

HUMAN RESOURCE DEVELOPMENT POLICY-2014



ARCHAEOLOGICAL SURVEY OF INDIA

Background

Established in 1861 the Archaeological Survey of India has since then spearheaded all archaeological work in the country. The Survey has various branches manned by well trained specialists.

For the past 150 years ASI has based its tasks on the treatises written by its founding fathers namely Alexander Cunningham (23 volume report), James Barges(Epigraphia Indica), John Marshall (Conservation Manual), Sir Woolley (Excavation & Allied Issues), R.E. Mortimer Wheeler and many more.

The ASI manages various issues relating to protected monuments & sites under the legislation such as Ancient Monuments and Archaeological Sites and Remains Act, 1958; Amendments & Validation Act 2010; and also Antiquities and Art Treasures Act, 1972.

The prime tasks of the organization are exploration and conducting excavation of ancient archaeological sites and remains, archaeological research, survey and documentation of religious and secular buildings/structures, protection of monuments of National Importance, Scientific research, conservation and preservation, environmental development around ancient monuments, epigraphy research, capacity building, training and publications on the archaeological researches, execution of conservation related projects outside the country. In addition ASI is the Nodal Agency for World Heritage matters in the country.

With the passage of time, rapid economic growth, globalization and climatic change have created a complex and challenging environment. To take up these challenges new wings have been created in the organization bringing with them the need to constantly upgrade our skills.

For transforming the Archaeological Survey of India, it is imperative to move to a strategic human resource management system, which would look at the individual as a vital resource to be valued, motivated, developed and enabled to achieve the Ministry/Department's mission and objectives. Within this transformational process, it is essential to match individuals' competencies with the jobs they have to do and bridge competency gaps for current and future roles through training.

Competencies encompass knowledge, skills and behavior, which are required in an individual for effectively performing the function of a post. Training may increase professional and specialized skills, which are relevant for specialized work such as archaeological excavations, exploration, conservation of built heritage, researches in field of archaeology, management of monuments and sites etc.

Existing Organizational Setup

ASI with its headquarters at Delhi is headed by the Director General and he is assisted by two Additional Directors General one each for Archaeology and Administration. The Additional Director General (Archaeology) is supported by two Joint Directors General.

Various Wings of ASI

In the field ASI has the following offices: Regional Directorates (5), Circles (28) and Mini Circle at Leh (1), Pre-History Branch (1), Excavations Branches (6), Building Survey Project (1), Temple Survey Project (2), Museums (44), Institute of Archaeology (1), Under Water Archaeology (1), Licensing for trading of antiquities (2), Data bank for Antiquity Registration Certificates (1), Central Antiquity Collection (CAC) (1).

Sl. No.	Name of post/Field	Sanctioned Strength
1	Director (HQrs & Field)	18
2	Archaeology (all levels)	142
3	Science (all levels)	59
4	Epigraphy (all levels)	15
5	Conservation (all levels)	311
6	Horticulture (all levels)	39
7	Security (all levels)	7

8	Attendants (all levels)	5164
9	Administration (all levels)	155
10	Photography (all levels)	97
11	Survey (all levels)	56

Training Objectives:

There is no policy/ regular training programme for the capacity building of all cadres and levels present in the ASI. Therefore a systematic approach of training/ Human Resource Development will be needed to develop professional competency, requisite knowledge, skill and attitude to affectively perform the functions they are entrusted with.

Training Target

- All archaeological cadres will be provided training to equip them with competencies for their current and future jobs.
- Training will be provided before promotion to next grade when job profile gets changed.
- All supporting wings like Science Branch, Horticulture and Epigraphy etc. will also be provided training to work with archaeological norms and departmental needs.
- Training will also be available for administrative staff from lowest to highest level.
- Special training modules will be prepared for large number of multi tasking staff (Monument/Museum/Office Attendant and foreman etc.).
- Training will also be provided for allied departments, like State Archaeology, University/ Educational Institutions etc.

Institute of Archaeology:

The School of Archaeology was established in 1959 under the purview of the Archaeological Survey of India (ASI) and upgraded to Institute of Archaeology in the year 1985. The Institute functions as an academic wing of the ASI and conducts a two year Post Graduate diploma in Archaeology besides professional training-cum-workshops in field Archaeology. Its aim is to remain in the forefront of international research in archaeological sciences, besides promoting best practice in the management of cultural heritage and in the care and preservation of archaeological artifacts. It interacts with State Departments, Museums, Universities and other Archaeological / Cultural Institutions in furthering the cause of social, political and economic context of archaeology.

