

SECOND SENIOR STAFF COURSE

OCTOBER 9, 1985—JANUARY 7, 1986

COURSE GUIDELINES

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA

**BANGLADESH
PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR. DHAKA.**

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Course Director : Dr. A. T. M. Shamsul Huda
Course Coordinators : Dr. Md. Abdul Jalil
Mr. M. Matiur Rahman

1. In a very general sense, the complexities of administration in developing societies have made building of administrative capacity a pre-requisite for sustained development. Development, both as a goal and as an action programme, has passed through a number of orientations, ideologies, strategies and methodologies. The ends of development and the means of achieving them, however, still remain controversial and the search for an agreed paradigm still continues. In the process, a substantial body of knowledge relating to development policy and administration has been generated that needs to be analysed and understood for the purpose of both continuing with the current efforts at development and also for developing a suitable framework for development and its administration.

2. The role of senior administrators in the formulation and execution of development policy is well recognised. There is, however, widespread belief that exploitation of that role to the optimal level is handicapped primarily due to lack of knowledge of the various dimensions of development policy and an appropriate understanding of the many complexities of its administration. The problem of implementation is further aggravated by narrow departmentalism and lack of sharing of information and co-ordination of efforts.

3. The above pessimism is equally matched by a recognition that senior administrators, because of their background and experience, possess valuable information and knowledge on various developmental issues. There has to be a forum where this potential can be exploited as a collaborative effort to the benefit of all participants in the enterprise.

BPATC AND ITS ROLE:

4. Government has always been concerned with the full development of the potentials of its officials at all levels. Government's anxiety at more intensified and integrated training for public officials has been reflected in the creation of the Bangladesh Public Administration Training Centre (BPATC) at Savar, Dhaka by merging the Bangladesh Administrative Staff College, National Institute of Public Administration, Civil Officer's Training Academy and the Staff Training Institute. The Centre was set-up in April, 1984 as an autonomous body with the Rector as its head. The Centre consists of four Divisions, viz., Programme and Studies, Management and Public Administration, Development Economics and Research and Consultancy. Each Division is headed by a Member, Directing Staff. The Divisions are further divided into departments and sections and are manned by Directors and other supporting staff.

5. Though BPATC is a new organisation, it has inherited a rich legacy of administrative training in this country. In its present set-up, that role has been sought to be further augmented by linking training with career development. The Senior Staff Course has been specifically designed for career development purposes of officers of the level of Joint Secretaries in the Government or equivalent. The first Senior Staff Course was held from March 24th to June 16, 1985. This course is the second one in the series.

Objectives of the Course

6. BPATC courses are designed with several general objectives in view. Within this broad framework, attention is given towards meeting specific needs of particular groups in terms of their level, nature of work, subject-matter focus and particular needs.

General Objectives

7. These may be briefly enumerated as follows :

- a. To create an atmosphere, free of worries and rush of work, by bringing the participants to Savar, away from their jobs;
 - b. to provide a forum to the participants for free exchange of ideas and experience for purposes of greater understanding of their role, tasks, and functions and the mutuality of departmental actions and programmes ;
 - c. to bring home to the participants the complex nature of national development irrespective of what their own fields are, in a bid to create an appreciation of the nature and value of the work of fellow members and view their own work in the wide perspective of national development ;
 - d. to make the participants aware of the deficiencies in their own knowledge and skills and provide opportunities during the training period for further improvement ;
 - e. to develop a deeper understanding of the complex social, economic, cultural and political environment in which the participants operate ;
 - f. to impart to the participants new knowledge in vital fields and acquaint them with current thinking on national development ; and
 - g. to help the participants to achieve a higher level of competence generally to cope with challenging demands of a changing society, to think critically and to decide promptly and quickly.
8. Within the framework of the above objectives, the current Course specifically aims at the following :
- a. to acquaint the participants with the theoretical frameworks of development policy and their administration :
 - b. to relate those frameworks to an appreciation of internal resource mobilization in Bangladesh ; and
 - c. to further augment the participants, understanding of a few development issues by comparative study.

