



# Competency Framework for Functionaries At the Cutting-edge Level

Local Self Government Department - Panchayats



**COMPETENCIES**

Social Role

Self Image

Traits

Motives

Institute of Management in Government

Partnered by

Department of Administrative Reforms and Public Grievances  
Government of India





## DARPG

Department of Administrative Reforms and Public Grievances was formed in December 1985 under Ministry of Personnel, Public Grievances and Pensions. It functions as an internal consultant to the Government in the context of reforms and provides a formal platform for exchanging and disseminating reform related ideas and successful best practices. It is the Central Nodal Department for implementation of e-Office Mission Mode Project, under the National e-Governance Plan (NeGP).

### Mission

To foster excellence in governance and pursuit of administrative reforms through:

- Improvements in government policies, structures and process
- Promoting citizen-centric governance with emphasis on grievance redressal
- Innovations in e-Governance
- Documentation and dissemination of best practices

### Vision

Excellence in governance for the benefit of all citizens



# Competency Framework for Functionaries At the Cutting-edge Level



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**March 2018**







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Former Chief Secretary  
Govt. of Kerala

## CELEBRITY FOREWORD

Ever since decentralization was operationalized in Kerala, following a “big bang” approach through the People’s Plan, more than two decades ago, efforts have been continuously made to improve the governance of local governments. It is now universally accepted that good governance, particularly exemplified by high quality service delivery, is the launching pad for sustainable and inclusive development,

Of all the institutions of governance, local governments have the largest interface with the citizens. Therefore, their performance contributes most to citizen satisfaction. And a satisfied citizenry will naturally participate more actively in local development activities making participatory development more real and meaningful.

The Institute of Management in Government (IMG), using the Competency Framework has done outstanding work in clarifying the roles and responsibilities of both elected and permanent officials in local governments including the Standing Committees. This exercise has brought in considerable clarity on the responsibilities. Also, competencies required have been outlined. This would help both self and external assessment of performance. More importantly it can facilitate basic re-orientation of the capability building efforts so that they can directly improve results.

Though this is an interesting and creative piece of work, it needs to be validated through field level trials and made even more specific. This requires a kind of Action Research, working with the functionaries, both to identify the competency requirements in greater granularity and to redesign the capability building measures, required to attain the optimum level of competency. Therefore, IMG needs to pursue this till the desired outcomes are obtained.

I am sure that this is the first such attempt in the country. So it is an exercise of national relevance. Let me place on record my special congratulations to IMG for this path breaking effort.

  
S.M. VIJAYANAND





**PAUL ANTONY IAS**  
Chief Secretary



**Government of Kerala**  
**Secretariat**  
**Thiruvananthapuram-695 001**

27<sup>th</sup> January, 2018

### **FOREWORD**

The IMG has developed a Competency Framework for cutting edge level officials under the Directorate of Panchayats and for elected representatives in the Panchayats. This is in close succession to the Competency Framework and Handbooks prepared during 2014-16. This again, is a pioneering work, which details the duties and responsibilities of officials and of elected representatives and analyses the critical competencies and proficiency levels for discharge of such responsibilities.

The Competency Framework sets out how we want people in Public Service to work. It puts the Civil Service values of Ethics, Equality, Ethos and Efficiency at the heart of everything we do. A professional Civil Service Competency Framework therefore supports the Civil Service Reform Plan and the performance management system. The importance of this initiative has been reflected in the State Training Policy, 2017 and the approach paper on Civil Services prepared by the IV<sup>th</sup> State Administrative Reforms Commission.

I am hopeful that the Directorate of Panchayats will institutionalize a system to operationalize the competency framework. The elected representatives would also derive better clarity on their work as also understand the competency gaps that need to be addressed for fulfilment of their responsibilities. The senior management of the Department and the training institutions could develop action plans to operationalize a competency framework and take the initiative forward.

**PAUL ANTONY**





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*(An Autonomous Body Constituted by the Government of Kerala)*

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30<sup>th</sup> January 2018

**Bishwanath Sinha**  
Director General

### **PREFACE**

The Institute of Management in Government (IMG) has undertaken the development of Competency Framework for 11 categories of officials at the cutting edge level and that of 7 categories of elected functionaries. In the process, duties and responsibilities of these 18 categories were identified. This was followed up with the competency and proficiency levels required for these job categories to discharge their responsibilities in a professional and exemplary manner. This action research is a corollary to the work undertaken by the team led by Dr. Ram Mohan R, IMG during 2014-16 and needless to say they have capitalized on their past experiences and learnings.

The Directorate of Panchayats and the task forces constituted for the purpose have extended their cooperation in this pioneering initiative. Needless to say, this exercise has the potential to transform all facets of human resources in the goal for professional and exemplary services. The State of Kerala has pioneered several initiatives for decentralizing governance and a competency framework for officials at the cutting edge level in Panchayats will definitely add value to the work undertaken. The IMG remains committed to partner the departments in the process of Administrative Reforms and Process Re-engineering.

**Bishwanath Sinha**





**Dr. R. Ram Mohan**  
Professor &  
Project Nodal Officer



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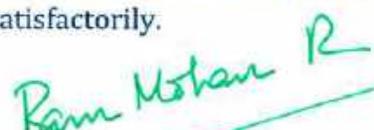
Thiruvananthapuram, Kerala

### **ACKNOWLEDGEMENT**

*I am deeply indebted to the following for the successful completion of the Project:*

1. I acknowledge the role of the then Chief Secretary **Sri.S.M Vijayanand** in undertaking the project.
2. I acknowledge the encouragement given by **Dr.K.M.Abraham** ,Former Chief Secretary, Government of Kerala.
3. I am deeply indebted to **Sri Satyajee Rajan I.A.S.** and **Sri Bishwanath Sinha I.A.S.**, Directors of the IMG at the time of initiation and culmination of the project for their support and encouragement.
4. The project would not have been completed, but for the support extended by **Smt.Smitha Kumar I.A.S.**, Joint Secretary to Government of India, DARPG. I also acknowledge the support rendered by **Smt.Alpha S Rao**, Director, **Sri Jitendra Sihwag**, **Sri Gaya Prasad** and **Smt. Namrata Kumari** , officers of the DARPG.
5. I am thankful to the **Director of Panchayats** and officials in the Directorate for their sincere support.
6. I acknowledge with gratitude the commitment, and support rendered by the **task force members** in the completion of the work.
7. I recall the professional insights gained through the academic collaboration rendered by **Dr.Arun Thankom** and **Dr.Pawan Adhikari**, professors of Essex Business school, United Kingdom for strategizing the approach and impact potential of the project.
8. I acknowledge the help rendered by **Smt. Mary Melanie Nettar**, Secretary, **Smt. Ushakumari D.S**, my CA, faculty members and staff of IMG.
9. **Last but not least**, I record my deep appreciation for the professional and exemplary work of my team comprising of **Sri.Manoj G Kadakampally**, **Project Manager** and **Sri.Visakh VR**, **Research Assistant** without whom this project would not have been completed satisfactorily.

15<sup>th</sup> February, 2018  
Trivandrum

  
**Dr. R Ram Mohan**  
Professor and Project Nodal Officer





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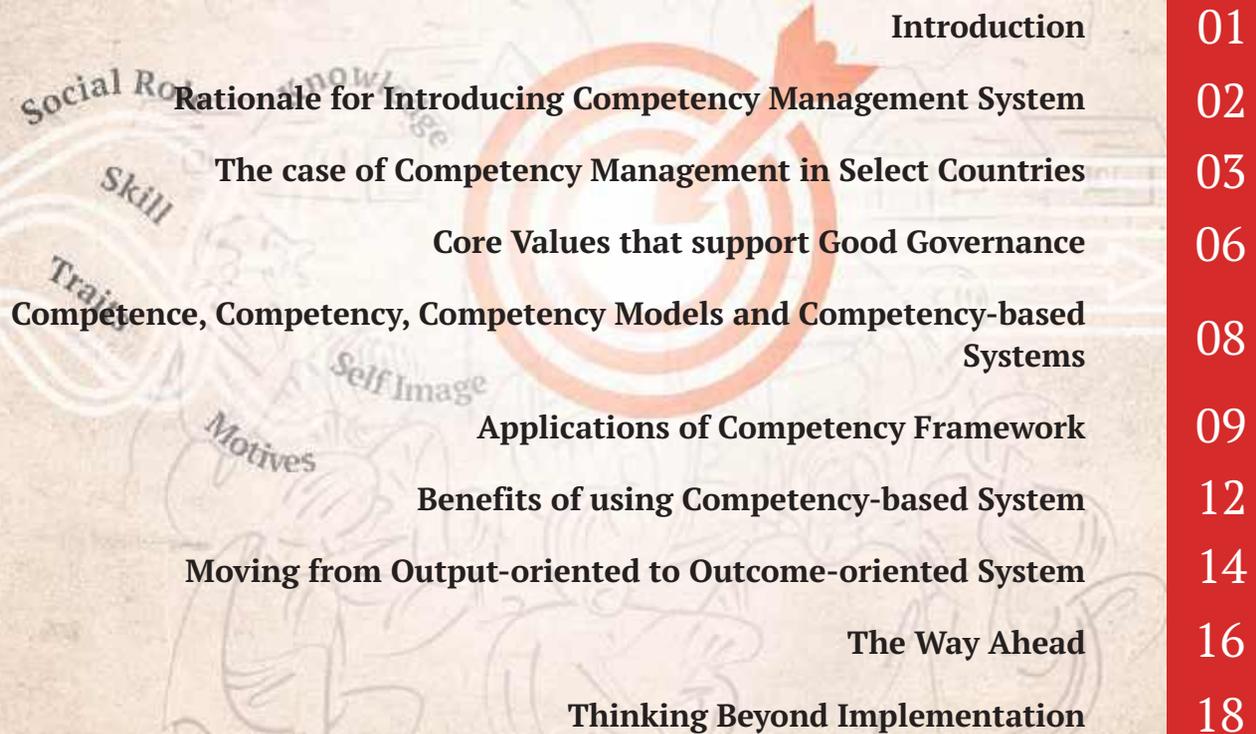
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“If something is important enough,  
even if the odds are against you, you should still do it”.

Elon Musk



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## Introduction

The introduction of the concept of competency management in Indian Civil Services was pioneered by Department of Personnel and Training (DoPT), Government of India under a project partnered with United Nations Development Program (UNDP). However, the introductory phase was limited at a policy formulation level and not extended to personnel at cutting-edge level. In the initial phase, competency management was introduced at Project Management Unit (PMU) within the Prime Minister's Office, certain sections of the Ministry of Corporate Affairs and the Department of Personnel and Training.

The competency framework development project for civil servants operating at cutting-edge level was initially taken up by Institute of Management in Government (IMG) for three departments namely the Police, Social Justice and Scheduled Tribes Development during 2015-16, which arguably have a high rate of citizen interaction.

In late 2016, the IMG initiated a project for developing competency framework for select cadres in the Panchayats. This was taken up at the insistence of Shri. S.M. Vijayanand, then Chief Secretary and former Secretary to Government of India (Rural Development). With the involvement of both internal and external stakeholders, task forces for selected cadres/categories were constituted and project started formally.

Through thematic working groups, the methodology for developing competency profile and framework was developed. With a broader focus on citizen-centric governance, competencies were selected from a dictionary consisting of 25 competencies developed for the Indian Civil Services. The competency dictionary imbibes public service values specific to Indian Civil Services, which are entrenched within the four pillars of Ethos, Ethics, Equity and Efficiency.

Following research, discussions with senior officials, subject matter experts and extensive consultations with a range of stakeholders, including among others, task force members, potential users, carried out at through brainstorming sessions, competency profiles for each cadre/category and competency framework for the department was developed. A second wave of consultation (focus group discussions) with peers and immediate supervisors led to the identification of effective and ineffective behaviours related to each of the competencies identified. The new findings were subsequently presented before senior officials and validated.

Competencies have a wide range of applications across human resource management practices. They can be applied and integrated into workforce planning, recruitment and selection, performance management and appraisal, training and development, career and succession planning and reward systems. Through the life cycle of an employee (inflow – flow – outflow) a competency model serves as a roadmap for aligning HR strategy with organisational imperatives.

## Rationale for Introducing Competency Management System

Like most movements, competency management has no single origin. Since the end of 1990's, competency management has become an inevitable tool for driving professional governances.

The focus on quality customer service, flatter organizational structures, cultural changes among others have led to a greater emphasis on the need for competency management in government. This requires employees to develop a wider range of skills making them responsible for continual learning and self-development. Today, the performance of individual employees is seen as a key factor in achieving organization's objectives. Therefore, a number of governments have introduced competency management as a strategic tool to achieve more efficient performance and more responsive civil service.

In 1994, Lawler referred to four forces that lead to emergence of competency management: change of the nature of work, globalisation, growing competition and flatter organisational structures. Twenty-first century challenges include not just globalisation, but also entail the demand for a diverse workforce, adequate financial resources, managing ageing work force, rapid social, environment and cultural changes etc., impacting the society.

So there are both social and economic factors that demand the need to revise traditional personnel management practices of the government and the need to evolve towards a competency-based system.

In India, since independence, recruitment, selection and promotion of staff in Indian Public/Civil Service has largely been based on academic/professional qualifications; a system borrowed from the Colonial times. The Government departments/public service organizations following this system focus largely on administrative tasks and enforcement of rules and regulations, without giving much importance to human resource development and management. This results in some staff rising to senior positions without adequate competencies, necessary for effective job performance and productivity.

Another aspect is about the changing expectations and demands of citizens. Today citizens are more aware of their rights and are more vocal in demanding those rights. Delivering better and diverse services to more and more people, has become a key objective of government's reform process. No doubt, developing countries are attempting to improve service delivery in a variety of contexts, but the crux of the matter is not about lack of resources but with the efficiency, effectiveness and attitude of employees, more so with those at the citizen interfaces.

Finally, with a young, tech-savvy population, distinctive demographic profile, a diaspora exposed to governance systems in advanced countries, there is an emerging social realisation for professional systems.

Therefore, it is an imperative call for our government and its departments to enhance the efficiency and effectiveness of both, its employees and the services it offers. Introducing competency management is one critical step in that direction.

## The case for Competency Management in Select Countries

**Australia:** In 2001 the Australian National Audit Office (ANAO) conducted a study on how line managers plan for and manage their staff to help achieve agency and program outcomes and how the HR function supports people management practices to achieve agency outcomes. It recognized the importance of capability (competency) models to provide a framework for identifying key workforce capability requirements.

**Belgium:** Competency Management in the Belgium federal government was introduced as a crucial element of a broader reform project, the “Copernicus Plan”. Prior to the Introduction of Competency Management, there were difficulties in recruitment, retention, personnel planning and career advancement. Competency Management enabled not only broad organizational change, but cultural change, as well. Furthermore, it created a common language between the different organizations and covered the different HR processes.

**Canada:** Since the 1970s the government of Canada has used various leadership competency profiles. In general, the development and modification of competency profiles in the Public Service of Canada have been motivated by human resources needs as well as the key initiatives and strategies of the Government. The profile of Public Service Leadership Competencies was developed in 1998, in the context of Public Service renewal. The profile was used in staffing and in learning & development for the Executive cadre. It served its purpose very well, however, it was thought to contain too many competencies that, in some cases, were too complex and abstract, and because it was developed in the late 1990s, it did not reflect certain more recent key initiatives such as the Management Accountability Framework (MAF) and the modernization of Human Resource Management. The Key Leadership Competency profile, which is currently in use, establishes Values and Ethics as the foundation of leadership and links directly to the Management Accountability Framework - both priorities and key initiatives of the government.

**Korea:** The traditional Korean Civil Service was incapable of success in a rapidly changing environment. The Korean Civil Service had been earlier criticized for its lower levels of competitiveness and productivity compared with the Korean private sector. The Competency Management System in the national government was initiated as part of reform strategy and includes the following:

- Changing to personnel management with a future-oriented perspective,
- Improving the competitiveness of the government as a whole by selecting highly competent personnel regardless of seniority and backgrounds,
- Encouraging the civil servants concerns on competencies and voluntary efforts for developing their competencies,

- Measuring and predicting the competencies required in the future in a valid and objective way, and
- Making competency development possible through active participation in training and education

**Netherlands:** In the Dutch Central Government, implementing Competency Management System offered the opportunity to further personnel development and help staff adapt to the new challenges. It also aided in the achievement of the following:

- Increase the general employability and development of staff in changing organizations,
- Improve the quality of labour and enhance work satisfaction,
- Strengthen the bonds and commitment of staff members with the organizations and make the organization more effective,
- Decrease the focus on function and task orientation and hence create a more flexible attitude, and
- Promote a change in culture in the sense that civil servants are judged by the actual results they accomplish

**United Kingdom:** The British Civil Service embarked upon a competency approach to HRM during the early 1980s. It was one of the first civil services to do so. The election of a Conservative Government in 1979, which was committed to radically reform the role of the State and the Civil Service, was followed by major restructuring of government departments. Using New Public Management (NPM) ideas, the government proceeded to introduce performance management and measurement to achieve economy, efficiency, and effectiveness.

Although there are problems with competency management, there is widespread support for its many benefits. Research by the Chartered Institute of Personnel and Development confirmed the earlier findings of research on the civil service, that competency management and competency frameworks:

- Enable a common language and standard criteria to be applied across a range of HR functions,
- Assists both managers and employees in identifying training and development needs,
- Enables the organization to promote its values, goals, and objectives,
- Assists in the management of change,
- Enables employees to know what is expected of them (transparency), and
- Is a corollary of performance management.

It was also found that competency frameworks are of central importance in providing a framework for the civil servant to take responsibility for their own learning. A recent report for the European Academy of Business Strategy into Leadership Qualities and Management competencies for Corporate Responsibility found that most world-class organizations use competencies to define and drive high performance. That certainly is true in the UK where competency frameworks are used within systems of performance management.

**United States:** In the US federal government, competency management was viewed as a tool to provide a common language for addressing desired performance indicators at various managerial levels. It also speaks of the need for strategic alignment between the individual and the organization. Competency models have also been promoted as means for aiding succession planning by helping to identify individual areas of strength and areas for improvement, particularly with an advanced career plan in mind. The reliance on competencies reflects a move away from rank-in-position approaches to hiring, which focused on the technical knowledge necessary for performance on the job. Rank-in-person approaches, including competency management, reflect rapidly changing environments that require skills that extend beyond the boundaries of any one job and indicate an individual's ability to adapt and learn.

**Brazil:** The Brazilian Federal Administration has introduced Competency Management as part of a strategy to strengthen the capacity of the public service; an important step to improve the ability of the administration to deliver on government priorities in key areas such as education, social policy and environmental protection. Competency management is being approached as a way of reorienting and strengthening training and development to upskill the public service and to instill a culture of ongoing development. The competency-based approach is primarily used to modernize training and development and target it to priorities identified by individual public sector organizations. Additionally it is expected to help in areas such as recruitment and selection, strategic workforce planning, facilitate staff mobility, performance management, inculcating common management skills and values identified for Brazilian public service.

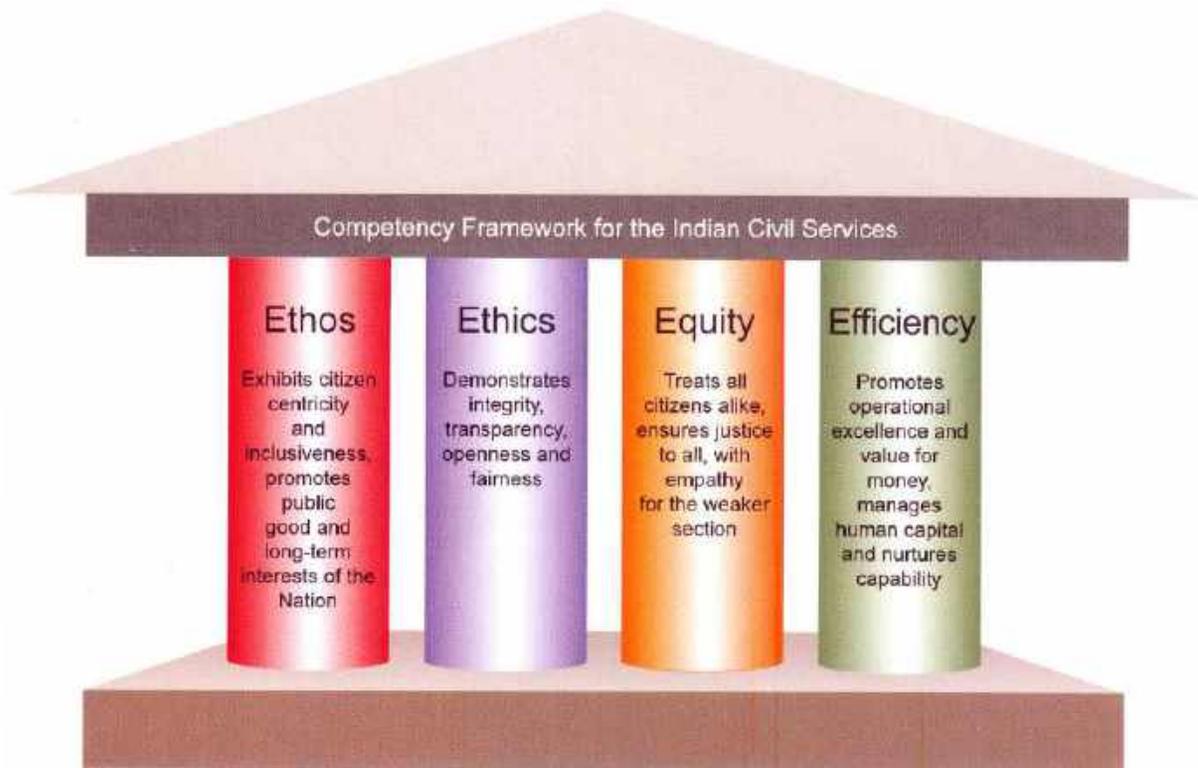
## Core Values that support Good Governance

Good governance is an indeterminate term used in the international development literature to describe how public institutions conduct public affairs and manage public resources.

Good governance is necessary for ensuring success of development schemes, bringing improvements in the quality of life of citizens, eradicating poverty and for realisation of the goals of equity and equality enshrined in our constitution. This is required in view of the rapid and fundamental changes taking place in the political, economic and technological fields in our country. And we can achieve this only through a competent and well functioning Civil Service. It is noted that the quality of governance is critically dependent on the quality of public servants and a major determinant of the quality of civil servants is the rigour and integrity of the recruitment process.

In India, civil service values have evolved over the years of tradition and are presently codified in a set of conduct rules. Till about 2013, there was also no code of ethics prescribed for civil servants. However, our leaders, having recognised the need for professionalising public administration, engaged the Ministry of Personnel, Public Grievances and Pensions and the UNDP to pilot a project in human resource management called the Pathways for an inclusive Indian Administration' or PIA. In 2014, the PIA project team released a compendium to support the competency-based administrative reforms for Indian Civil Services. The compendium primarily features a dictionary of competencies under four pillars capturing the essence of public service values, while also imbibing the essence of good governance and citizen-centric service delivery. It is expected that the four core values of Ethos, Ethics, Equity and Efficiency guide every civil servant in the country. A graphical representation is given below.

## Basic Features of Civil Services



Ethos	Ethics	Equity	Efficiency
<ul style="list-style-type: none"> <li>• People First</li> <li>• Strategic Thinking</li> <li>• Organisational Awareness</li> <li>• Commitment to the Organisation</li> <li>• Leading Others</li> </ul>	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Self Confidence</li> <li>• Attention to Detail</li> <li>• Taking Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation and Consensus Building</li> <li>• Decision Making</li> <li>• Empathy</li> <li>• Delegation</li> </ul>	<ul style="list-style-type: none"> <li>• Results Orientation</li> <li>• Conceptual Thinking</li> <li>• Initiative and Drive</li> <li>• Seeking Information</li> <li>• Planning and Coordination</li> <li>• Desire for Knowledge</li> <li>• Innovative Thinking</li> <li>• Problem Solving</li> <li>• Developing Others</li> <li>• Self-Awareness and Self-Control</li> <li>• Communication Skills</li> <li>• Team-Working</li> </ul>

**Characteristics of Good Governance**  
 Accountability, Transparency, Equity and Inclusiveness, Participatory, Consensus Orientation, Following Rule of Law, Effectiveness and Efficiency

## Competence, Competency, Competency Models and Competency-based Systems

The study of competencies began in the early '70s, where a large number of jobs from different sectors and industries were taken up for identifying what essentially differentiated superior performers from average performers. The studies were undertaken with the objective of identifying the differentiators that would allow organisations to recruit good candidates, evaluate and develop them, thereby making it beneficial for both organisation and the employee. Few terms that are relevant in this context are:

**Competence** – relates to performance or outcomes: It is about mastery in relation to specified goals or outcomes and it requires the ability to demonstrate mastery of specific job-relevant knowledge and skills. The measurement of competence at work involves the assessment of performance in the workplace against some pre-defined set of occupational or work-related knowledge or skill standards. These standards define the performance criteria associated with competence in the workplace.

**Competencies** – on the other hand, relate to the behaviours underpinning successful performance; what people do in order to meet their objectives; how they go about achieving the required outcomes; what enables their competent outcomes.

In public and private sector organisations, practitioners of HR and training use both competence and competencies in different ways. The underlying notion is that a successful employee will possess both behavioural attributes associated with superior performance as well as the knowledge and skills required to perform the critical elements of the job.

Having specific technical knowledge, education and experience is important, but it is not what distinguishes between average and superior performance. Similarly, having the right academic training and technical skills are often the threshold requirements for a job, it serves as only the minimum credentials to get the job.

A competency model is the organisation of identified competencies into a conceptual framework that enables the people in an organisation to understand, talk about, and apply the competencies. A model may be developed for an entire organisation or just for specific business units, functions, work processes, or jobs within the organisation. The content of a fully developed competency model includes categories or clusters of competencies; the competencies that make up each cluster; a definition of each competency; and several behavioural indicators of each competency.

A competency-based system is one which enables us to pinpoint the characteristics that differentiate the average worker from the exemplary worker.

## Applications of Competency Framework

### **Workforce Planning**

Workforce planning is a process to measure and compare one's current workforce availability (supply) with future workforce requirement (demand) in the light of one's departmental strategy and business planning process.

The workforce of a department is in a constant flux due to flows in and out of employment. In public service it is often seen that the outflow consequent to retirement, during certain years happens in bulk, leaving little or no choice for the department to depute or promote competent people to fill-up those positions. Additionally, with rapid pace of social and technical evolution, the existing personnel are not sufficiently equipped to meet changing needs of the citizen/customer. Hence management/human resource managers in Government have to make a distinction between short term as well as long term personnel requirements.

The current economic, financial and demographic context demands meticulous workforce planning and strategic management of human resources. A competency based human resource management helps identify the existing gaps that help determine workforce requirements, to ensure that public service maintain the capacity for professional service delivery.

### **Selection and Entry in Public Service**

The emphasis in the recruitment process into the public service is loosely focused; be it at entry level or for that matter even for specialist selection (technical posts, lateral entry, consultant positions on contract for example). In the lateral case knowledge of the individuals' past performance has a relatively limited influence on the recruitment process. In such situations a recruitment process which values competency and performance could be used.

Competency based human resource management system will minimize or avoid investment in people who do not match expectations and reduces the possibility of hiring the wrong person in any position. It provides a complete picture of what it takes to perform the work, and provide job aspirants with a clear and realistic picture of what is expected of them. The competency model increases the likelihood of hiring people who stands a great chance to succeed.

### **Training and Development**

The objective of all training activities is to develop specific competencies in order to bridge performance problems. Training development plan for civil servants can be prepared after assessing gaps between current and desired competency levels.

Using a competency model as the basis of a training and development system helps to avoid a short-term perspective and ensures that the system focuses on the right things rather than the latest things. It focuses on developing the talent that is currently unavailable in the workforce to meet such needs. A well-structured competency model includes behaviors with a strong correlation to effectiveness on the job and also those required for supporting the Department's strategic decisions. It plays an important role in keeping employee and Department's focused on the skills, knowledge and attitude that affect job performance.

### **Management of Staff Performance**

A competency model can ensure agreement on performance criteria that focuses on what needs to be accomplished. It also ensures opportunity to superior officers to observe behavior, specificity and concreteness in analyzing performance deficiencies of their subordinates in a structured manner. It provides a shared understanding rendering transparency on what will be monitored and measured. Normally, performance appraisal focuses on the results. But with competency model the concern is not only with results but with behaviour and manner with which then results are attained by the personnel. It provides a shared picture of what is considered relevant and important for effective performance. Competencies clarify what is expected from employees. Employee performance is evaluated in terms of competency requirements as well as objectives. The appraisal system focuses on specific behaviour, offering a roadmap for recognition, reward, and performance review.

While performance in itself is not a new notion in public management, in many advanced OECD member countries, its focus has shifted from the adherence to rules and processes to rewarding achievements. The extent of this change is not an indication of whether services are being rendered efficiently or whether institutional goals are achieved, but the sign that rules, processes and practices are formally oriented towards professional delivery of outputs and the achievement of outcomes.

### **Career Development**

Functional promotions in the government are at present seniority based. However, implementing a performance appraisal system aims at linking career progression to the results of the performance appraisal. As management of competencies become more mature, linking performance evaluation to careers should become easier with specific measures aimed at developing individuals for future promotions. It outlines employee development and promotional paths within the Department and also provides clear direction for learning new job skills.

According to McLagan, the competency approach is an effective tool to be used as a criterion for career development. Competency-based career planning systems link competencies with the development activities, which help employees learn what they need for further development. They can review the needed competencies of all the positions and through

comparison with the competencies they possess, identify potential positions and develop their career plans. This will serve the cause of employees who work professionally and also motivate competent personnel to seek professions in Government. In time, the remuneration packages of Government professionals are also bound to increase and compare favorably with employees in private sector.

### **Succession Planning**

The competency model adds value to succession planning system in such a way that the Department is able to define the abilities that are necessary for any role and also those behaviours that are strong predictors of success. A competency model along with the 360-degree feedback process serves to create an agreed-upon list of the criteria required by the job and helps the Department to assess its bench strength. Individual and aggregate assessment of competency levels and relevant behaviour can help identify the presence and absence of key capabilities at the Departmental level.

