



R F D

Results Framework Document
for
Department of Personnel

(2011-2012)

Section 1: Vision, Mission, Objectives and Functions

Vision

Facilitating optimum utilisation of fully equipped, motivated, dedicated, responsive, committed, effective, efficient, trained, competent and accountable human resources for sustained improvement in Government functioning and public service delivery.

Mission

1. Formulation and interpretation of various personnel policies, guidelines and procedures aimed at planned, coherent and systemic improvement in Government functioning.
2. Capacity Building, Training and Skill upgradation of human resources aimed at overall efficiency and innovations in governance.
3. Promotion of ethics, ethos, values and standards to ensure corruption-free, transparent and responsive governance.
4. Ensuring participatory and consultative approach through involvement and engagement of stakeholders

Objective

- 1 Rationalization of working in the Secretariat/ Government
- 2 Introduction of a system of placements and career planning based on specialization
- 3 Streamlining the process of writing ACR/PAR
- 4 Formulation of uniform personnel policies and procedures
- 5 IT based planning and management of personnel
- 6 Ensuring transparency and accountability in governance
- 7 Implementation of the provisions of RTI Act, 2005 in letter and spirit
- 8 Capacity building and training of various categories and classes of employees
- 9 Convening DPC meetings regularly for promotions of all eligible incumbents and timely issue of seniority lists.
- 10 Completion of consultations and spadework for cadre-review of IAS/HPAS
- 11 standardization of forms, formats, noting, drafting, procedures. checklists etc. in various Sections

Functions

- 1 Providing a dynamic framework of uniform personnel policies and procedures
- 2 Formulation and implementation of well articulated training plan and strategy.
- 3 IT based planning and management of human resources resulting into effective e-governance
- 4 Establishment matters as Cadre Controlling Authority in respect of IAS, HPAS. HPSS, Other Class-I officers of the Secretariat, HOD's etc,

Section 1: Vision, Mission, Objectives and Functions

- 5 Policy issues relating to reservation in services for SC/ST/OBC/PwD groups/ Ex-servicemen etc.
- 6 Pay fixation, increments, ACPS, loans/advances, GPF withdrawals/ advances, other service/retiral/death benefits, maintenance of service books etc. of the categories and classes of employees as per the point no. 4
- 7 Advisory role regarding creation/upgradation/abolition of posts,appointments, regularisation,promotions, seniority, confirmation, disciplinary proceedings, extension, re-employment, retirement, termination etc.
- 8 Matters relating to the R&P; Rules of various categories and classes of selection and non-selection posts in various Government departments/ boards/ corporations/ commissions etc.
- 9 Maintenance, upkeep and updation of the ACR's/PAR's of IAS, IPS, HPSS,HPAS,HPSS,HOD's etc.
- 10 Representations, disciplinary proceedings and court cases relating to the various categories of personnel as above.
- 11 Strategic career planning, placement, advancement, motivation of human resources.
- 12 Prescribing procedure and instructions for ACR's/PAR's
- 13 Making appointments and regulating service conditions of various constitutional, administrative and functional posts in various Government departments, boards, corporations, HPPSC, HPSSB, etc.
- 14 Promoting probity, transparency and accountability in public services.
- 15 Capacity Building and training of stakeholders.