Existing Training Courses in ASI

(I) Regular Training Programme

Two-year Post Graduate Diploma in Archaeology- Institute of Archaeology, ASI imparting long term training programme for fresh students having a minimum qualification of Master's Degree in Ancient or Medieval Indian History / Archaeology / Anthropology including Indian Classical languages such as Sanskrit, Pali, Prakrit, Arabic or Persian or Geology and candidates working in the Archaeological organizations, Central / State Government and University Departments. There are provisions of 15 seats in the session with stipend and accommodation facilities on campus. Foreign students/officials sponsored by the neighboring countries are also admitted for short and long time training.

The syllabi includes twelve papers which cover : Principles and Methods of Archaeology, Application of Science in Archaeology, Proto-history, Historical Archaeology, Art and Iconography, Architecture, Epigraphy and Numismatics, Museology, Structural Conservation of Monuments, Chemical Preservation of Monuments and Antiquities and Antiquarian Laws. Besides these, practical training have also been imparted viz. Surveying, Drawing, Photography, Modeling, Exploration & Excavation, Chemical Conservation and Computer Application.

Professional Workshops/Short term training/ Special lecture

The following Professional Workshops are organized **periodically** in order to improve the qualitative output of the professionals and abreast them with the new researches / methodology to be adopted in the upkeep and maintenance of the heritage.

1. Structural Conservation
2. Chemical Preservation
3. Epigraphy and Numismatics
4. Heritage and Environmental Management
5. Museology
6. Administration and Accounts
7. Special lecture on various subjects

(II) Occasional Training Programme

Short term training course (Three months) on Archaeological and Conservation Sciences: This course is conducted by Science Branch of ASI Dehradun for newly recruited Assistant Archaeological Chemist

Short term training course for Conservation Assistants: Lime training has been organized in collaboration with Aga Khan Trust for enhancing traditional knowledge of structural conservation.

Under cultural exchange programme (CEP): ASI personals participating training programme/Workshops/Seminars to share their knowledge on International forum.

Archaeological Survey of India & National Cultural Fund Training Programme: Training programme who are working in the museum have been organized in collaboration with British Museum, London (Six Months) and MOU has been signed with GEITY trust for workshops on Bhuddhist art.

Basis of Nomination:

The **mode of selection** in PG Diploma in Archaeology course is direct through advertisement and for the departmental candidates, nomination by Head of the office or Recommendation at the time of selection.

There are no criteria laid down at present for the selection of trainees for the workshops and seminars.

Role of Institute of Archaeology under training policy

Institute will formulate training modules with the consultancy of various institution/professional Human Resource Development.

- Institute will act as nodal office for imparting and coordinating training programme of ASI.
- Director Institute will be the nodal person for implementation of training programme.
- Under the Institute a training cell will be created.
- Classify all posts the clear job description and competency required.
- Prepare an annual training plan for all the cadres of ASI.
- Coordinate with other training Institutions within India and abroad.
- Coordinate with Institute of Secretariat Training and Management (ISTM)
- To prepare List of mentor / resource persons / collaborating Institute/ Institutions.
- Constitute an advisory board for formulation of Annual Training Programme.
- Long term training (Two years PGDA) also be reviewed and modify according requirement of job.
- Feedback mechanisms have to be developed.

Role of ASI (Hqrs) and Ministry in the Training Policy

- Keep track of the latest international trends in training and development and replicate/assimilate them in our context.
- Constantly hone and upgrade the skills of trainers/faculty members in the new and emerging training techniques and methodologies and assets/review their performance as trainers/faculty
- Constantly review and modify curricula, content and training methodologies to take account of training feedback and the needs of clients;

- Put in place a rigorous system of evaluation of training programmes and assessment of their impact on individual's performance over time; and
- Conduct evaluation studies to assess the impact of training programmes conducted by it on organizational performance.

Training Programme:

The training will be imparted at the following stages:

- (a) At the time of their entry into service, and
- (b) At appropriate intervals in the course of their carrier at least once in a Three / Five years.
- (c) When got promoted to higher level
- (d) If needed at the time of change of assignment.

At Induction Level

The Institute of Archaeology of ASI is already imparting two year training programme (PG Dip. in Archaeology) in the field of archaeology. The Training Policy envisages that this should be made an **essential qualification** in the recruitment rules for direct recruitment to the post of Assistant Archaeologist in Archaeological Survey of India or alternatively be made mandatory after selection for the post of AA.

For capacity building of serving archeologists who are not having diploma have to undergo training for longer duration or need based and linked to the competencies required for their current and future jobs.