## Benefits of using Competency-based System

Implementing a Competency Based Human Resource Management System in a Department has many benefits. The benefits accruing to each stakeholder is given below:

### **Department:**

#### **Competency-based system**

- Can link organizational and personal objectives and ensure that employees are clear about how they are expected to perform in their jobs,
- Ensures that organization-funded training and professional development activities are cost-effective, goal-oriented and productive,
- Reduces cost overruns caused by poor performance or miscommunication of job expectations,
- Improves communication between employee and the Department,
- Establishes a framework for constructive feedback during performance appraisal,
- Outlines employee development and promotional paths within the organization,
- Sets clear performance expectations for employees, enabling them to make better decisions and work more effectively,
- Provides common, department-wide standards, for career levels that enable employees to move across department boundaries.

### **Superior officer:**

#### **Competency-based system**

- Provides clear, fair and unbiased statements to use when discussing performance,
- Can structure employees' development and training needs,
- Helps define career paths of sub-ordinates,
- Helps identify performance criteria to improve the accuracy and ease of hiring and selection process,
- Helps develop objective performance standards,
- Provides a clear foundation for dialogue to occur between the officer and employee about performance, development, and career-related issues.

### **Employees:**

#### **Competency-based system**

- Gives insight into the overall strategy of the Department,

- Enables learning of additional competencies that are valued by the Department,
- Provides clear direction for learning new job skills,
- Increases the potential for job satisfaction,
- Ensures that individual professional development and training milestones are recorded and acknowledged.

### Government:

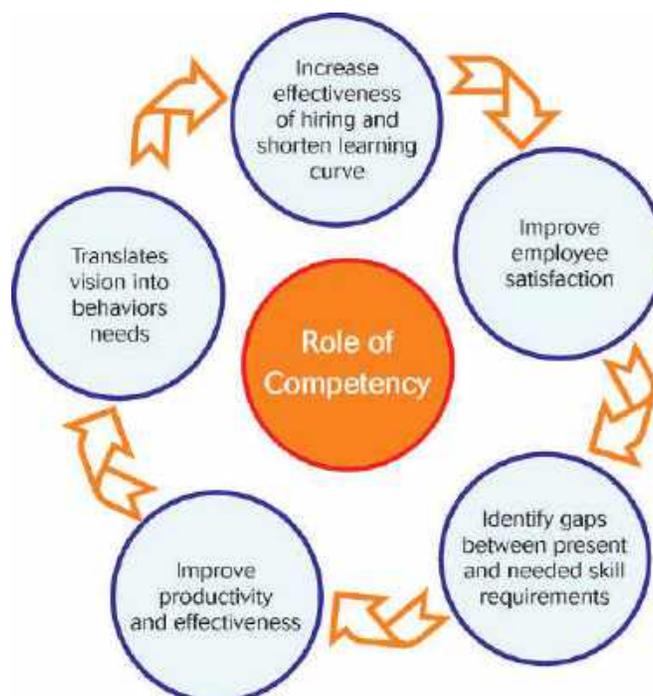
#### Competency-based system

- Provides continuity in monitoring careers of public servants,
- Provides transparent and effective criteria to make performance evaluation,
- Effective and citizen-centric public service delivery,
- Improved image of governance.

### Citizen:

#### Competency-based system

- Builds trust on the governance system,
- Provide quality services in a time bound manner,
- Paves path for encouraging inclusive and participatory approach in developmental activities

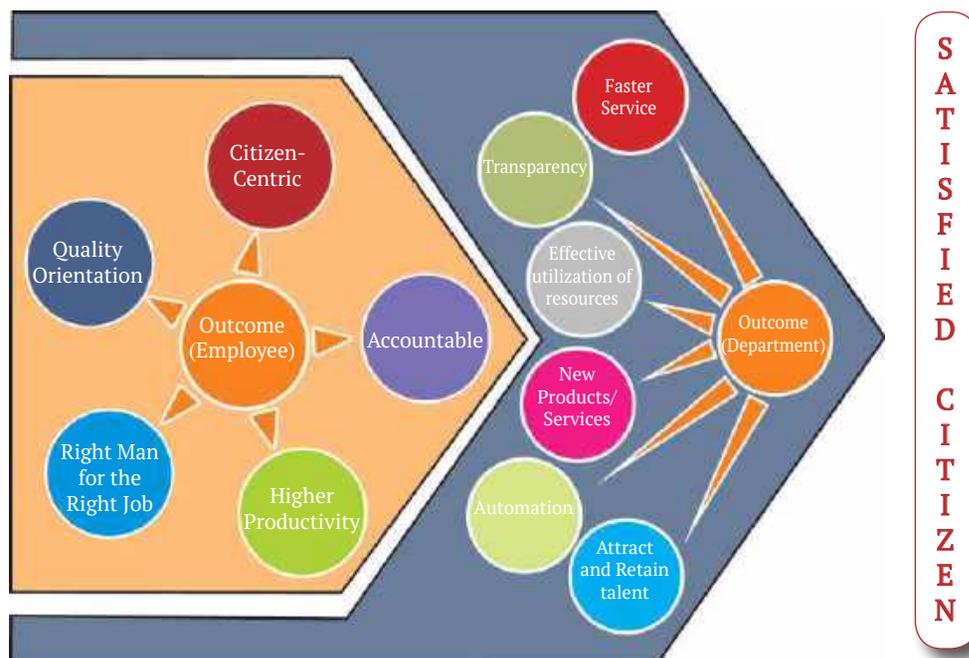


## Moving from Output-oriented to Outcome-oriented System

A prime objective or the outcome that one would expect from a good performance-focused HRM system is to have a suitably empowered and highly motivated public service that is flexible, collaborative and one that is capable of providing services in a cost efficient as well as in an output and outcome-focused manner.

The institutional arrangements that are generally considered critical to achieve these outcomes include:

- i. The integration of staff performance management into Department's strategy: Developing business goals and integrating various performance objectives and targets into a hierarchy is generally referred to as a "Cascade" of objectives and targets. At each level from Government, through departments, divisional/functional unit and finally individual- to establish a good basis for evaluation of performance
- ii. Vertical alignment of personnel policies and practices with the Department's vision and objectives: Vertical integration refers to the convergence of human competencies with the mission, vision, and strategy of the Department. Individual competencies should be chosen, organized, and developed so that they contribute to the realization of the strategy of the Department.
- iii. Aligning behaviour with Department's values: A competency model can be an effective way of communicating with the workforce on the values of the Government and or Department and what employee should focus on, in their own behaviour.



At the individual level, the employee becomes accountable, quality oriented, productive and citizen-centric. Since the organisation is a collection of individuals, their focussed and collective efforts tend to contribute a larger benefit to the Department, which in turn benefit the citizens at large. Some of the benefits include: faster and responsive service, transparency, effective utilisation of resources, automation, attracting and retaining talent and introducing new products and services.

## The Way Ahead

The application of an integrated competency-based model is important for good HRM practice in public service. By promoting a consistent approach across all HRM activities, the framework will help achieve government's objectives. Practice and past experiences shows that implementing competency management requires a three dimensional approach. The alignment with the strategy and integration of the various HR systems are not the only important aspects rather, competency management is primarily a question of putting implementation into practice. There are certain pre-conditions which need to be taken into account prior to introducing competency management in the respective departments. Some of them are:

- The competency management approach needs to be a part of administrative reforms strategy and complement human resource policies,
- The competency approach should be well understood and appreciated by the political leadership and civil servants,
- A strong leadership and support by human resource managers in the respective departments,
- Department identifies and prioritises areas in people management systems where intervention can be piloted,
- Commitment and participation of stakeholders,
- Participation of trade unions in the process,
- Purposive communication strategy for institutionalising the framework,
- Decision about cadres or categories where competency based systems have to be piloted and development of a communication strategy,
- Paying attention to the specificity of public service (Good governance & citizen-centric service delivery),
- Mechanism to review and update competency framework.

The key institutional players which are critical for ensuring the success of the implementation and institutionalising of competency-based system are the Government, the Department, the Apex Training Institute and the Department of Administrative Reforms and Public Grievances. The specific roles that each of these agencies should discharge are outlined below.

### **Government**

- Policy decision to implement the competency-based system for employees at cutting-edge level in selected departments,
- Consider instituting the competency-based system in other Departments,

- Ensure that the 1% Plan fund earmarked for training are deployed professionally, based on a detailed roadmap, to be submitted by the Director General - IMG, in his capacity as Ex-officio Secretary – Training, for the State,
- Prevail upon the Departments to evolve an action plan to institutionalise competency framework in a time-bound manner with periodic reviews at the level of Chief Secretary/ Secretary to Government.

### Department

- Disseminate job descriptions and competency profiles developed for cadres/categories,
- Prioritise the area of people management system to be integrated into the competency-based HR process,
- Include senior management cadres also into the ambit of competency-based system,
- Liaise with ATI and Departmental training institutions for strengthening the process of capacity development,
- Introduce competencies at the stage of induction training,
- Provide training on new competencies to newly promoted personnel,
- Conduct contractual appointments using competency-based recruitment process,
- Prepare a comprehensive training strategy to support the implementation of competency-based system.

### Apex Training Institute (ATI)/Institute of Management in Government

- Support and handhold the Department(s) in implementing competency-based systems,
- Provide targeted and high quality training to priority groups of Department,
- Assist in the capacity development of Department personnel,
- Develop training modules on competencies identified for each Department through Training Need Analysis (TNA).

### Department of Administrative Reforms and Public Grievances (DARPG)

- Provide leadership and necessary assistance for the Department/ATI in implementing the competency-based system,
- Leverage the learning's from current projects and facilitate implementation across other projects undertaken by Departments or States across the country,
- Utilise the resources of ATI for steering the development of similar projects in other similar Departments in other States,
- Disseminate the processes, methods and learning's from the project with all stakeholders.

## Thinking Beyond Implementation

- Rationalise work assigned/performed by each cadre/category,
- Reengineer the organization structure by absorbing categories wherever required, creating new professional cadres and creating new functional divisions/units, based on work rationalization process,
- Revamp recruitment/selection procedures for regular, contract and re-employed personnel in the respective categories/cadres and liaise with the Government to ensure that the policy imperatives consequent to adoption of competency framework are addressed,
- Make job descriptions/service delivery requirements available for the cadre/category at the time of induction/promotion/transfer postings,
- Ensure that the job descriptions are dovetailed with the implementation aspects of Right to Information and Right to Service Acts,
- Ensure that employees recruited, promoted or transferred to a new cadre/category undergo training, to bridge the capacity/competency gaps,
- Leverage technology to enhance on-the-job training experience,
- Conduct performance reviews based on modified job descriptions, with a specific window for self assessment of job proficiencies,
- Devise systems to link performance with incentives, promotions, re-employment, etc.,
- Implement Learning Management Systems at ATIs and Department training institutions to organize timely, purposive and focused trainings,
- Ensure that the Director General - IMG, in his capacity as Ex-officio Secretary – Training, for the State, ensure that appropriate training systems are developed to handle the challenging task of capacity development.

**B**

“You don't have to be a genius or a visionary or even a college graduate to be successful. You just need a framework and a design”

Michael Dell

Social Role

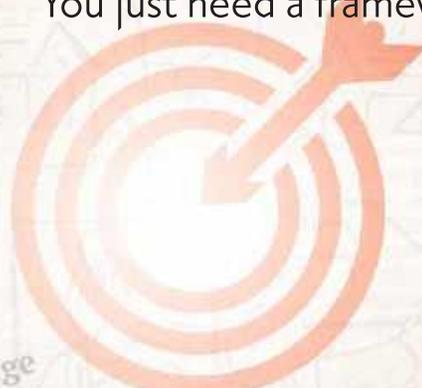
Knowledge

Skill

Traits

Self Image

Motives



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## Overview

The model used for developing competency framework follows McClelland's lead in determining what leads to superior performance.

A Competency Dictionary comprising of 25 competencies categorised in four pillars of **Ethos, Ethics, Equity** and **Efficiency** enshrining/imbibing the facets of Good Governance, and developed by DoPT for Indian Civil Services, is used as reference.

Competency framework was developed for 17 categories of the Local Self Government Department - Panchayats.

3 new competencies are additionally developed for the Department and included in the framework.

The process of developing a framework involved 4 stages viz., **Identifying the Relevant Competencies, Understanding Jobs and Roles, Assigning Competencies and Proficiency Levels and Validating Competencies and Proficiency Levels** and each is detailed below.

## **Model Development Context**

Development of competency framework for any category of employee, anywhere, involves identification of stated and unstated behaviours, expected in the discharge of their assigned duties.

For developing a competency framework for employees of the panchayat department, we have devised our own methodology based on secondary data, our experiences from the pilot project undertaken for the government of Kerala (for three departments), experiences from research and works in similar and dissimilar environments and interactions with experts.

For developing a competency framework for elected representatives, we have referenced a conceptual framework in the Local Elected Leadership (LEL) Series handbook developed by UN-HABITAT, which associates various roles and responsibilities of the elected officials and the competencies required to carry them out.

The methodology adopted may not be the only one, but surely, the most plausible one under the prevailing circumstances.

### Methodology

Stage	Stage 1 Identifying the Relevant Competencies	Stage 2 Understanding Jobs and Roles	Stage 3 Assigning Competencies and Proficiency levels	Stage 4 Validating Competencies and Proficiency levels
Purpose	<ol style="list-style-type: none"> <li>To Identify a broad set of competencies to suit the unique and specific needs of the Department</li> <li>To constitute Task Forces</li> <li>To identify: <ul style="list-style-type: none"> <li>Current and future organization requirements</li> <li>Challenges currently faced and those anticipated</li> <li>Behaviors required to succeed</li> </ul> </li> <li>To familiarize Competency Dictionary and select 15 competencies</li> </ol>	<ol style="list-style-type: none"> <li>Job Analysis</li> </ol>	<ol style="list-style-type: none"> <li>To understand the stated and unstated complexities the job-holder handles in the process of achieving organizations objectives</li> <li>To map proficiency to roles</li> </ol>	<ol style="list-style-type: none"> <li>To validate mapped competencies</li> </ol>
S/H Involved	Heads of Department, Task Force members	Task Force members	Task Force Members	Subject Matter Experts, Supervising officers, Heads of Department, Senior officials
Outcome	<ul style="list-style-type: none"> <li>A broad set of behaviors expected from employees by senior management</li> <li>Task Forces constituted</li> <li>Competencies and behaviors that are critical to fulfil organization's objectives and strategies</li> <li>A set of 15 competencies to achieve the Departments' broad objectives</li> </ul>	<ul style="list-style-type: none"> <li>Job purpose/Position summary</li> <li>Key/Principal accountabilities</li> <li>Reporting relationships</li> </ul>	A set of 10 competencies and the most appropriate behaviors	Competency Profile for selected cadres/categories

<b>Stage 1</b>	
<b>Identifying the Relevant Competencies</b>	
<b>Step 1 Purpose</b>	To identify a broad set of competencies to suit the unique and specific needs of the Department
Process	Interviewing senior level officers to: <ul style="list-style-type: none"> <li>(i) Understand the Mission and Vision of the Department and how Goals, Objectives and Measures are linked to unit(s) and individuals,</li> <li>(ii) Understand the different projects, programs, schemes and activities, and where the Department have chosen to apply its scarce resources,</li> <li>(iii) Identify units/schemes/projects that have consistently recorded good performance the specific behaviours top performers have exhibited, while also identifying non-performers and their ineffective job behaviours.</li> </ul>
Tool	Visionary interviews
Involvement	Heads of Departments
Outcome	Knowledge about: <ul style="list-style-type: none"> <li>(i) New initiatives underway,</li> <li>(ii) Effective and ineffective behaviours,</li> <li>(iii) Behaviours expected from employees by the leadership.</li> </ul>
Output	A broad set of behaviours expected from employees at the operational level, by senior management
<b>Step 2 Purpose</b>	
To Constitute Task Forces	
Process	Task forces comprising between 5 and 8 members were formed, for each cadre/category. The member representing the task force must essentially be a top performer, be an officer representing one of the regional offices/zones of the Department and have served in the immediate lower cadre(s) in the past.
Tool	Referral
Involvement	Heads of Departments and other known sources within the department
Output	Task Forces formed for each cadre/category.

<b>Step 3</b>	
Purpose	To identify: (i) Current and future organisation requirements, (ii) Challenges currently faced and those anticipated, (iii) Behaviours required by employees to succeed as well as fulfil organisations objectives.  To validate projects, goals, objectives and measures suggested by the senior officials.
Process	Discussions with individual Task Forces.
Involvement	Task Force members
Tool	Brainstorming and Focus Group discussions
Outcome	Competencies and behaviours that are critical to fulfil organisations objectives and strategy
<b>Step 4</b>	
Purpose	Familiarisation of Competency Dictionary among Task Force members and to select 15 competencies that would help employees serving in the respective cadre/category achieve broad objectives of the department.
Process	Awareness program to Task Force members for familiarising competency models in general and competency framework developed for Indian Civil Services. This model has been developed on the core values of Ethos, Ethics, Equity and Efficiency imbuing the essence of good governance and citizen-centric service delivery.
Involvement	Task Force members
Tool	Brainstorming
Outcome	A set of 15 competencies to achieve the broad objectives of the Department.

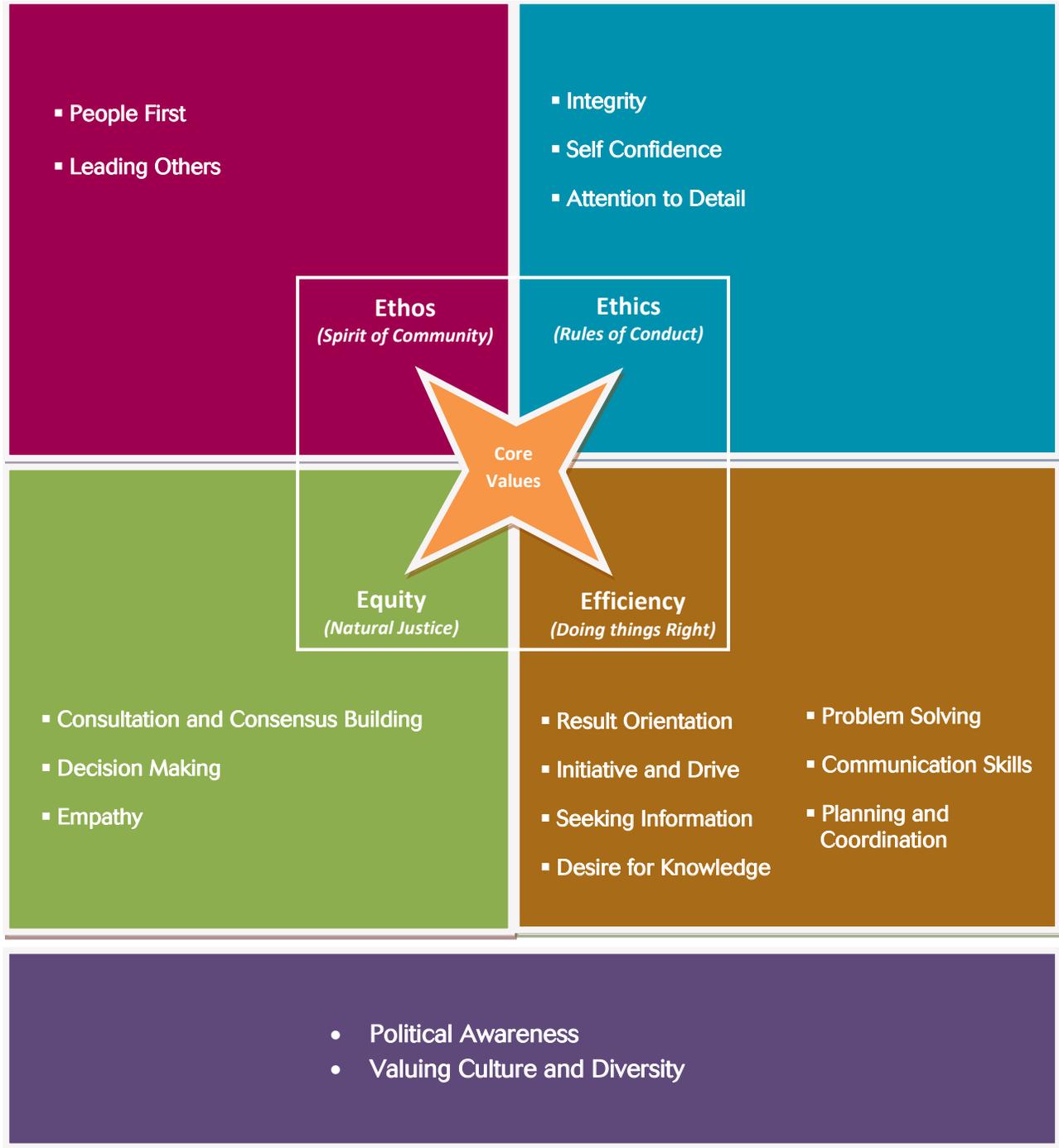
Stage 2	Understanding Jobs and Roles
Purpose	Job analysis
Process	(i) Collecting Job description documents that clearly outline the work to be done, given through induction manual, G.Os, circulars and additional responsibilities entrusted through delegation of authority. In such cases where such documents were not available, jobs were understood through a process called Job analysis,  (ii) Classifying jobs under two duty clusters - core and functional,  (iii) Identifying key/principal accountabilities.
Involvement	Task Force members
Tool	Consultative meetings
Output	Job purpose/Position summary; Key/Principal accountabilities; Reporting relationships

Stage 3	Assigning Competencies and Proficiency levels
<b>Step 1</b>	
Purpose	To understand the stated and unstated complexities the job-holder handles in the process of achieving organisations objectives
Process	(i) Analysing jobs and the mode of performance,  (ii) Identifying competencies that would support role holders in successfully carrying out their duties, responsibilities and accountabilities,  (iii) Short listing and ranking competencies from 1 to 10 in order of their importance.
Involvement	Task Force members
Tool	Consultative meetings
Output	A set of 10 competencies

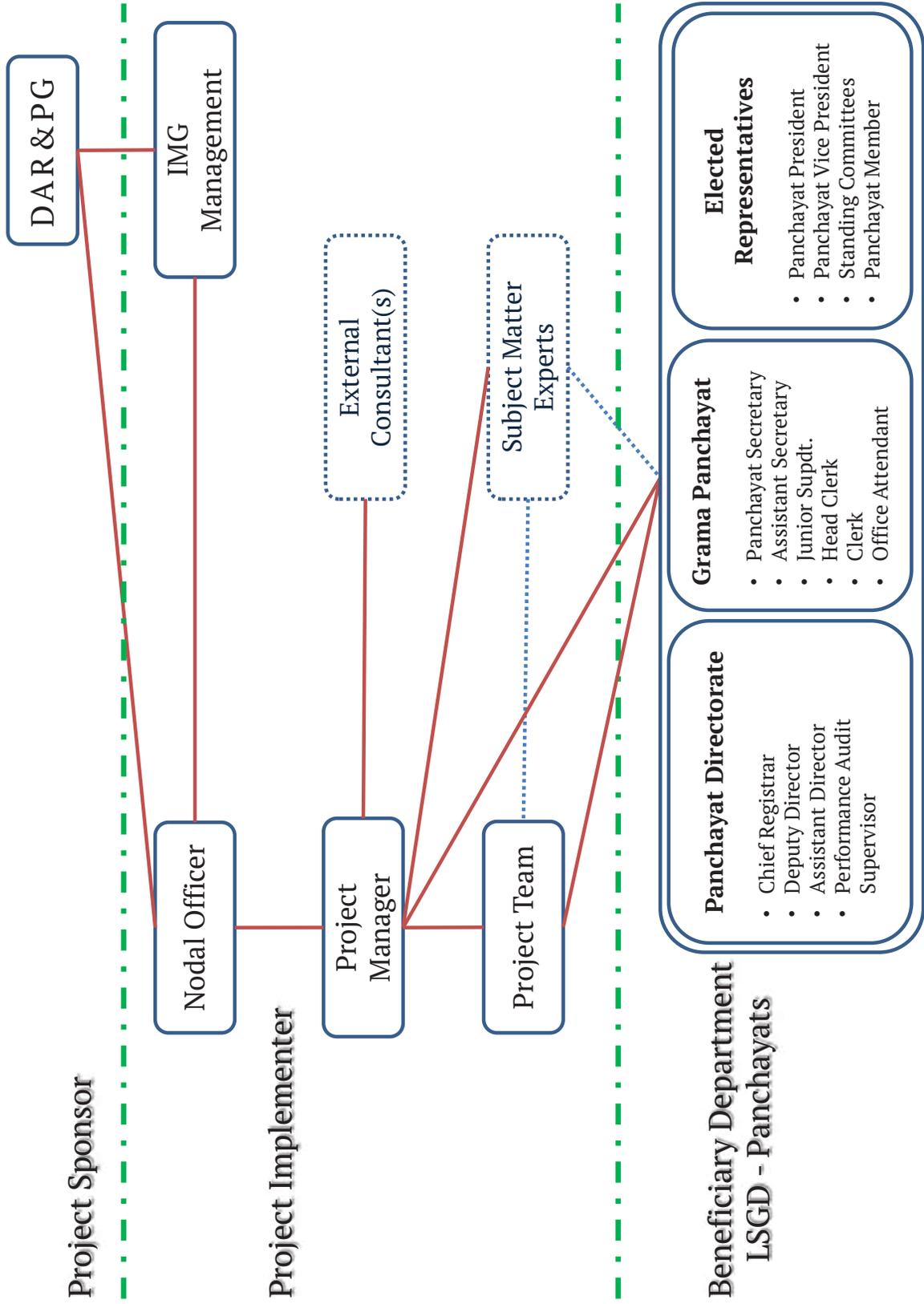
<b>Step 2</b>	
Purpose	To map proficiency to roles
Process	Determine levels of proficiency required based on the nature of role, level of responsibility and problem solving complexity
Involvement	Task Force members
Tool	Consultative meetings
Output	A set of 10 competencies and the most appropriate behaviours

<b>Stage 4</b>	
<b>Validating Competencies and Proficiency levels</b>	
Purpose	To validate mapped competencies
Process	(i) Review by Subject Matter Experts, (ii) Review by immediate superiors, (iii) Validation by Department Heads and Senior officials involving Task Force members.
Involvement	Subject Matter Experts, Supervising officers for selected cadres/categories, Heads of Departments and Senior officials.
Tool	Focus Group Discussions
Output	8 competencies and their proficiency levels for each cadre/category
Outcome	A Competency Profile for the selected cadres/categories of personnel and a Competency Framework for the Department

## Sample Competency Framework



## Stakeholder Relationship





## Activity Description

Description of activities	
Stage	
1. Planning	<ul style="list-style-type: none"> <li>• Selection of Departments</li> <li>• Selection of Cadres</li> <li>• Preparation of Proposal to sponsoring agency</li> <li>• Obtaining approval</li> <li>• Project staffing and infrastructure procurement</li> <li>• Communicating project schedule to department heads and project staff</li> </ul>
2. Initiation	<ul style="list-style-type: none"> <li>• Notification to department heads about project start date , end date, requirements of nodal officers and taskforces (quantity and quality)</li> </ul>
3. Preparatory	<ul style="list-style-type: none"> <li>• Orientation workshop to taskforce members</li> <li>• Communication regarding action plan, contact point, schedules, and deliverables</li> </ul>
4. Framework Development	<ul style="list-style-type: none"> <li>• Finalise job responsibilities of selected cadres</li> <li>• Identify a set of draft competencies to fulfil the job responsibilities identified</li> <li>• Develop draft competency profiles for cadres</li> <li>• Develop draft competency framework for department</li> </ul>
5. Review	<ul style="list-style-type: none"> <li>• Conduct workshops to finalise competency profiles and competency framework for the department</li> <li>• Prepare draft project report based on above findings</li> </ul>
6. Printing	<ul style="list-style-type: none"> <li>• Identify printing agency</li> <li>• Finalise report structure</li> <li>• Submit report for printing</li> </ul>
7. Dissemination	<ul style="list-style-type: none"> <li>• Schedule dates for dissemination seminar</li> <li>• Conduct dissemination seminar</li> <li>• Distribute report copies to department personnel</li> </ul>
8. Closure	<ul style="list-style-type: none"> <li>• File project closure report to Nodal officer for onward submission to sponsoring agency</li> </ul>

**No. of meetings held:**

<b>Cadre/Category</b>	<b>No. of Meetings</b>
Grama Panchayat President/Vice-President	09
Standing Committees (Finance, Development, Welfare, Health and Education)	10
Grama Panchayat Member	05
Chief Registrar	04
Deputy Director of Panchayats	08
Assistant Director of Panchayats	10
Performance Audit Supervisors	08
Panchayat Secretary	12
Panchayat Assistant Secretary	05
Junior Superintendent	05
Head Clerk	04
Clerk	07
Office Attendant	02

## THE JOURNEY SO FAR





















“Be the change that you want to see in the world”.

Mahatma Gandhi

### Elected Representatives

Grama Panchayat President	45
Grama Panchayat Vice President	53
Chairman – Finance Standing Committee	55
Chairman – Development Standing Committee	59
Chairman – Health & Education Standing Committee	67
Chairman – Welfare Standing Committee	73
Grama Panchayat Member	79

### Panchayat Directorate Functionaries

Chief Registrar (Births & Deaths)	95
Deputy Director of Panchayats	99
Assistant Director of Panchayats	111
Performance Audit Supervisor	129

### Grama Panchayat Functionaries

Secretary	149
Assistant Secretary	177
Junior Superintendent / Head Clerk	185
Senior Clerk	197
Clerk	225
Office Attendent	253



## Local Self Government Department - Panchayats

In 1957, an Administrative Reforms Committee (ARC) was set up for the State of Kerala with the Chief Minister as its head. In order to enable effective participation of local self-governing institutions in the administration, the ARC recommended clear measures for decentralisation of power and democratisation of the organs of government at various levels. A two-tier system with directly elected village panchayats at village level and district councils at the district level was evolved. For ease of administration, the local bodies were divided into Panchayat and Municipal Departments through provisions of The Panchayat Act of 1960.

The Panchayat Department came into existence on 19 January 1962 with the enactment of Panchayat Act of 1960 and was formally structured under the stewardship of Chairman, Shri. R Kesavan Nair. The Department has offices in all fourteen districts of the State. The Deputy Director of Panchayats supervises the operations at the district level and Assistant Director of Panchayats heads the Performance Audit wing.

The main functions of the department include; monitoring of income and expenditure, utilisation of funds (own and other) at the panchayat level, registration of marriages, births and deaths; approving bye laws prepared by the grama panchayats; distributing social welfare and social security pension benefits and facilitates citizen-centric, participatory form of governance aimed at providing various aspects of development which include among others, social justice, economic development and participatory democracy.

