parliament. In this he enumerated 5 areas from which response to a question may be taken. The 5 areas are the Central Public Sector Undertaking, Central Autonomous Bodies, State Government, attached sub offices and within the department, of the 5 areas, it is difficult to get a response from the state governments.

He also stated that Members are to give a minimum of 10 days' notice of a question. The maximum period of notice is 21 clear days. Notice can be given from the day following the day on which summons are issued. He also said that the notice should be addressed to Secretary General of Rajya Sabha / Lok Sabha.

Key Points of session on “Procedures to reply Parliament / Vidhan Sabha questions “were as follows:

1. 230 unstarred questions can be asked in a day. Number of questions will differ from department to department depending on the number of members/notice.
2. It is Members' right to elicit information on matters of public importance from the ministers Concerned.
3. Don't use phrases that could be taken as an assurance, unless giving assurance is the intention.
4. If original question is in Hindi, Hindi version of the reply is the authentic & English translation to be given.

Day III: 07/01/2010

Dr. Mini. S.S. did the recap of sessions of the previous day .This was followed by the session on **“Financial guidelines”** which was taken by Shri. **D.N. Pathak**. He explained financial management is *“recording economical activities in and categorizing, summarizing as meaningful data , then employing financial analysis techniques to extract useful financial information for the management to perform planning, evaluating, controlling and decision -making functions”*.

Thereafter he discussed the responsibilities under financial management and explain ed the concept of budget. He categorized the various types of budgets in relation to time and function. He said that Rolling budget needs to be presented only once to parliament or state assembly and it could roll for stipulated period. Long term rolling budget is for 1-2 years, short term is for 4-6 months and current is ongoing. He also explained that Plan budget is for creating assets while non -plan budget is to meet recurring expenditures.

While discussing appropriation and re-appropriation, he explained that each Sub-Head or object Head constitute a primary unit of appropriation/re-appropriation such as salary, wages, Daily allowance, Travelling Allowance, Office Expenses(OE), Overtime Allowance(OTA), Petrol Oil and Lubricant(POL), Machinery & Equipment, Major works etc. He also informed that prior approval of the finance ministry will be needed in case of New Public work s costing between Rs. 10-50 lakh; Augmentation under salary, wages, OE & other charges; Plan to Non-Plan & Vice versa; Re-appropriation beyond Rs. 5.0 crore and other miscellaneous cases.

Shri Pathak also described the six tier Numeric classification which is there to bring uniformity in budgetary allocation and expenditure; he gave example of major head as having 6 digits, minor head as having 3 digits, object head as having 2 digits etc.

Key Points of session on “Financial guidelines were as follows :

1. No finance work is completed without the administrative cooperation.
2. Rolling budget needs to be presented only once to parliament or st ate assembly and it could roll for stipulated period.
3. Recording economical activities in and categorizing, summarizing as meaningful data, then employing financial analysis techniques to extract useful financial information for the management to perform planning, evaluating, controlling and decision-making functions is financial management .

The next session on **“Audit and accounts issues”** was taken by Shri. **Anoop Gupta**. He explained the concept of Expenditure Control Register (ECR) and said that without a ECR it will be difficult to know the amount of money actually spent in the end of the financial year. He said that in case the salary budget has exhausted, the bill should be passed and sent to the treasury along with a request for further budget. Thereafter, he explained types of cheques ‘A’, ‘B’ and ‘C’. ‘A’ category cheques (green colour) is issued in the name of individuals while ‘B’ cheques (blue colour) are issued in the name of drawing and disbursing officer. He further explained that ‘C’ category of cheques (pink colour) are issued only for inter organizational transfer of money.

He also explained that DDO should always ask for the bill register when the cheque arrives , to see whether the amount in cheque tallies with the bill register if not the cheque has to be returned.

Key Points of session on “Audit and accounts issues” were as follows:

1. Drawing and disbursing officer before taking any financial power should know what power is delegated and sanctioned by competent authority.

2. Expenditure needs to be sanctioned by competent authority. Valid reason need to be there for expenditure.
3. Petty cash Book needs to be maintained for 'B' category of Cheques.
4. Detail of each and every expenditure is noted in the Expenditure Control Register (ECR).
5. Salary bill cannot be stopped even if the budget under the salary head has exhausted. However, in case the budget for other expenditures has exhausted, its bill should be stopped.
6. 'C' category type cheques will never come to an individual.
7. To send 'C' category of cheque the accountant general should be different.