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success	Unit	Weight	Target / Criteria Value				
						Excellen	VeryGoo	Good	Fair	Poor
						100%	90%	80%	70%	60%
[1] Rationalization of working in the Secretariat/ Government	6.00	[1.1] Ensure single chain of command	[1.1.1] Postings of Branch Officers under single Secretary	Date	2.40	15/09/2011	17/09/2011	19/09/2011	21/09/2011	23/09/2011
		[1.2] Proposal for link officers	[1.2.1] Designation of officers to whom the charge can be given in case of leave	Date	1.80	15/09/2011	17/09/2011	19/09/2011	21/09/2011	23/09/2011
		[1.3] Decentralization of administrative powers	[1.3.1] Delegation of leave sanctioning powers of Branch Officers to A.D's	Date	1.80	15/09/2011	17/09/2011	19/09/2011	21/09/2011	23/09/2011
[2] Introduction of a system of placements and career planning based on specialization	13.00	[2.1] Compilation of baseline data	[2.1.1] Placing the complete personal data on the website	Date	3.90	30/09/2011	07/10/2011	14/10/2011	21/10/2011	24/10/2011
		[2.2] Domain assignment based on ACR's/PAR's	[2.2.1] Selection of fields of postings	Date	5.20	07/10/2011	10/10/2011	14/10/2011	17/10/2011	20/10/2011
		[2.3] Grooming through capacity building and training	[2.3.1] Finalisation of the trainings for the FY 2011-12	Date	3.90	15/09/2011	17/08/2011	19/09/2011	22/09/2011	24/09/2011
[3] Streamlining the process of writing ACR/PAR	12.00	[3.1] Re-designation of Reporting/Reviewing/Accepting Authorities	[3.1.1] Issue of notification	Date	1.20	07/09/2011	10/09/2011	12/09/2011	14/09/2011	17/09/2011
		[3.2] Modifications in the ACR/PAR formats of HPAS/HPSS officers	[3.2.1] Issue of revised formats	Date	3.00	15/10/2011	22/10/2011	29/10/2011	07/11/2011	12/11/2011
		[3.3] Disclosure of reports	[3.3.1] Sending a copy of ACR's	Date	1.20	30/09/2011	07/10/2011	14/10/2011	17/10/2011	19/10/2011
		[3.4] Online display of the ACR status for the last five years on the departmental website	[3.4.1] Placing ACR status of last five years on the departmental website	Date	2.40	30/09/2011	07/10/2011	14/10/2011	17/10/2011	19/10/2011
		[3.5] Flattening of Confidential Section and reduction in paper formalities	[3.5.1] Issue of orders prescribing flow chart of files	Date	1.80	27/08/2011	22/08/2011	23/08/2011	24/08/2011	25/08/2011

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success	Unit	Weight	Target / Criteria Value				
						Excelle	VeryGoo	Good	Fair	Poor
						100%	90%	80%	70%	60%
		[3.6] Introduction of standard formats for noting in the Confidential Cell/ Section	[3.6.1] Approval and operationalization of the formats	Date	2.40	30/10/2011	22/10/2011	24/10/2011	26/10/2011	28/10/2011
[4] Formulation of uniform personnel policies and procedures	14.00	[4.1] Introduction of common and uniform terms and conditions for contractual employment	[4.1.1] Issue of notification	Date	5.60	31/10/2011	07/11/2011	15/11/2011	22/11/2011	30/11/2011
		[4.2] Prescribing common R&P Rules for the various functional posts having similar duties and responsibilities for the posts of Superintendents, Clerks, Steno-typists, Gestetnor operators, Computer Operators etc.	[4.2.1] Issue of notifications	Date	4.20	15/11/2011	22/11/2011	29/11/2011	07/12/2011	10/12/2011
		[4.3] Prescribing minimum skill requirements and standards at various hierarchial levels in various departments/ boards/ corporations etc. to facilitate training and capacity building	[4.3.1] Issue of orders	Date	4.20	15/11/2011	30/11/2011	07/12/2011	15/12/2011	22/12/2011
[5] IT based planning and management of personnel	9.00	[5.1] Adoption of 'Refnic' in all Sections	[5.1.1] Operationalization of the system	Date	3.15	30/09/2011	07/10/2011	10/10/2011	12/10/2011	15/10/2011
		[5.2] Introduction of 'e-despatch' system	[5.2.1] Operationalization of the system	Date	3.15	15/09/2011	17/09/2011	19/09/2011	21/09/2011	23/09/2011
		[5.3] Initiatives for launch of paperless working in future	[5.3.1] Trial run	Date	2.70	07/12/2011	10/11/2011	12/11/2011	17/12/2011	20/12/2011
[6] Ensuring transparency and accountability in governance	12.00	[6.1] Online display of IPR's	[6.1.1] Placing IPR's of all stakeholders on the website	Date	0.60	30/09/2011	07/10/2011	14/10/2011	21/10/2011	28/10/2011