Source: [www.lsgkerala.gov.in](http://www.lsgkerala.gov.in), [www.dop.lsgkerala.gov.in](http://www.dop.lsgkerala.gov.in)

### Mission

- To ensure fund and freedom to achieve constitutionally mandated responsibilities, local development and social security;
- To empower the authorities to adhere to the principles of good governance, through optimal use of Information and Communication Technology;
- To develop mechanisms for community participation in decision making and sustainable development;
- To realize an equitable and caring society with special focus on marginalized and weak.

### Vision

To realize self reliant Local Self Governments committed to function as people's institutions, driven by democratic principles and seamless participation of citizens in decision making, planning and creation of a vibrant environment where concerns of each and every one are valued.

### Vital Statistics

#### Cadre/Category chosen

Chief Registrar	01
Deputy Director of Panchayats	17
Assistant Director of Panchayats	14
Sr. Superintendent/PAU Supervisor	100
Grama Panchayat Secretary	941
Assistant Secretary	865
Junior Superintendent	583
Head Clerk	609
Senior Clerk	3631
Clerk	3632
Office Attendant	1502

Source: Local Self Government Department-Panchayats, Feb. 2018.

## DISCLAIMER

Duties and responsibilities detailed in this document were captured in the process of development of competency framework, and includes only those which could be professionally outlined in specific and achievable terms at that point in time (January 2018). This collection excludes moral/social obligations that are not otherwise entrenched or explicitly stated. This excludes responsibilities that may be entrusted on an *ad hoc* basis or based on exigencies, by the authorities, from time to time.

## Competency Framework - Elected Representatives



- Use of Power
- Conflict Resolution

## Representation: It's your most important and most difficult, role

Your *roles and responsibilities* as an elected man or woman are encompassed within the various competencies covered in this competency framework document. Of the 19 competencies covered in this framework document, special emphasis is given to your *representation* and *leadership* roles and responsibilities as an elected official. After all, that's why your citizens elected you. They expect you to represent them in public decisions and deliberations. And, they expect you to provide leadership.

While election to public office carries with it the assumption that you are a leader and will perform as a leader on behalf of your constituents, it is an assumption that is tested by each decision you make and each act you perform.

*Leadership* is the sum total of your contributions as an elected official to the common good of the community during your time in office, and beyond. The “beyond” timeframe of your leadership contribution is your legacy.

### What do we mean by representation?

*Representation* is the legal mandate of the office you have been elected to serve and the core responsibility of local elected officials. By vote of the people and the legal mandate of the office, elected men and women are responsible for representing the rights and needs of *all citizens* within their local government jurisdiction.

You and your elected colleagues are responsible for carrying out the representational function of your local government. As men and women elected to office, you speak for your citizens and make decisions on their behalf.

### Representation in action

Representation involves a number of specific kinds of activities, and they in turn help determine the approaches elected officials are required to take in order to fulfil this responsibility.

- The first activity is the development and enforcement of local government policies.
- The second representation activity involves the allocation of public goods and services.
- Representation often involves intervening in the local governing system to assist individuals or groups in their interactions with local government staff and service deliverers.
- Finally, representation involves continuous dialogue with all constituents of your community.

Representation is not just your sole responsibility as an elected official even though you are the citizen's elected representative. Having a well informed and trained workforce is also key to your local government's representation responsibilities.

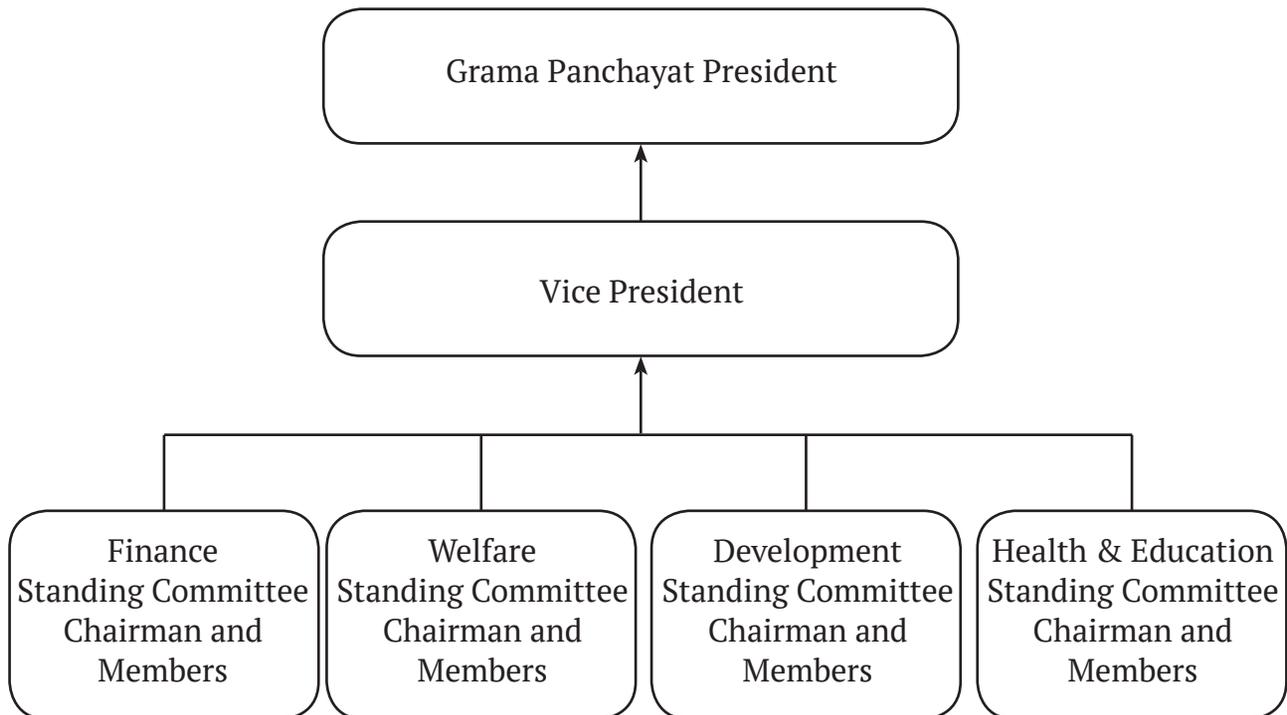
## Organisational Competencies - Elected Representatives

Six organisational competencies were found to be significant for the elected representatives. It is deemed that, all categories should ideally possess the following competencies at the proposed proficiency levels. It is also proposed that capacity development initiatives should be attempted for new functionaries, immediately after their election, to bridge the competency gaps, if any. It is further prescribed that other capacity bridging initiatives/training programmes need to be attempted only after ensuring that the newly elected representatives successfully acquire the undermentioned competencies at the prescribed proficiency levels.

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
People First						Promote the Service to the Citizens
Integrity						Models the Values of the Civil Services
Empathy						Expresses Concern for Others
Self-Awareness and Self-Control						Manages Stress Effectively
Communication Skills						Communicates Complex Messages Clearly and Credibly
Use of Power						I/II/III as applicable

## Organisation Chart

### Grama Panchayat - Functionaries



## Position Title: Grama Panchayat President

### Duties & Responsibilities:

#### I. Functions of the Grama Panchayat

1. Ensure that all elected representatives are aware of the Civil Rights, Civic Duties and Responsibilities, Statutory and Regulatory Functions of the grama panchayat,
2. Ensure that civic services rendered to citizens are of acceptable quality,
3. Ensure that regulatory functions are carried out effectively and rights of citizens are protected,
4. Ensure that mandatory functions of panchayat are carried out,
5. Direct Secretary to inspect Slaughter houses, meat stalls, public and private markets etc., and to compound offences as given under The Kerala Panchayat Raj (Slaughter Houses and Meat Stalls) Rules, 1996.

#### II. General administration

1. Act as the executive head of the grama panchayat,
2. Issue necessary orders and directions in writing on files and records called for,
3. Peruse tapals received and provide instructions to Secretary for necessary action,
4. Ensure that stakeholders involved in activities of the grama panchayat, understand their roles and responsibilities,
5. Ensure that Panchayat Committee meetings provide a platform for discussing socio-economic development needs and other concerns of the citizen, in a participatory and democratic manner,
6. Verify whether functions, projects and schemes undertaken by the grama panchayat, bring about economic development and social justice to its citizens,
7. Ensure that Standing Committees carryout their functions effectively,
8. Ensure that *Grama Sabhas* are conducted periodically,
9. Monitor the work of functionaries of departments devolved to the panchayat,
10. Ensure that Community Based Bodies set up by the partnering departments, are provided with necessary support, to deliver services in an effective manner,
11. Ensure that basic amenities are made available at the panchayat office, for all citizens,

12. Ensure that the grama panchayat employees behave in a polite and sensitive manner, while dealing with people and their needs,
13. Ensure office premises are kept clean,
14. Authorise financial transactions of the Panchayat,
15. Incur contingent expenditure up to such limit as may be fixed by the Government from time to time,
16. Direct Secretary to prepare all statements and reports required by or under the Act, including Annual Financial Statement (AFS) to be sent to State Audit Department on or before 31st July,
17. Present Audit reports with Action Taken Report (ATR), before Panchayat Committee,
18. Sanction Travel Allowance bills of elected members,
19. Ensure that registers are maintained and records kept up-to-date, to promote institutional memory and transparency,
20. Initiate disciplinary proceedings against the erring officers and employees under the control of the Panchayat, with the exception of the Secretary and officers in gazetted rank, for dereliction of duty or insubordination or for violation of rules or standing orders (including suspension from service) (the order of suspension shall be got ratified in the next meeting of the Panchayat),
21. Ensure that decisions taken by grama panchayat are recorded in their respective files/registers,
22. Consult with Secretary, before certificates/documents are approved/sent to higher authorities,
23. Ensure that details about services rendered, notifications and other important information relevant to citizens, are published in the official website of the panchayat and maintained up-to-date.

### **III. Meeting management**

#### **III. a. Grama Panchayat and Standing Committees**

1. Ensure that Panchayat Committee and Standing Committee meetings are held periodically
2. Preside over meetings of the grama panchayat
3. Ensure that all elected representatives attend Panchayat Committee, Standing Committee and other meetings scheduled by the panchayat

4. Ensure that Standing Committee meetings provide a platform for all elected representatives to sound out their socio-economic needs, development needs and problems of people they represent, discuss and arrive at a decision in a participatory and democratic manner,
5. Enable meetings to be conducted in a participatory and democratic manner, facilitating collective decision making,
6. Ensure that decisions taken and resolutions passed by the Standing Committee are considered for approval in the Panchayat Committee,
7. Preside over Functional Committees, Joint Committees and other committee meetings,
8. Permit the resolutions and interpellations of members to be included in the agenda,
9. Provide replies to interpellations raised in the meeting of the Panchayat,
10. Decide on point-of-order raised during the meeting,
11. Attend the meetings of the Standing Committees (no right to vote),
12. Verify and approve the draft minutes submitted by the Secretary within 24 hours (after making material changes, if any) of the receipt of the draft,
13. Convene Panchayat-level *Jagratha Samithi* at least once in a month and preside over it,
14. Ensure the attendance of Village Officer in the meeting of the Panchayat, if necessary,
15. Refer to Government, any resolution passed by the Panchayat, which in its opinion is found to be illegal or is in excess of the powers of the Panchayat or if carried out is likely to endanger human life, health or public safety,
16. Implement the resolution passed by the Panchayat by exercising the executive authority vested with him/her.

### III. b. *Grama Sabha*

1. Ensure that *Grama Sabhas* are convened at prescribed time intervals, as mandated in KPR Act, 1994,
2. Ensure that *Grama Sabha* serves as a platform for all citizens to sound out their needs/problems and socio-economic development requirements to the grama panchayat,
3. Ensure that all people within the grama panchayat are informed about the *Grama Sabha* and are attended without fail,

4. Perform the duties of Chairman of *Grama Sabha*,
5. Ensure that action is taken timely on problems sounded out by citizens at *Grama Sabha*,
6. Authorise the member of the adjacent ward to convene *Grama Sabha*, when the concerned member fails to do so for any reason.

#### **IV. Relationship with officials of Grama Panchayat and Allied Institutions**

##### **IV. a. Grama Panchayat**

1. Supervise the functioning of employees of grama panchayat and verify whether services are rendered in an effective and efficient manner,
2. Ensure that duties and responsibilities of grama panchayat employees are clearly communicated,
3. Ensure that grama panchayat employees attend office regularly and comply with office procedures,
4. Verify whether the grama panchayat employees engage themselves in any unethical, discriminative and gender insensitive work practices,
5. Maintain cordial relationship with grama panchayat employees,
6. Consult Secretary, prior to finalising/taking any decision on matters relating to the panchayat,
7. Conduct periodic meetings with employees to review their performance at work. Provide necessary support and guidance, whenever required,
8. Prepare Annual Confidential Reports of Secretary.

##### **IV. b. Allied Institutions**

1. Monitor the work of department officials posted at grama panchayat,
2. Conduct review of activities carried out by department officials through respective Standing Committees and staff meetings,
3. Provide necessary support and guidance to departmental functionaries to carry out their work in an efficient and effective manner,
4. Report to higher authority, when instances of non/under performance from department official(s) is noticed repeatedly,
5. Ensure that grama panchayat employees (selected) and department officials, attend *Grama Sabha* regularly.

## V. Participatory planning and budgeting

1. Initiate participatory planning exercise in consultation with other elected representatives,
2. Ensure that plans are made giving due consideration for the problems faced, as well as the development needs of the community, as raised in the Grama Sabha,
3. Consult Secretary before committing to any scheme,
4. Ensure that Annual and Perspective plans are prepared within the stipulated time,
5. Consult concerned department officials and experts about the feasibility of the proposed plan and its activities,
6. Assist in preparing a draft plan, giving due consideration to priority of goals and availability of financial resources,
7. Ensure that the draft plan is presented in Panchayat Committee meeting,
8. Ensure that the draft plan is presented in *Grama Sabha*, and if found necessary, make modifications in the priorities and strategies formulated,
9. Ensure that modifications/suggestions are incorporated to draft plan and final plan is prepared and presented in Panchayat Committee meeting for approval,
10. Ensure that final plan is submitted to District Planning Committee (DPC) for approval.

## VI. Management of schemes and projects

1. Identify opportunities that can be tapped from schemes of Central/State/Department/Foreign agencies for the development/welfare of the people within the grama panchayat,
2. Ensure that officials managing schemes/projects clearly understand the guidelines, before it is implemented,
3. Ensure that schemes are implemented in accordance with prescribed guidelines,
4. Ensure that scheme information and beneficiary details is disseminated to the public through *Grama Sabha* and approvals obtained,
5. Ensure that social audits are conducted on schemes implemented.

## VII. Project preparation and implementation of untied funds

1. Ensure that projects proposed using untied funds are presented in Panchayat Committee meeting and provided with Administrative Sanction,

2. Ensure that projects are implemented observing technical and financial guidelines,
3. Monitor the progress of projects periodically and take corrective action when defects/deviations are noticed.

### **VIII. Procurement**

1. Ensure that panchayat follows prescribed guidelines before goods and services are procured,
2. Act as a Chairperson of Purchase Committee.

### **IX. Right to Information (RTI) and proactive disclosure**

1. Ensure that details of activities undertaken within 17 areas under Sec 4.1 of the RTI Act is disseminated to the public in local language,
2. Ensure that information requested through RTI Act is provided within prescribed time,
3. Ensure that information covered under proactive disclosure is provided in local language using office notice board, web site and *Grama Sabha*.

### **10. Social Audit**

1. Constitute an independent group of personnel to conduct Social Audit and develop consensus on purpose, method, scope and schedule of social audit,
2. Create an enabling environment for the smooth conduct of Social Audit,
3. Ensure that social audit is conducted for all programs/projects undertaken by the grama panchayat,
4. Ensure that Social Audit findings are presented in *Grama Sabha* and representatives of concerned departments/public institutions respond to queries and grievances raised,
5. Ensure that grievances and concerns raised by members during *Grama Sabha* are resolved within 15 days,
6. Submit a copy of Social Audit report to Block and District administration for reference and further action,
7. Carryout follow up actions with Block/District Administration, on matters that cannot be resolved at panchayat level.

### **X. Grievance redressal**

1. Interact with citizens and solicit feedback from them about the functioning of grama panchayat and encourage them to report and register grievances, if any,

2. Initiate actions to resolve complaints registered and review progress of actions taken,
3. Institute a formal mechanism to redress grievances (maintaining a complaint register, complaint cum suggestion box, Help lines, reconciliation meetings, legal aid, Police aid, etc.,) at the panchayat,
4. Submit to higher authorities, complaint(s) which cannot be resolved at the grama panchayat level.

#### **XI. Supporting and supervising Allied Institutions**

1. Monitor activities undertaken by Allied Institutions,
2. Ensure that Allied Institutions are provided with adequate resources and infrastructure for its effective functioning,
3. Ensure that the services provided through the Allied Institutions are accessible to all, without discrimination,
4. Ensure that key functionaries of the Allied Institutions attend *Grama Sabha* and provide a brief report of the activities of their institution and the services they offer,
5. Solicit responses from citizens about the functioning and effectiveness of public institutions operating in their locality,
6. Notify citizens about Allied Institutions, the services they provide and encourage them to avail the facilities and services being offered.

#### **XII. Election**

1. Administer the oath or affirmation to members elected in bye-election and to members who could not take oath immediately after the general election,
2. Exercise casting votes if necessary, during panchayat meeting.

*Note: Exercise such other powers and discharge such other functions as may be conferred or imposed upon him by the KPR Act, Rules 1994 and Allied Acts, made there under*

### Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Leading Others					🎯	Communicates a Compelling Vision
Attention to Detail					🎯	Contributes to Overall Monitoring of Quality and Standards
Consultation and Consensus Building				🎯		Helps to Align Diverse Interests to a Common Goal
Decision Making					🎯	Makes Long-term Strategic Decision
Delegation				🎯		Sets and Monitors Key Policy Objectives
Result Orientation					🎯	Creates a Culture of Achieving Challenging Goals

## Position Title: Grama Panchayat Vice President

### Duties and Responsibilities:

1. Exercise the functions of the President, if he is continuously absent from jurisdiction for more than 15 days or is incapacitated,
2. Exercise the functions as the Chairperson of the Standing Committee - Finance,
3. Provide support and guidance in preparing annual budget, and present it before the Panchayat,
4. When the office of the President is vacant exercise the functions of the President until a new President assumes office,
5. Supervise general administration activities of the panchayat.

*Note: Exercise such other powers and discharge such other functions as may be conferred or imposed upon him by the KPR Act, Rules 1994 and Allied Acts, made there under*

### Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

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Consultation and Consensus Building				🎯		Helps to Align Diverse Interests to a Common Goal
Decision Making					🎯	Makes Long-term Strategic Decision
Delegation				🎯		Sets and Monitors Key Policy Objectives
Result Orientation					🎯	Creates a Culture of Achieving Challenging Goals

## **Position Title: Chairman - Finance Standing Committee**

Topics assigned under Schedule III: Finance, tax, accounts, audit, budget, general administration, appeal relating to tax and subjects not allotted to other Standing Committees.

The committee under the leadership of the Chairman, shall discharge the following responsibilities:

### **I. General duties**

1. Supervise the utilisation of budget and grants,
2. Verify whether taxes, fees, rent or other sums due to panchayat, are demanded and collected in time,
3. Inspect statement of accounts periodically for financial propriety,
4. Ensure that the grants received from the government are utilised for its intended purpose,
5. Conduct monthly audit of accounts and check abstract of receipts & expenditure, to estimate monthly financial requirements of the panchayat,
6. Initiate action to write off sums due to the panchayat, as appears to the committee as irrecoverable,
7. Scrutinise the annual accounts with respect to: demand, collection and balance.

### **II. Preparation of budget**

1. Collect from accounts, copy of previous year's budget,
2. Develop understanding about activities done in the past year in regard to assets created, new projects undertaken, funds allocated, maintenance, retaining, reclamation activities and its present status,
3. Issue format of budget to Heads of Allied Institutions,
4. Collect proposals from other Standing Committees and Allied Institutions. Compile and prepare a draft budget,
5. Present budget before the panchayat committee and obtain its approval.

### **III. Collection of taxes**

1. Identify existing and potential revenue sources in the panchayat and fix demand for such sources,

2. Ensure that 50 percent tax is collected in the first half of the financial year. Conduct monthly review to verify its compliance,
3. Ensure that cent percent tax is collected before the end of every financial year,
4. Initiate actions against wilful defaulters/evaders,
5. Provide assistance to Secretary to dispose appeals on taxation,
6. Direct Secretary to levy tax on cases that escaped assessment and to reassess tax for undervalued assets.

#### **IV. Minimising expenditure**

1. Identify heads of expenditure,
2. Verify whether any amount proposed to be expended is within the budget provisioned,
3. Propose projects to reduce expenses (street light, public tap, administrative expenditure, electricity charges etc.),
4. Conduct joint inspections periodically with service providers,
5. Collaborate with civil society organizations to identify and implement cost sharing avenues/opportunities,
6. Ensure that the assets created are maintained in good condition,
7. Conduct cost-benefit analysis before assets are created,
8. Verify whether Asset Registers are maintained and kept up-to-date.

#### **V. Provisioning for emergency funds**

1. Propose to government, through panchayat committee, to make available funds to meet emergency or contingency needs,
2. Prepare Supplementary Budget (to meet emergency situation) and submit to panchayat committee for approval and onward submission to Government, for ratification.

#### **VI. General administration**

1. Monitor the functioning of Front Office,
2. Verify whether infrastructure provided at the Front Office is adequate and maintained in good condition,
3. Verify whether services delivered meets predefined standards of quality,

4. Ensure that employees of the panchayat demonstrate an attitude of citizen-centric service delivery,
5. Verify whether basic amenities provided at Front Office are adequate for citizens who approach panchayat for availing services (comfortable seating arrangements and tables, facilities for women, children, senior citizens, differently-abled, trans genders, drinking water, feeding corner, women friendly toilet and washrooms, stationery items like pen, gum, thread, stapler, paper, punch, pins etc.),
6. Ensure that all infrastructure of the panchayat are protected and maintained in good condition,
7. Conduct enquiry and submit report to panchayat committee, about allegations of misconduct by employees, when directed by the panchayat committee.

## VII. Audit

1. Conduct *suomoto* performance audits before Statutory Audits (Performance Audit, Local Fund Audit, AG Audit, Social Audit), are conducted,
2. Ensure that support and facilities are provided to audit team members,
3. Ensure that Social Audits are conducted at specified time intervals,
4. Ensure that replies to audit queries are promptly submitted,
5. Coordinate with other Standing Committees to initiate corrective actions on audit objections,
6. Verify whether corrective actions planned are promptly undertaken and followed up, to overcome audit objections.

*Note: Exercise such other powers and discharge such other functions as may be conferred or imposed upon him by the KPR Act, Rules 1994 and Allied Acts, made there under*

### Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Leading Others	🎯					Shares Information/ Reasons to Motivate
Attention to Detail	🎯					Pays Attention to Detail
Consultation and Consensus Building		🎯				Consults Others and Takes Multiple Actions to Persuade Others
Delegation		🎯				Expresses Trust and Stays Focused
Result Orientation			🎯			Consistently Improves Systems as well as Performance
Planning & Coordination			🎯			Considers Interrelated Activities
Innovative Thinking		🎯				Suggests Innovative Way of Solving Issues and Improving Current Ways of Working

## Position Title: **Chairman - Development Standing Committee**

Topics assigned under Schedule III: Development planning, socio-economic planning, spatial planning, agriculture, soil conservation, social forestry, animal husbandry, dairy development, minor irrigation, fisheries, public works, small scale industry, housing, regulation of building construction and electricity.

The committee under the leadership of the chairman, shall discharge the following responsibilities:

### I. **Agriculture**

1. Identify and categorize land available and suitable for agriculture purposes,
2. Ensure that land available is utilised optimally for agriculture and soil protection,
3. Undertake ward-wise spatial planning,
4. Arrange to conduct survey of land and include details gathered in the Asset Register,
5. Interact with *Krishi Bhavan* officers, local expert farmers and prepare proposals for horticulture and vegetable cultivation,
6. Form working groups to effectively implement projects undertaken,
7. Monitor the projects under implementation,
8. Provide support to farmers in procuring seeds, fertilizers and technical assistance, as and when required,
9. Identify opportunities for integrating projects and prepare proposals for maximising value on investment,
10. Ensure that the services of *Krishi Bhavan* Officers and local experts on farming procedures, pest/fungus control, soil testing, farming machinery usage etc., are made available to farmers for improving productivity,
11. Identify opportunities for marketing farm produce,
12. Arrange government subsidies for farmers,
13. Encourage production and use of organic manure with specific emphasis on converting kitchen waste into organic manure,
14. Provide guidance and support for setting up kitchen gardens to promote the use of pesticide free and fresh vegetables,
15. Provide support for setting up nurseries,

16. Promote growth/sale of high quality/yielding seedlings suitable for local farming/cultivation,
17. Encourage the system of co-operative group farming and provide support in the various stages of its value chain,
18. Collaborate with local experts and *Krishi Bhavan*,
19. Collaborate with local experts and *Krishi Bhavan* officials to promote farming practices that help to minimise loss and enables multi-crop farming,
20. Organise self-help groups among farmers,
21. Encourage horticulture and vegetable cultivation,
22. Identify cultivatable land and farmers to produce fodder,
23. Provide support and guidance, for procurement of seedlings, fertilizers and identification of consumers,
24. Plan and provide assistance to implement modern methods/systems of irrigation,
25. Coordinate with *Krishi Bhavan*, activities in regard to controlling pests and maintaining soil fertility,
26. Foster the use of machines/equipment/implements for farming, where there is scarcity of skilled labourers and cultivatable land is in plenty,
27. Prepare projects for purchase of farm equipments and create assets for common good,
28. Create awareness about availability of farm machinery and lease the equipments to farmers in need.

**I. a. Management of *Krishi Bhavans***

1. Involve *Krishi Bhavan* officials in planning process,
2. Delegate responsibilities to *Krishi Bhavan* officials,
3. Supervise joint activities of panchayat and *Krishi Bhavan*,
4. Assign Agricultural Officer as ex-officio Secretary of projects related to agriculture,
5. Inform Standing Committee/Panchayat, details of schemes, subsidies and fertilisers that can be availed through *Krishi Bhavan*.

## II. Cattle rearing and Livestock farming

(Animal husbandry, Dairy farming, Poultry farming, Bee keeping, Piggery development, Goat rearing, Rabbit rearing etc.,)

1. Provide assistance to conduct awareness campaigns about the importance of livestock/cattle rearing in our society,
2. Identify interested parties and prepare feasible project proposals in consultation with *Krishi* Officer, Veterinary Doctors, and Experts,
3. Arrange training programmes for interested farmers,
4. Provide support (financial/material/labour) for creating infrastructure,
5. Provide information about subsidies, benefits, that are available from government and other accredited agencies,
6. Encourage the use of modern equipments for product extraction,
7. Encourage formation of societies/*sanghams* for procurement and sale of produce/products,
8. Institute transparent trade mechanisms, for the benefit of farmers,
9. Monitoring the functions of Veterinary Hospitals and ICDP Sub centres, and
  - a. Involve officials in planning process,
  - b. Delegate responsibilities to officials,
  - c. Supervise joint activities of panchayat and Veterinary Hospitals/ICDP Sub centres,
  - d. Assign Officers/Doctors as ex-officio secretary of projects related to animal husbandry/cattle rearing,
  - e. Inform Standing Committee/Panchayat, details of schemes, subsidies, and medicines that can be availed through Veterinary Hospitals/ICDP Sub centres.
10. Coordinate with Doctors/officials from Veterinary Hospitals/ICDP Sub centres, to control and mitigate, infectious diseases among cattle, poultry, bees, pigs, fish, rabbit etc.,
11. Create awareness about “the right to live “and adopt measures to prevent cruelty and atrocities towards animals,
12. Prepare projects for fertility improvement and monitor its implementation,

13. Create awareness among cattle farming groups about the services, service providers, timings and contact details available for various needs,
14. Maintain a list of doctors and experts (retired, private practice, experienced local vet. doctors) who can be contacted in times of emergency or non-availability of scheduled service providers,
15. Create awareness about potential business avenues in the value chain and how it can be tapped to maximise return on investment.

### **III. Minor irrigation**

1. Undertake implementation and maintenance of all minor and micro irrigation projects of the panchayat,
2. Conduct review of ongoing irrigation projects, periodically and provide support wherever needed,
3. Collaborate with Irrigation Department for identifying new water sources, preparing project proposals, for implementation and provide professional support for maintenance of existing projects,
4. Identify avenues for integrated/convergence projects (conservation of water and irrigation),
5. Initiate actions to revive stalled irrigation projects,
6. Create awareness about water being a scarce commodity and the importance of conserving water and water sources.

### **IV. Fishing**

(Development of fisheries in ponds, Pisciculture in fresh water and brackish water and mariculture)

1. Identify interested parties and prepare feasible project proposals in consultation with Officers, Doctors, and Experts from Fisheries Department,
2. Employ approved agencies (like FFDA) to train and provide assistance to fish farmers,
3. Provide information regarding various schemes and financial assistance that can be availed by farmers,
4. Arrange seeds from Fisheries Department/other approved agencies,
5. Identify sources for sale of produce,
6. Coordinate with Fisheries Department/FFDA to improve seed production and its distribution,

7. Coordinate with Fisheries Department/FFDA for supply of fishing implements to fish farmers,
8. Provide assistance for marketing of sea food,
9. Coordinate with Panchayat, Fisheries Office, Welfare Boards, Coastal Development Authorities, *Matsyafed* etc., for providing basic facilities to local fishermen families,
10. Ensure that education equipment for Lower Primary (LP) school students are provided before academic year commences,
11. Create awareness about welfare schemes and benefits available for fishermen community.

#### V. Social forestry

(Afforestation, growing fruit trees and trees for cattle feed and fire wood)

1. Create awareness about the environmental problems borne out of depleting green cover and the necessity of increasing green cover through social forestry initiatives,
2. Identify areas (*purambokku*, roadside, public place, schools, wastelands, house premises etc.) suitable for social forestry initiatives,
3. Determine type of trees/saplings to be planted and prepare estimate of quantity,
4. Collaborate with Forest Department in obtaining good quality saplings,
5. Organise campaigns and coordinate the planting of saplings, through local community organizations, schools, colleges, private organizations etc.,
6. Identify sponsors and engage them for protecting and conserving the planted saplings.