The session on **“Grievance redressal Procedures”** was taken by **Mr. R.S. Sharma** as Shri G.K. Pandey could not be available as he was out of station. He stated that grievance redressal rules of the central government are almost similar to state government rules. He also stated that a person of the Joint Secretary status should be designated as the Director of grievance in autonomous bodies and public sector undertakings. However, he also said that in many organizations it is the directors who are acting as the Director of grievance. While discussing a case of sexual harassment he said that services of a person convicted for sexual harassment may be suspended by the enquiry committee after completing the enquiry. Any other major or minor penalty also may be provided by the disciplinary committee.

Key Points of session on ‘Grievance redressal Procedures’ were as follows:

1. Grievance Redressal Mechanism is part and parcel of the machinery of any administration.
2. Analyze the nature and causes of grievances with the aim of identifying systemic deficiencies in laws, rules, regulations, policies, instructions, work practices and procedures, and effecting systemic changes to remove/correct these deficiencies.
3. All grievances should be necessarily acknowledged, with an interim reply within 3 days of receipt and redressed within 3 months of receipt in the Organization.
4. No grievance is to be rejected without having been independently examined.

The last session on **“Negotiation skills and Conflict Management”** was taken by **Prof. Neera Dhar**. She used a role plays to explain negotiation skills. The role play made the participants enact the roles of nurses, paramedics, doctors and one participant became the Medical Superintendent (MS) of a hospital. Prof. Neera explained a case of insult on a nurse by an outsider and how the MS and other doctors/nurses handled the situation.

Day IV: 08/01/2010:

Dr. Rohul Jabeen started the day by giving a brief recap of previous day’s sessions. This was followed by the session on **“Govt. of India Procurement guidelines”** which was taken by **MS. Sujaya Krishnan**. She emphasized on the fact that no data of resources and its location is available with the government. She explained the genesis of Empowered Procurement Wing in Ministry of Health and Family Welfare.

She then described the procurement procedures for various Health and Family Welfare Programs through various agencies.

Further, a detailed discussion on Procurement Steps, Procurement – Planning Process, Mode of Procurement and tendering was held. Further, she explained the Development of Procurement Management Information System (ProMIS) software for use at both central and state levels, focusing on the key components of procurement management, forecasting and quantification, complete procurement cycle, distribution and management. It captures procurement and inventory data for the Ministry and generates reports at Central, State and District level for analysis, planning and decision

making. In the existing system there is lack of ownership, Minimal use of IT applications, mostly manual systems, no proper MIS – affecting procurement decisions and supply chain management. The need of the hour is to set up a **Central Procurement Agency (CPA)**.

Key Points of session on ‘Govt. of India Procurement guidelines’ were as follows:

1. No modifications allowed in the bid once the tender document has come in.
2. Bar Coding on drugs is necessary.
3. ProMIS software to be used to capture procurement and inventory data for the Ministry and generate reports at Central, State and District level for analysis, planning and decision making..
4. The need of the hour is to set up a **Central Procurement Agency (CPA)**.

The last session was on **‘Materials Management’** which was taken by **Prof. J.K. Das**.

He explained the various components of Logistic and Supply Management viz; Procurement, Transportation, Storage, Maintenance and Distribution.

Discussing Inventory Management he highlighted the following problems usually faced by hospitals;

1. Shortage of Drugs
2. Expiry of Drugs

After explaining the concepts above, he stated the objective of material s management as **‘Getting the Right Object at the Right Time at the Right Place in the Right Quantity of Right Quality and at the Right Cost’**. Thereafter, he discussed the types of costs such as Purchase Cost, Inventory Carrying Cost and Shortage Cost. He then discussed the various inventory control techniques namely ABC Analysis, Vital, Essential, Desirable (VED) classification, Fast Slow None {FSN (no)} analysis and on basis of availability in market- Scarcity, with Difficulty or Easily available (SDE) analysis.

He also discussed the topic of Condemnation and listed the following four conditions in which an item may be condemned;

1. Redundant as the item cannot be used due to lack of appropriately trained personnel.
2. Obsolete.
3. Item has lived its life and could be hazardous.
4. Item is beyond economic repair.

He emphasized appropriate steps need to be taken for all procedures including condemnation and proper documentation is very essential.

Key Points of session on ‘Materials Management’ were as follows:

1. Getting the Right Object at the Right Time at the Right Place in the Right Quantity of Right Quality and at the Right Cost.
2. Condemnation of anything needs to be done by proper procedure and with necessary approval and documentation.