Content of the Course

9. The Senior Staff Course has been specifically designed for career development of officers of the level of Joint Secretaries to the Government and equivalent officers. The duration of the Course is 3 months from 9th October 1985 through 7th January 1986. Time allotted for various activities are approximately as follows :

Lecture, Review and Special studies	: 6.5 weeks
Syndicate	: 3 weeks
Seminar	: 1.5 week
Study Tour	: 1 week

10. The lecture sessions, Syndicate and seminar activities and the study tours are designed to meet the objectives of the Course. The lectures are organised theoretically with specific focus on Development Economics and Public Administration. In order to bring a multi-disciplinary approach to a few course contents, a number of topics will be discussed by academicians and practitioners drawn from a wide range of disciplinary background. The disciplinary location and individual course numbering is given below for guidance of all concerned:

Development Economics

- DE 501 Theories of Economic Development
- DE 502 Planning Strategies in Bangladesh
- DE 503 Domestic Resource Mobilisation-I
- DE 504 Domestic Resource Mobilisation-II
- DE 505 Problems of Employment Generation

Public Administration

- PA 530 Theories of Development:
Perspectives from Political Science, Sociology and Public Administration
- PA 531 Leading Issues in Public Administration

Development Economics/Public Administration

- DE/PA 540 Development Administration in Comparative Perspective
- DE/PA 541 Seminars on Important Policies
- DE/PA 601 Review
- DE/PA 602 Special Studies
- ST 603 Study Tour
- Sem 700 Seminar
- Syn 710 Syndicate

11. Details of the Course Syllabus are given at Annexure 'A'.

12. List of nominated participants with their designation and place of posting is given at Annexure-B.

Course Requirements:

13. All participants are expected to successfully complete the Course. For successful Course completion, the following requirements need to be met by a participant:

- a. Stay in the dormitory room allotted to him at BPATC complex.
- b. Be punctual in attending all activities prescribed for the Course:
- c. Attend all the Sessions as per schedule:
- d. Undertake field visits, submit all seminar papers and other reports and perform other tasks assigned by the Course administration on due time; and
- e. Take all tests and examinations for the purposes of evaluation.

Training Methodology:

14. The training techniques to be followed in the conduct of the Course are mentioned below:

Syndicate Method:

15. The essence of the Syndicate Method is that participants learn from each other by narrating their own experiences and listening to those of the others.

16. A Syndicate is a small group of individuals who have a common objective to achieve within a specified time. Composition of the Syndicate varies with the subject-matter to be studied. In a few Syndicates, depending on the subject-matter, membership with variety of experiences in different fields would be useful. In others, such diversity of membership may not be required. In any case, there is a need to assess the background of the members along with the task to be performed by the Syndicate. A Chairman and a Secretary are to be elected by the Syndicate members.

17. The Syndicate study begins with a brief, a written document outlining the field of study and covering the salient points and issues. The brief also indicates the resources and reference materials which may be available for helping Syndicate discussions.

18. The Members of Directing Staff or any faculty assigned for the Syndicate usually sits in Syndicate room as an observer. He seldom takes part in the discussion but facilitates by raising pertinent questions, providing ideas which the Syndicate might have missed and helps maintain a congenial atmosphere, at times interceding, for free flow of ideas.

19. Each Syndicate exercise should lead to the accomplishment, within the time fixed of a definite task. The output is normally a written report highlighting particular reports of the problems studied. This is normally drafted initially by the Secretary and the Syndicate must agree that it is a fair description of their views which may not be unanimous. The reports of the Syndicates may be exchanged and questions are raised by each Syndicate on others report. The Syndicate reports are then presented in formal meeting of all the Syndicates. These reports are preserved and evaluated by the Course administration; good ones are published and used as training material.

Lecture Discussion

20. Despite the known limitations of lecture as a method of training, it is used extensively in this and all other courses run by the BPATC to impart to the participants new knowledge in vital fields and acquaint them with current thinking on national development. However, the course Administration sincerely believes that this methodology can be significantly improved by active participations by all concerned during the discussion hour.

Seminar Paper:

21. Each member will be assigned seminar topic keeping in view the Course objectives. 4 to 5 weeks are allowed to write the report which is prepared under the guidance of a senior faculty member, and reviewed by two other faculty members or experts from outside.