#### VI. Small-scale Industries

(Promotion of cottage and village industries, handicrafts, traditional and mini industries)

##### VI. a. Where there is abundant availability of raw materials:

1. Determine raw materials available in abundance in the grama panchayat jurisdiction/area,
2. Engage experts to determine the products/value added products that can be manufactured using the raw materials available,
3. Determine the market demand for the above products and verify whether supply can meet demand,

4. Identify a set of interested parties and discuss business and its potential,
5. Provide assistance (funding/infrastructure/expert panel etc.) to set up cottage/village/mini industry(s),
6. Arrange training program for entrepreneurs,
7. Provide support and guidance in availing, subsidies and others benefits available to the entrepreneurs,
8. Identify market and suitable channels of marketing for products manufactured.

#### **VI. b. Where there is abundant availability of skill**

1. Determine availability of skilled persons in traditional handicraft,
2. Prepare project proposals to enhance the skill and to market the products,
3. Identify market and suitable channels for marketing the products manufactured.

#### **VII. Housing**

(Identification of the homeless people and the *purambok* dwellers and provide them with land for house construction, implementation of rural housing programmes, implementation of shelter up gradation programmes)

1. Conduct survey and ascertain the people under various categories (homeless, landless, shelter up-gradation, *purambok* dwellers etc.),
2. Identify eligible persons through *Grama Sabha*,
3. Prepare priority list on the basis of scheme conditions or government orders/guidelines,
4. Coordinate with other departments (SC/ST, Social Justice, Housing Board etc.) to avail benefits of housing schemes and submit proposal for the same,
5. Supervise the implementation of housing schemes/programs.

#### **VII. Water supply**

(Setting up of water supply schemes and its management)

1. Identify natural water sources available within the panchayat,
2. Coordinate with experts/agencies to study, prepare and implement projects in order to make drinking water available to needy citizens,
3. Create awareness about the importance of ground water recharge and utilize the expertise/services of professional agencies/personnel to replenish water table by recharging water sources,
4. Initiate actions to protect existing natural water resources.

### **VIII. Electricity and energy**

(Installation and maintenance of street lights, encourage the consumption of bio gas)

1. Encourage the use of non-conventional/renewable energy sources for domestic use,
2. Create awareness about the use of biogas as cooking fuel, and by-products for agricultural purposes,
3. Undertake schemes for promoting the use of biogas (at residents and hotels etc.),
4. Ensure that biogas plants installed by panchayat are maintained in good condition and undertake periodic maintenance works,
5. Supervise installation of street lights and ensure that they are maintained in working condition,
6. Create awareness on the importance of conserving energy and promote the use of energy saving equipment/appliances.

### **IX. Public works**

(Construction and maintenance of village roads and buildings of panchayat and Allied Institutions)

1. Collect information regarding requirements (new/maintenance) of public works to be undertaken in the next project period/financial year,
2. Consult experts to evaluate and determine work estimates,
3. Ensure that prescribed guidelines are followed while awarding public work contracts,
4. Conduct periodic site inspection, to compare quantity and quality of materials used of works undertaken, with set standards,
5. Make certain that terms and specification of contracts awarded are proactively disclosed,
6. Conduct Social Audit on public works undertaken,
7. Undertake the work of constructing buildings for Allied institutions.

*Note: Exercise such other powers and discharge such other functions as may be conferred or imposed upon him by the KPR Act, Rules 1994 and Allied Acts, made there under*

### Competencies Identified for the Position:

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Result Orientation			🎯			Consistently Improves Systems as well as Performance
Planning & Coordination			🎯			Considers Interrelated Activities
Innovative Thinking		🎯				Suggests Innovative Way of Solving Issues and Improving Current Ways of Working

## **Position Title: Chairman - Health and Education Standing Committee**

Topics assigned under Schedule III: Public health, sanitation, water supply (drinking water), sewerage, environment, education, art, culture and entertainment

The committee under the leadership of the Chairman, shall discharge the following responsibilities:

### **I. Education**

#### **I. a. Management of Government Pre-Primary Schools and Primary Schools**

1. Form panchayat level education committee and provide assistance to monitor the functions of educational institutions coming under the panchayat,
2. Verify whether the institutions are provided with infrastructure and teaching resources adequately,
3. Inspect fitness of school buildings periodically,
4. Prepare plans for monthly activities to be carried out at schools,
5. Monitor academic progress of children periodically,
6. Implement schemes/projects to improve quality of institution and education imparted,
7. Maintain a database of qualified teachers and teachers with specialisation,
8. Verify whether funds received for *Sarva Shiksha Abhiyan (SSA)* is utilised as per guidelines,
9. Implement educational schemes of State and Central Governments,
10. Ensure that schools are supplied with nutritious food and children provided with the same,
11. Ensure that children engage themselves in extracurricular activities,
12. Conduct periodic surveys on the services (education and others) provided by the institution and initiate corrective actions when defects/deficiencies are noticed,
13. Form monitoring committee to review the performance of teachers and staff members.

#### **I. b. Implementation of literacy programmes**

1. Prepare a vision document for achieving complete literacy in the panchayat,
2. Undertake continuing education schemes to be implemented in the panchayat,
3. Undertake equivalency certificate exam for needy candidates,

**I. c. Management and promotion of reading rooms and libraries**

1. Set up libraries for common use by the citizens and monitor its function,
2. Undertake projects to upgrade existing libraries, wherever necessary,
3. Facilitate, sharing of books/reading materials, among libraries within the panchayat,
4. Adopt and adapt innovative projects to inculcate reading habit and promote knowledge sharing,
5. Undertake periodic awareness programmes/campaigns about availability of libraries, and books in the library.

**II. Public health and sanitation**

**II. a. Management of Dispensaries, Primary Health Centres and Sub-centres (with all systems of medicine)**

1. Prepare a list of Dispensaries, Primary Health Centres and Sub-centres operating within the panchayat,
2. Conduct periodic review to monitor their operations and provide necessary support for its effective functioning,
3. Inspect the quantity and quality of infrastructure available at these institutions and initiate corrective actions when defects/deficiencies are noticed,
4. Set up new Dispensaries, Primary Health Centres and Sub-centres where it is deemed necessary,
5. Verify whether funds allocated for the functioning and development of these institutions are utilised for its intended purpose,
6. Review applications (for new and renewal of dispensaries) received for license,
7. Conduct board meetings regularly,
8. Ensure that medicines supplied by the government reach dispensaries/PHCs on time,
9. Monitor the services delivered by doctor/medical staff employed at Dispensaries, Primary Health Centres and Sub-centres,
10. Conduct selection and recruitment of personnel under daily wages,
11. Obtain sanction from government, to procure medicines from approved agencies (when there is shortfall or delay in supply from the government institutions),

12. Monitor the activities of maternity and child welfare centres and initiate corrective actions when defects/deficiencies are noticed,
13. Coordinate immunization programmes/campaigns organised by Health Department.

**II. b. Management of epidemics and infectious diseases**

1. Prepare action plan, project proposals to arrange funds and implement preventive action programmes,
2. Conduct periodic awareness campaigns regarding potential epidemic/infectious diseases likely to affect the local population,
3. Monitor the effectiveness of actions taken and make corrections wherever necessary.

**II. c. Provide guidance and support to implement family welfare programmes within the panchayat.**

**II. d. Sanitation programmes**

1. Verify whether functions of ward Sanitation Committee are carried out effectively,
2. Coordinate the implementation of sanitation projects and monitor their functions,
3. Prepare project proposals based on the inputs received from ward Sanitation Committee,
4. Review applications received for Sanitation Certificate,
5. Ensure that Health Inspector periodically inspects premises of factories/institutions/schools/colleges/house hold etc., to verify whether waste is disposed off in a scientific manner,
6. Ensure that licenses are issued only after thorough verification by Health Inspector,
7. Ensure that public places, public drains etc., are maintained neat and clean,
8. Initiate actions on complaints received,
9. Gather inputs regarding health and support system available for citizen in each ward employing *Asha* workers,
10. Prepare project proposals to carryout welfare programmes/schemes,

11. Create awareness about welfare programmes/schemes instituted,
12. Verify whether the desired outcomes have been achieved and findings reported to panchayat committee.

## **II. e. Eradication of social evils**

1. Create awareness among children, youth and middle aged people about prevailing social evils,
2. Formulate programmes to prevent/mitigate social evils,
3. Establish counselling centres and de-addiction centres.

## **II. f. Supply of drinking water**

1. Ensure that, potable drinking water is available, to all residents of the panchayat,
2. Conduct studies to identify sources that provides perennial supply of water,
3. Conduct studies to assess the yearly water requirement of the panchayat and prepare contingency plans for addressing drought situations,
4. Prepare project proposals for, distribution of drinking water, maintenance water source/storage/distribution systems and replenishment of water sources, with the help of experts,
5. Initiate actions to prevent acts of deforestation, unauthorised sand/land and soil mining, quarrying, filling up of cultivatable paddy fields etc., when noticed.

## **II. g. Waste disposal**

1. Conduct awareness programmes about waste, nature of waste and its proper disposal methods,
2. Prepare project proposals for disposal/recycling/reducing/reusing wastes, generating value added products from waste materials.

## **III. Sports and cultural affairs**

(Construction of playgrounds and establishment of cultural centres)

1. Prepare project proposals for constructing public playgrounds, indoor/outdoor stadiums etc., within the panchayat,
2. Conduct ward-level sports/cultural fest for citizens,

3. Maintain playground and recreation facilities within the panchayat, in good condition,
4. Identify vacant spaces to construct playground/recreation facilities (where such facilities are not available) and prepare project proposal for the fulfilment of the above,
5. Prepare project proposal for constructing fitness/wellness centres within the Panchayat,
6. Promote sports, culture and fitness activities by coordinating with other departments/agencies/clubs etc.,
7. Undertake ward-level programmes to rekindle the culture and traditions, native to the locality.

*Note: Exercise such other powers and discharge such other functions as may be conferred or imposed upon him by the KPR Act, Rules 1994 and Allied Acts, made there under*

### Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Leading Others	◎					Shares Information/ Reasons to Motivate
Attention to Detail	◎					Pays Attention to Detail
Consultation and Consensus Building		◎				Consults Others and Takes Multiple Actions to Persuade Others
Delegation		◎				Expresses Trust and Stays Focused
Result Orientation			◎			Consistently Improves Systems as well as Performance
Planning & Coordination			◎			Considers Interrelated Activities
Innovative Thinking		◎				Suggests Innovative Way of Solving Issues and Improving Current Ways of Working

## **Position Title: Chairman - Welfare Standing Committee**

Topics assigned under Schedule III: Development of SC and ST, development of women and children, social welfare, social security, slum improvements, poverty alleviation and public distribution system

The committee under the leadership of the Chairman, shall discharge the following responsibilities:

### **I. Social welfare**

#### **I. a. Establishing and supervising operations of *Anganawadis***

1. Establish *Anganawadis* based on feasibility study and proposal submitted by the ward member,
2. Select and acquire land, identify fund sources (projects), provide support for procuring/arranging infrastructure and teaching modules/aids for *Anganawadis*,
3. Create awareness about *Anganawadi* facilities available in each area,
4. Set up monitoring committees,
5. Monitor progress of *Anganawadis* periodically,
6. Verify the quality and adequacy of infrastructure (building/teaching aids) at *Anganawadis*, periodically,
7. Ensure that food items to children are supplied in a timely manner,
8. Verify stock register at *Anganawadis*, periodically,
9. Coordinate with Social Justice Department and implement schemes for adolescent girls, pregnant women, nursing mothers, children (0 – 6 years), through *Anganawadis*.

#### **I. b. Social security pensions**

1. Create awareness among people about various social security pension schemes and its eligibility criteria,
2. Verify the list of identified beneficiaries and ensure that norms and conditions are fulfilled before sanctioning pensions,
3. Monitor disbursement of pensions,
4. Conduct *Adaalaths* to resolve compliants related to pensions,
5. Ensure that persons deserving pensions are identified and pensions disbursed promptly.

**I. c. Sanctioning and distribution of unemployment wages**

1. Create awareness about schemes that offers wages for unemployed persons,
2. Call for application,
3. Prepare a list of shortlisted candidates based on set criteria,
4. Assist Secretary in issuing labour cards,
5. Assist Secretary in providing jobs under MGNREGS for eligible candidates,
6. Compile a ward-wise list of employable persons (within the prescribed age limit),
7. Identify applicants who are not employed/not benefitted from any scheme of panchayat and sanction unemployment wages, following applicable norms and guidelines.

**I. d. Sanctioning of financial assistance for the marriage of the daughters of widows**

1. Verify the report submitted by enquiry officer and provide sanction,
2. Monitor disbursement of financial assistance to shortlisted applicants.

**I. e. Implementation of Group Insurance Scheme**

1. Identify sources/schemes of group insurance available,
2. Prepare project proposal and obtain sanction from panchayat committee,
3. Include marginalised and economically backward people/communities under the ambit of Group Insurance Scheme.

**I. f. *Jagratha Samithis* - Constitution and monitoring of its functions**

1. Create awareness among local citizens about services offered through *Jagratha Samithis*,
2. Employ *Jagratha Samithis* to create awareness about prevailing social evils and methods to counter such evils,
3. Utilise services of *Jagratha Samithis* to mediate/support with women and children in solving their domestic issues/problems,
4. Conduct monthly meetings of *Jagratha Samithis* and monitor its activities.

**I. g. Welfare of senior citizens**

1. Set up old-age homes and day homes at each ward,
2. Ensure that food and medicine are available for senior citizens,
3. Ensure that care and protection are provided to senior citizens,
4. Ensure that provisions given under Senior Citizens Act are implemented in letter and spirit,
5. Conduct senior citizen's meet (*Vayo Sabha*) periodically,
6. Ensure that senior citizen friendly facilities are made available at offices and public places, under the jurisdiction of panchayat.

**I. h. Welfare of women**

1. Prepare projects for the welfare and empowerment of women, using funds allocated under Women Component Plan (WCP),
2. Ensure that sanctioned WCP projects are implemented effectively,
3. Conduct periodic reviews of projects under implementation.

**II. Poverty alleviation**

1. Identify people belonging to economically backward and socially vulnerable categories/communities, through surveys,
2. Identify and implement projects for the development and social upliftment of people in this category,
3. Implement self-employment and group employment schemes for the poor, especially for women,
4. Ensure that support and services offered by the Government reach them in a timely manner.

**II. Development of Scheduled Castes and Schedule Tribes**

1. Implement beneficiary oriented schemes under Scheduled Caste Sub-Plan and Tribal Sub-Plan,
2. Establish and supervise the operations of nursery schools for children belonging to Schedule Caste and Schedule Tribe communities,
3. Arrange basic facilities in Scheduled Caste-Scheduled Tribe colonies,
4. Provide assistance to Scheduled Caste -Scheduled Tribe students,
5. Provide discretionary assistance to Scheduled Caste-Scheduled Tribe when necessary.

#### IV. Establishing and supervising operations of *Anganawadis* for children belonging to Schedule Caste and Schedule Tribe communities

1. Establish *Anganawadis* based on feasibility study and proposal submitted by the ward member,
2. Select and acquire land, identify fund sources (projects), provide support for procuring/arranging infrastructure and teaching modules/aids for *Anganawadis*,
3. Create awareness about *Anganawadi* facilities available,
4. Set up monitoring committees,
5. Monitor progress of *Anganawadis* periodically,
6. Verify the quality and adequacy of infrastructure (building/teaching aids) at *Anganawadis*, periodically,
7. Ensure that food items to children are supplied in a timely manner,
8. Verify stock register at *Anganawadis*, periodically,
9. Coordinate with Social Justice/ Scheduled Tribe/Scheduled Caste Development Department and implement schemes for adolescent girls, pregnant women, nursing mothers, children (0 – 6 years), through *Anganawadis*.

#### V. Public Distribution Centres/Outlets

1. Conduct inspection and implement remedial actions, to resolve complaints received against Ration Shops within the panchayats,
2. Monitor operations of Ration Shops, periodically,
3. Create awareness about goods, quantity allotted for distribution or planned for distribution (normal and festival period, as the situation may be), through Ration Shops,
4. Organise campaigns to prevent offences relating to weights and measures,
5. Inspect Ration Shops, *Maveli* Stores, *Neethi* Stores and other public distribution centres, regularly.

#### VI. Natural calamities relief

1. Ensure that relief centres are maintained in good condition,
2. Coordinate activities with line departments for immediate relief activities (camp/shelter/food/medicine etc.) at the time of natural calamities,
3. Formulate plans to reconstruct damaged assets,

4. Coordinate with line departments in developing a disaster management plan (identifying resources, setting aside contingency funds etc.),
5. Disburse financial compensation sanctioned by government to affected parties.

## **VII. Setting up and strengthening of Co-operative Societies**

1. Setup co-operative societies within the panchayat,
2. Collaborate with co-operative societies, government, banks etc. for implementing schemes for the benefit of citizen,
3. Utilize services of co-operative societies, for disbursement of benefits/services to the citizen,
4. Provide support and guidance to strengthen the existing co-operative institutions/ societies.

*Note: Exercise such other powers and discharge such other functions as may be conferred or imposed upon him by the KPR Act, Rules 1994 and Allied Acts, made there under*

### Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Leading Others	○					Shares Information/ Reasons to Motivate
Attention to Detail	○					Pays Attention to Detail
Consultation and Consensus Building		○				Consults Others and Takes Multiple Actions to Persuade Others
Delegation		○				Expresses Trust and Stays Focused
Result Orientation			○			Consistently Improves Systems as well as Performance
Planning & Coordination			○			Considers Interrelated Activities
Innovative Thinking		○				Suggests Innovative Way of Solving Issues and Improving Current Ways of Working

## Position Title: Grama Panchayat Member

### I. General duties

1. Participate actively and undertake responsibilities vested by various committees in order to fulfil the objectives of the panchayat and the socio-economic development of the citizens within it,
2. Make available thy self, approachable and available, always for the citizens,
3. Ensure that all projects/programmes/schemes carried out within the panchayat are efficient, effective, economical and of acceptable quality,
4. Conduct Social Audits for all projects/programmes/schemes carried out within the panchayat,
5. Ensure that plan/project implementation details are displayed to ensure transparency and accountability,
6. Ensure that project proposals are prepared, to fulfil requirements of the ward , to up-lift and improve the quality of livelihood of women, children, senior citizens, differently-abled, transgender, SC, ST and other backward communities within the ward,
7. Work towards the welfare of citizens and contribute to the sustainable development goals of the panchayat.

### II. Grama Sabha

1. Consult with President and prepare a schedule to conduct *Grama Sabha*,
2. Perform the duties of *Grama Sabha* convenor,
3. Preside over *Grama Sabha* in the absence of President/Vice President,
4. Ensure that *Grama Sabhas* are conducted as per Rules,
5. Make necessary interventions for people participation and effective conduct of *Grama Sabha*,
6. Ensure that *Grama Sabhas* are conducted in a manner that promote active people participation, participatory decision making for achieving the socio-economic development goals of the ward,
7. Ensure that *Grama Sabhas* acts as a venue to present, discuss and take suitable actions on current social issues that affect/impact the social framework,
8. Make suitable intervention(s) for implementing the decisions taken at *Grama Sabha*,

9. Inform the suggestions/opinions/decisions of the *Grama Sabha*, to the panchayat committee/standing committee/other committees/project planning committees as and when required,
10. Utilise *Grama Sabha* as a venue to inform important decisions, information of the panchayat to the citizens.

### III. Other committees

1. Participate actively in committees setup for information and communication, public works, public health, education, sanitation, agriculture etc.,
2. Perform the duties entrusted by joint committees of the panchayat,
3. Participate actively in the capacity of member/chairman, at committees such as *Anganawadi* monitoring, public health, education, sanitation, agriculture etc., constituted for improving service delivery, welfare and socio-economic development of citizens,
4. Form ward-level Working Groups and work towards achieving its goals and objectives,
5. Convene monthly ward-level *Jagratha Samithis* to review its functioning and provide support and guidance as and when required,
6. Form Ward Development Committees through *Ayalsabhas*. Review its functioning, coordinate its activities and provide support and guidance as and when required,
7. Ensure that ward level *Jagratha Samithis* are conducted at specified intervals,
8. Provide leadership in the process of plan formulation and project implementation, within the capacity of Working Group Chairman,
9. Participate actively in all committees/meetings including panchayat committee as mandated by Rule. (Leave notification shall be submitted when participation in such meetings cannot be ensured),
10. Participate actively in ward level committees as mandated in KPR Act 1994, as a member/patron and provide support and guidance to fulfil its goals and objectives.

### IV. Socio-economic development

1. Invite attention of the panchayat regarding the needs of the citizen, activities undertaken by panchayat and other matters of public importance in the ward,
2. Monitor the activities of projects implemented and make suitable interventions when deviations/deficiencies are noticed,

3. Gather base line data of the ward and utilise the same for socio-economic development of citizens,
4. Identify and mobilise voluntary services, donations and beneficiary contribution from public and stakeholders for developmental activities undertaken in the ward,
5. Represent ward/panchayat in various forums to voice its requirements/problems for necessary help/assistance,
6. Coordinate with agencies/institutions to resolve problems faced by citizens,
7. Create awareness about the services rendered through panchayat and provide assistance in availing them.

## V. Duties related to Standing Committees

### V. a. Finance

1. Attend Standing Committee meetings regularly. Present before the committee those topics which need special attention after gathering sufficient information about the topic,
2. Ensure that funds allocated are utilised for its intended purposes,
3. Identify new tax sources for the grama panchayat. Verify whether the levied taxes are correct and as per rules , where there is any deviation, bring it to the notice of concerned officials and panchayat committee,
4. Coordinate ward-level activities to ensure cent percent tax collection,
5. Recommend to panchayat committee to write-off cases of irrecoverable taxes after following applicable rules,
6. Initiate actions to settle appeals on tax levied,
7. Mobilise voluntary services, donations and beneficiary contribution from public and stakeholders for plan activities,
8. Gather sector wise socio-economic status and provide as input to Vice President and other officials for preparing budget,
9. Carefully examine the draft budget, discuss and make amendments from Standing Committee areas/sections which need special emphasis before budget approval,
10. Identify and enumerate existing and new sources of taxes and bring it to the notice of panchayat committee,
11. Ensure that taxes are levied on all identified sources,

12. Collaborate with social service organisations and explore avenues for cost sharing opportunities while undertaking projects for the welfare of citizens,
13. Maintain and upkeep public assets created within ones ward,
14. Ensure that new assets created are logged in the Asset Register,
15. Ensure that basic amenities are made available at the panchayat office and allied institutions falling under its purview,
16. Ensure that public properties within the ward/panchayat are protected under law and maintained well,
17. Examine audit remarks and provide assistance to panchayat to close them.

#### V. b. Welfare

1. Undertake feasibility study to establish an *Anganawadi* in his ward and submit proposal,
2. Coordinate with panchayat committee to identify and procure suitable land for *Anganawadi*,
3. Identify sources of fund and submit proposals for obtaining them to establish *Anganawadi*,
4. Take necessary steps to create basic infrastructure at *Anganawadi*,
5. Create awareness about the services offered through *Anganawadi*,
6. Perform the duties of Monitoring Committee Chairman,
7. Create awareness about Social Security Pensions available for destitute, widows, differently abled, farmers etc., and take necessary steps in providing them to the deserving,
8. Create awareness about Unemployment Wages, Marriage Assistance to daughters of widows and other Social Security Pensions and take necessary steps in providing them to the deserving,
9. Take necessary steps to identify and include marginalised and economically backward people/communities under the ambit of Group Insurance/Medical Treatment Assistance Schemes offered by Government/authorised agencies,
10. Form ward-level and panchayat level *Jagratha Samithis*, and coordinate their activities,
11. Develop capabilities among *Jagratha Samithi* members to identify prevailing social evils and methods to combat them,

12. Utilise services of *Jagratha Samithis* to mediate/support with women and children in solving their domestic issues/problems,
13. Conduct periodic meetings of *Jagratha Samithis*, and review their activities,
14. Take necessary steps to open and function old-age homes and *Pakalveedu* within the ward,
15. Convene periodic meetings of *Vayosabha*,
16. Conduct periodic medical camps for the benefit of senior citizen,
17. Provide assistance to panchayat committee in utilising funds allocated towards Women Component Plan (WCP) by identifying and implementing projects to support welfare and empowerment of women,
18. Ensure that projects undertaken under WCP are implemented successfully,
19. Provide assistance to panchayat to formulate ward-level projects/activities to ensure equality and safety of women,
20. Identify people belonging to economically backward and socially vulnerable categories and ensure that support and services offered by the Government reach them in a timely manner,
21. Collect ward-level baseline data of people belonging to SC/ST community,
22. Provide inputs to panchayat to formulate program and projects for the welfare, health and development of SC/ST communities,
23. Inform officials/panchayat committee members the complaints received against Public Distribution Outlets and undertake suitable corrective action measures,
24. Make suitable interventions to provide support/assistance to victims of natural calamities,
25. Encourage the formation of co-operative societies and provide necessary assistance to strengthen them,
26. Identify the weak and redundant co-operative societies provide necessary assistance to strengthen them.

#### **V. c. Health And Education**

1. Assist Monitoring Committee in reviewing the routine functions of schools under grama panchayat,
2. Provide support to officials in implementing various educational schemes/projects/programmes undertaken by the panchayat,

3. Conduct periodic reviews of educational institutions and provide guidance for its smooth functioning,
4. Provide guidance and support to eligible candidates to enrol in the continuing education programme,
5. Make suitable interventions to promote traditional Art and Culture at the ward-level,
6. Conduct periodic review of libraries established within the ward,
7. Coordinate with panchayat committee to fulfil the needs and requirements of the libraries,
8. Monitor the functioning of health centers periodically and provide support/guidance for its efficient functioning,
9. Monitor the functioning of Primary Health Centres, Sub Centres, Doctors and other officials and provide support and guidance of panchayat committee as and when required,
10. Coordinate immunization programmes/campaigns implemented in the panchayat, through Health Department,
11. Conduct periodic awareness campaigns regarding potential epidemic/infectious diseases likely to affect the local population,
12. Inform concerned officials (Health Department or any other) and panchayat committee on the event of potential outbreak of epidemics or other diseases,
13. Review ongoing and implemented schemes/programmes on public health and take corrective actions through panchayat committee, when necessary,
14. Perform the duties of ward level Health & Sanitation Committee Chairman,
15. Coordinate the implementation of sanitation projects and periodically monitor its functioning,
16. Coordinate pre-monsoon sanitation programmes/immunization programmes and ensure that they are carried out effectively,
17. Prepare project proposals for management of infectious, epidemics and diseases based on the findings/reports of Sanitation Committee,
18. Ensure that periodic inspections are undertaken by Health Inspector for checking scientific waste disposal mechanism at the premises of factories/institutions/schools/colleges/house hold etc.,
19. Ensure that public places, public drains etc., are maintained clean,

20. Conduct periodic awareness programmes at schools/institutions/ communities about Waste Management at Source,
21. Employ *Asha* workers to gather inputs regarding health and support system available for citizen in the respective ward and plan future programmes based on the above inputs,
22. Inform authorities when problems related to waste disposal by private institutions/trade establishments are noticed,
23. Prepare proposals to undertake welfare programmes in the respective ward,
24. Verify findings of Ward Sanitation Committee and Report them to panchayat committee for corrective action,
25. Undertake awareness programmes to prevent social evils prevailing among children, youth and middle-aged population,
26. Ensure that potable drinking water is available to all people at all times within the ward,
27. Create awareness about the importance of rain water harvesting, replenishment of water sources and provide support in implementing projects related to the above,
28. Conduct awareness programmes about scarcity of potable water and the importance of water conservation,
29. Inform concerned authorities for suitable intervention when unauthorised sand/land and soil mining, quarrying etc., are noticed,
30. Coordinate awareness programmes about waste, nature of waste and its proper disposal methods,
31. Prepare project proposals for disposal/recycling/reducing/reusing wastes, generating value added products from waste materials and provide assistance when it is implemented,
32. Undertake necessary steps to implement scientific mechanisms for waste management at source,
33. Conduct ward-level sports/cultural fest for citizen,
34. Maintain playground/recreation facilities within the ward in good condition for the promotion of sports, culture and fitness (youth club etc.). Where such facilities are not available, identify vacant spaces which can be converted to playground/recreation facilities and prepare project proposal for the fulfilment of the above,

35. Ensure that citizen from the ward actively participate in arts and cultural festivals like *Grama Kalothsavam*, *Keralothsavam* etc.,
36. Provide leadership/assistance to committees/clubs when art/cultural festivals/competitions are held within the panchayat,
37. Initiate activities for the rejuvenation of local and traditional art/culture,
38. Ensure that facilities/services of palliative care schemes are made available to aged/bed-ridden patients in the ward,
39. Monitor activities/programmes undertaken by panchayat to promote good health of citizens and ensure the intervention of panchayat committee when necessary.