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success	Unit	Weight	Target / Criteria Value				
						Excelle	VeryGoo	Good	Fair	Poor
						100%	90%	80%	70%	60%
		[6.2] Minimizing the pendency of departmental enquiries	[6.2.1] Reduction to 25%	Date	3.60	31/12/2011	16/01/2012	31/01/2012	15/02/2012	29/02/2012
		[6.3] Expeditious disposal of cases pertaining to Prosecution sanctions	[6.3.1] Reduction to 25%	Date	1.80	15/11/2011	30/11/2011	15/12/2011	31/12/2011	07/01/2012
		[6.4] Categorization and disposal of pending court matters	[6.4.1] Reduction to 25%	Date	3.60	31/12/2011	16/01/2012	31/01/2012	15/02/2012	29/02/2012
		[6.5] Setting up parameters for tenure of HPAS/HPSS officers	[6.5.1] Issue of notification/ guidelines/ instructions	Date	2.40	15/11/2011	21/11/2011	28/11/2011	30/11/2011	07/12/2011
[7] Implementation of the provisions of RTI Act, 2005 in letter and spirit	9.00	[7.1] Awareness generation regarding RTI through workshops, conferences and trainings of officers working in the Secretariat from HPAS/ HPSS cadres.	[7.1.1] Arrangement of workshops, conferences and trainings for all officers working in Secretariat	Date	6.30	15/12/2011	20/12/2011	26/12/2011	28/11/2011	31/12/2011
		[7.2] Proactive disclosures of various reports, returns, notifications, orders, guidelines and circulars	[7.2.1] Placing in public domain within two days	Date	2.70	07/09/2011	09/09/2011	10/09/2011	12/09/2011	12/09/2011
[8] Capacity building and training of various categories and classes of employees	14.00	[8.1] Implementation of the Training Plan and strategy of the department	[8.1.1] Ensuring planned implementation	Date	4.20	30/03/2012	07/04/2012	09/04/2012	10/04/2012	16/04/2012
		[8.2] Restructuring of Basic orientation training for IAS and HPAS officers	[8.2.1] Formulation and implementation of guidelines	Date	2.80	15/09/2011	22/09/2011	29/09/2011	07/10/2011	15/09/2011
		[8.3] Emphasis on in service trainings of HPAS and HPSS and other gazetted officers of H.P. Secretariat	[8.3.1] Publication of modules and manuals	Date	4.20	31/10/2011	07/11/2011	15/11/2011	22/11/2011	30/11/2011

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success	Unit	Weight	Target / Criteria Value				
						Excele	VeryGoo	Good	Fair	Poor
						100%	90%	80%	70%	60%
		[8.4] Empanelment of officers for foreign trainings/assignments as per requirements and domains	[8.4.1] Preparation of panels	Date	2.80	15/10/2011	22/10/2011	29/10/2011	05/11/2011	08/11/2011
* Efficient Functioning of the RFD System	5.00	Timely submission of Draft for Approval	On-time submission	Date	2.0	12/08/2011	16/08/2011	17/08/2011	18/08/2011	19/08/2011
		Timely submission of Results	On-time submission	Date	1.0	01/05/2012	02/05/2012	03/05/2012	04/05/2012	07/05/2012
		Finalize a Strategic Plan	Finalize the Strategic Plan for next 5 years	Date	2.0	20/02/2012	24/02/2012	29/02/2012	05/03/2012	09/03/2012
* Improving Internal Efficiency / responsiveness /service delivery of Department	4.00	Develop RFDs for all Responsibility Centers (Subordinate Offices, Attached Offices, Autonomous Bodies,	Percentage of RCs covered	%	2.0	100	95	90	85	80
		Implementation of Sevottam	Create a compliant system to implement, monitor and review Citizen's / Client's Charter	Date	1.0	20/02/2012	24/02/2012	29/02/2012	05/03/2012	09/03/2012
			Create a Compliant system to redress and monitor public Grievances	Date	1.0	20/02/2012	24/02/2012	29/02/2012	05/03/2012	09/03/2012
* Administrative Reforms	2.00	Identify potential areas of corruption related to departmental activities and develop an action plan to mitigate them	Finalize an action plan to mitigate potential areas of corruption.	Date	2.0	10/12/2011	15/12/2011	20/12/2011	24/12/2011	31/12/2011