22. The paper is presented in a Seminar by the author which is attended, among others, by resource persons from outside. Following the Seminar, the author works further to consider the Seminar recommendations and improve the report for final submission to the Centre.

Review

23. These sessions are generally meant for interaction between faculty and participants to exchange ideas and views on issues raised at different forums of the Course.

24. Special Studies

Senior Faculty members will assign specific studies to constituted groups. The outcome of these studies is expected to help the participants to achieve a higher level of competence in dealing with the assigned tasks at BPATC.

Study tour

25. This activity is organised by the BPATC with a view to expose the senior officials to the actual happenings in the field and to provide them an opportunity to relate their theoretical understanding of some issues with the real life situation in the field.

EVALUATION:

26. National Training Policy for the Government Officials has made it imperative that all participants in a training Course are graded on the basis of their performance and report forwarded to administrative Ministry/Division for maintaining in the officers' dossiers. All assessments which have to be based on quantitative evaluations will be graded in the following way.

Percentage marks		Grading	
a.	90 and above	10	AA (outstanding)
b.	80-90	9	A+ (very good)
c.	70-79	8	A (good)

Percentage marks		Grading	
d.	60-69	7	B+ (high average)
e.	50-59	6	B (average)
f.	40-49	5	C (below average)

27. Participants are expected freely to monitor and evaluate the Course objective, Course administration and dormitory facilities as the Course progresses.

LIBRARY:

28. The participants are expected to spend a good part of their time in intensive studies. Although BPATC is yet to provide full facilities of library due to delayed construction of library building, make-shift arrangements have been made to provide relevant books and reading materials for the participants of this Course.

RESIDENTIAL REQUIREMENTS:

29. This is a live-in training Course and as a part of the Course requirements all Participants are required to stay full time at the Dormitory during all working days. There is no scope to make any exception. This is a fast-moving intensive Course. The pressure is so heavy that one has to always run against the time and has to frequently use the evening or even the leisure period in reading, interacting, drafting, preparing for seminar and other Course activities.

FOOD ARRANGEMENTS:

30. The dormitory arranges to serve the participants with breakfast, lunch and dinner at the Cafeteria. Hours of meals will be fixed in consultation with the Course participants and are expected to be strictly adhered to.

31. Codes used to indicate instructors in the Course Programme are explained in Annexure C.

32. Detailed Course Schedule is given at Annexure 'D'.

SENIOR STAFF COURSE

COURSE SYLLABUS

A. DEVELOPMENT ECONOMICS

DE 501 THEORIES OF ECONOMIC DEVELOPMENT

- DE 501—01 Relevance of the Theory
- DE 501—02 Classical Theories of Economic Development
- DE 501—03 Neo-Classical Theories of Development—Session I
- DE 501—04 Neo-Classical Theories of Development—Session II
- DE 501—05 Keynesian Theory—Session I
- DE 501—06 Fiscalist Vs. Monetarist Controversy
- DE 501—07 Marxian Theory of Development
- DE 501—08 Neo-Marxian Theory of Development
- DE 501—09 Models of Development—I
- DE 501—10 Models of Development—II

DE 502 PLANNING STRATEGIES IN BANGLADESH

- DE 502—11—12 Macro Framework for Planning in Bangladesh—I & II
- DE 502—13 Planning Processes in Bangladesh
- DE 502—14 Strategies of Agricultural Development in Selected Asian Countries
- DE 502—15 Industrial Development in Bangladesh and Selected Asian Countries
- DE 502—16 International Trade and Economic Development—A Comparative Study
- DE 502—17 Strategies for Water Resources Development in Bangladesh
- DE 502—18 International/World Monetary System and Development Finance

- DE 502—19 Strategies for Energy Development in Selected Asian Countries
DE 502—20 New International Economic Order : Its Problems and Prospects