#### **V. d. Development**

1. Provide assistance to identify and categorize land available and suitable for agriculture purposes,
2. Interact with *Krishi Bhavan* officers, local expert farmers and provide leadership to prepare proposals for suitable horticulture, vegetable cultivation in the region,
3. Form working groups to effectively implement projects undertaken and conduct periodic review,
4. Ensure that farmers are provided with seeds, fertilizers and technical assistance as and when required,
5. Facilitate the services of *Krishi Bhavan* officers and local experts to farmers on, farming procedures, pest/fungus control, soil testing, farming machinery usage etc.,
6. Provide information about subsidies, benefits, that are available from Government/agencies to farmers/farm activities and make them available for shortlisted applicants,
7. Create awareness about the importance of waste management at source, and propagate the use of bio fertilisers and organic farming. Provide leadership to implement projects undertaken for the above,
8. Promote the use of bio fertilisers in farming. Assist in the preparation of project proposals for instituting organic farming,
9. Encourage the system of co-operative/group farming and provide support in the various stages of its value chain,

10. Create awareness about the benefits of availing crop insurance, that are available from government/agencies. Provide assistance in making them available for interested parties,
11. Promote traditional farming methods and the importance of using high-yield seed varieties for sustainable and optimum farm output,
12. Form *Karshika Karma Sena* and *Paadashekhara Samithi*, and make available its services to farmers, co-operative/group farming groups,
13. Provide assistance to conduct awareness campaigns about the importance of livestock/cattle rearing in our society,
14. Provide information about subsidies, benefits, that are available from Government/agencies for cattle/livestock farming and make them available for interested parties,
15. Monitor the functioning of ICDP Sub centres and coordinate with grama panchayat when support and guidance is required,
16. Conduct ward-level camps on communicable/air-borne/water-borne/infectious diseases among cattle, poultry, bees, pigs, fish, rabbit etc., and inform Doctors/officials from Veterinary hospitals/ICDP Sub centres for its timely control and prevention,
17. Create awareness to cattle farming groups, about service providers, services they provide, service timings and their contact particulars,
18. Create awareness about water being a scarce commodity and the importance of conserving water and water sources (both existing and newly identified),
19. Prepare project proposals in consultation with officials from Fisheries Department and local experts to parties interested in fish farming. Provide necessary guidance and support in implementing them,
20. Provide information about subsidies, benefits, that are available from Government/agencies for fish farming activities and ensure that such benefits are made available to interested parties,
21. Create awareness about educational assistance for children and grants, financial aids, subsidies available for fishermen families. Coordinate with Panchayat, Fisheries Office, Welfare Boards, Coastal Development Authorities, Masthyafed etc., for making them available to interested parties,
22. Create awareness about social forestry in order to institute the concept of *Haritha Gramam*,

23. Identify areas (*purambokku*, road/way sides, public places, schools, colleges, wastelands, house/office premises etc.) suitable for social forestry initiatives. Determine type of trees/saplings suitable for each location, and coordinate the planting of saplings,
24. Identify sponsors and engage them for protecting and conserving the planted saplings,
25. Conduct a ward level survey of commodities locally and abundantly available that can be used as raw materials for making products. Verify the use of such information to set up village/cottage industries,
26. Provide information about subsidies, benefits, that are available from Government/agencies for village/cottage industries and ensure that such benefits are made available to industrial units,
27. Identify persons engaged in the business of handicrafts, bring them under the purview of project/schemes of the panchayat, to promote and establish their business,
28. Conduct ward-level surveys to identify families/persons requiring habitable houses and renovation of existing inhabitable houses,
29. Arrange to install and maintain street lights in the ward area,
30. Create awareness about the importance of conserving energy and on the use of renewable sources of energy,
31. Create awareness about the use of bio gas and setting up of independent bio gas plants for household cooking,
32. Provide information to prepare a priority list, of public goods and assets that are to be created at ward-level,
33. Ensure that the quality of public goods and assets created comply with pre-determined standards of quality,
34. Initiate actions to conduct social audit of goods and assets created,
35. Create awareness about the importance of ground water recharge and take necessary steps to replenish water table by recharging water sources,
36. Ensure that projects undertaken for water distribution and water conservation are undertaken and completed promptly.

*Note: Exercise such other powers and discharge such other functions as may be conferred or imposed upon him by the KPR Act, Rules 1994 and Allied Acts, made there under*

### Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Self Confidence			◎			States Confidence in Own Ability
Consultation and Consensus Building	◎					Open to Consultation and Presents Views in a Concise Manner with the help of Data
Initiative and Drive			◎			Creates Opportunities for the Short-Term
Seeking Information		◎				Investigates Situation
Team Working	◎					Cooperates with Others
Conflict Resolution				◎		Adopts Suitable Intervention Strategies

## Orientation for Local Body Leaders

In addition to understanding your role and responsibility from a legal perspective and mastering the competencies we have laid out for your consideration, you will need to be adept at understanding all the procedures and regulations that govern your local government authority. These include such things as:

- The financial management system and all the mechanisms that that have been put into place to assure the financial wellbeing of your local government;
- Planning and land-use procedures and regulations;
- Environmental standards and regulatory mechanisms that have been enacted to secure the future of your natural resources;
- The status of your local government's initiatives to assure openness, transparency, inclusion, accountability, involvement of local citizens, and other worthy principles that define good governance; and
- The extent to which your local government has entered into formal and informal relationships with surrounding local authorities; neighbourhood governments; third sector organisations, like NGOs and community-based organisations; associations of governments; the private sector; labour unions and employee associations; and more.

Performance problems of elected representatives were identified in the process of identification of competencies. Trainings that could bridge the performance problems are being summarised and presented below.

### On boarding:

- The role of Panchayat and how it contributes to the economic development and social justice of its people
- Creating employment opportunities for economic development
- Self-help groups for women empowerment
- Entrepreneurship, as a way to achieve economic independence
- Identifying information sources at government offices
- The Government agencies operating within the State/ District/ Block level
- Financial institutions and voluntary service organizations operating within the district
- Micro-level planning and people's participation in development
- Preserving and protecting public property, wet land, water bodies and nature
- Anganawadis and education institutions under panchayat jurisdiction
- Decentralization of power and its boundaries

- Linkages between village Panchayats and block Panchayats
- Purpose of *Gram Sabha* and panchayat committee meetings
- *Gram Sabha* - Participatory Planning and Participatory Governance
- Citizen's charter and its implication
- Power sharing among elected leaders and functionaries
- Selecting projects – criteria and priority
- Funds and budget of the panchayat
- Audit and its purpose
- Vote of No Confidence – when and how to use
- Disqualification of Members
- Role of panchayat committee in decision making

**Orientation:**

- Preparing a Perspective Plan
- Creating employment opportunities by making use of resources and skills available
- Conducting Grama Sabha
- Plan formulation, Implementation, Monitoring and Maintenance
- Scheme implementation – understanding its purpose, objectives, departments involved, pre-conditions, beneficiaries, eligibility conditions, subsidy component, Mobilising resources, the concept of user group, the people's contribution and maintenance of assets created
- Panchayat administration
  - ❖ Distinguishing executive and legislative functions of the institution
  - ❖ Meetings - Gram Sabha & Panchayat committee
  - ❖ Agenda approval and sanction
  - ❖ Quorum
  - ❖ Minutes of Meeting
  - ❖ Processing files and maintaining records
  - ❖ Managing financial resources of the panchayat
- Group dynamics and collective bargaining



## Competency Framework - Functionaries of Panchayat Directorate



## Organisational Competencies - Functionaries of Panchayat Directorate

**Three** organisational competencies were found to be significant for the Functionaries of Panchayat Directorate. It is deemed that, all categories should inevitably possess the following competencies at the proposed proficiency levels. It is also suggested that the functionaries operate at higher (desirable) proficiency levels, depending upon the demands of the job.

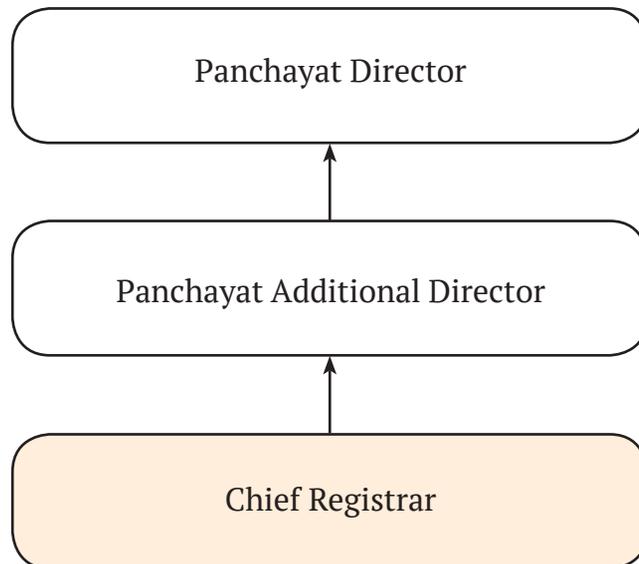
Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
People First		🎯				Anticipates the Needs of the Citizens
Integrity			🎯			Acts on Values Even When it is not easy to do so
Communication Skills				🎯		Communicates Complex Messages Clearly and Credibly

## Position Title: Chief Registrar (Births and Deaths)

### A. Position Summary:

Chief Registrar of Births and Deaths is the Chief Executive Authority in the State who is responsible for executing the provisions of Registration of Births and Deaths Act, 1969 and Rules, 1999. S/he assists the Director of Panchayats (Registrar General of Hindu Marriages and Chief Registrar General of Common Marriages) in marriage registration.

### B. Reporting Relationship:



### **C. Duties and Responsibilities:**

1. Carry out the provisions of Registration of Births and Deaths Act, 1969 and Rules, 1999 thereon,
2. Consult with Government and Registrar General of India and issue circulars/orders/clarifications to registration functionaries, in regard to Registration of Births and Deaths Act, 1969 and Rules, 1999,
3. Co-ordinate the activities of registration of births and deaths in the State, to bring about a safe, secure and efficient registration system,
4. Prepare and submit to State Government, a report on the progress of registration of births and deaths, and the vital statistics report, prepared by Additional Chief Registrar,
5. Issue instructions to registration functionaries, to coordinate and unify the registration activities,
6. Establish adequate number of registration units, in consultation with Government, to facilitate easy and accessible registration services to the public,
7. Appoint registration functionaries as and when required,
8. Conduct periodic training courses for registration functionaries, to enhance their knowledge and skills,
9. Act as a convenor for State-level Inter Departmental Coordination Committee (IDCC), and supervise district-level IDCC activities,
10. Ensure that stationery items are adequately provided to registration units,
11. Compile the registration data received from all the districts and prepare an yearly statistical report, in the prescribed format, before 31 July of each calendar year,
12. Verify the implementation effectiveness of Registration of Births and Deaths Act and submit an annual report to State Government before 31 July, every year,
13. Monitor reporting and registration births and deaths at each district, every month,
14. Provide civil registration data for local/state level planning process,
15. Issue sanction to registrar, to include name, make changes, in entries in birth and death registration (for births and deaths taken place before 01.04.1970),
16. Undertake steps to ensure cent percent registration,
17. Issue orders authorising officers to compound offences,

18. Issue orders authorising officers to prosecute offenders,
19. Supervise Medical Certification of Cause of Death (MCCD) at notified units (local bodies) and ensure that report is submitted to Registrar General of India (RGI) periodically,
20. Conduct routine inspection of registration units. Where defects/deficiencies are noticed, issue directions for corrective action,
21. Verify whether records and registers at registration units are maintained and kept up-to-date,
22. Direct and supervise all District Registrars to implement civil registration activities effectively, in their respective districts,
23. Organise studies to gather information on registrations undertaken in each region,
24. Plan and implement awareness programs/campaigns on the purpose and importance of registration of births and deaths,
25. Assist Director of Panchayats (Registrar General of Hindu Marriages) to sanction correction in entries, in Hindu Marriages registered,
26. Assist Director of Panchayats (Chief Registrar General of Common Marriages & Registrar General of Hindu Marriages) to issue directions and clarifications in regard to Hindu Marriage Act and Common Marriage Rules.

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

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**References:**

1. The Registration of Births and Deaths Act, 1969
2. Kerala Registration of Birth and Death Rules, 1999

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

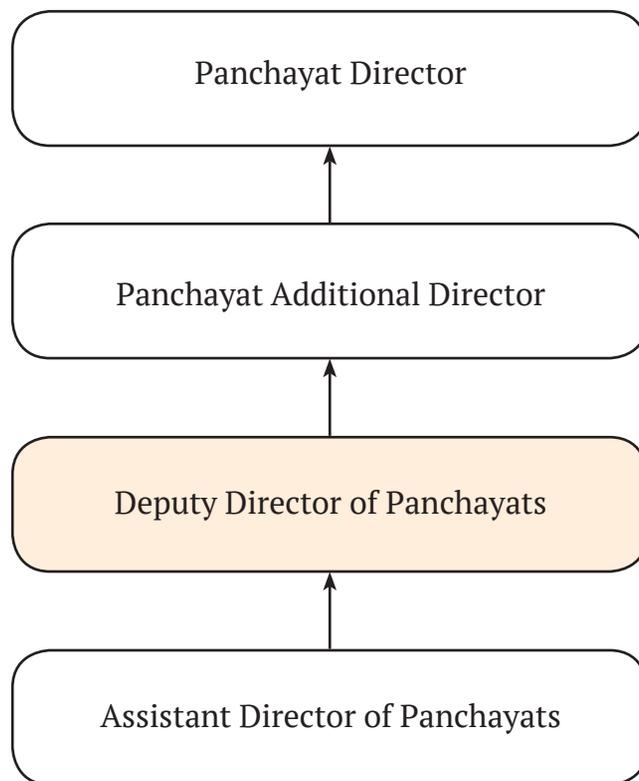
Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Attention to Detail				◎		Proactively Manages Standards
Taking Accountability				◎		Takes Ownership of Others' Performance
Decision Making		◎				Gathers Information for Decision Making
Result Orientation			◎			Consistently Improves Systems as well as Performance
Initiative and Drive				◎		Anticipates and Acts for the Medium-term
Team-Working				◎		Encourages Others

## Position Title: Deputy Director of Panchayats

### A. Position Summary:

The Deputy Director of Panchayats is the district-level administrative head of the officers and employees of panchayat department. S/he ensures the timely implementation of schemes and programmes of the government at the respective grama panchayats. S/he is also the District Registrar of births and deaths, Hindu marriages; Registrar General of Common marriages and Assistant District Election Officer

### B. Reporting Relationship:



## C. Duties and Responsibilities:

### I. Administration

1. Provide support and guidance for the effective functioning of grama panchayats in the district,
2. Monitor the activities of grama panchayat within his jurisdiction,
3. Conduct surprise inspection of grama panchayat offices and ensure that it functions as per norms and guidelines stipulated by the government,
4. Ensure that capacity in the growth of individual knowledge, skills and experience of officials/Elected Representatives are strengthened through training(s),
5. Ensure that copies of customised software packages (authorised by Government) are available, installed and used by employees regularly,
6. Ensure that the meetings of panchayats (panchayat committee, standing committee, steering committee, *Grama Sabha*, beneficiary committee, quality circles, implementing officer/staff meetings etc.) are conducted regularly,
7. Ensure that Minutes of Meetings are recorded within the specified time,
8. Ensure that grama panchayat offices comply with RTI and RTS Acts and Rules,
9. Ensure that 'Citizens Charter' document is maintained, updated and published, following applicable rules/guidelines,
10. Ensure that Administrative Report (of a financial year) is prepared and submitted to District Panchayat in time,
11. Administer the activities of Office of Deputy Director of Panchayats (DDP) and the welfare of subordinates,
12. Maintain Service Register of staff members and Office Establishment Records,
13. Ensure that Rule of Law (norms/guidelines) are complied with in all processes,
14. Act as the representative of government at district-level, in ensuring proper functioning of grama panchayats,
15. Ensure that vehicles owned by grama panchayat(s) are used in conformance with orders issued by Government<sup>1</sup>,
16. Monitor the upkeep and maintenance of Asset Register at the grama panchayats.

## II. Establishment

1. Act as appointing authority for employee categories, specified under special rules,
2. Act as transferring authority for specified employee category,
3. Prepare Confidential Report of Assistant Director of Panchayat, Senior Superintendent and Junior Superintendents of DDP office,
4. Review Confidential Report of Secretary of grama panchayats, and Junior Superintendents of ADP office and staff of PAUs,
5. Sanction leave to staff of DDP office and Secretary of grama panchayat(s),
6. Act as custodian of Service Book of staff members of DDP and ADP office, PAUs and Secretary of grama panchayats,
7. Sanction Higher Grade promotion of employees within district offices,
8. Maintain Incumbency Register of employees including Grama Panchayat employees,
9. Ensure that the landed property statement submitted by employees are kept under safe custody of Secretary, and collect the landed property statement of Secretaries. <sup>2</sup>

## III. Accounts

1. Act as drawing and disbursing officer,
2. Maintain cash book of DDP office,
3. Verify bills before making payment,
4. Provide statement of accounts and records to Auditor General (AG), Finance department and Store Purchase (DGS&D),
5. Respond to audit queries/reports of AG/Finance/Store Purchase.

## IV. Audit

1. Ensure timely submission of Annual Financial Statement (AFS) of grama panchayat to State Audit Department,
2. Act as Convenor of Audit Monitoring Committee,
3. Attend various Subject Committee meetings (LA Petitions committee/PAC/ Local Fund Audit Committee at district level),
4. Conduct audit *Adaalaths* and clear audit objections.

## V. Vigilance

1. Act as enquiry officer for Ombudsman at district-level,
2. Conduct enquiry for commission/tribunal as directed by superiors,
3. Initiate disciplinary action as per CCA Rules 1960.

## VI. Petitions enquiry and disposal

1. Conduct enquiry and forward its report to higher authorities for further action. Where applicable, initiate its disposal,
2. Resolve long-pending cases brought through *Adaalaths*.

## VII. Pension

1. Accord sanction of pension to employees, including that of Secretary of Grama Panchayat and forward to AG for admission and authorization,
2. Conduct review of audit recoveries and liabilities within specified time,
3. Issue Liability Certificate (LC)/Non Liability Certificate (NLC)/Last Pay Certificate (LPC) to the concerned treasury within specified time.

## VIII. Finance

1. Accord sanction of provident fund temporary advances to employees,
2. Draw and disburse temporary advance/Non Refundable Advance (NRA)/Provident Fund (PF) Closure,
3. Forward claims of insurance made by employee(s) to Insurance Department.

## IX. Birth and Death

1. Perform the duties of District Registrar of Births and Deaths.
2. Supervise the registration units (Births and Deaths) as per directions of the Chief Registrar (RBD Act).
3. Conduct inspection of registration units and examine whether registers are maintained as per rules,
4. Provide support and guidance to Registrar, as and when required,
5. Organize periodical training programs to the registrars and employees,
6. Ensure that returns from the Registrar are filed to Chief Registrar in a timely manner,

7. Conduct research studies to identify better and poor performing registration regions,
8. Ensure custody, production and transfer of registers and other records kept in the office of the Registrar,
9. Act as convenor of District Level Coordination Committee (DLCC),
10. Accord sanction for delayed registration of Birth and Death for cases exceeding 30 days and within one year of its occurrence,<sup>3</sup>
11. Accord sanction for inclusion of name in birth register, if the date of birth entry in the register differs by more than 10 months with that of available school records.

## **X. Marriages**

1. Act as District Registrar-Hindu Marriages<sup>4</sup>,
2. Accord sanction for delayed registration for cases exceeding 30 days<sup>4</sup>,
3. Act as Registrar General-Common Marriage<sup>5</sup>,
4. Accord sanction for delayed registration (for cases exceeding 5 years) and to make correction in entries<sup>5</sup>,
5. Conduct regular inspection of registration units and submit reports to Chief Registrar General<sup>5</sup>,
6. Act as Appellate Authority<sup>5</sup>.

## **XI. Development**

1. Provide timely advice/guidance for the implementation of schemes,
2. Monitor the execution of schemes, and report the findings to concerned officer,
3. Communicate government directions on schemes and plans to grama panchayats,
4. Ensure plan process is carried out as per calendar of activities,
5. Act as a member of District Planning committee (DPC),
6. Issue plan login, username and password to Secretary for implementing development schemes,
7. Conduct monthly review of plan expenditure,
8. Provide support and guidance to grama panchayat when projects are implemented,
9. Convene meetings with elected representatives and officials of grama panchayat

at the District/Block/GP level, for evaluating the various activities/processes of development schemes,

10. Convene special meeting(s) with elected representatives and officials of underperforming panchayat to arrive at ways to improve performance.

## **XII. Service Sector**

### **XII. a. Social security pension**

1. Verify whether applications received for availing pensions are processed,
2. Ensure that database of the grama panchayat is updated periodically

### **XII. b. Social welfare activities**

1. Monitor the implementation of social security schemes in force and the functioning of *jagratha Samithis*,
2. Monitor the implementation of welfare schemes in force (housing) undertaken by the panchayat.

## **XIII. Revenue**

### **XIII. a. Taxation**

1. Ensure that taxes on property and profession, are levied in accordance with KPR Act and Rules, and collected,
2. Provide support and guidance to implement innovative methods for collecting taxes,
3. Conduct periodic review of taxes collected and of tax collection activities undertaken by panchayat,
4. Implement schemes to motivate employees achieve results,
5. Conduct periodic review of existing tax structure/new tax avenues and where appropriate, prepare proposals to revise/modify taxes/implement new tax structures,
6. Verify whether applicable service tax is levied for services such as sanitation, water supply, scavenging, street lighting and drainage, when such services are provided by grama panchayat(s),
7. Verify whether grama panchayat(s) collect land conversion cess, at the rate prescribed by government from time to time,

8. Recommend to grama panchayats the provision of realising surcharge on property tax,
9. Verify whether property tax exemption granted, for specified categories, complies with prevailing norms/rules/guidelines,
10. Ensure that vacancy remission is accorded as per rules.

### **XIII. b. Rent**

1. Verify whether assets leased/rented out/licensed are executed through a formal contract and document(s) of the same maintained,
2. Verify whether rent on buildings and land owned by grama panchayat are realised in a timely manner.

### **XIII. c. Auction**

1. Ensure that assets and services auctioned are executed through a formal contract and document(s) maintained,
2. Ensure that solvency certificate is collected from bidders/contractors, who opt to remit payments through instalments,
3. Verify whether auction amounts are realised on time. Initiate legal action against defaulters.

### **XIV. Election**

1. Perform duties of Assistant District Election Officer (Rural),
2. Provide direction to Electoral Registration Officer (ERO's) (Panchayat Secretary) regarding the processes involved in the preparation and publication of electoral roll,
3. Provide direction to (Returning Officer) RO's and (Assistant Returning Officer) ARO's for smooth and fair conduct of election,
4. Supervise activities in regard to setting up of booths and conducting elections in smooth and transparent manner,
5. Provide to District Collector status of election activities every day,
6. Ensure that Secretary (Panchayat) report casual vacancies of elected representatives at panchayat,
7. Ensure that Statutory Registers are maintained at Secretary's office.

## **XV. Regulatory functions**

1. Examine whether the rules related to the issue and renewal of licenses are complied with,
2. Verify whether traders list and permission register (of industries) are maintained and kept up-to-date at the panchayats,
3. Verify whether industries in operation have permission from grama panchayat,
4. Examine whether the fees for permits and licences are levied accurately,
5. Examine whether rules related to registration and its renewal are complied with,
6. Provide site approvals before any land is purchased by the grama panchayat,
7. Monitor activities related to issue of building permits and verify whether applicable fees are collected.

## **XV. Procurement**

1. Ensure that materials and services are procured following the norms stipulated in procurement manual,
2. Initiate corrective action on complaints received from public and performance audit, on procurements undertaken by panchayat(s),
3. Examine whether grama panchayats have constituted a purchase committee for procurement of goods and services.

## **XVI. Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS)**

1. Verify whether registration and issue of labour cards are carried out promptly,
2. Verify whether labour card holders are given employment,
3. Verify whether Social Audit is carried out at specified intervals,
4. Verify whether Proactive Disclosure of activities is undertaken by grama panchayat,
5. Verify whether asset creation process is carried out in a transparent manner,
6. Provide support to Ombudsman (MGNREGS), as and when required,
7. Monitor employment generation activities carried out by the grama panchayat.

## **XVII. Legal**

1. Ensure that Suit Registers and Case Files are maintained properly by grama panchayat,

2. Ensure that cases and suits are defended keeping in mind, interests of the panchayat,
3. Monitor the execution of verdict/judgement,
4. Ensure that prosecution steps are initiated against wilful defaulters ,
5. Verify whether eviction procedure is initiated by the Estate Officer (Secretary of grama panchayat) against unauthorised occupants/encroachers.

### **XVIII. Allied Acts and Rules**

Ensure that, activities governed by Acts and Rules (referred to as Allied Acts & Rules) are complied with, wherever necessary.

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

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#### **References:**

1. GO (MS) No. 170/2007/LSGD dtd. 30/06/07
2. Rule 37, Kerala Government Servants Conduct Rules, 1960
3. Sec 13(2) of RBD Act 1969
4. The Hindu Marriage Act, 1955
5. The Kerala Registration of Marriages (Common) Rules, 2008

#### **Allied Acts**

1. Registration of Birth and Death Act, 1969
2. Hindu Marriage Act, 1955
3. Kerala Cattle Trespass Act, 1961
4. Kerala Local Fund Audit Act, 1994
5. Kerala Protection of Riverbanks And Regulation of Removal of Sand Act, 2001
6. Kerala Cinema Regulation Act, 1958
7. Kerala Local Authorities Entertainment Act, 1961

8. Kerala Places of Public Resort Act, 1963
9. Kerala Public Buildings (Eviction of unauthorised Occupants) Act, 1968
10. Cochin Ferries and Trols Act, 1082
11. Travancore Public Canals and Public Ferries Act, 1096
12. Madras Canals and Public Ferries Act, 1890
13. Kerala Parks, Play Fields and Open Spaces (Preservation and Regulation) Act, 1968
14. Kerala Local Authorities Loan Act, 1963
15. Prevention of Food Adulteration Act, 1954
16. Travancore-Cochin Public Health Act, 1955
17. Madras Public Health Act, 1939
18. Kerala Tolls Act, 1976
19. Kerala Water Supply and Sewage Act, 1986
20. Kerala Public Libraries (Kerala *Granthasala Sangham*) Act, 1989
21. Kerala Education Act, 1958
22. Kerala Land Conservancy Act, 1957
23. Kerala Govt. Land Assignment Act, 1960
24. Kerala State Housing Board Act, 1971
25. Travancore-Cochin Fisheries Act, 1950
26. Kerala Land Development Act, 1964
27. Kerala *Khadi* & Village Industries Board Act, 1957
28. Kerala Survey and Boundaries Act, 1961
29. Kerala Prevention and Control of Animal Diseases Act, 1967
30. Kerala Plant Diseases and Pests Act, 1972
31. Kerala Motor Vehicles & Taxation Act, 1976
32. Kerala Lime Shells Contract Act, 1957
33. Kerala Stamp Act, 1959
34. Kerala Court Fees and Suits Valuation Act, 1959
35. Kerala Irrigation and Water Conservation Act, 2003

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Leading Others				◎		Assumes Leadership
Attention to Detail				◎		Proactively Manages Standards
Self Confidence		◎				Continues to Act Confidently Beyond the Limits of Job Role
Decision Making		◎				Gathers Information for Decision Making
Result Orientation			◎			Consistently Improves Systems as well as Performance
Innovative Thinking		◎				Suggests Innovative Ways of Solving Issues and Improving Current Ways of Work
Planning and Coordination				◎		Manages Competing Priorities
Assertiveness		◎				Makes Others Comply

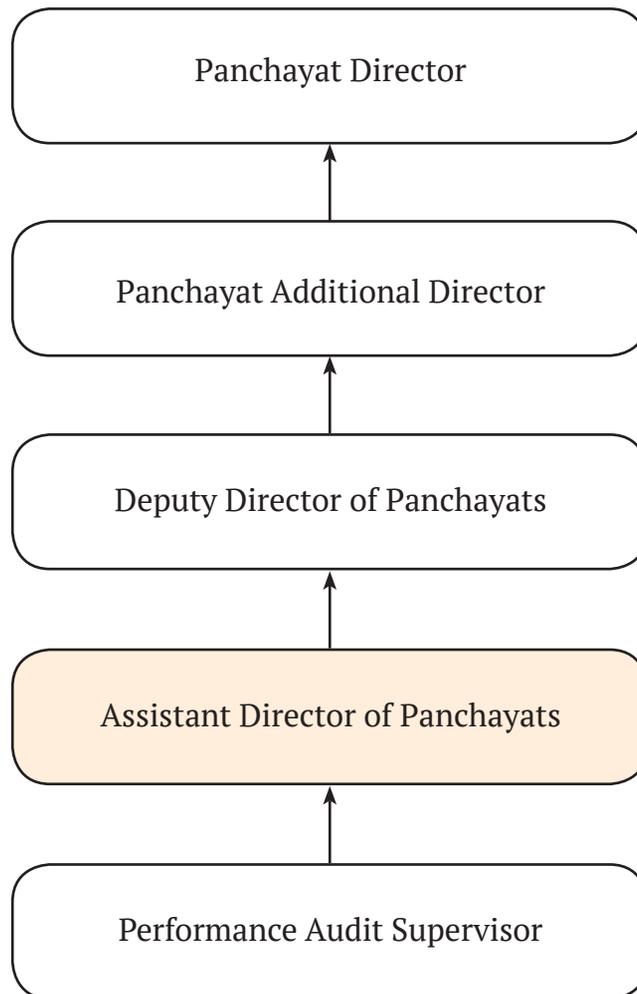


**Position Title: Assistant Director of Panchayat(s)**

**A. Position Summary:**

The Assistant Director of Panchayat(s) is the District Performance Audit Officer and the head of the Performance Audit Units (PAU's), within the district. S/he ensures that audits are regularly conducted through PAU's, monitors the activities of grama panchayat (GP) and provides necessary support and guidance for its effective and efficient functioning. S/he prepares a consolidated annual performance audit report focussing on best practices of the GP and submits to the State Performance Audit Officer

**B. Reporting Relationship:**



## C. Duties and Responsibilities:

### ADP Office and Performance Audit Units

#### I. Office administration

1. Approve audit team constituted and the area of jurisdiction (region-wise) formed by Performance Audit Unit<sup>1</sup>,
2. Prepare an Annual Performance Audit Plan (APAP) for the district before 20<sup>th</sup> February of every year,
3. Ensure that GO (MS) No. 188/2015/LSGD dtd. 08.06.2015 is complied with by Performance Audit Units,
4. Issue certificate of availability of Own Fund to grama panchayats, for plan formulation,
5. Ensure that Performance Audit Supervisor prepares audit program schedule and submit the same within the prescribed time<sup>2</sup>,
6. Submit a consolidated audit program schedule for the district to State Performance Audit Office, within the prescribed time,
7. Ensure that PAU's intimate GP's about the approved audit program schedule promptly,
8. Ensure that PAU's conduct audits as per schedule,
9. Collect draft audit report from PAU's. Approve and forward the same to concerned grama panchayat(s) for further action<sup>3</sup>,
10. Initiate action on special reports received from PAU's,
11. Prepare summary report of audits, carried out by PAU's and submit to the State Performance Audit Officer,
12. Submit personal tour diary of previous month to State Performance Audit Officer,
13. Submit annual consolidated audit report to State Performance Audit Officer before 30<sup>th</sup> of June,
14. Conduct surprise inspections of grama panchayats and submit report on the same to Director of Panchayat,
15. Conduct enquiry on petitions, or complaints received (or entrusted) and submit its reports,
16. Perform inquiry on cases when authorised by higher authority, under CCA Rules, 1960,

17. Perform the duties of First Appellate Authority under Right to Information Act<sup>4</sup>,
18. Conduct training need analysis and recommend periodic training for audit team members and panchayat officials,
19. Prepare a consolidated report of audit findings given in the work diary (Item No. 6) and submit the same to State Performance Audit Officer (SPA) on or before 10<sup>th</sup> of succeeding month<sup>5</sup>.

## II. Establishment

1. Maintain and keep under custody Service Books of subordinates,
2. Maintain register of Service Book, Establishment records and allied registers,
3. Maintain Incumbency Register,
4. Sanction leave to subordinates and maintain leave register<sup>6</sup>,
5. Prepare Confidential Report (CR) of Performance Audit Supervisors and Junior Superintendent(s) of Performance Audit Units and ADP office,
6. Ensure that, pension papers of non-gazetted staff, due for retirement within one year, has been submitted to Pension Sanction Authority, (PSA)<sup>7</sup>.