Feedback of the Course Team

Salient Features of the training course :

- 24 faculty members and two post graduate students of medical colleges from various states participated in this training course.
- The Participants were from Assam, Chandigarh, Delhi, Haryana, Jammu and Kashmir, Kerala, Maharashtra, Punjab and Uttar Pradesh. Three participants of CSM Medical University, Lucknow, U.P. had to leave the training after completing the second day due to certain official reasons.
- The analysis of the 'training need questionnaires' revealed that majority of the areas enumerated by the participants was included in the sessions scheduled for the training course. Few of the issues which were not included were as follows:
 - Planning projected expenditure.
 - Expenditure for maintenance work
 - Hospital development committee fund management.
 - Financial implications.
 - Plan and project submission.
- The expectations of participants which were not fully met with were as follows:
 - Administrative issues:
 - Practical demonstration of writing different types of official letters, note sheets etc.
 - How to reply vidhan sabha question.
 - To deal with sexual harassment cases.
 - Financial issues:
 - Checks list for auditing.
 - Dealing with audit observations.
 - Payments to contractual staff.
- The participants felt that certain important aspects like dealing with audit observations , practical demonstration of office procedures like note sheet writing or writing different types of office letters difference between circular, OM etc, session on sexual harassment, conflict management as relevant to medical college faculty especially between students and teacher or between different faculty members need to focused and one more day could be added so instead of four days it could be five days training.
- The session on conduct rules brought various conduct rules to the notice of the participants, of which they were not aware of till date .
- Open Session was cancelled as the participants had clarified their doubts during the session itself.

List of Resource Persons

S. No	Name & Address	Phone No	Fax No	Email-id
Internal Resource Persons				
1	Prof. Deoki Nandan Director, National Institute of Health and Family Welfare, Munirka, New Delhi – 110 067	011-26100057 011-26185696	011-26101623	dnandan51@yahoo.com, director@nihfw.org
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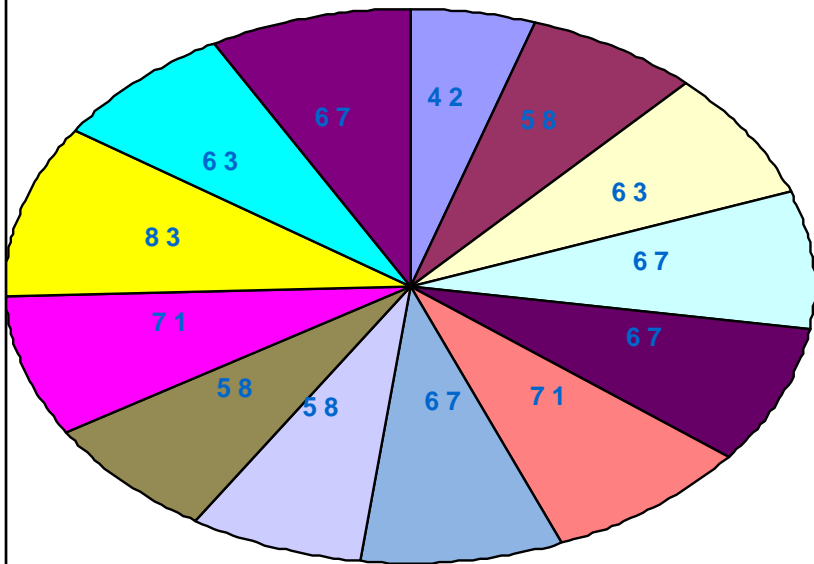
Training Need Assessment Analysis

Analysis of Participants Response	Tally (N= 24)	%
Administrative Area		
Opening of new file	10	42
Maintenance of files / records	14	58
Note sheet writing	15	63
Letters: Demi- Official (DO),Office Memorandum , Unofficial Letters, Official Letters	16	67
Dealing with RTI query	16	67
Proceeding with disciplinary action	17	71
Dealing with media / press conference	16	67
Reply to parliament / vidhan sabha questions	14	58
Grievance redressal / dealing with representations, sexual harassment at workplace	14	58
Conflict Management and negotiation	17	71
Procurement guidelines: tenders, local purchase procedures etc	20	83
Material Management, Inventory Control, condemnation procedures	15	63
Performance appraisal	16	67
Financial Area		
Bank Account: Opening under different heads Maintaining appropriate accounts	16	67
Delegation of financial and admin. Powers	17	71
Expenditure Control	14	58
Budget: Types of Budget, Preparation of budget , Appropriation and re-appropriation	20	83
Maintaining appropriate books of accounts	14	58
Checks for auditing	18	75
Dealing with audit observations	15	63
Payments to contractual staff	14	58
Expenditure: Statement of expenditure, Utilization Reports	17	71