DE 503 DOMESTIC RESOURCE MOBILIZATION—I

- DE 503—21 Principles of Taxation-I
DE 503—22 Principles of Taxation-II
DE 503—23 Resource Mobilization in Developed and Least Developed Countries
DE 503—24 Indian Experience of Resource Mobilization
DE 503—25 Korean Experience of Resource Mobilization
DE 503—26 Direct Taxes in Bangladesh
DE 503—27 Export-Import Tax in Bangladesh
DE 503—28 User Charges
DE 503—29 Role of Private Sector in Resource Mobilization
DE 503—30 Role of Public Enterprises in Resource Mobilization

DE 504 RESOURCE MOBILIZATION—II

- DE 504—31 Taxation Reforms in Bangladesh-I
DE 504—32 Taxation Reforms in Bangladesh-II
DE 504—33 Role of DFIS in Resource Mobilization
DE 504—34 Money Supply, Interest Rates and Resource Mobilization
DE 504—35 Role of Private Banks in Resource Mobilization
DE 504—36 Mobilization of Rural Savings in Bangladesh
DE 504—37 Local Government Finance in Bangladesh
DE 504—38 Mobilization of External Resources
DE 504—39 Resource Mobilization in Third Five Year Plan-I
DE 504—40 Resource Mobilization in Third Five Year Plan-II

DE 505 PROBLEMS OF EMPLOYMENT GENERATION

- DE 505—41 Basic Issues of Unemployment in Developed and Developing Countries
DE 505—42 The Meaning and Measurement of Unemployment and Underemployment

- DE 505—43 The Choice of Techniques in Developing Countries
- DE 505—44 Appropriate Technology for Developing Countries
- DE 505—45 Strategies for Generating Self-employment
- DE 505—46 Strategies for Generating Employment in Agriculture
- DE 505—47 Strategies for Generating Employment in Industry
- DE 505—48—50 Workshop on Rural Unemployment in Bangladesh

PA 530 THEORIES OF DEVELOPMENT : PERSPECTIVE FROM POLITICAL SCIENCE, SOCIOLOGY AND PUBLIC ADMINISTRATION

- PA 530—01—03 Theories of Political Development
- PA 530—04—06 Sociology of Development
- PA 530—07—08 Public Administration and Development
- PA 530—09 Comparative and Development Administration
- PA 530—10 Toward a Multi-disciplinary Approach to Development

PA 531 LEADING ISSUES IN PUBLIC ADMINISTRATION

- PA 531—11 The Concerns of Public Administration : American Public Administration as a Case-study—I
- PA 531—12 American Public Administration as a Case-study—II
- PA 531—13 American Public Administration as a Case-study III
- PA 531—14 The "Publicness" of Public Administration
- PA 531—15 Ethics and Morality in Public Administration
- PA 531—16 Decision-making in Public Organisations
- PA 531—17 Organisational Design : Approaches Criteria and Options
- PA 531—18 Projects as Instruments of Development Administration
- PA 531—19 Implementing Development Projects as Policy Experiments
- PA 531—20 Alternatives to Public Administration of Development :
The NGOS and the Emerging Private Sector

DE/PA 541 SEMINARS ON IMPORTANT POLICIES

- DE/PA 541—11 Land Reforms in Bangladesh
- DE/PA 541—12 Privatization of the Supply of Agricultural Inputs
- DE/PA 541—13 Jute Policy
- DE/PA 541—14 Strategies for Promotion of Exports
- DE/PA 541—15 Policy of Disinvestment
- DE/PA 541—16 Local Level Planning and Decentralization :
Problems and Prospects
- DE/PA 541—17 Economic and Social Implications of International Immigration
- DE/PA 541—18 Strategies for Regional Development
- DE/PA 541—19 Problems and Prospects of SARC
- DE/PA 541—20 Prospects of Long Term Capital Flow

DE/PA 540 DEVELOPMENT ADMINISTRATION IN COMPARATIVE PERSPECTIVE

- DE/PA 540—01 Planning as a Tool in Comparative Perspective
- DE/PA 540—02—03 A Comparative Study of the Institutional Frame-work
for Rural Development in Selected Asian Countries
- DE/PA 540—04 Programmes for Human Resources Development in
Selected Asian Countries
- DE/PA 540—05 A Comparative Study on Peoples' Participation in Development
- DE/PA 540—06 Nature and Consequences of Industrial Development Policy
in South Asia
- DE/PA 540—07 Comparative Perspective on the Role of Women in Development
- DE/PA 540—08 Administrative Reforms in South Asia
- DE/PA 540—09—10 Comparative Administration: Toward a Framework of Analysis