## III. Audit

1. Ensure that audits of grama panchayats are periodically conducted with the objective of improving its economy, efficiency and effectiveness,
2. Conduct *Adalaths* to close pending audit findings (AG, LF, Finance, Store Purchase etc.),
3. Assist the DDP to conduct Local Fund Audit committee meetings,
4. Ensure that all PAU's monitor, follow up actions undertaken by the Panchayat on observations made in audit reports (AG, LF, Finance, Store Purchase etc.),
5. Furnish special reports to higher authorities whenever grave irregularities are detected.

- IV. Verify whether activities listed under Performance Improvement and Audit of grama panchayat(s) – focus areas and key aspects, are carried out by PAU's effectively.

## Performance Improvement and Audit of grama panchayat(s) – focus areas and key aspects

### I Panchayat administration

1. Provide guidance and support to PAU to conduct regular audits,
2. Verify whether meetings are conducted as per rules,
3. Verify whether *Grama Sabhas* are conducted periodically and as defined in the KPR Act and Rules thereon,
4. Ensure that appropriate actions are taken by the Secretary on illegal resolutions,
5. Verify whether Administration Reports are prepared and submitted to the District Panchayat in time <sup>8</sup>,
6. Ensure that front office activities are carried out promptly<sup>9</sup>,
7. Examine whether duties are assigned and responsibilities are delegated to staff members,
8. Ensure that performance audit team verify whether all projects/works undertaken by grama panchayat are implemented in a timely manner,
9. Verify whether Personal Registers (PR's) are maintained properly,
10. Verify whether office automation, e-governance and website hosting/updation process of grama panchayat are up-to-date,
11. Ensure through performance audit team that services are delivered as per Right to Service Act and as provided in Citizen Charter,
12. Ensure through performance audit team that provisions of RTI Act is carried out in letter and spirit,
13. Ensure that statutory boards are displayed,
14. Examine whether past records are separately maintained in the record room, and destroyed after specified time<sup>10</sup>,
15. Verify whether correspondences are made as per Channel of Correspondence Rules <sup>11</sup>,

### II. Establishment

1. Verify whether the Service Books are maintained up-to-date, relevant entries are made and attested by the Secretary,
2. Verify whether the approval from State Audit Department is obtained for last pay revision fixation<sup>12</sup>,

3. Verify whether Service Books, Leave Register, Increment Register, Establishment Register, Incumbency Register and Master Incumbency Register are maintained and kept up-to-date,
4. Verify whether the Pay Bill Register and allied registers are maintained,
5. Verify whether pension contribution of employees is remitted to government, before the 10<sup>th</sup> of succeeding month<sup>13</sup>,
6. Verify whether recoveries effected are remitted to the account of the concerned authority,
7. Verify whether disciplinary actions initiated against employees are followed up and disposed off.

### III. Meeting management<sup>14</sup>

1. Verify whether Panchayat and Standing Committee meetings are convened regularly,
2. Verify whether Standing Committees proactively discuss the subjects assigned to them and arrive at suitable resolutions<sup>15</sup>,
3. Verify whether resolutions passed by Standing Committees are included in the agenda of the Panchayat meetings,
4. Verify whether Panchayat takes decisions concerning the resolutions of the concerned Standing Committee,
5. Verify whether resolutions passed and decision(s) taken are recorded in the Decision Register and proceedings in the Minutes Book within stipulated time,
6. Verify whether entries of the above are recorded using the custom software package provided by the government,
7. Verify whether resolutions passed by the panchayat are implemented in a timely manner.

### IV. Finance and Accounts

#### IV. a. Revenue

1. Verify whether income from revenue heads are assessed, demanded and collected promptly.
2. Submit to the Director of Panchayats the annual report on exemptions granted on property tax to ex-service men<sup>16</sup>,
3. Verify whether income received from transferred institutions are accounted and utilised for its own purposes.

#### **IV. b. Auction**

1. Verify whether auctions when conducted, agreements are executed and fees are collected without delay.

#### **IV. c. Finance**

1. Verify whether receipts and payments are accounted at actuals, using custom software package provided by the government,
2. Verify whether liabilities are determined and accounted for,
3. Verify whether Annual Financial Statement (AFS) is prepared and submitted within stipulated time,
4. Verify whether procedures and time lines are followed in preparing the budget, presenting draft proposal before grama panchayat and obtaining approval,
5. Verify whether a copy of budget is submitted to concerned District Panchayat, DDP office and auditors,
6. Verify whether supplementary budget is passed, for expenses anticipated in excess of that provisioned in the annual budget,
7. Verify whether Cash Book and allied registers are maintained up to date,
8. Verify whether cancelled receipt statements are filed and maintained separately,
9. Ensure through PAS, that accounts of GP are reconciled every month,
10. Ensure that PAU's verify the cash chest,
11. Ensure through PAS, that all income (receivable) in a financial year is accounted as per accrual basis,
12. Ensure through PAS, that Finance Standing Committee verified accounts of panchayat before 10<sup>th</sup> of every month.

#### **V. Statutory functions**

1. Monitor the process of Birth and Death registrations,
2. Monitor the process of Marriages (Common, Hindu) registration,
3. Monitor the process of numbering and assessment of buildings.

## VI. Regulatory functions

Examine whether the following functions are promptly and effectively carried out:

### VI. a. Issue of license to factories, trades, entrepreneurship activities and other services<sup>17</sup>

1. Preparation and updation of traders list,
2. Upkeep of Permission Register,
3. License fee collection – Demand Register.

### VI. b. Issue of license to Livestock Farms (Rules 2012)

### VI. c. Issue of license to Amusement Park (Places of Public Resorts Act and Rules, 1963)

### VI. d. Issue of license and permission under Cinema Regulation Act, 1958

### VI. e. Grant of permission to:

1. Building (construction and occupancy), wells, compound walls, tele communication tower,
2. Installation of machinery in industries,
3. Markets,
4. Bus Stand, halting and parking places,
5. Ferry service,
6. Comfort stations and cloak rooms,
7. Auto/Taxi stand,
8. Boat jetty,
9. Cattle pounds.

### VI. f. Issue of license to:

1. Dogs and pigs,
2. Granite quarry,
3. Slaughter houses

## VI. g. Registration of:

1. Tutorials,
2. Private hospitals,
3. Paramedical institutions,
4. Ayurveda hospitals and massage centres,
5. Burial and burning grounds.

## VII. Plan formulation, implementation, monitoring and Social Audit

1. Ensure that the performance audit team assists GP in the process of planning, formulation, implementation and monitoring of plans and projects undertaken by the Panchayat,
2. Ensure that such plans are carried out in an effective and efficient manner, innovative practices, among them, are identified and disseminated for wider use,
3. Verify whether plan formulation steps are in accordance with applicable guidelines and follows the sequence of activities given below:
  - a. Reconstitution of working groups,
  - b. Formation of planning committee,
  - c. Preparation of status report,
  - d. Preparation of development report,
  - e. Preparation of draft plan document,
  - f. Submission of draft document before *Grama Sabha*,
  - g. Conduct of development seminar,
  - h. Finalisation of plan document,
  - i. Approval of DPC.
4. Verify whether spillover works/projects are completed within stipulated time,
5. Verify whether project deliverables are verified and documented at the end of every financial year,
6. Verify whether projects are implemented following the guidelines applicable for:
  - a. Beneficiary selection,
  - b. Execution of public works,

- c. Execution of agreements,
- d. Procurement of goods and services,
7. Verify whether handover of sites/acquisition of sites/transfer of sites are carried out promptly,
8. Verify whether projects undertaken for implementation are monitored through designated committees, at predetermined stages throughout the project lifecycle for optimising economy, efficiency and effectiveness of the projects,
9. Verify whether the completion reports of projects undertaken are observed and reported for:
  - a. Deliverables achieved,
  - b. Utility/achievement of objectives,
  - c. Innovativeness of the project,
  - d. Best practice documentation, and
  - e. Corrective measures to be taken.
10. Verify whether Sub-Plans in regard to:
  - a. Poverty alleviation,
  - b. Tribal Sub-Plan,
  - c. Scheduled Caste Sub-Plan,
  - d. Gender development through Women Component Plan(WCP),
  - e. Children, elderly and differently-abled persons etc.,are formulated based on status report prepared by concerned working groups and as per guidelines,
11. Verify whether maintenance plan is prepared as per guidelines,
12. Verify whether subsidies provided are as per prescribed norms issued by the Government.
13. Verify whether mandatory provisions are made for projects involving:
  - a. Supplementary Nutrition Programs carried out by *Anganawadi*,
  - b. Waste disposal and management,
  - c. *Sarva Shiksha Abhiyaan*,
  - d. Prime Ministers *Avas Yojana*,

- e. Pain and Palliative care project,
  - f. *Aashraya*,
  - g. Professional services delivered through Information Kerala Mission,
  - h. Empowerment of women,
  - i. Welfare measures for children, elderly and differently abled persons etc., follows prevailing guidelines,
14. Verify whether plan process is subjected to Social Audit, as prescribed by Government, from time to time.

### VIII. Beneficiary selection

1. Verify whether guidelines issued by government are followed in identifying eligible beneficiaries<sup>18</sup>,
2. Verify whether criteria for prioritization and selection of beneficiaries is fixed by grama panchayat,
3. Verify whether working group has followed procedure in prioritising beneficiaries,
4. Verify whether priority list is subjected for scrutiny by government officials,
5. Verify whether draft list is published at grama panchayat,
6. Verify whether beneficiary list has been approved by *Grama Sabha* and grama panchayat, following applicable guidelines, and published the list in the official website/portal of the grama panchayat.

### IX. Procurement process

1. Verify whether the procurement process precedes the process of team identification, needs identification and annual plan preparation as given in the guidelines for procurement of goods and services<sup>19</sup>,
2. Verify whether procurement process follows the activities listed in the procurement cycle,
3. Verify whether goods and services purchased are verified for propriety in financial and expected outcome,
4. Verify whether the quality and quantity of goods and services procured, matches with the purchase order(s) placed,
5. Verify whether audit of financial propriety is carried out,

6. Verify whether Social Audit Committee routinely presents the consolidated findings in *Grama Sabha*,
7. Verify whether Security Deposit is released, after completion of performance guarantee period and obtaining a certificate from concerned implementing officer.

#### **X. Public works**

1. Verify whether detailed estimate made, is in conformance with project requirements,
2. Verify whether, estimates are submitted using custom software package provided by the government,
3. Verify whether, applicable revised estimate/recast estimate are made as per guidelines for undertaking public works,
4. Verify whether, Administrative and Technical Sanction have been obtained for all works undertaken,
5. Verify whether, the process of inviting tenders, Execution through Beneficiary Committee, Direct Execution and Deposit Works are carried out as per KPR-Manner of Execution of Public Works Rules 1997, PWD Manual and prevailing GO's,
6. Verify whether, beneficiary works carried out is within the approved financial limits,
7. In the case of Deposit works, verify whether agreement is executed prior to release of deposit amount,
8. Verify whether utilization certificate is obtained from the implementing agency before the expiry of agreement period,
9. Verify whether, materials procured for works taken up for Direct Execution follows procedures listed/laid down under procurement guidelines and Store Purchase Manual,
10. Verify whether estimate, technical sanction and payment for works executed through "accredited agencies" are as per applicable guidelines/GO's<sup>20</sup>,
11. Verify whether, work sites are transferred and tools and materials supplied, before commencement of public works,
12. Verify whether, stage-wise monitoring is carried out and findings documented periodically,

13. Verify whether, final payments are made on the basis of completion certificate and performance reports,
14. Verify whether, statutory recoveries are effected, remitted to appropriate authority and advances adjusted before making payment to contractors,
15. Verify whether assets created are updated in the Asset Register,
16. Verify whether Social Audit is conducted; report generated and presented in *Grama Sabha*,
17. Verify whether security deposit is released after completion of performance guarantee period and obtaining a certificate from concerned Engineer.

#### **XI. Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS)**

1. Verify whether registration and issue of labour cards are carried out effectively at grama panchayats,
2. Verify whether Labour Budget and Action Plan are approved by the grama panchayat,
3. Verify whether labour card holders are provided employment on demand,
4. Verify whether Social Audits are conducted regularly,
5. Verify whether proactive disclosure of activities are undertaken,
6. Verify whether asset creation process is carried out in a transparent manner,
7. Verify whether wages are paid without delay,
8. Verify whether procurement of goods and services are carried out as per prevailing guidelines of MGNREGS,
9. Provide support to Ombudsman (MGNREGS) as and when required.

#### **XII. Funds and utilization**

1. Verify whether funds received are utilised for its intended purpose only,
2. Verify whether the “own fund” set apart for the project is in accordance with plan guidelines,
3. Verify whether grama panchayats utilise both “Centrally Sponsored Schemes Fund” and “State Sponsored Schemes Fund” for the intended purpose and within specified time,
4. Verify whether loans availed from banks/financial institutions are with the approval of government and repayment follows applicable guidelines,

5. Verify whether voluntary service contributions agreed are obtained and accounted for,
6. Verify whether beneficiary contributions agreed are collected and accounted for,
7. Verify whether contribution/share agreed in joint projects by the other beneficiary local body(s), is transferred to the implementing local body,
8. Verify whether the “maintenance grant” is utilised for its intended purpose,
9. Verify whether funds received from World Bank for “Kerala Local Government Service Delivery Project (KLGSDP)” is utilised for its intended purpose and within the specified time.

### **XIII. Social security pension**

1. Verify whether social security pension applications are promptly processed, approved and such applications with its status is uploaded to the GP website,
2. Verify whether rejected applicants are intimated,
3. Verify whether statutory registers of social security pension are maintained up-to-date.

### **XIV. Unemployment dole**

1. Verify whether unemployment dole applications are promptly processed and approved,
2. Verify whether rejected applicants are intimated,
3. Verify whether statutory registers of unemployment dole are maintained up-to-date.

### **XV. Financial assistance for marriage of daughters of widows**

1. Verify whether applications under this scheme are promptly processed and approved ones uploaded in the grama panchayat website,
2. Verify whether the rejected applicants are intimated,
3. Verify whether statutory registers are maintained up to date.

### **XVI. Allied institutions and welfare activities**

1. Ensure that performance audit team verifies whether the institution(s)
  - a. have its own building and suited for intended purpose,
  - b. is provided with supporting infrastructure,

- c. is supported through grants in order to sustain its operations,
  - d. assets created are utilised effectively, efficiently, and economically for its intended purpose,
  - e. conduct periodic meetings, chaired by president, with heads of all institutions to review the plans and projects undertaken,
  - f. have set up institutional management committees and their functions monitored,
2. Verify whether activities and functions related to plan schemes of allied institutions are carried out in an efficient and effective manner,
  3. Verify whether field level enquiries on social security pensions are carried out in a timely manner and reports submitted on time,
  4. Verify whether Cash Book and Subsidiary Registers are maintained up to date,
  5. Verify whether Casual Leave Register of Head of Office is maintained,
  6. Verify whether Tour Diary of Head of Office is approved.

#### **XVII. Kudumbashree**

Verify whether PAT monitors the activities of Community Development Society (CDS) and inspect the accounts once every three months and submit its report to the President of grama panchayat<sup>21</sup>.

#### **XVIII. Cases/Suits filed by and against the panchayat**

1. Verify whether Suit register and Case files are maintained up-to-date,
2. Verify whether cases are factually defended,
3. Monitor the execution of verdict/judgement and actions taken thereof,
4. Verify whether prosecution steps are taken against defaulters,
5. Verify whether eviction procedure(s) against unauthorised occupants/encroachers, is initiated by the Estate Officer (Secretary of GP).

#### **XIX. Acquisition and disposal of property by panchayat**

##### **XIX. a. Acquisition**

1. Ensure through performance audit that the land and buildings are purchased upon valuation undertaken by Revenue Department and Assistant Engineer, respectively,

2. Verify whether 'Suitability Certificate' of the land is obtained before purchase,
3. Verify whether permission is obtained from line department before acquisition is made, for allied institution (eg. School, Education Department, Hospitals, Health Department etc.),
4. Verify whether Encumbrance Certificate (for past 18 years) is obtained before purchase,
5. Verify whether legal opinion is obtained from the government Pleader,
6. Examine whether the land purchased has been used for pre-determined purpose only,
7. Examine whether land purchased is identified by marking its boundaries and compound walls constructed, and ownership documentation (*pokkuvaravu*) completed within the prescribed time,
8. Ensure through performance audit team that all proceedings involving "free surrender" of land are completed in time and records are maintained,
9. Ensure through performance audit team that all proceedings of "gift deeds" are registered and records maintained,
10. Ensure through performance audit team that, agreement is executed in the prescribed format mentioned in the "Acquisition and Disposal of Property Rule, 2005".

**XIX. b. Disposal**

1. Ensure through performance audit team, whether properties disposed (if any) are carried out with prior permission from the government.

**XX. Purchase and use of vehicles by panchayat**

1. Verify whether vehicles for grama panchayats are purchased on the basis of Government Order,
2. Verify whether vehicles are maintained by following applicable guidelines given in GO (MS) No.113/2003/Fin dtd. 24.02.2003, GO(P) No. 161/2006/Fin dtd. 31.03.2006 and GO (MS) 170/2007/LSGD dtd. 30.06.2007.

**XXI. Serving of notice and publication of notification**

1. Verify whether applicable rules are followed while serving notices,
2. Verify whether applicable rules and procedures are observed while notices and notifications are published

## XXII. Distress relief fund

1. Recommend grama panchayats to constitute and mobilize distress relief fund and disburse/utilise it as per rules<sup>22</sup>.

## XXII. Maintenance of records

1. Verify whether *Purambokku* Register is maintained up-to-date,
2. Verify whether Asset Register is maintained up-to-date,
3. Verify whether Register of Valuables is maintained up-to-date,
4. Verify whether Register of Tools and Plans is maintained up-to-date,
5. Verify whether all other allied registers are maintained up-to-date,
6. Verify whether Statutory Election Register is maintained up-to-date.

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

### References:

1. GO (MS) No. 188/2015/LSGD dtd. 08.06.2015
2. GO (MS) No. 188/2015/LSGD dtd. 08.06.2015
3. Cir. No. 47019/PA4/2000 LSGD dtd. 14.12.2000
4. C7- 17705/17 dtd. 17.07.17 of Director of Panchayat
5. Cir. No. 29549/AA1/11/LSGD dtd.08.12.2011
6. Rule 106 of Part I , KSR
7. KSR, Rule 109 Part III
8. The Kerala Panchayat Raj Act, 1994, Sec. 192(3)
9. GO (P) 123/2009/LSGD dtd. 02.07.2009
10. GO (P) 123/2009/LSGD dtd. 02.07.2009
11. The Kerala Panchayat Raj Act, 1994, Sec.185
12. GO (MS) No. 706/63/DD dtd. 07.09.1963
13. GO (MS) No. 205/90/LAD dtd. 03.12.1990

14. The Kerala Panchayat Raj Act, 1994, Sec. 162 A
15. The Kerala Panchayat Raj (Procedure for Panchayat Meeting) Rules, 1995
16. GO(MS) No. 106/17/LSGD dtd. 26.05.2017
17. The Kerala Panchayat Raj Act, 1994, Sec 232 - 234; The Kerala Panchayat Raj (Issue of Licence to Dangerous and Offensive Trades and, Factories) Rules or (Issue license to factories, trades, entrepreneurship activities and other services) Rules, 1996
18. GO (MS) No. 80/2017/LSGD dtd. 03.04.2017
19. GO (P) No. 259/10 dated 08.11.2010
20. GO (MS) No. 133/2007/LSGD dtd. 18.05.2007
21. Cir. No. AA 1/54/2015 – LSGD dtd. 19.05.2015
22. The Kerala Panchayat Raj (Constitution and Utilization of Distress Relief Fund) Rules, 2003

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

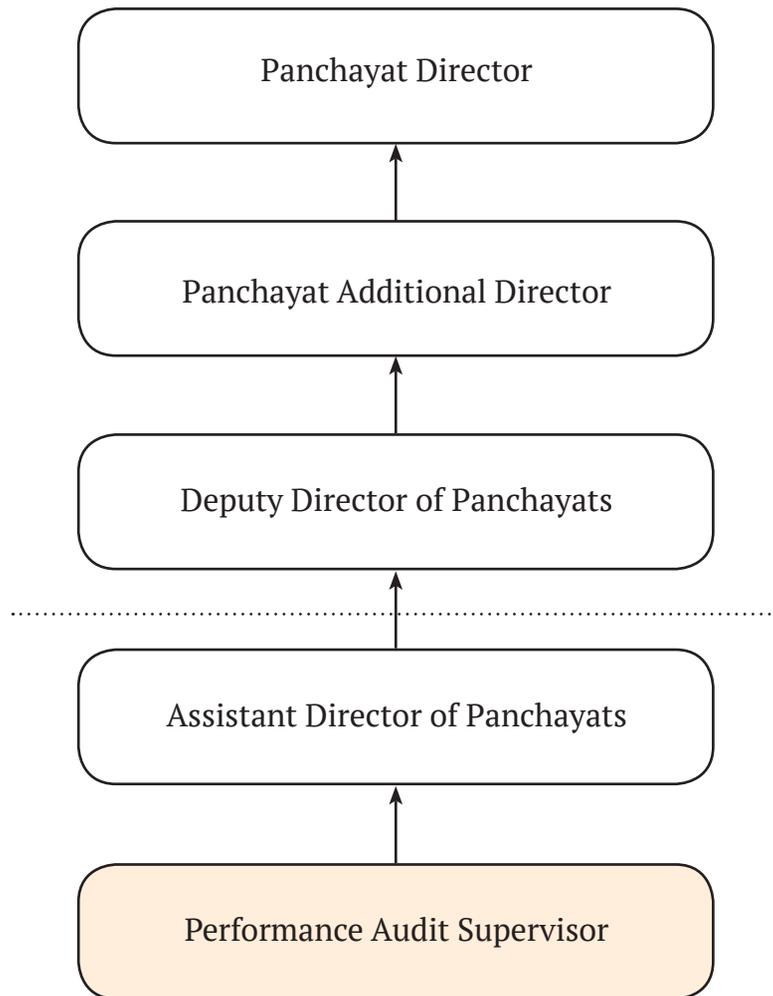
Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Leading Others				🎯		Assumes Leadership
Strategic Thinking			🎯			Contributes to Strategy
Attention to Detail				🎯		Proactively Manages Standards
Delegation			🎯			Sets the Criteria for Success
Result Orientation			🎯			Sets Challenging Goals for the Organisation and Works to Meet Them
Initiative and Drive				🎯		Anticipates and Acts for the Medium-term
Planning and Coordination				🎯		Manages Competing Priorities
Assertiveness	🎯					Displays Authority Confidently

**Position Title: Performance Audit Supervisor**

**A. Position Summary:**

Performance Audit Supervisor (PAS) is the head of the audit unit who directly examines and evaluates the activities of the Grama Panchayat (GP) through performance audit and provides necessary guidance and support for its efficient and effective functioning. S/he reports the findings of audits to the President of GP and District Performance Audit Officer (DPAO) in a timely manner

**B. Reporting Relationship:**



## **C. Duties and Responsibilities:**

### **I. Selection of audit team**

1. Form Performance Audit Team, (PAT) (formation and allocation) with Panchayat Inspector/Junior Superintendent<sup>1</sup> as head and obtain approval from District Performance Audit Officer (ADP)<sup>2</sup>,
2. Assign duties and responsibilities to each of the audit team members<sup>3</sup>,
3. Reallocate jurisdiction of PAT once every six months<sup>4</sup>,

### **II. Preparation of programme schedule**

1. Prepare audit schedule, based on Annual Performance Audit Plan (APAP) and submit the same to District Performance Audit Officer (DPAO) for onward submission to grama panchayats (GP) before 15<sup>th</sup> of preceding month<sup>5</sup>.

### **III. Audit process**

1. Ensure that entry meetings are held by PAT before commencing audit at GP's,
2. Ensure that PAT carries out audit at GP's as per schedule,
3. Ensure that areas/subjects allocated are audited by respective team members through enquiry notes,
4. Ensure that field visits/site inspection are undertaken wherever necessary,
5. Ensure that a written statement is obtained from responsible person/affected party by the audit team when instances of misappropriation/irregularities are noticed,
6. Ensure that follow up is done on findings of immediate preceding audit(s) including statutory audit,
7. Ensure that PAT rectifies minor non-conformances detected during audit,
8. Ensure that exit meeting is conducted and audit findings are disclosed for corrective action,
9. Consolidate audit findings and submit report in the approved format to the concerned officers,
10. Undertake theme-based special audits as entrusted by State Performance Audit Officer<sup>6</sup>,
11. Ensure that the performance of GP is improved on a continual basis.

#### IV. Office administration

1. Assist GP in formulation, implementation, monitoring of plans and projects<sup>7</sup>,
2. Verify authenticity of Own Fund statement prepared by GP for plan formulation and submit to District Performance Audit Officer where necessary,
3. Conduct routine monthly meetings of supervisory officers of GPs,
4. Conduct bi-monthly audit monitoring meeting, quarterly meetings on plan implementation, and monthly Quality Circle meetings,
5. Conduct at least one visit per month to GPs under his/her jurisdiction,
6. Convene meetings of officials and elected representatives, as deemed necessary, to discuss performance gaps. Provide necessary support and guidance to rectify them,
7. Conduct enquiries when authorised by higher authorities,
8. Vett project proposals assigned by Deputy Director of Panchayat (DDP),
9. Verify and authenticate exemption given on property tax to ex-service men and furnish report to Assistant Director of Panchayats (ADP) before 30<sup>th</sup> of April<sup>8</sup>,
10. Undertake the activities of Grievance Redressal<sup>9</sup>,
11. Maintain Attendance Register and Tour Diary of unit members,
12. Prepare and submit advance tour programme to District Performance Audit officer,
13. Sanction casual leave of unit members,
14. Issue monthly attendance certificate of the unit members to drawing and disbursing officer,
15. Scrutinize salary bill of Secretary and TA bills of Secretary and staff of GP and pass them for payment,
16. Open an account at any Nationalised Bank and control its operations. Issue utilisation certificate to GP's<sup>5</sup>,
17. Maintain Stock Register of tools and plants,
18. Maintain all registers prescribed in the "Manual for Performance Audit in LSGI's" in Kerala,
19. Ensure that Work Diary of each team member is prepared and maintained up to date. Collect the same on a weekly basis<sup>10</sup>,

## Supervision of Audit Team – focus areas and key aspects

### I. Panchayat administration

1. Provide guidance and support to GPs through periodic audits to improve its performance,
2. Verify whether meetings are conducted regularly and as per rules,
3. Verify whether *Grama Sabhas* are conducted periodically and as defined in the KPR Act and Rules thereof,
4. Verify whether Quality Circle meetings are held at regular intervals,
5. Verify whether Administration Reports are prepared and submitted to District panchayat within stipulated time,
6. Verify the adequacy of infrastructure provided and the services delivered at the front office,
7. Examine whether duties are assigned and responsibilities delegated to staff,
8. Verify whether the projects/works undertaken by grama panchayat have been implemented in a timely manner,
9. Verify whether Personal Registers (PR's) are maintained and kept up-to-date,
10. Verify whether office automation, e-governance and website hosting/updation process of GP are up-to-date,
11. Verify whether services are delivered as prescribed under the Right to Service Act,
12. Verify whether the provisions of RTI Act is carried out in letter and spirit,
13. Ensure that Citizens Charter is prepared, revised/updated and published every year and that services are delivered in compliance with that given in Citizens Charter,
14. Ensure that statutory boards are displayed at prescribed locations of GP office,
15. Examine whether past records are separately maintained in the record room, and destroyed after specified time<sup>11</sup>,
16. Verify whether correspondences are made as per Channel of Correspondence Rules<sup>12</sup>,
17. Verify whether custom software packages developed for various functions and services, are appropriately used by designated /authorised officers,
18. Verify whether the Front Office monitoring committee and staff meetings are conducted periodically<sup>13</sup>.

## II. Establishment

1. Ensure that the service books are maintained up to date, relevant entries are made and attested by the Secretary,
2. Ensure that the approval from State Audit Department is obtained for pay revision fixation<sup>14</sup>,
3. Ensure that Attendance Register, Service Book, Leave Register, Increment Register, Establishment Register, Incumbency Register and Master Incumbency Register are maintained and kept up-to-date,
4. Ensure that the Pay Bill Register and allied registers are maintained and kept up-to-date,
5. Ensure that pension contribution of employees is remitted to Government before the 10<sup>th</sup> of succeeding month<sup>15</sup>,
6. Ensure that recoveries effected are remitted to the account of the concerned authority,
7. Ensure that pension papers of staff due for retirement within one year has been submitted to Pension Sanction Authority (PSA)<sup>16</sup>,
8. Verify whether disciplinary actions initiated against employees are followed up and disposed off,
9. Verify whether the landed property statement submitted by employees are kept under safe custody of Secretary<sup>17</sup>.

## III. Meeting management<sup>18</sup>

1. Verify whether Panchayat and Standing Committee meetings are convened regularly,
2. Verify whether concerned officials are duly invited to Standing Committee meetings,
3. Verify whether Standing Committees proactively discuss the subjects assigned to them and arrive at suitable resolutions<sup>19</sup>,
4. Verify whether resolutions passed by Standing Committees are included in the agenda of the Panchayat meetings,
5. Verify whether Panchayat takes decisions concerning the resolutions of the concerned Standing Committee,
6. Verify whether resolutions passed and decision(s) taken are recorded, in the Decision Register and proceedings in the Minutes Book, within stipulated time<sup>20</sup>,

7. Verify whether entries of the above are recorded using the custom software package provided by the government,
8. Verify whether resolutions passed by the panchayat are implemented in a timely manner,
9. Ensure that appropriate actions are taken by the Secretary on illegal resolutions,
10. Verify whether *Grama Sabha* minutes are maintained.