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success	Unit	Actual Value	Actual Value	Target Value	Projected Value for	Projected Value for
				FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
[1] Rationalization of working in the Secretariat/ Government	[1.1] Ensure single chain of command	[1.1.1] Postings of Branch Officers under single Secretary	Date	--	--	15/09/2011	--	--
	[1.2] Proposal for link officers	[1.2.1] Designation of officers to whom the charge can be given in case of leave	Date	--	--	15/09/2011	--	--
	[1.3] Decentralization of administrative powers	[1.3.1] Delegation of leave sanctioning powers of Branch Officers to A.D's	Date	--	--	15/09/2011	--	--
[2] Introduction of a system of placements and career planning based on specialization	[2.1] Compilation of baseline data	[2.1.1] Placing the complete personal data on the website	Date	--	--	30/09/2011	--	--
	[2.2] Domain assignment based on ACR's/PAR's	[2.2.1] Selection of fields of postings	Date	--	--	07/10/2011	--	--
	[2.3] Grooming through capacity building and training	[2.3.1] Finalisation of the trainings for the FY 2011-12	Date	--	--	15/09/2011	--	--
[3] Streamlining the process of writing ACR/PAR	[3.1] Re-designation of Reporting/Reviewing/Accepting Authorities	[3.1.1] Issue of notification	Date	--	--	07/09/2011	--	--
	[3.2] Modifications in the ACR/PAR formats of HPAS/HPSS officers	[3.2.1] Issue of revised formats	Date	--	--	15/10/2011	--	--
	[3.3] Disclosure of reports	[3.3.1] Sending a copy of ACR's	Date	--	--	30/09/2011	--	--
	[3.4] Online display of the ACR status for the last five years on the departmental website	[3.4.1] Placing ACR status of last five years on the departmental website	Date	--	--	30/09/2011	--	--
	[3.5] Flattening of Confidential Section and reduction in paper formalities	[3.5.1] Issue of orders prescribing flow chart of files	Date	--	--	27/08/2011	--	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success	Unit	Actual Value FY 09/10	Actual Value FY 10/11	Target Value FY 11/12	Projected Value for FY 12/13	Projected Value for FY 13/14
	[3.6] Introduction of standard formats for noting in the Confidential Cell/ Section	[3.6.1] Approval and operationalization of the formats	Date	--	--	30/10/2011	--	--
[4] Formulation of uniform personnel policies and procedures	[4.1] Introduction of common and uniform terms and conditions for contractual employment	[4.1.1] Issue of notification	Date	--	--	31/10/2011	--	--
	[4.2] Prescribing common R&P Rules for the various functional posts having similar duties and responsibilities for the posts of Superintendents, Clerks, Steno-typists, Gestetnor operators, Computer Operators etc.	[4.2.1] Issue of notifications	Date	--	--	15/11/2011	--	--
	[4.3] Prescribing minimum skill requirements and standards at various hierarchial levels in various departments/ boards/ corporations etc. to facilitate training and capacity building	[4.3.1] Issue of orders	Date	--	--	15/11/2011	--	--
[5] IT based planning and management of personnel	[5.1] Adoption of 'Refnic' in all Sections	[5.1.1] Operationalization of the system	Date	--	--	30/09/2011	--	--
	[5.2] Introduction of 'e-despatch' system	[5.2.1] Operationalization of the system	Date	--	--	15/09/2011	--	--
	[5.3] Initiatives for launch of paperless working in future	[5.3.1] Trial run	Date	--	--	07/12/2011	--	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success	Unit	Actual Value FY 09/10	Actual Value FY 10/11	Target Value FY 11/12	Projected Value for FY 12/13	Projected Value for FY 13/14
[6] Ensuring transparency and accountability in governance	[6.1] Online display of IPR's	[6.1.1] Placing IPR's of all stakeholders on the website	Date	--	--	30/09/2011	--	--
	[6.2] Minimizing the pendency of departmental enquiries	[6.2.1] Reduction to 25%	Date	--	--	31/12/2011	--	--
	[6.3] Expeditious disposal of cases pertaining to Prosecution sanctions	[6.3.1] Reduction to 25%	Date	--	--	15/11/2011	--	--
	[6.4] Categorization and disposal of pending court matters	[6.4.1] Reduction to 25%	Date	--	--	31/12/2011	--	--
	[6.5] Setting up parameters for tenure of HPAS/HPSS officers	[6.5.1] Issue of notification/ guidelines/ instructions	Date	--	--	15/11/2011	--	--
[7] Implementation of the provisions of RTI Act, 2005 in letter and spirit	[7.1] Awareness generation regarding RTI through workshops, conferences and trainings of officers working in the Secretariat from HPAS/ HPSS cadres.	[7.1.1] Arrangement of workshops, conferences and trainings for all officers working in Secretariat	Date	--	--	15/12/2011	--	--
	[7.2] Proactive disclosures of various reports, returns, notifications, orders, guidelines and circulars	[7.2.1] Placing in public domain within two days	Date	--	--	07/09/2011	--	--
[8] Capacity building and training of various categories and classes of employees	[8.1] Implementation of the Training Plan and strategy of the department	[8.1.1] Ensuring planned implementation	Date	--	--	31/03/2012	--	--
	[8.2] Restructuring of Basic orientation	[8.2.1] Formulation and implementation of	Date	--	--	15/09/2011	--	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success	Unit	Actual Value FY 09/10	Actual Value FY 10/11	Target Value FY 11/12	Projected Value for FY 12/13	Projected Value for FY 13/14
	training for IAS and HPAS officers	guidelines						
	[8.3] Emphasis on in service trainings of HPAS and HPSS and other gazetted officers of H.P. Secretariat	[8.3.1] Publication of modules and manuals	Date	--	--	31/10/2011	--	--
	[8.4] Empanelment of officers for foreign trainings/assignments as per requirements and domains	[8.4.1] Preparation of panels	Date	--	--	15/10/2011	--	--
* Efficient Functioning of the RFD System	Timely submission of Draft for Approval	On-time submission	Date	--	--	17/08/2011	--	--
	Timely submission of Results	On-time submission	Date	--	--	02/05/2012	--	--
	Finalize a Strategic Plan	Finalize the Strategic Plan for next 5 years	Date	--	--	24/02/2012	--	--
* Improving Internal Efficiency / responsiveness /service delivery of Department	Develop RFDs for all Responsibility Centers (Subordinate Offices, Attached Offices, Autonomous Bodies,	Percentage of RCs covered	%	--	--	95	--	--
	Implementation of Sevottam	Create a compliant system to implement, monitor and review Citizen's / Client's Charter	Date	--	--	24/02/2012	--	--
		Create a Compliant system to redress and monitor public Grievances	Date	--	--	24/02/2012	--	--
* Administrative Reforms	Identify potential areas of corruption related to departmental activities and develop an action	Finalize an action plan to mitigate potential areas of corruption.	Date	--	--	15/12/2011	--	--