List of Participants

Sl. No.	Name	Designation	Place of Posting
1.	Mr. Aminul Haq	Joint Secretary	Ministry of Food
2.	Mr. A. H. Moffazal Karim	OSD (Joint Secy.)	Ministry of Establishment
3.	Mr. Mohammad Mahe Alam	Joint Secretary	Ministry of Industries
4.	Mr. Safiur Rahman	Joint Secretary	Irrigation, Water Development & Flood Control Division
5.	Mr. A. M. Khan Chowdhury	Joint Secretary	Ministry of Finance
6.	Mr. Asadullah Haroon Pasha	Joint Secretary	Science & Technology Division
7.	Qazi Nurul Islam	Joint Secretary	Petroleum and Mineral Resources Division
8.	Mr. Nazir Ahmed	Joint Secretary	Ministry of Establishment
9.	Mr. M. Hafizuddin Khan	Joint Secretary	Ministry of Public Works
10.	Mr. Md. Mokhlesur Rahman	Joint Secretary	Ministry of Health and Population Control
11.	Mr. Jamal Hossain	Director	BIWTC
12.	Mr. M. A. Hannan	Joint Secretary	Ministry of Finance
13.	Mr. Sadat Husain	Registrar	Co-operative Societies
14.	Mr. Makhan Chandra Majhee	Joint Secretary	Ministry of Health and Population Control
15.	Mr. Abdul Halim	Joint Secretary	Ministry of Education
16.	Mr. M. A. Rahim	J. D. G. (M&S)	Railway Division
17.	Mr. Shah Fazlul Bari	Deputy Director (General)	Geological Survey of Bangladesh
18.	Mr. Md. Uttam Ali Miah	Director (Finance)	B. S. E. C., Dhaka
19.	Mr. Naimul Hussain	Chief (Company Affairs)	B. S. F. I. C., Dhaka
20.	Mr. Rawshan Ali Chowdhury	Dy. Chief Conservator of Forest	Forest Department
21.	Mr. A.H.M. Motiur Rahman	Director	Deptt. of Agriculture Extension
22.	Mr. Mazharul Haque	Additional Director	Deptt. of Agriculture Extension
23.	Mr. Atiqur Rahman	General Manager (FPIRP)	B. C. I. C., Dhaka
24.	Mr. A. K. M. Rezaul Karim	Principal	Chittagong Engineering College

ANNEXURE—C

CODES USED FOR INSTRUCTORS

Dr. M. Haroon-ur-Rashid	—	HR
Dr. A. T. M. Shamsul Huda	—	SH
Dr. Akbar Ali Khan	—	AAK
Dr. M. Nayimuddin	—	NM
Dr. Md. Abdul Jalil	—	MAJ
Mr. M. Wahiduzzaman	—	WZ
Mr. M. Matiur Rahman	—	MMR
Mr. Ted Thomas	—	TT
Faculty	—	F

ANNEXURE—D

COURSE SCHEDULE

Sessions, Time, Date & Days	1st Session 8.15—9.45	Tea 9.45 —10.15	2nd Session 10.15—11.45	Tea 11.45 —12.15	3rd Session 12.15—13.45
1	2	3	4	5	6
9-10-85 Wednesday		T E A	Registration MAJ/MMR	T E A	Introduction F
10-10-85 Thursday	Philosophy of Train- ing in the BPATC HR/SH		Design of Training for Sr. Executives: Problems & Pros- pects TT		Introduction of Library WZ
11-10-85 Friday	Weekly		Holiday		
12-10-85 Saturday	DE 501-01 HR		DE 501-02 HR		PA 530-01 SH
13-10-85 Sunday	DE 501-03 HR		DE 501-04 HR		PA 530-02 SH
14-10-85 Monday	PA 530-03 SH		DE 501-05 GS		DE 501-06 GS
15-10-85 Tuesday	PA 530-04 SH		DE/PA 601-1 F		DE 501-07 AAK
16-10-85 Wednesday	DE/PA 601-02 F		DE 530-05 SH		PA 501-08 AAK
17-10-85 Thursday	PA 530-06 SH		DE 502-11 GS		DE 502-12 GS
18-10-85 Friday	Weekly		Holiday		