Proposed Training Programme: -

S.NO	Course Title	Level of Participants	No. of Courses	Duration	Agency /Collaboration
1.	Archaeology (Foundation Course)	Assistant Archaeologist (Completed 3 years of service, non diploma)	1	9 Months	Institute of Archaeology

Course Content – Excavation, Exploration, Architecture , Art, Application of Science in Archaeology, Report Writing (Publications), Epigraphy, Numismatics, Antiquarian Law & Conservation					
2.	Foundation Course	Dy.SA/SA	1	2Months (April to May)	Institute of Archaeology *
Course Content - Recent Development in Archaeology, Application of Science in Archaeology, Report Writing (Publication), Antiquarian Laws & Conservation Polices.					
3.	Conservation (Foundation Course)	CA Gr. I & II and Sr.CA	1	3Months (July to Sept.)	Institute of Archaeology *
Course Content - Conservation Principles; Conservation Manual and guidelines; National Conservation Policy; Introduction to building materials and structural techniques; Orientation to conservation works undertaken by the ASI; Introduction to various kinds of interventions; Structural and Material Conservation					
4.	Chemical Preservation	AAC	1	2Months (Sept. to Oct.)	Institute of Archaeology *
Course Content - Chemical Preservation of monuments, Antiquities, Art , Architecture, Archaeology Appreciation					
5.	Horticulture	AAH	1	1Months (Sep.)	Institute of Archaeology *
Course Content - Archaeological garden, Estimate Preparation, Archaeology Appreciation,					
6.	Conservation (Foundation Course)	Dy SAE & SAE	1	2Months (July to Sept.)	Institute of Archaeology *
Course Content - Conservation Principles; Conservation Manual and guidelines; National Conservation Policy; Introduction to building materials and structural techniques; Orientation to conservation works undertaken by the ASI; Introduction to various kinds of interventions; Structural and Material Conservation, Preparation of Conservation Plans					

* Institute of Archaeology would collaborate with Professional/Technical/Educational Institutes/Universities for conducting these courses.

Training Programme: - Capacity Building for serving officials/Officers

S.NO	Course Title	Level of Participants	No. of Courses	Duration	Agency /Collaboration
1.	Capacity Building (Archaeology)	A.A Astd. Arch Astd.Suptdg. Arch (completed five year of service)	1	2Week	Institute of Archaeology
Course Content -Recent development in archaeology, Museology, Conservation and Preservation of Antiquities					
2.	Orientation Course (Archaeology)	Dy.SA, SA (completed five year of service)	1	1 Week	Institute of Archaeology
Course Content - Development in archaeology, Museology, Publications					
3.	Orientation Course (Archaeology)	Director/ Joint DG/ADG	2	3 days	Institute of Archaeology
Course Content - Recent development in archaeology, Museology					
4.	Conservation of Monuments (Orientation Course)	CA II, CA I and Sr. CA (completed five year of service)	1	2Week	Institute of Archaeology *
Course Content - Advancements in Structural Conservation techniques; Retrofitting of historic buildings					
5.	Conservation of Monuments (Orientation Course)	Dy SAE, SAE	1	1 Week	Institute of Archaeology *
Course Content - Conservation and Management ; Visitor Management; Disaster Management					
6.	Material Conservation (Orientation Course)	CA II to SAE	1	1 Week	Institute of Archaeology *
Aspects related to specific building materials – Lime, Brick, Timber, Stone, etc.					

7.	Orientation Course (Museum Management)	AA, ASA	1	2 Week	Institute of Archaeology *
8.	Orientation Course (Horticulture)	Dy.SA ,Dy.SAE ,SA, Dy.SA Horticulture	1	3days	Institute of Archaeology *
Course Content - Horticultural activities at centrally protected monuments, appreciation of archaeology					
9.	Orientation Course (Site Management)	SA, Dy. SA, Dy. SAE	1	3 days	Institute of Archaeology *
Course Content - site managements, implementation of rules					
10.	Orientation Course (Acts & Rules)	CA, Dy.SA, Registering Officer	1	3days	Institute of Archaeology *
Course Content - AMS&R Act ,AAT Act ,Land Accusations Acts					
11.	Appreciation Course (Art Architecture & Archaeology)	for Officers of ASI and ministry	1	1 Months (Evening Classes)	Institute of Archaeology *
12.	Orientation Course (Archaeological photography)	Photographer Gr I ,ii,	1	3Week (can be combined with Sl. No. 1 foundation Course of Archaeology)	Institute of Archaeology *
Course Content - excavation photography, monuments, antiquities, computer applications, digital documentations					
13.	Orientation Course (survey)	Surveyor	1	3 Week (can be combined with Sl. No. 1 foundation Course of Archaeology)	Institute of Archaeology
Course Content - trench layout ,total station survey etc					
14.	Orientation Course (drawing)	Draftsman	2	3Weeks (can be combined with Sl. No.	Institute of Archaeology