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success	Unit	Actual Value FY 09/10	Actual Value FY 10/11	Target Value FY 11/12	Projected Value for FY 12/13	Projected Value for FY 13/14
	plan to mitigate them							

* Mandatory Objective(s)

Section 4:
Description and Definition of Success Indicators
and Proposed Measurement Methodology

SNo	Objective	Wt.	Actions	Success Indicators	Remarks
1	Rationalization of working in the Secretariat/ Government	9	<p>Ensure single chain of command</p> <p>Proposal for link officers</p> <p>Decentralization of administrative powers</p>	<p>Postings of Branch Officers under single Secretary</p> <p>Designation of officers to whom the charge can be given in case of absence of others</p> <p>Delegation of leave sanctioning powers of Branch Officers to A.D's</p>	<p>Timelines have been fixed to ensure unity of command. After designation of Link Officers, the process of sanctioning leave and giving charge will be streamlined. The Secretaries will be able to sanction leave and entrust the charge to the pre-identified officer. The Link Officers will also be able to adapt quickly and handle the work.</p>
2	Introduction of a system of placements and career planning based on specialization	12	<p>Compilation of baseline data</p> <p>Domain assignments based on ACR's/PAR's</p> <p>Grooming through capacity building and training</p>	<p>Placing the complete personal data on the website</p> <p>Selection of fields of postings</p> <p>Finalisation of the trainings for the FY 2011-12</p>	<p>After identification of specialisation of officers and assignment of proper domains on the bases of ACR's/PAR's, fields of probable postings can be identified and the officers are proposed to be groomed by imparting necessary trainings in those specified fields with a view to increase efficiency in governance.</p>
3	Streamlining the process of writing ACR's/PAR's	12	<p>Re-designation of Reporting/Reviewing/Accepting Authorities</p> <p>Modifications in the ACR/ PAR formats</p> <p>Disclosure of reports</p> <p>Online disclosure of dossiers</p> <p>Flattening of Confidential Section and reduction in paper formalities</p>	<p>Issue of notification</p> <p>Issue of revised formats</p> <p>Sending a copy of ACR's</p> <p>Placing complete dossiers on the departmental website</p> <p>Issue of orders prescribing flow chart of files</p>	<p>Writing and timely conveying of ACR's/PAR's to the stakeholders results into efficiency. By introduction of the standardised formats and reduction in channels of file flow, inordinate delay is minimized. The completed reports will be conveyed to all the officers.</p>