1	2	3	4	5	6
19-10-85 Saturday	DE 502-13 GS		DE/PA 601-03 F		DE 501-09 HR
20-10-85 Sunday	DE 502-14 GS		DE/PA 601-04 F		DE 501-10 HR
21-10-85 Monday	DE 502-15 GS		PA 530-07 SH		DE/PA 602-01 F
22-10-85 Tuesday	DE 503-21 GS		PA 530-08 SH		DE/PA 601-05 F

23-10-85

Wednesday

Govt.

Holiday

24-10-85 Thursday	PA 530-09 SH	T E A	DE 502-16 GS	T E A	DE 503-22 GS
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25-10-85

Friday

Weekly

Holiday

26-10-85 Saturday	DE 503-23 HR	T E A	DE 502-17 GS	T E A	DE/PA 601-6 F
27-10-85 Sunday	PA 530-10 SH		DE/PA 602-2 F		DE 502-18 GS
28-10-85 Monday	SYN-710 F		DE 502-19 GS		DE 503-24 MAJ
29-10-85 Tuesday	SYN-710 F		DE 502-20 HR		DE 503-25 MN
30-10-85 Wednesday	SYN-710 F		PA 531-11 SH		DE 503-26 GS
31-10-85 Thursday	SYN-710 F		PA 531-12 SH		DE 503-27 GS

1	2	3	4	5	6
1-11-85 Friday	Weekly		Holiday		
2-11-85 Saturday	SYN-710 F	T E A	PA 531-13 SH	T E A	DE 503-28 GS
3-11-85 Sunday	SYN-710 F		DE/PA 602-3 F		DE 503-29 GS
4-11-85 Monday	SYN-710 F		DE/PA 602-4 F		DE 503-30 HR
5-11-85 Tuesday	SYN-710 F		PA 531-14 SH		DE 504-31 GS
6-11-85 Wednesday	SYN-710 F		PA 531-15 SH		DE 504-32 GS
7-11-85 Thursday	Govt.		Holiday		
8-11-85 Friday	Weekly		Holiday		
9-11-85 Saturday	SYN-710 F	T E A	PA 531-16 SH	T E A	DE/PA 601-7 F
10-11-85 Sunday	SYN-710 F		SYN-710 F		SYN-710 F
11-11-85 Monday	SYN-710 F		SYN-710 F		SYN-710 F
12-11-85 Tuesday	SYN-710 F		SYN-710 F		SYN-710 F
13-11-85 Wednesday	SYN-710 F		SYN-710 F		SYN-710 F
14-11-85 Thursday	DE 504-33 GS		PA 531-17 SH		DE/PA 601-08

1	2	3	4	5	6
15-11-85 Friday	Weekly		Holiday		
16-11-85 Saturday	DE 504-34 GS	T E A	PA 531-18 SH	T E A	SYN-710 F
17-11-85 Sunday	DE 504-35 GS		PA 531-19 SH		DE 505-41 AAK
18-11-85 Monday	SYN-710 F		PA 531-20 SH		DE 505-42 AAK
19-11-85 Tuesday	DE 504-36 HR		SYN-710 F		DE 505-43 AAK
20-11-85 Wednesday	SYN-710 F		DE 504-37 AAK		SEM-700 F
21-11-85 Thursday	DE 505-44 GS		DE 504-38 GS		SEM-700 F
22-11-85 Friday	Weekly		Holiday		
23-11-85 Saturday	DE 505-45 AAK	T E A	DE 504-39 GS	T E A	DE 504-40 GS
24-11-85 Sunday	DE 505-46 HR		SEM-700 F		DE 505-47 GS
25-11-85 Monday	DE 505-48 F		DE 505-49 F		DE 505-50 F
26-11-85 Tuesday	Govt.		Holiday		