Expectations of Participants

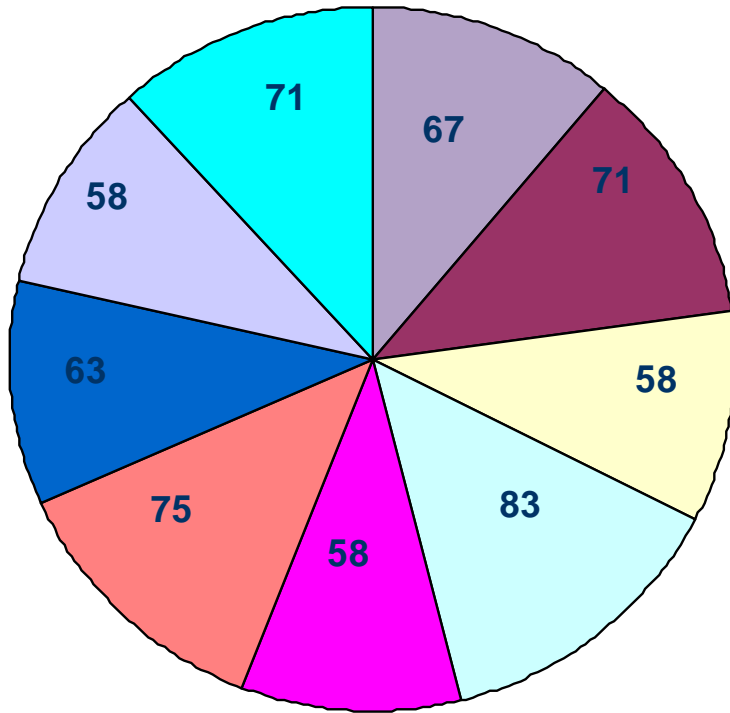
- Provide practical insights for financial management – budgeting expenditure and audit
- Good financial management skills:
 - Procurement
 - Account Settlement
- To become an efficient administrator
- Good knowledge on “administrative and financial skills”
- Get acquainted with administrative and financial skills
- To leave this place as a better planner, implementer, coordinator and monitor
- Performance Appraisal
- Create a well balanced administrator and financial manager
- Addressing the need of good administrative skill to a chieve congenial working atmosphere
- Administration and project management from planning to completion along with financial / administrating / auditing / planning aspects
- This training would help me in strengthening financial and administrative skills
- Discuss administrative and financial skill knowledge required for effective implementation of any programme / projects in their organization.
- This training should help us to improve our present administrative and financial skills
- Able to deal basic of financial management
- Procurement of drugs / other materials / instruments for hospital / peripheral hospital
- I expect that this training programme will help in making us capable of dealing with various projects as well as in administration of our rural field pract ice areas attached to our department.
- The training will help in strengthening smoothly to those areas of our work which had not been taught earlier in our medical teaching but we are expect to perform it efficiently.

**Participants Expectations in the Administrative Area
(In Percentage)**



- Opening of new file
- Maintenance of files / records
- Note sheet writing
- Letters: Demi- Official (DO), Office Memorandum
- Unofficial Letters, Official Letters
- Dealing with RTI query
- Proceeding with disciplinary action
- Dealing with media / press conference
- Reply to parliament / vidhan sabha questions
- Grievance redressal / dealing with representations, sexual harassment at workplace
- Conflict Management and negotiation
- Procurement guidelines: tenders, local purchase procedures etc
- Material Management, Inventory Control, condemnation procedures
- Performance appraisal

Participants Expectations in the Financial Area (In Percentage)



- Bank Account:
Opening under different heads
Maintaining appropriate accounts
- Delegation of financial and admin.
Powers
- Expenditure Control
- Budget:
Types of Budget, Preparation of
budget
Appropriation and re-appropriation
- Maintaining appropriate books of
accounts
- Checks for auditing
- Dealing with audit observations
- Payments to contractual staff
- Expenditure:
Statement of expenditure,
Utilization Reports