				1 foundation Course of Archaeology)	
15	Orientation Course (Prehistory)	Asstt. Archaeologists & Dy. SA	1	3Weeks	
Course Content – Tool Technology and Prehistoric Explorations					
16	Orientation Course (Under Water Archaeology)	Asstt. Archaeologists & Dy. SA	1	3 Weeks	Institute of Archaeology *
Course Content - excavation drawings, Architectural drawings, antiquity, tool drawings, and computer applications.					
17.	Training for disaster management	DY.SA, SA, Director	1	3 months	Institute of Archaeology *
18	Training Archaeological Technology	DY.SA, SA,	1	3 weeks	Institute of Archaeology *
19	Site Management Plan	Sr CAs to SAEs; AAs to SAs	1	2 Weeks	Institute of Archaeology *
Course Content -Integrated Site Management Plans; Introduction to Sub-plans (Visitor Management, Environmental, Disaster, etc.)					
20	World Heritage Matters	Same as above	1	1 Week	Institute of Archaeology *
Course Content _ Introduction to World Heritage Convention and Operational Guidelines;Preparation of nomination dossier;Site and Buffer Management					
21	Orientation Course on Geographic Information System (GIS)	Dy. SA's, AA's, Surveyors, Draughtsman	1	2 Week	Institute of Archaeology *
Course Content _ Remote Sensing, GPS, GPRS, etc.					
22	Orientation Course on Multitasking Staff	Monument, Office, Museum Attendants, Chaukidars, etc.	1	1 Week	Concerned Circle/ Branch/ Museum
Course Content _ Duty, Public dealing, Archaeology appreciation, etc.					

23	Orientation Course on Management of World Heritage Sites			2 Weeks	Institute of Archaeology
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Workshops/ Seminars:

Monthly workshops, in collaboration with experts, shall be organized on various subjects' examples of which as under:

- Prehistoric Tool technology
- Indian Calligraphy
- Early Coinage of India
- Miniature Painting
- Art & Architecture
- Estimate Preparation etc.
- Digital Photography
- Traditional Art & Craft
- Documentation of Antiquities, Built Heritage & Sites
- Publication Methodology

Training/ Orientation Course For students / Volunteers from outside ASI

Short term training courses on field archaeology, conservation, documentation, epigraphy and traditional craft would be formulated to sensitize general masses & create volunteers/ manpower for ASI and sister organizations.

Training Programme: For Central Secretariat Services

Administrative and secretarial training for DDO, AO, SO, Head Clerk, UDC, LDC and Work Assistants etc. shall be provided at Institute of Secretariat Training and Management (ISTM) and other institution where annual event calendar for various training programme of all level has already been formulated or special training course can be formulated for this organization.

The Institute of Archaeology shall organize special refresher course on administration, Acts & Laws of ASI for all cadres which will cater to the needs of organization /department as per the requirement.

Foreign Training:

Training abroad fills a crucial gap in the training system as it provides opportunities for officers/officials to keep abreast with the latest thoughts, state of the art technology and innovations on different subjects at leading institution of the world while exposing them to experiences and best practices of different countries. Long term and short term training abroad will develop in depth competencies in a range of subjects/area specific specialized subjects.

Training for Trainers:

In house professional mentors would be trained who will act as resource person/trainer under the “own a training capsule” programme. The intention is to make a person responsible for creation of a training capsule, including course content and also its constant review and updating. (A module will be formulated accordingly).

Collaborating Agencies/Departments/Institutions:

1. Deccan College, Pune
2. M. S. University Vadodara

3. Banaras Hindu University, Varanasi
4. K P Jaisawal Institute, Patna
5. Indian Institute of Numismatic Studies, Nasik
6. Calcutta University, Kolkata
7. Indian Institute of Oceanography, Goa
8. NRLC, Lucknow
9. Bibal Sahani Institute, Lucknow
10. Anthropological Survey of India, Kolkata
11. Indian Institute of Remote Sensing, Dehradun
12. FRI, Dehradun
13. IMMT, Bhubneshwar
14. Wadia Institute of Himalyan Geology Studies, Dehradun
15. Institute of Heritage Management, Delhi
16. School of Planning and Architecture
17. IITs
18. INTACH
19. National Museum Institute, Delhi
20. Manav Sangrahalya, Bhopal
21. Allahabad Museum, Allahabad
22. Indian Museum Kolkata, etc.
23. Allahabad University, Allahabad
24. Pondicherry University, Puducherry

Overseas Institutions/ Organizations:

1. UCL Institute of Archaeology, London,
2. British Museum, London;
3. Institute of Disaster Mitigation for Urban Cultural Heritage, Japan
4. Aus Heritage, Australia
5. Shanghai Museum, Shanghai, China
6. Archaeological Department, Neighborhood countries
7. Art Institute of Chicago, USA
8. J Paul Getty Trust, USA
9. ICCROM, Rome
10. Beijing University, China
11. Australia National University
12. Cambridge University