#### IV. Finance and Accounts:

1. Verify whether income from revenue heads are assessed, demanded and collected promptly,
2. Verify whether receipts and payments are accounted at actuals using custom software package provided by the government,
3. Verify whether liabilities are determined and accounted for,
4. Verify whether Annual Financial Statement (AFS) is prepared and submitted on time,
5. Verify whether procedures and time lines are followed in preparing the budget, presenting draft proposal before GP and obtaining its approval,
6. Verify the approved budget of GP on or before 30<sup>th</sup> April and wherever discrepancies are noted, ensure that it is brought to the notice of Secretary of grama panchayat<sup>21</sup>,
7. Verify whether a copy of budget is submitted to concerned District Panchayat, DDP office and auditors,
8. Verify whether supplementary budget is passed, for expenses anticipated in excess of that provisioned in the annual budget,
9. Verify whether Cash Book and allied registers are maintained up-to-date,
10. Verify whether income received from transferred institutions are accounted and utilised for its own purposes,
11. Verify whether copies of Daily Cash Book, cancelled receipt statements, monthly receipts and payments, income and expenditure statement and balance sheet are printed out, authenticated by Secretary, filed and maintained separately,
12. Verify whether accounts of GP are reconciled every month,
13. Conduct physical verification of cash chest,
14. Verify whether all income (receivable) in a financial year is accounted as per accrual basis,

15. Verify whether auctions are conducted, formal contract/agreements executed and fees collected promptly,
16. Verify whether payments and refunds pertaining to the panchayat have been authorised by the President,
17. Verify whether accounts of the panchayat are verified by Finance Standing Committee before 10<sup>th</sup> of every month.

#### **V. Statutory functions**

1. Verify whether reported cases of births and deaths are registered in time, and registers maintained up-to-date,
2. Verify whether marriages (Common & Hindu) are registered in time and registers maintained up-to-date,
3. Verify whether the process of numbering and assessment of buildings are carried out promptly.

#### **VI. Regulatory functions**

Verify whether the following functions are promptly and effectively carried out:

##### **VI. a. Issue of license to factories, trades, entrepreneurship activities and other services<sup>22</sup>:**

1. Preparation and updation of traders list,
2. Upkeep of Permission Register,
3. License fee collection – Demand Register,

##### **VI. b. Issue of license to Livestock Farms (Rules 2012)**

##### **VI. c. Issue of license to Amusement Park (Places of Public Resorts Act and Rules, 1963)**

##### **VI. d. Issue of license and permission under Cinema Regulation Act, 1958**

##### **VI. e. Grant of permission to:**

1. Building (construction and occupancy), wells, compound walls, tele communication tower,
2. Installation of machinery in industries,
3. Markets,
4. Bus stand, halting and parking places,

5. Ferry service,
6. Comfort stations and cloak rooms,
7. Auto/Taxi stand,
8. Boat jetty,
9. Cattle pounds.

**VI. f. Issue of license to:**

1. Dogs and pigs,
2. Granite quarry,
3. Slaughter houses.

**VI. g. Registration of:**

1. Tutorials,
2. Private hospitals,
3. Paramedical institutions,
4. Ayurveda hospitals and massage centres,
5. Burial and burning grounds.

**VII. Plan Formulation, Implementation, Monitoring and Social Audit**

1. Ensure that the performance audit team assists GP in the process of planning, formulation, implementation and monitoring of plans and projects undertaken by the Panchayat,
2. Ensure that such plans are carried out in an effective and efficient manner, innovative practices, among them, are identified and disseminated for wider use,
3. Verify whether plan formulation steps are in accordance with applicable guidelines and follow the sequence of activities given below:
  - a) Reconstitution of working groups,
  - b) Formation of planning committee,
  - c) Preparation of status report,
  - d) Preparation of development report,
  - e) Preparation of draft plan document,

- f) Submission of draft document before *Grama Sabha*,
  - g) Conduct of development seminar,
  - h) Finalisation of plan document, and
  - i) Approval of DPC,
4. Verify whether spill over works/projects are completed within stipulated time frame,
  5. Verify whether project deliverables are verified and documented at the end of every financial year,
  6. Verify whether projects are implemented following the guidelines applicable for:
    - a. Beneficiary selection,
    - b. Execution of public works,
    - c. Execution of agreements, and
    - d. Procurement of goods and services.
  7. Verify whether handover of sites/acquisition of sites/transfer of sites are carried out promptly,
  8. Verify whether projects undertaken for implementation are monitored through designated committees, at predetermined stages throughout the project lifecycle for optimising economy, efficiency and effectiveness,
  9. Verify whether Sub-Plans in regard to :
    - a. Poverty alleviation,
    - b. Tribal Sub-Plan,
    - c. Scheduled Caste Sub-Plan,
    - d. Gender development through Women Component Plan (WCP), and
    - e. Children, elderly and differently-abled persons etc.,are formulated based on status report prepared by concerned working groups and following applicable guidelines.
  10. Verify whether maintenance plan is prepared as per guidelines,
  11. Verify whether subsidies provided are as per norms prescribed by the government,
  12. Verify whether mandatory provisions are made, for projects involving:

- a. Supplementary Nutrition Programs carried out by *Anganawadi(s)*,
  - b. Waste disposal and management,
  - c. *Sarva Shiksha Abhiyaan*,
  - d. Prime Ministers *Avas Yojana*,
  - e. Pain and Palliative care project,
  - f. *Aashraya*,
  - g. Professional services delivered through Information Kerala Mission,
  - h. Empowerment of women, and
  - i. Welfare measures for children, elderly and differently abled persons etc., follow prevailing guidelines.
13. Verify whether project registers are maintained (including digital) and performance reviewed periodically,
  14. Verify whether the completion reports of projects undertaken are observed and reported for:
    - a. Deliverables achieved,
    - b. Utility/achievement of objectives,
    - c. Innovativeness of the project,
    - d. Best practice documentation, and
    - e. Corrective measures to be taken.
  15. Verify whether plan process is subjected to Social Audits, as prescribed by government, from time to time.

### **VIII. Beneficiary selection**

1. Verify whether guidelines issued by government are followed in identifying eligible beneficiaries<sup>23</sup>,
2. Verify whether criteria for prioritization and selection of beneficiaries is fixed by grama panchayat,
3. Verify whether working group has followed procedure to prioritise beneficiaries,
4. Verify whether priority list is subjected for scrutiny, by government officials,
5. Verify whether draft list is published at GP,

6. Verify whether beneficiary list has been approved by *Grama Sabha* and grama panchayat, following applicable guidelines, and the list published in the official website/portal of the grama panchayat.

#### IX. Procurement process

1. Verify whether procurement process precedes the process of team identification, needs identification and annual plan preparation, as given in the guidelines for procurement of goods and services<sup>24</sup>,
2. Verify whether procurement process follows the activities listed in the procurement cycle,
3. Verify whether goods and services purchased are verified for propriety in financial and expected outcome,
4. Verify whether the quality and quantity of goods and services procured matches with the purchase order(s) placed,
5. Verify whether Social Audit Committee routinely presents the consolidated findings in *Grama Sabha*,
6. Verify whether Security Deposit is released after completion of performance guarantee period and obtaining a certificate from concerned implementing officer.

#### X. Public works

1. Verify whether, detailed estimate made is in conformance with project requirements,
2. Verify whether, estimates are submitted using custom software package provided by the government,
3. Verify whether, applicable revised estimate/recast estimate are made as per guidelines for undertaking public works,
4. Verify whether, Administrative and Technical Sanction have been obtained for all works undertaken,
5. Verify whether, the process of calling for tenders, execution through Beneficiary Committee, Direct Execution and Deposit Works are carried out as per **KPR-Manner of Execution of Public Works Rules 1997, PWD Manual** and prevailing GO's,
6. Verify whether, beneficiary works carried out is within the approved financial limits,
7. In the case of Deposit works, verify whether agreement is executed prior to release of deposit amount,

8. Verify whether, utilization certificate(of deposit works) is obtained from the implementing agency, before the expiry of agreement period,
9. Verify whether, materials procured for Direct Execution works, follows procedures listed/laid down in procurement guidelines and Store Purchase Manual,
10. Verify whether estimate, technical sanction and payment for works executed through “accredited agencies” are as per applicable guidelines/GO’s<sup>25</sup>,
11. Verify whether, work sites are transferred and tools and materials supplied, before commencement of public works,
12. Verify whether, stage-wise monitoring is carried out and findings documented periodically,
13. Verify whether, final payments are made on the basis of completion certificate and performance reports,
14. Ensure that, statutory recoveries are effected, remitted to appropriate authority and advances adjusted before making payment to contractors,
15. Verify whether assets created are updated in the Asset Register,
16. Verify whether Social Audit is conducted; report generated and presented in *Grama Sabha*,
17. Verify whether Security Deposit is released after completion of performance guarantee period and obtaining a certificate from concerned Engineer.

#### **XI. Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS)**

1. Verify whether registration and issue of labour cards are carried out effectively at GPs,
2. Verify whether labour budget and Action Plan are approved by the GP,
3. Verify whether labour card holders are provided employment,
4. Verify whether social audits are conducted regularly,
5. Verify whether proactive disclosure of activities are undertaken,
6. Verify whether asset creation process is carried out in a transparent manner,
7. Verify whether wages are paid without delay,
8. Verify whether procurement of goods and services are carried out as per prevailing guidelines of MGNREGS.

## **XII. Funds and utilization**

1. Verify whether funds received are utilised for its intended purpose only,
2. Verify whether the “own fund” set apart for the project is in accordance with project guidelines,
3. Verify whether funds received from both Centrally Sponsored Schemes and State Sponsored Schemes are utilised for the intended purpose and within specified time,
4. Verify whether loans availed from banks/financial institutions with the approval of government and repayment follows applicable rules and guidelines,
5. Verify whether voluntary service contributions agreed are obtained and accounted for,
6. Verify whether beneficiary contributions agreed are collected and accounted for,
7. Verify whether contribution/share agreed in joint projects by the other beneficiary local body(s), are transferred to the implementing local body,
8. Verify whether the Maintenance Grant is utilised for its intended purpose,
9. Verify whether funds received from World Bank for Kerala Local Government Service Delivery Project (KLGSDP) is utilised for its intended purpose and within specified time.

## **XIII. Social security pension**

1. Verify whether social security pension applications are processed promptly, approved and such applications are uploaded to the grama panchayat website,
2. Verify whether rejected applicants have been intimated,
3. Verify whether statutory registers of social security pension are maintained and kept up-to-date.

## **XIV. Unemployment dole**

1. Verify whether unemployment dole applications are promptly processed and approved,
2. Verify whether the rejected applicants have been intimated,
3. Verify whether statutory registers of unemployment dole are maintained and kept up-to-date.

### **XV. Financial assistance for marriage of daughters of widows**

1. Verify whether applications under this scheme are promptly processed and approved and such applications are uploaded in the grama panchayat website,
2. Verify whether the rejected applicants have been intimated,
3. Verify whether statutory registers are maintained up to date.

### **XVI. Allied institutions and welfare activities**

1. With special attention, verify whether the institutions have:
  - a. its own building and suited for intended purpose,
  - b. been provided with supporting infrastructure,
  - c. been supported through grants in order to sustain its operations,
  - d. utilised the assets created effectively, efficiently, and economically for its intended purpose,
  - e. periodic meetings conducted, chaired by president, with heads of all institutions to review the plans and projects undertaken, and
  - f. institutional management committees to monitor its functions,
2. Verify whether activities and functions related to plan schemes of allied institutions are carried out in an efficient and effective manner,
3. Verify whether field-level enquiries on social security pensions are carried out in a timely manner and reports submitted on time,
4. Verify whether Cash Book and Subsidiary Registers are maintained and kept up-to-date,
5. Verify whether Casual Leave Register of Head of Office is maintained,
6. Verify whether Tour Diary of Head of Office is approved.

### **XVII. *Kudumbashree***

1. Inform Community Development Society (CDS) about audit program and its schedule,
2. Monitor the activities of CDS and inspect the accounts once every three months and submit its report to the President of grama panchayat<sup>26</sup>.

### **XVIII. Cases/Suits filed by and against the Panchayat**

1. Verify whether Suit Register and Case files are maintained up-to-date,
2. Verify whether cases are factually defended,
3. Monitor the execution of verdict/judgement and actions taken thereof,
4. Verify whether prosecution steps are taken against defaulters,
5. Verify whether eviction procedure(s) has been initiated against unauthorised occupants/encroachers, by the Estate Officer (Secretary of GP).

### **XIX. Acquisition and disposal of property by Panchayat**

#### **XIX. a. Acquisition**

1. Verify whether “Suitability Certificate” of the land is obtained before purchase,
2. Verify whether permission has been obtained from line department before acquisition is made, for allied institution (e.g. School, Education Department, Hospitals, Health Department etc.),
3. Verify whether land and buildings have been purchased upon valuation undertaken by Revenue Department and Assistant Engineer, respectively,
4. Verify whether Encumbrance Certificate (for past 18 years) has been obtained before purchase,
5. Verify whether legal opinion has been obtained from the Government Pleader,
6. Examine whether the land purchased is being used for its intended purpose,
7. Examine whether land purchased has been identified by marking its boundaries, and compound walls constructed and ownership documentation (*pokkuvaravu*) completed within prescribed time,
8. Verify whether proceedings involved in free surrender of land are complied with, completed in time, and records maintained,
9. Verify whether proceedings of “gift deeds” are registered and records maintained,
10. Verify whether agreements are executed in the prescribed format mentioned in the Acquisition and Disposal Rules, 2006.

**XIX. b. Disposal**

1. Verify whether properties disposed (if any) have been carried out with prior permission from the government.

**XX. Purchase and use of vehicles by Panchayat**

1. Verify whether vehicles are purchased for grama panchayat, have backing of a Government Order,
2. Verify whether vehicles are maintained as per guidelines given in GO (MS) No.113/2003/Fin dtd. 24.02.2003, GO(P) No. 161/2006/Fin dtd. 31.03.2006 and GO (MS) 170/2007/LSGD dtd. 30.06.2007.

**XXI. Serving of notice and publication of notification**

1. Verify whether notices have been served following applicable rules,
2. Verify whether applicable rules and procedures are observed while notices and notifications are published<sup>27</sup>.

**XXII. Distress relief fund**

1. Verify whether distress relief fund has been disbursed/utilised<sup>28</sup>.

**XXIII. Maintenance of records**

1. Ensure that *Purambokku* Register is maintained up-to-date,
2. Ensure that Asset Register is maintained up-to-date,
3. Ensure that Register of Valuables is maintained up-to-date,
4. Ensure that Register of Tools and Plans is maintained up-to-date,
5. Ensure that all other allied registers are maintained up-to-date,
6. Ensure that Statutory Election Register is maintained up-to-date.

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

*References:*

1. GO (MS) No. 333/2000/LSGD dtd. 30.11.2000
2. GO (MS) No.188/2015/LSGD dtd. 08.06.15
3. Cir. No. 29549/AA1/11/LSGD dtd. 08.12.2011
4. GO (RT) No.166/2017/LSGD dtd. 20.01.17
5. GO (MS) No.188/2015/LSGD dtd. 08.06.15
6. GO (RT) No.166/2017/LSGD dtd. 20.01.17
7. GO (MS) 55/17/LSGD dtd. 14.03.07
8. GO (MS) 106/17/LSGD dtd. 26.05.17
9. GO (RT) 1691/2017/LSGD dtd. 23.05.17
10. Cir. No. 29549/AA1/11/LSGD dtd. 08.12.2011
11. GO (P) 123/2009/LSGD dtd 02.07.2009
12. The Kerala Panchayat Raj Act,1994, Sec. 185
13. GO (P) 123/2009/LSGD dtd 02.07.2009
14. GO (MS) No. 706/63/DD dtd. 07.09.63
15. GO (MS) 205/90/LAD dtd.03.12.1990
16. The Kerala Service Rules, Rule 109 Part III
17. Rule 37, Kerala Government Servants Conduct Rules, 1960
18. The Kerala Panchayat Raj Act 1994 and Rules 2005
19. The Kerala Panchayat Raj Act 1994, Sec. 162 A
20. The Kerala Panchayat Raj Act (Procedure for Panchayat Meetings) Rules, 1995
21. GO (RT) 3291/2016/LSGD dtd. 02.12.2016
22. The Kerala Panchayat Raj Act,1994, Sec 232 - 234; The Kerala Panchayat Raj (Issue of Licence to Dangerous and Offensive Trades and, Factories) Rules or (Issue license to factories, trades, entrepreneurship activities and other services) Rules, 1996
23. GO (MS) No. 80/2017/LSGD dtd. 03.04.2017
24. GO (P) No. 259/10 dated 08.11.2010
25. GO (MS) No. 133/2007/LSGD dtd. 18.05.2007
26. Cir. No. AA 1/54/2015 – LSGD dtd. 19.05.2015
27. The Kerala Panchayat Raj (Manner of Service of Notices) Rules, 1996
28. The Kerala Panchayat Raj (Constitution and Utilization of Distress Relief Fund) Rules, 2003

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Leading Others			🎯			Backs the Team
Attention to Detail			🎯			Monitors Own and Others' Work
Taking Accountability				🎯		Takes Ownership of Others' performance
Delegation		🎯				Expresses Trust and Stays Focused
Result Orientation			🎯			Consistently Improves Systems as well as Performance
Seeking Information		🎯				Investigates situation
Planning and Coordination			🎯			Considers Interrelated Activities
Desire for Knowledge		🎯				Proactively Keeps Abreast of Change in Environment

## Competency Framework - Functionaries of Panchayat



## Organisational Competencies - Functionaries of Panchayat

Four organisational competencies were found to be significant for the panchayat officials (excluding elected representatives). It is deemed that, all categories should inevitably possess the following competencies at the proposed proficiency levels. It is also suggested that the functionaries operate at higher (desirable) proficiency levels, depending upon the demands of the job.

In regard to new recruits to the department, the aforesaid competencies should be deemed as a fulfilment criteria for recruitment. However, for the existing pool of employees, capacity development initiatives to ensure bridging of the aforesaid competency gaps, if any, must inevitably be undertaken.

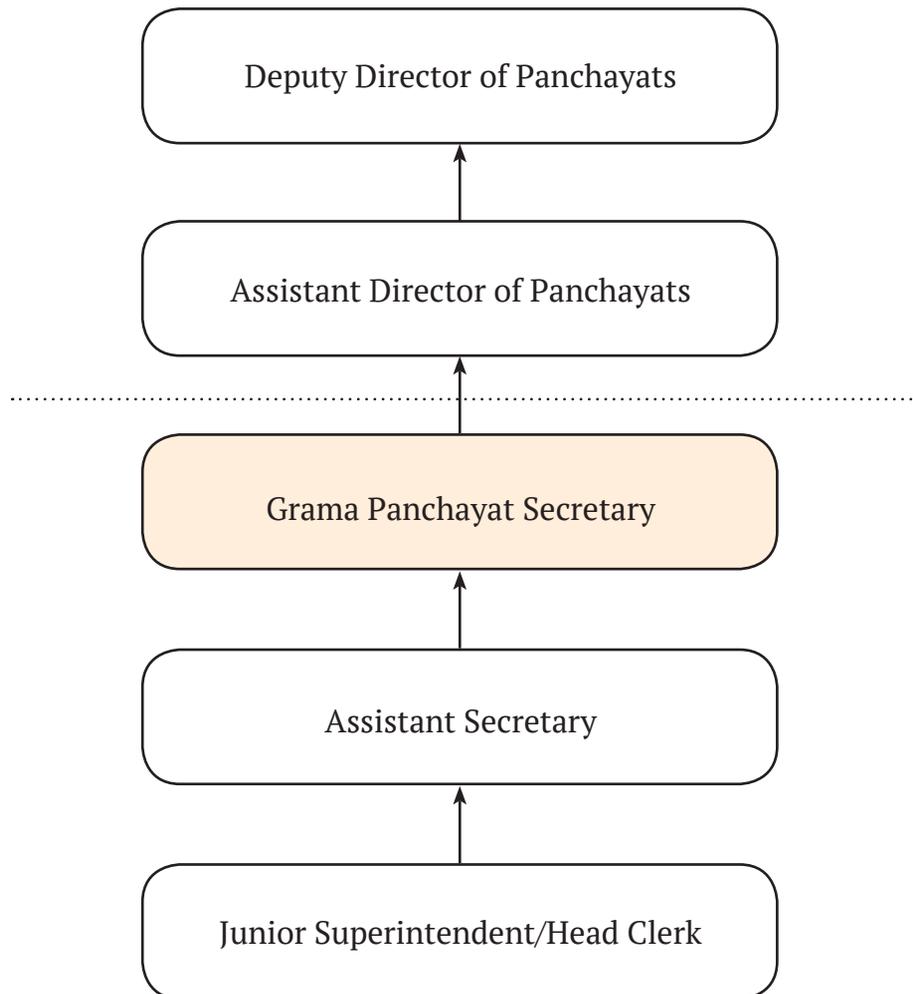
Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
People First	🎯					Responds Sensitive to the Needs of the Citizens
Integrity	🎯					Acts Ethically
Empathy		🎯				Has Concern for Others
Communication Skills					🎯	Adapts Communication to others

## Position Title: Grama Panchayat Secretary

### A. Position Summary:

Secretary of the panchayat is a functionary, appointed by the State Government, to oversee panchayat activities. S/he provides administrative guidance to officers and employees of the panchayat, subject to the general superintendence and the control of the President. S/he implements the decisions taken by the panchayat committee, to ensure social justice and economic development of the panchayat and its people. S/he carries out the functions entrusted through KPR Act of 1994 and such provisions under the Allied Acts, governing the panchayat.

### B. Reporting Relationship:



## C. Duties and Responsibilities:

### I. Administration

#### I. a. Office management

1. Ensure that the administration of office is modelled to facilitate decision making and its implementation in accordance with KPR Act, Allied Acts, Rules, Guidelines, Circulars and Notifications,
2. Ensure that services are delivered in a transparent, efficient, equitable manner and in accordance with the provisions made under Right to Service Act and Citizens Charter,
3. Ensure that services delivered to women, children, senior citizens, differently-abled, transgender, members from SC/ST community and other backward communities are in an equitable manner,
4. Ensure that services are delivered through Front Office in an efficient and effective manner<sup>1</sup>,
5. Ensure that personnel (Front Office Assistant/Supervisor/Attendant) assigned to Front Office carries out the duties entrusted, diligently<sup>1</sup>,
6. Ensure that basic amenities are made available at Front Office for citizens who approach panchayat for availing services<sup>1</sup>,
7. Ensure that infrastructure (seating, writing table, file keeping and Information and Communication Technology devices/facilities) is adequately available to the employees for efficient conduct of work<sup>1</sup>,
8. Ensure that Front Office Monitoring Committee meetings are conducted every month<sup>1</sup>,
9. Conduct yearly citizen's meet, to evaluate the performance and quality of services rendered through Front Office<sup>1</sup>,
10. Create awareness among citizens about the services that can be availed from panchayat, through electronic/information technology medium,
11. Identify special skills, talents and competencies of employees and assign tasks/duties in consultation with the President. Issue office order for the compliance of the same,
12. Ensure that employees perform duties assigned to them, by verifying their Personal Registers and Performance Evaluation Reports, every month<sup>2</sup>,
13. Identify competency gaps of employees and arrange training programmes to bridge such gaps<sup>1</sup>,

14. Ensure that copies of customised software packages (authorised by government) are available, installed and used by employees, effectively,
15. Identify and implement suitable methods (including software based) for easy referencing, identification and retrieval of files/records/ registers/documents maintained in the record room. Assign duties of record keeping to clerk through an office order<sup>2</sup>,
16. Arrange to destroy records that have exceeded retention period by following guidelines prescribed in Manual of Office Procedures (MOP)<sup>2</sup>,
17. Develop, adopt and adapt innovative ideas to enhance the quality of services delivered to citizens,
18. Maintain safe custody of title deeds and documents of asset(s) owned by the panchayat. Conduct periodic physical inspection of asset(s), to ensure that they are maintained in good condition,
19. Ensure that employees are punctual to office and maintain discipline,
20. Assign specific duties and responsibilities (in addition to existing) to employees, through office order,
21. Ensure that official correspondence(s), addressed to either the Government or to any other district-level authority, are made through the President<sup>3</sup>,
22. Ensure that employees make declarations in the Personal Cash Declaration Register, as soon as they report at office<sup>4</sup>,
23. Ensure that notices and publications of the panchayat are served/published observing applicable Rules<sup>5</sup>,
24. Ensure that the enquiry officer conducts enquiry and submit the report within specified time,
25. Ensure that documents and notices, issued under the Act or any rule or bye-law made thereunder by the panchayat, is affixed with the facsimile stamp of signature and signed thysself <sup>6</sup>,
26. Make arrangements to meet the requirements of the village panchayat, in respect of the matters enumerated in the Third Schedule of KPR Act.

## **I. b. Meeting management**

### **(a) Panchayat meetings**

1. Participate in the meetings of Panchayat and provide advice in accordance with KPR Act, Rules and Allied Acts,

2. Ensure that Panchayat Committee meetings are conducted, at least once, every 30 days,
3. Ensure that notice of scheduled meeting(s) is provided to members under acknowledgement,
4. Prepare agenda on subjects to be considered and discussed in panchayat committee incorporating suggestions from Ex-Officio Secretaries, in consultation with the President,
5. Ensure that matters of extreme importance (issued by government through orders/circulars) are also brought to the notice of panchayat committee, for initiating necessary action,
6. Participate in special meetings called by members, provided, the quorum is not less than one third of the number of members of the panchayat,
7. Prepare and provide notes (in accordance with KPR Act, Rules and Allied Acts) on subjects included in the agenda to enable the committee arrive at decisions,
8. Arrange to record minutes and decisions of panchayat committee meetings in the respective book/register,
9. Provide a copy of the decision and resolutions passed in the Panchayat meeting, to members, within forty-eight hours of completion of the meeting,
10. Publish a copy of the proceedings of the decisions taken (signed by President and Secretary) on the notice board of the office immediately after the meeting,
11. Accept dissent note, if any, from members,
12. Prepare draft of the Minutes of Meeting and submit to Chairperson, within three days,
13. Submit a copy of the approved Minutes of Meeting, with dissenting note, if any, to the officer authorised by the Government, within ten days of the meeting,
14. Implement decisions (in accordance with KPR Act, Rules and Allied Acts) taken by Panchayat Committee,
15. Initiate action against illegal decisions/resolutions taken/passed by the Panchayat<sup>7</sup>,
16. Ensure that proceedings of the meeting are carried out using approved software package (*Sakarma*),

**(b) Standing Committee meetings**

1. Ensure that Standing Committee meetings are conducted, once, every 30 days,
2. Submit to the Chairman, in writing, subjects to be considered and discussed in the Standing Committee,
3. Ensure that notice of scheduled meeting(s) is provided to members under acknowledgement,
4. Prepare meeting agenda in consultation with the Chairman of respective Standing Committee,
5. Participate in Standing Committee meetings,
6. Arrange to record minutes and decisions of Standing Committee meetings in the respective book/register,
7. Include in the agenda of Panchayat Committee meeting, all resolutions passed by the Standing Committee,
8. Submit for the consideration of Panchayat Committee, when contradicting decisions in respect of one subject are made by more than one Standing Committee,
9. Provide guidance and support to Standing Committees in carrying out their activities in an effective and efficient manner.

**(c) Steering Committee meetings**

1. Participate in Steering Committee meetings and provide necessary guidance and support, for the development of panchayat,
2. Provide guidance and support to Steering Committee for its effective conduct and to co-ordinate and monitor the functions of the Standing Committees.

**(d) Other Committees/Meetings**

1. Participate in all meetings as specified under KPR Act, Rules, Allied Acts, Rules and Government Orders and perform the duties entrusted,
2. Participate in committee meetings of panchayat, as and when requested by the Chairperson of the Committee.

### I. c. Establishment

1. Ensure that salary and perks of employees and honorarium, sitting fees and travel allowance due to Elected Representatives, are provided without delay,
2. Ensure that recoveries from salary and pension contribution of employees, are remitted every month and returns filed, on or before stipulated date,
3. Ensure that Service Book of employees are periodically updated, duly signed and maintained,
4. Permit leave to the officers and employees of the Panchayat and make entries in Leave Register<sup>8</sup>,
5. Initiate actions to process pension applications of employees, due for retirement so as to provide pension benefits without delay,
6. Ensure that the landed property statement submitted by employees are collected and kept under safe custody<sup>9</sup>,
7. Ensure charge hand over is carried out as per office order in force and applicable Rules,
8. Ensure that Master Incumbency Register of employees is updated with details of employees of panchayat and allied institutions,
9. Monitor the performance of officers and employees of the panchayat, subject to the general superintendence and the control of the President,
10. Initiate disciplinary action against the employees of the Panchayat, if necessary<sup>10</sup>,
11. Authorise recurring/daily expenses of the panchayat, with concurrence of the President and maintain records of the same,
12. Approve purchase of stationery items required at office,
13. Ensure that machinery and equipment(s) used at office are maintained in good working condition and covered under the purview of Annual Maintenance Contract (AMC),
14. Prepare Confidential Reports (CR) of Assistant Secretary and Junior Superintendent and submit the same to concerned higher authority,
15. Maintain safe custody of office seals, facsimile and digital signatures,
16. Ensure that details of all items purchased for use (including electronic items) by panchayat are entered in the Stock Register, and kept up-to-date,

17. Ensure that vehicles owned by panchayat are used for official purposes and its Log Book and History Book maintained up-to-date,
18. Ensure that insurance premiums of vehicles owned by panchayat are remitted on time. Arrange to check fuel efficiency and vehicle fitness periodically.

**I. d. Citizens Charter<sup>11</sup>**

1. Formulate and publish a Citizens Charter, within 6 months, of formation of new panchayat committee,
2. Initiate actions to revise and update the same, once every year,
3. Ensure that Citizens Charter is printed and copy published in the official website/page of the panchayat,
4. Ensure that services delivered by the panchayat are within the time limit prescribed in the Citizens Charter.

**I. e. Right to Service Act, 2012<sup>12</sup>**

1. Perform the duties of Designated Officer,
2. Ensure that boards indicating details of services delivered by panchayat are displayed,
3. Ensure that applications received are acknowledged through Form-1,
4. Ensure that services agreed are delivered on time. In case of delay (exceeding the pre-agreed date of service), inform the applicant its reasons and the revised date of service delivery, in writing,
5. Provide replies/reports to appeals,
6. Maintain and keep up-to-date all concerned registers and records.

**I. f. Grama Sabha<sup>13</sup>**

1. Ensure that actions are taken by panchayat committee for the periodic (once every 3 months) conduct of *Grama Sabha*,
2. Create awareness about the conduct of *Grama Sabha* by publishing the schedule (place, date and time of the meeting) at appropriate public places,
3. Prepare agenda on the basis of subjects to be considered and discussed in *Grama Sabha*, in consultation with the President,
4. Ensure that the Minutes of Meeting of *Grama Sabha* are recorded by the person authorised by the panchayat,

5. Maintain Minutes of Meeting of *Grama Sabha*,
6. Forward resolutions containing recommendations or suggestions of the *Grama Sabha*, to the Block Panchayat or District Panchayat, for their consideration within one week from the date of conclusion of *Grama Sabha*,
7. Present, budget abstract, audit reports, income & expenditure statements, list of beneficiaries availing social security pensions and other benefits, in the *Grama Sabha*.

