

**INSTITUTE OF MANAGEMENT IN GOVERNMENT
THIRUVANANTHAPURAM**

PROCEEDINGS

IMG- Estt–Aligning Responsibility with Accountability – Powers and Responsibilities of Officers of IMG streamlined - orders issued.

ADMINISTRATION DIVISION

No: 107 /10/IMG

7 April 2010

- Read :**
1. Office Order No.2302/A2/2009/IMG dt.19/3/2009
 2. Minutes of the Review Meeting held on 6.2.2010.

ORDER

IMG is implementing several programmes, several of which are new programmes. The salient programmes implemented by IMG include conduct of nearly 1200 training programmes annually under the State Training Policy, conduct of nearly 100 National and other sponsored training programmes, annually, conduct of Training Needs Analysis for all departments, Development of Sector specific new training programmes, Development of expertise in five focus areas of IMG viz; e-governance, RTI, Service Delivery, Gender and Secretariat related training, Long term academic programmes like PG Diploma in e-governance, Collaboration with Institutes of National repute, Consultancy Assignments, Programmes funded by international organizations like UNDP, DfID, Setting up and managing a digital library, Management of Kerala State e-governance Awards, setting up and management of Distance Training Infrastructure, setting up and management of IT Infrastructure of IMG etc. These programmes are knowledge oriented and are domain-specific. It is difficult to expect that any single officer would have expertise or knowledge of different domains/areas. Accordingly, officers best suitable for the specific area of expertise have been nominated for implementing these specific programmes.

2. The present workflow in IMG requires that an officer dealing with any programme will send files either to Administration or Programme Section for taking action. For example, the files relating to procurement of server for digital library are sent by concerned implementing officer to Administration section for procurement or an officer wishing to requisition guest faculty for a higher payment for a particular course, sends the request to Programme Section. The extant system suffers from several defects. First, the Administration and Programme Sections are expected to process files on subjects which they have little knowledge till the time the file reaches them and they have to study the subject matter afresh. This leads to repetition of work and avoidable delays. Besides, these sections may often have little or no expertise on the subject. Moreover, the Administration Section and Programme Section are required to attend to the demands of all the other officers in IMG. This creates a bottleneck in these sections. Also, it adversely affects the substantive work which these sections should be doing, or in other words their own substantive work. Another serious lacunae in the present workflow is that the responsibility of all decisions rests with Administration and Programme Sections, while the actual implementation of the programmes is being done by another officer. This is bad governance practice.

3. It is relevant to mention that both Administration Section and Programme Section have substantive responsibilities of their own. The work with respect to these is suffering as these sections are overloaded with work of other officers. For example, the Administration Section is required to attend to all establishment matters including recruitment, regularization, promotion, disciplinary matters, service records, confidential records, activities relating to development of new infrastructure like ETDC, new campus at Barton Hill compound, insurance, housekeeping of IMG campus, management of hostels, management of IMG guest house, annual maintenance of campus, equipment and other facilities, canteen and its management, IMG hostel and its management, Transport Division and its management, maintenance of asset register, management of IMG photocopying facility, managing of IMG multi-media facility, management of security in various IMG campus etc. Similarly, the Programme Section is required to attend to all matters relating to providing general guidelines relating to conduct of training programmes under STP, National training programmes, sponsored training programmes, guidelines relating to taking up consultancy assignments, marketing and creating awareness of IMG training programmes, promoting the use of technology in the functioning of IMG, management of Citizen Call Centre, guidelines relating to Visiting Faculty Scheme, Legislative questions, Subject Committees, seeking budgetary support from Government, creation of training database of Government employees etc. These lists are not exhaustive and are only illustrative.

4. The present governance structure and organizational workflow calls for appropriate business process re-engineering. There is need to align responsibility and accountability in work. There is need to ensure that skewed distribution of work be streamlined. It is also to be ensured that the officer having the best knowledge of the subject is made responsible and accountable for performing the said programme. To fulfil the said objectives, certain instructions were issued vide Office Order cited as reference (1) above with respect to routing of files. However, compliance of the said system has been partial. The matter was reviewed in the meeting with all officers in the meeting held on February, 6, 2010 and the minutes of the meeting are cited as reference (2) above. As decided in the said meeting, detailed instructions are issued as below:-

- i) An officer of IMG who is entrusted with the implementation of a programme will be designated as Training Programme Officer (TPO) for that programme. He shall be responsible for its conduct in all respects. He shall be responsible to observe, mutatis-mutandis, all rules, financial or others, as laid down by Government of Kerala and IMG from time to time. He shall be responsible to maintain all records in physical and electronic form all records relating to implementation of the said programme for future reference and audit or inspection by superior officers. He shall be responsible to hand over under due acknowledgement these records to his successor TPO.
- ii) The TPO shall have financial powers as delegated from time to time.
- iii) A TPO shall coordinate with Regional Centres of IMG for implementing the programme across the state.

- iv) A TPO would be expected to take all actions as required for successful implementation of programmes by them. They shall be responsible for floating RFPs, making procurement etc. for all goods and services required for the implementation of their programmes. While doing such procurement and floating tenders/RFPs, he shall ensure that necessary rules and procedures in this regard have been complied with.
- v) A TPO may utilize any IMG service managed by Administration Section or Programme Section for the smooth implementation of their programme. These services may relate to booking of facilities in IMG Hostel, class rooms, photography, transport, canteen, promotion through e-mail/mobile phone etc. The Administration and Programme Sections shall provide the services to the requisitioning TPO as per general IMG rules in this regard.
- vi) Similarly, a TPO may also requisition the services of IMG computer centre, IMG library, IMG website etc. The TPOs dealing with these respective services shall provide these services as per general IMG rules in this regard.
- vii) TPO shall be accountable to Accounts Officer for all financial transactions made by him. He shall furnish detailed accounts and such other documents as required by Accounts Section. The TPO shall also be responsible to prepare notes for Executive Committee meetings and Governing Body meetings with respect to the programmes implemented by him.
- viii) TPO shall route files relating to programme implementation directly to Secretary, IMG. Wherever necessary, the Secretary shall submit files to the Director.

Sd/-
Director

To

All Officers of IMG
Steno to Director/Steno to Secretary

Copy to

IMG web site (www.img.kerala.gov.in)

Forwarded/By Order

Section Officer