			Introduction of standard formats for noting in the Confidential Cell/Section	Approval and operationalization of the formats	
4	Formulation of uniform personnel policies and procedures	12	Introduction of common and uniform terms and conditions for contractual employment Prescribing common R&P Rules for the various functional posts having similar duties and responsibilities Prescribing minimum skill requirements and standards at various hierarchial levels in various departments/ boards/ corporations etc. to facilitate training and capacity building	Issue of notification Issue of notification Issue of orders	Uniform and standard R&P Rules as well as standard terms and conditions of employment for various functional posts in the Government can reduce delays and latches. Minimum skill requirements can be utilized for the purposes of imparting training to employees.
5	IT based planning and management of personnel	9	Adoption of 'Refnic' in all Sections Introduction of 'e-Despatch' system Initiatives for launch of paperless working in future	Operationalization of the system Operationalization of the system Trial run	By use of 'Refnic' and 'e-Despatch' softwares the departmental functioning can be monitored and improved effectively and economically. In the long run, these intervention could be utilized to usher in paperless working
6	Ensuring transparency and accountability in governance	12	Online display of IPR's Minimizing the dependency of departmental enquiries Expeditious disposal of cases pertaining to Prosecution sanctions Categorization and disposal of pending court matters	Placing IPR's of all stakeholders on the website Reduction to 25% Reduction to 25% Reduction to 25%	By disclosure of assets and liabilities and minimizing departmental cases and court matters, accountability can be ensured. In furtherance of the policy of 'zero tolerance of corruption' all pending cases for prosecution sanction will be cleared through a special drive.
7	Implementation of the provisions of RTI Act, 2005 in letter and spirit	9	Awareness generation regarding RTI through workshops, conferences and trainings Proactive disclosures of various reports, returns, notifications, orders guidelines and circulars	Arrangement of workshops, conferences and trainings for all officers working in Secretariat Placing in public domain within two days	For effective implementation of the RTI, Act, 2005, awareness generation and proactive disclosures will be encouraged.
8	Capacity building and training of various categories and classes of employees	14	Implementation of the Training Plan and strategy of the department Restructuring of Basic orientation training for IAS and HPAS officers	Ensuring planned implementation Formulation and implementation of guidelines	The departmental training plan for the year 2011-12 will be implemented in toto. New initiatives like restructuring of basic orientation training and

			Emphasis on in service trainings of HPAS and HPSS and other gazetted officers of H.P Secretariat	Publication of modules and manuals	In-service trainings for IAS/HPAS will be undertaken and empanelment will be done for foreign trainings as per the needs and specialisation required
			Empanelment of officers for foreign trainings/assignments as per requirements and domains	Preparation of panels	

Section 5: Specific Performance Requirements from

- Law Department
- Finance Department
- Department of Administrative Reforms and Trainings
- HIPA/ ATI/ Retirees
- NIC
- DOPT, GOI

Section 6: OutCome/Impact of Department/Ministry

OutCome/Impact of Department/Minist	Jointly responsible for influencing this outcome / impact with the following department (s) /	Success Indicator	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
1 Trial run of paperless working	NIC	Design and development of software	--	--	15.11.2011	--	--
2 Common terms and conditions and R&P Rules for various categories	Law and Finance Departments	Concurrence	--	--	10.9.2011	--	--
3 Modules, slots and manuals for training	HIPA/ ATI/Retirees	Drafts and slots	--	--	30.9.2011	--	--
4 Empanelment of officers for foreign trainings	Administrative Reforms and Trainings	Issue of instructions	--	--	31.8.2011	--	--
5 Modifications in the training strategy and PAR authorities of IAS officers and introduction of in-service trainings thereof	DOPT, GOI	Concurrence/ intimation	--	--	15.10.2011	--	--