1	2	3	4	5	6
27-11-85 Wednesday	SYN-710 F	T E A	SYN-710 F	T E A	SYN-710 F
28-11-85 Thursday	SYN-710 F		SYN-710 F		SYN-710 F

29-11-85
Friday

Weekly

Holiday

30-11-85 Saturday	ST 603 F	T E A	ST 603 F	T E A	ST 603 F
1-12-85 Sunday	ST 603 F		ST 603 F		ST 603 F
2-12-85 Monday	ST 603 F		ST 603 F		ST 603 F
3-12-85 Tuesday	ST 603 F		ST 603 F		ST 603 F
4-12-85 Wednesday	ST 603 F		ST 603 F		ST 603 F
5-12-85 Thursday	ST 603 F		ST 603 F		ST 603 F

6-12-85
Friday

Weekly

Holiday

7-12-85 Saturday	DE/PA 541-11 GS	T E A	DE/PA 601-9 F	T E A	DE/PA 540-01 GS
8-12-85 Sunday	DE/PA 541-12 GS		DE/PA 540-02 AAK		DE/PA 540-03 AAK

1	2	3	4	5	6
9-12-85 Monday	DE/PA 541-13 GS	T E A	SYN-710 F	T E A	SYN-710 F
10-12-85 Tuesday	DE/PA 601-10 F		DE/PA 540-04 GS		DE/PA 541 - 14 GS
11-12-85 Wednesday	DE/PA 541-15 GS		DE/PA 602-5 F		DE/PA 540-05 GS
12-12-85 Thursday	DE/PA 540-06 GS		SEM-700 F		SEM -700 F

13-12-85

Friday

Weekly

Holiday

14-12-85 Saturday	SEM-700 F	T E A	SEM-700 F	T E A	SEM-700 F
15-12-85 Sunday	SEM-700 F		SEM-700 F		SEM-700 F

16-12-85

Monday

Govt.

Holiday

17-12-85 Tuesday	DE/PA 540-07 GS	T E A	SEM-700 F	T E A	SEM-700 F
18-12-85 Wednesday	DE/PA 540-08 SH		DE/PA 540-09 SH		DE/PA 601-11 F
19-12-85 Thursday	DE/PA 540-10 SH		DE/PA 541-16 GS		DE/PA 602-6 F

20-12-85

Friday

Weekly

Holiday

1	2	3	4	5	6
21-12-85 Saturday	DE/PA 541-17 GS	TEA	DE/PA 601-12 F	TEA	SEM-700 F
22-12-85 Sunday	DE/PA 541-18 AAK		SEM-700 F		SEM-700 F
23-12-85 Monday	DE/PA 541-19 GS		SEM-700 F		SEM-700 F
24-12-85 Tuesday	DE/PA 541-20 GS		SYN-710 F		SYN-710 F

25-12-85
Wednesday

Govt.

Holiday

26-12-85 Thursday	SEM-700 F	TEA	SEM-700 F	TEA	SEM-700 F
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27-12-85
Friday

Weekly

Holiday

28-12-85 Saturday	SEM-700 F	TEA	SEM-700 F	TEA	SEM-700 F
29-12-85 Sunday	SYN-710 F		SYN-710 F		SYN-710 F
30-12-85 Monday	SYN-710 F		SYN-710 F		SYN-710 F
31-12-85 Tuesday	SYN-710 F		SYN-710 F		SYN-710 F
1-1-86 Wednesday	SYN-710 F		SYN-710 F		SYN-710 F
2-1-86 Thursday	SYN-710 F		SYN-710 F		SYN-710 F

1	2	3	4	5	6
3-1-86 Friday	Weekly			Holiday	
4-1-86 Saturday	SYN-710 F	T B A	SYN-710 F	T B A	SYN-710 F
5-1-86 Sunday	SYN-710 F		SYN-710 F		SYN-710 F
6-1-86 Monday	SEM-700 F		SEM-700 F		SEM-700 F
7-1-86 Tuesday	EVALUATION F		EVALUATION F		CLOSING F