## II. Statutory functions

### II. a. Registration of Births and Deaths<sup>14</sup>

1. Ensure that all births including still births and deaths are registered,
2. Register any birth or death, for which, information is received after the expiry of the period specified in rule 5, but within thirty days of its occurrence,
3. Register birth of any child born outside India, within sixty days from the date of the arrival of the child in India, subject to receiving an undertaking from the parents, that they will return to India for permanent settlement,
4. Make arrangements to register the birth of any child, who is adopted legally, following applicable guidelines,
5. Issue non-availability certificate in Form No. 10, if any particular event of birth or death is not found registered,
6. Make arrangements to register any birth or death (which has not been registered within one year of its occurrence), when such application(s) is supported with an approval from Deputy Director Panchayats/Sub divisional Magistrate,
7. Process application received for entry or correction in details of any person, following provisions of the Act (The Kerala Registration of Birth and Death Act 1969 and Rules 1999,
8. Ensure that applications received for entry and correction comply with the provisions given under section 15 of The Kerala Registration of Birth and Death Act 1969, and supported with documents as required,
9. Provide to the informant, the extracts of particulars (informant certificate), from the register relating to births or deaths, in Form No. 5 or Form No. 6 as the case may be, following provisions given under section 12 of the Act,
10. Issue to the applicant, a certified extract on non-judicial stamp paper, following provisions under section 17 of the Act,

11. Carry out modification (name change & other corrections) to birth and death certificates issued before 1.4.1970, after obtaining approval of the Chief Registrar (Joint Director),
12. Appoint Sub-Registrars, with the prior approval of the Chief Registrar (as per section 7 (5) of the Act), and assign to them any or all of the powers and duties in relation to specified areas within his/her jurisdiction,

## **II. b. Registration of Marriages (Hindu)<sup>15</sup>**

1. Make arrangements to register the marriage solemnized between any two Hindus, if the conditions of Hindu Marriages Registration Act 1955 & Rule, 1957 are fulfilled,
2. Perform the duties of Local Registrar - Hindu Marriage,
3. Certify and register within 30 days, marriages solemnized in accordance with Hindu religion customary rites and ceremonies without considering the citizenship,
4. Initiate action to register those applications that are received late, with the approval of District Registrar,
5. Obtain sanction of Chief Registrar, before making corrections of entries (material particulars like name, age, date, etc.) in the register.

## **II. c. Registration of marriages (Common)<sup>16</sup>**

1. Perform duties of Local Registrar - Marriages (Common),
2. Register all marriages solemnized within the grama panchayat, without considering the citizenship, following procedure and time limit for registration,
3. Obtain sanction from Registrar General (Deputy Director of Panchayats), for registering marriages, after a duration of 5 years from the date of marriage,
4. Obtain sanction from Registrar General (Deputy Director of Panchayats), before making corrections or entries (material particulars like name, age, date, etc.) in the register,
5. Ensure that certificate of marriage is issued to the applicant, within 3 days of registration.

## **II. d. Building Regulation<sup>17</sup>**

1. Initiate action to issue permit, to applicants seeking permission for construction/reconstruction/addition/alteration/land development, within 15 days, by following the guidelines stipulated in KPBR, 2011,

2. Ensure that owner submits notice in Form A2, for buildings that does not require permit as stipulated in rule 132, 133 (Category II panchayat),
3. Issue permit to buildings, which are constructed without prior permission, but have complied with rules/guidelines of KPBR, after levying a fine equivalent to two times the actual fees. Initiate action to regularise the same,
4. Obtain prior approval or clearance or permission and concurrence from the District Collector in the case of development or redevelopment of buildings for religious purpose or worship,
5. Issue permits for the construction of wells, tube wells, huts, boundary walls and telecommunications towers, on the basis of prevailing rules/guidelines,
6. Verify whether details regarding building/housing schemes/projects of Central and State Governments, which does not require permits, are received at the panchayat,
7. Issue permit to applicants who have submitted for renewal or extension of permit, after charging applicable fees. Ensure that such details are entered in the corresponding registers and maintained up-to-date,
8. Initiate legal actions on party(s) found violating rules,
9. Verify whether applicants have submitted no-objection certificate (where it is mandatory) from concerned agencies/departments, along with their application for permit,
10. Ensure that, conditions stipulated in CRZ, Wet land Conservation and Management Rules 2010, are considered, before permit is issued to construct buildings/developing land, in such areas,
11. Ensure that, conditions stipulated in Kerala Conservations of Paddy Land and Wet land Act 2008, are considered, before permit is issued to construct buildings/developing land in such areas,
12. Verify the authenticity of documents submitted in support of land/property transfer, before transfer of permit request by the applicant is processed,
13. Examine the building for completion and issue Occupancy Certificate (in Form H), within 15 days from the date of receipt of application,
14. Maintain Building Application Register and keep in safe custody,
15. Provide exemption in cases where minimum mandatory set back/open space is not maintained (upto 5% of the minimum mandatory open spaces/yards to

be provided as per rules or 20 centimetres whichever is less), (except in cases of KPR Act 220B, KPBR 112),

16. Ensure that the custom software package provided/approved by the government ('Sanketham') is used for issuing permits under KPBR.

## II. e. Right to Information<sup>18</sup> (KPR Act Sec. 271 A- E)

1. Provide a copy of document(s) (other than any special categories of information classified as notified document), to the applicant, within the prescribed period, after collecting applicable fees.

## II. f. Right to Information Act, 2005

1. Perform the duties of State Public Information Officer (SPIO),
2. Ensure that all applications received under Right to Information Act are registered before it is processed,
3. Collect applicable fees and provide reply/information within stipulated time. In situations where the reply/information affects the life or freedom of the applicant, the reply/information should be given within 48 hours after receipt of application,
4. Provide reply/information to the applicant, free of cost, if the reply/information could not be provided within the stipulated time,
5. Inform the applicant, and forward to that public authority, when the information sought is held by or under the control of another public authority (Sec.613),
6. Solicit opinion of the third party, when the information or a document is secretly kept by the third party is to be provided to the applicant (Sec.11),
7. Arrange to provide a maximum of 20 pages free of cost, to persons belonging to BPL category,
8. Submit to Commissioner of Right to Information, the annual report of activities,
9. Adopt provisions 8 and 9 of RTI Act, to decide when an application is to be rejected,
10. Provide reply/report on appeal petition within prescribed time,
11. Furnish details such as name of Appellate Authority, his/her address, phone number with the reply/information given,

12. Maintain and keep up-to-date, details of SPIO, ASPIO and Appellate Authority on boards displayed.

## II. g. Assets

1. Act as a custodian of assets owned and operated by panchayat,
2. Ensure that Asset Register is maintained up-to-date with information on assets procured, acquired, owned, created and transferred to the or by the panchayat,
3. Ensure that files and registers relating to panchayat owned properties such as cemeteries, *lakshamveedu colony*, *naalu cent colony*, SC/ST colonies, *purambokku* etc., are maintained and kept up-to-date,
4. Perform the duties of Estate Officer and carryout eviction of unauthorized occupants from panchayat owned buildings and properties<sup>19</sup>,
5. Make certain to remit property/land tax for existing property(s) and execute Mutation of Property (Pokkuvaravu) for newly acquired property(s),
6. Ensure that assets of the panchayat (procured, acquired, owned, created and transferred) are protected and maintained in good condition,
7. Initiate actions to evict unauthorised encroachments in properties owned by panchayat<sup>20</sup>,
8. Submit Land Relinquishment Forms obtained while constructing new roads to Revenue Department and bring them under the possession of panchayat. Ensure that details are recorded in the Asset Register,
9. Perform the duties of Convenor – Asset Management & Monitoring Committee,
10. Ensure that records of assets of Allied Institutions, under the custody of panchayat are maintained and the income generated from the sale of usufructs, within these assets, are accounted and utilised as per rules.

## III. Regulatory functions

1. Initiate action to protect and maintain the beds and banks of river streams, all standing and flowing water, springs, reservoirs, back waters, water courses, public source of water supply, and public land adjacent to them (not being private property) of which, the absolute right is vested with the grama panchayat<sup>21</sup>,
2. Provide arrangements necessary for public health, safety or convenience, whether permanent or temporary, to places of religious worship or instruction or any place which is used for holding fairs or festivals or for other like purposes, and collect a fee for its maintenance<sup>21</sup>,

3. Make arrangements for the removal and disposal of rubbish, solid wastes and filth. Enforce penalty on any person found to deposit or throw any rubbish, solid waste or carcasses in contravention of the provisions of the Act<sup>22</sup>,
4. Ensure that places used as a public markets are maintained in good condition and no part thereof shall be used for any purpose other than those related to the functioning of the market,
5. Verify whether markets (public & private) operate with a valid license issued by the panchayat<sup>23</sup>,
6. Initiate action to prohibit, by public notice the sale or exposure for sale of any animals or articles in or upon any public road or place or part thereof<sup>24</sup>,
7. Make arrangements to provide public landing places, halting places and cart-stands (including stands for animals and vehicles of any description) and levy fees for their use<sup>25</sup>,
8. Make arrangements to provide place(s) for use as public slaughter house and charge rent and fee at prevailing rates, for its use<sup>26</sup>,
9. Verify whether slaughter house(s) operate with a valid license,
10. Issue license to butchers and ensure that only licensed butchers undertake slaughter of animals<sup>27</sup>,
11. Issue license to factories, trades, entrepreneurship activities and other services, following applicable rules and guidelines. Initiate action against defaulters<sup>28</sup>,
12. Grant permission to install and operate machinery of capacity that is less than 5 HP and does not cause environment pollution<sup>28</sup>,
13. Ensure that all buildings within the panchayat are identified with a unique number and such numbers affixed in a particular size and form on the side or outer door of the building or on any place at the entrance to the compound<sup>29</sup>,
14. Regulate unauthorized construction of buildings. Initiate action to stop progress of work or demolish when any part of construction is in contravention to the decisions of the panchayat<sup>30</sup>,
15. Initiate action to issue notice to the owner, to secure, lop or cut down any portion of the tree or the fruits, deemed by the village panchayat, that is likely to fall and thereby endanger the life or property of public or any structure or any cultivation<sup>31</sup>,
16. Initiate action to cut and trim any hedge or tree overhanging the said trees and obstructing it or the view of traffic or causing damage to it<sup>32</sup>,
17. Provide registration to applications received for establishing tutorial institutions, private hospitals & paramedical institutions in the panchayat area. Initiate

- action on any person found operating such institutions in contravention to the provisions of the KPR Act or without a valid registration<sup>33</sup>,
18. Issue license on applications received for rearing pigs/dogs. Initiate action against any person found rearing them without a valid license<sup>34</sup>,
  19. Issue license on applications received for maintaining and operating livestock farms<sup>35</sup>,
  20. Initiate action to bury any unclaimed corpse found in the panchayat area, as far as possible, in accordance with her/his religious custom,
  21. Initiate action to bury immediately, carcasses, or remains of carcasses, on the receipt of such information<sup>36</sup>,
  22. Comply with legal procedures, while cremating unclaimed corpses<sup>36</sup>,
  23. Initiate action to prosecute, in a competent court, any person who has committed an offence punishable under the Sections of the schedule appended to the rules or as per the rules, bye-laws or regulations made under the Act.<sup>37</sup>,
  24. Solicit information from Village Officer, details regarding any property(s), as deemed necessary,
  25. Carry out visits to business/trade centers, building, land or any other place located within panchayat, to inspect whether their activities are in conformance to the terms of license or permission received<sup>38</sup>.

#### IV. Financial management

1. Act as a financial advisor to panchayat, and provide guidance in investment decisions, fund allocation and budgeting,
2. Initiate action to recover all taxable and non- taxable income due to panchayat within stipulated time. Where necessary, adopt seize up/prosecution activities,
3. Initiate action against persons who have been found to have escaped tax assessment. Make arrangements to collect such taxes<sup>39</sup>,
4. Ensure that the funds/aid received from Central/State Governments, agencies and financial institutions, are utilized for its intended purposes and accounted,
5. Provide support to Standing Committee – finance, to prepare the budget, as per the directions provided in the Budget Manual and KPR Act<sup>40</sup>,
6. Provide support to Standing Committee - Finance to prepare supplementary budget and revised budget, as and when required,

7. Ensure that budgetary control is followed strictly by the panchayat, and no sum in excess is expended, other than in emergency situations<sup>41</sup>,
8. Initiate action to levy applicable tax/fee and impose fine, when any party(s) is found to have engaged in unauthorized construction or violated any provisions of KPR Act/Rules or the Allied ACT/Rules,
9. Initiate action to Steps may be taken for introduction of Tolls as per Kerala Tolls Act 1976,
10. Initiate action to provide entitlement for remission and write-off/reduce/exclude (on mutilated/destroyed beyond repair) taxes,
11. Initiate action to form Disasters Relief fund and ensure they are utilized as per KPR Disaster Relief Fund and Utilization Rules, 2003 and KPR Act Sec-177,
12. Conduct sale/auction of property and facilities owned by panchayat such as, ferry services, shopping complexes, bus stands, parking lots, markets, slaughter houses, comfort stations, cloak rooms, river sand and usufructs of allied institutions to generate income for panchayat,
13. Ensure that funds received from various sources and funds utilized for various purposes by the Panchayat are accounted and maintained,
14. Close and certify the cash book, subsidiary cash book and day book, every day,
15. Maintain in the cash chest, predetermined amount of money, after verification. Keep a duplicate key of the cash chest in safe custody,
16. Ensure that cheque books are kept safe custody,
17. Maintain the account of expenses incurred by the panchayat and those carried out upon directions of the President,
18. Authorise expenses for items listed under KPRA Sec.213 2(a)<sup>42</sup>,
19. Reconcile Treasury/Bank accounts and submit the statement of closing balance to Standing Committee – Finance, before the 10<sup>th</sup> of every month or in the first committee held during the month,
20. Prepare the certificate of Annual Closing Balance,
21. Ensure that all tax and fees collected by the Panchayat during the day are deposited in the Treasury/Bank, during the next working day, without delay,
22. Amounts of income Tax/ GST/ CESS/ Welfare Fund Boards are to be collected and fees deposited and returns of the same to be submitted to the concerned offices and also ensure that the register in this regard is updated,

23. Initiate action to prepare monthly and yearly Demand Collection Balance (DCB),
24. Submit Annual Financial Statement (AFS) of the panchayat, to the authorities, within stipulated time,
25. Consult with the President and prepare a draft Administrative Report. Submit the same to panchayat committee for approval<sup>43</sup>,
26. Initiate action to present the Income and Expenditure statement of the Panchayat, to the *Grama Sabha*,
27. Initiate action to convert all deposits, that have completed maturity period, to capital fund of Panchayat,
28. Ensure that all records, files, registers, receipt books in regard to panchayat accounts are maintained and kept up to date,
29. Ensure that, all files, registers, vouchers and documents in regard to panchayat accounts are inspected and arranged month-wise for each financial year,
30. Inform heads of all allied institutions, implementing officers and other concerned officers, about audit notification, as soon as it is received,
31. Ensure that documents sought by audit team are provided without delay,
32. Initiate action to submit reply to audit enquiry without delay,
33. Initiate action to record audit objections in the register of Audit Objections, when audit/ inspection report is received,
34. Consult implementing officer(s) and prepare preliminary reply for audit objections. Initiate action to submit the same at the special meeting of the Panchayat, within one month<sup>44</sup>,
35. Inspect or cause to be inspected, the accounts of the institutions that are under the control of the Panchayat<sup>45</sup>,
36. Initiate action to recover amount due from officers being issued with charge/ surcharge certificate,
37. Ensure that all required action and follow-up actions have been taken on subjects, prior to submitting counter evidences to Legislative Council (discuss with Lawyer),
38. Ensure that replies are submitted and follow-up actions taken on audit/inspection reports received from Accountant General, Store Purchase Department, Finance inspection section and Performance Audit,
39. Ensure propriety while handling money of the panchayat<sup>46</sup>.

## V. Social security/welfare programmes

### V. a. Pensions/Financial Assistance/Unemployment Wages

1. Ensure that applications for pensions and unemployment wages are recorded in the respective registers, enquiry conducted and report submitted by concerned officer within specified time,
2. Ensure that the enquiry reports are submitted for consideration of Standing Committee,
3. Initiate actions to disburse pension and unemployment wages to applicants selected by panchayat committee,
4. Initiate timely action on applications received for marriage assistance for daughters of widows,
5. Ensure that replies citing reasons for rejection, are sent to applicants, who have been denied pensions/financial assistance/unemployment wages,
6. Present in the *Grama Sabha*, the list of beneficiaries for social security pensions/financial assistance/unemployment wages,
7. Maintain and keep up-to-date Application Register and Distribution Register,
8. Verify whether, beneficiaries submit their life certificate and widows submit their self-declaration (citing that they have not remarried), at specified intervals.

### V. b. Distress relief and disaster management

1. Act as a Convenor of the Panchayat Disaster Management Committee and coordinate its activities,
2. Coordinate relief activities during situations of drought, flood and other natural/manmade disasters,
3. Initiate actions to ensure availability of drinking water during drought period(s),
4. Initiate actions to maintain and keep in good condition, relief centres, within the panchayat.

## VI. Relationship with stakeholders

### VI. a. With Elected Representatives (ERs)

1. Exhibit polite and dignified behaviour; giving emphasis to mutual respect, avoiding rude language, gesture or action,

2. Facilitate a cordial and healthy relationship between Elected Representatives and employees of panchayat,
3. Provide clarifications to Elected Representatives on matters related to administration, Acts, Rules, Guidelines, Circulars and Notifications, as and when required,
4. Execute instructions (abiding with KPR Act, Allied Acts, Rules, Guidelines, Circulars and Notifications) received from Elected Representatives,
5. Provide information (official) to ER's as and when requested,
6. Ensure that oral instructions given are confirmed in writing before they are implemented,
7. Provide infrastructure/facilities (as per Rules and Guidelines) for Elected Representatives<sup>47</sup>.

**VI. b. With employees of panchayat (including employees of Allied Institutions)**

1. Facilitate a cordial and healthy relationship between Heads of Allied Institutions and employees of the panchayat,
2. Ensure that infrastructure (seating, writing table and file keeping facilities) is adequately available to the employees for efficient conduct of work,
3. Ensure that problems/grievances of employees are patiently heard and suitable remedial measure(s) suggested, when required,
4. Establish a communication channel to promote bilateral relationship with Heads of Allied Institutions, in order to achieve developmental goals of the panchayat,
5. Be a role model and endorse honest and ethical behaviour.

**VI. c. With citizen**

1. Ensure that necessary amenities are provided to the public at front office,
2. Initiate corrective and preventive action on complaints received in regard to services delivered,
3. Ensure that complaints are patiently heard and suggest suitable remedial measure(s),
4. Exhibit a behaviour of serving and meeting the needs of the citizens.

#### VI. d. With superiors and government

1. Exhibit disciplined and respectful behaviour,
2. Ensure that reports, information and documents requested by superiors/ Government, are submitted without delay.

#### VII. Allied Acts

1. Kerala Public Libraries Act 1989  
- Collect Library Cess and remit to Library Council
2. Kerala Protection of River Bank and Regulation of Removal of Sand Act 2001  
- Act as convener of *Kadavu*(River Bank) Committees and construct check post on *Kadavus* (River Banks)
3. Kerala Places of Public Resort Act 1963 Rules 1965  
- Issue license and collect fees from owners of property, parks and resorts (that has closed area greater than 50 square meter or buildings) who charge entry fee from public, for access
4. Kerala Public Buildings (Eviction of unauthorized Occupants) Act- 1968 rule 1969  
- Perform duties of Estate Officer
5. Kerala Cinema Regulation Act-1958-Rule 1988  
- Issue license to cinema theaters and cinema shows and collect fees regularly. Initiate action against defaulters
6. Kerala Cattle Trespass Act -1961, Rules 1962  
- Make arrangements to construct cattle pounds and ensure that they are maintained well
7. Cochin Ferries and Trols Act ME-1 082 Travancore Public Canals and Public Ferries Act ME-1096, Madras Canals and Public ferries Act 1890  
- Initiate action to fix rates of fees payable for the licensing or registration of vessels. Ensure that vessels are periodically subjected to test rules, made by the panchayat under this section, for the purpose of securing the safety of passengers transported from the ferry
8. Madras Public Health Act 1939, Travancore, Travancore – Cochin Public Health Act 1955.  
- Perform the duties of an "Executive Authority" (a functionary of the local authority concerned, who is vested with general executive powers under the Kerala Panchayat Raj Act, 1994)  
- Receive application for registration or renewal of registration, from applicant(s) in respect of lodging house, and issue to him a certificate of registration or of renewal of registration

9. Kerala Government Land Assignment Act 1960
  - Ensure that all Government land when assigned for public use, the local authority is consulted, and are subject to such restrictions, limitations and conditions as prescribed
10. Kerala Survey and Boundaries Act 1901
  - Initiate actions to identify, mark and secure the boundaries of all property(s) owned by the Panchayat
11. Bio Diversity Act, 2002
  - Act as the Convener of Bio Diversity Committee
12. Kerala Local Authorities Loan Act, 1963.
  - Initiate action to obtain approval from government to avail loans for meeting/ servicing the various needs of the grama panchayat
13. Kerala Land Conserving Act, 1952
  - Initiate actions to protect government owned property(s) and public places, from encroachments and unauthorized occupation. (Notification: GO(P) No.191/2016/RDTVM, dtd. 01/03/2016)
14. Kerala Irrigation and Water Conservation Act, 2003
  - Carry out the implementation and maintenance of irrigation projects for area under 5 hectare
15. Kerala Parks, Play Fields and Open Spaces/ Preservation and Regulations Act, 1968.
  - Initiate actions to construct parks, play fields and open spaces, for use by the public and such places are provided with adequate safety arrangements

## **VII. Development - Project formulation, planning, coordination and implementation**

1. Ensure that development projects are prepared and submitted to District Planning Committee (DPC), every financial year,
2. Perform the duties of Plan Coordinator,
3. Act as the Convenor of Panchayat Planning Council (PPC),
4. Project Formulation
  - a. Provide leadership to form/restructure Working Groups and to convene Development Seminars,
  - b. Convene general body meetings of Working Groups as per directions/decisions of panchayat committee,
  - c. Ensure that Working Group (including the one in which Secretary is the Convenor) meetings are held regularly,

- d. Provide inputs to prepare sector-wise Status Reports and ensure that they are prepared in a timely manner,
  - e. Ensure that draft project proposals are prepared on the basis of Status Reports,
  - f. Ensure that meetings of *Grama Sabhas* for planning and for differently abled, *mathyasabha*, *oorukootam* and other stake holder meetings, are convened periodically,
  - h. Submit suggestions received from *Grama Sabhas* to Standing Committee (concerned) for consideration and as inputs for plan formulation,
  - i. Ensure that funds received/available are judiciously allocated in projects,
  - j. Develop, adopt and adapt innovative ideas and models for furtherance of panchayat initiatives,
  - k. Ensure that proposals for projects are prepared considering the development needs of the panchayat,
  - l. Ensure that funds are allocated proportionately for each sector and utilised as per prevailing guidelines,
  - m. Ensure that draft project/development plans are prepared and submitted before Development Seminar,
  - n. Ensure that the project proposal (final) is prepared after giving due consideration to the suggestions received from Development Seminar.
5. Project Preparation
- a. Provide guidance and support to convenors of Working Groups to prepare projects based on finalised plans,
  - b. Ensure that project activities (for which Secretary is the Implementing Officer), follows applicable guidelines of plan and subsidy, and considers decisions of Working Group, *Grama Sabha* and Panchayat Committee.
6. Project Approval
- a. Ensure that Administrative Sanction is obtained for all projects included in the finalised plan,
  - b. Ensure that data pertaining to project(s), for which Secretary is the Implementing Officer, is entered accurately,
  - c. Ensure that all Implementing Officers enter project related data, in the approved software, without delay,

- d. Ensure that the projects prepared by Implementing Officers are submitted for vetting and final approval,
  - e. Coordinate with District Planning Committee (DPC) to obtain approval/sanction.
6. Project Implementation
- a. Ensure that Technical Sanction is obtained for projects before implementation,
  - b. Initiate action to obtain Financial Sanction for projects that have received Technical and Administrative Sanctions,
  - c. Ensure that projects are implemented as per guidelines and orders issued by the Government from time to time,
  - d. Convene meetings of Implementing Officers with the President, for review of progress of projects undertaken,
  - e. Ensure that Working Groups effectively monitor the progress of projects undertaken,
  - f. Ensure that *Grama Sabhas* select beneficiaries on the basis of pre-set criteria (priority and necessity) and following applicable guidelines,
  - g. Ensure that finalised beneficiary list is communicated through panchayat website,
  - h. Ensure that deposit works are carried out through formal contracts and they are implemented within specified time,
  - i. Ensure that materials, goods and services are procured following procedures listed/laid down in procurement guidelines/Store Purchase Manual,
  - j. Provide guidance and support in calling for tenders, selection, finalising and awarding of contracts, including execution of contract agreements, as and when required,
  - k. Ensure that panchayat acquires ownership of work sites and obtain applicable sanctions/approvals, before projects are taken up for implementation,
  - l. Ensure that funds allocated for projects are disbursed to Implementing Officers in a timely manner and utilisation certificates obtained,
  - m. Facilitate the involvement and active participation of public, during project planning and implementation process,
  - n. Ensure that Stock Register is updated with details of materials and machineries procured and the Asset Register, with details of assets created,

## IX. Election

1. Perform the duties of Electoral Registration Officer (ERO)<sup>48</sup>,
2. Arrange to publish voters list in compliance with guidelines of State Election Commission<sup>49</sup>,
3. Perform the duties entrusted via notification by State Election Commission and Delimitation Commission<sup>50</sup>,
4. Accept resignation letters of President/Vice-President/Elected Representatives and inform Election Commission for further action,
5. Notify Election Commission about unexpected vacancies (when Elected Representatives steps down/bows out/depart/passes away),
6. Notify *Varanaadhikari* (Returning Officer) when the position of Chairman/Members of Standing Committee become vacant,
7. Update and maintain safe custody of *Sathyaprathiknja* register,
8. Record affiliations in the *Kakshibandham* register and maintain it in safe custody.

## X. Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS)

1. Ensure that applicant registration, labour card preparation and its distribution are carried out in a timely manner,
2. Ensure that Labour *Grama Sabhas* are conducted in a timely manner,
3. Ensure that Labour Budget, Annual Action Plan and Shelf of Projects are prepared on the basis of inputs received from *Grama Sabha*,
4. Initiate action to obtain Administrative and Technical Sanctions for all projects,
5. Ensure that officers designated for MGNREGS activities perform their duties in an effective and efficient manner,
6. Ensure that Mate, Social Audit Team, Vigilance and Monitoring Committee, Purchase Committee, Panchayat-level Advisory Committee, Complaint Redressal Mechanism, Labour Banks etc., function in an effective and efficient manner,
7. Ensure that wages are disbursed to labourers within stipulated time,
8. Ensure that applicants are provided unemployment wages, when agreed jobs cannot be provided to them within specified time,
9. Ensure that social audits are conducted at specified intervals.

## XI. Cases and Suits

1. Initiate actions on notices/orders received from courts/ombudsman/legal *adalath*/tribunal/commissions/lokayauktha, in consultation with panchayat committee,
2. Appoint Legal Counsel/Standing Council for cases/suits filed by/against panchayat in consultation with President. Ensure that Statement of Facts, Counter Affidavit are prepared, Exhibits collected and cases defended,
3. Solicit opinion from Legal Counsel/Standing Council/Government Pleader and initiate suitable action, when verdict(s) issued by the court is against the interest of the panchayat,
4. Authorize and disburse fees for Legal Counsel/Standing Council on the basis of prevailing rules/guidelines/circulars,
5. Obtain opinion of Legal Counsel/Standing Council on administrative matters when necessary,
6. Ensure that Suit Register and Prosecution Register are periodically updated and maintained safely,
7. Ensure that all cases/suits are represented to protect the interests of panchayat, following the provisions given in KPR Act & Rules and Allied Acts & Rules.

## XII. Addressing public grievances

1. Act as the convenor of panchayat-level public grievance committee,
2. Ensure that complaints are patiently heard and remedial measure(s) suggested,
3. Ensure that remedial measure(s) suggested to resolve the complaint is guided by applicable rules and parties receive justice,
4. Make certain that the facility of a compliant box is available at panchayat office<sup>51</sup>,
5. Ensure that the complaints that are to be considered and discussed in panchayat/standing committee meetings are included in the agenda and decisions taken are implemented in a timely manner,
6. Ensure that complaints received (through compliant box) are forwarded to concerned sections, remedial measures taken and reports submitted to Performance Audit Supervisor,
7. Ensure that details regarding the various forums (such as Ombudsman, Tribunal) available for resolving complaints are displayed,
8. Provide reports/replies to court(s)/tribunal/commission or any other forums on enquiries made on complaints. When necessary, appear on behalf of panchayat at court(s)/tribunal/commission or any other forums as required

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

**References:**

1. GO(MS)123/2009, dtd.02/07/2009
2. Manual of Office Procedure
3. The Kerala Panchayat Raj Act 1994, Sec. 185
4. Office Management Manual 6.4; GO (RT) No. 1699/2017/LSGD dtd. 04.05.2017)
5. KPR Manner of Service of Notices Rules, 1996 Manner of Publication of notification or Notices Rules 1996
6. KPRA 240, KPR using of Facimile stamp of signature of president & Secretary Rules 96
7. The Kerala Panchayat Raj (Procedure to be Adopted on Illegal Resolution),2003
8. The Kerala Panchayat Raj Act 1994, Sec. 106
9. Rule 37, Kerala Government Servants Conduct Rules, 1960
10. The Kerala Panchayat Raj Act 1994, 182(11); CCA Rules 1960
11. The Kerala Panchayat Raj Act 1994, Sec.272 A; The Kerala Panchayat Raj (Preparation of Citizens Charter) Rules, 2004
12. Right to Service Act, 2012 Rule 2012
13. The Kerala Panchayat Raj Act, 1994, Sec. 3, 3(A), 3(B)
14. The Registration of Births and Deaths Act, 1969 and Kerala Registration Of Birth AndDeath Rules, 1999
15. Hindu Marriage Act,1955;Kerala Hindu Marriage Registration Rules,1957
16. Kerala Registration of Marriages (Common) Rules, 2008
17. The Kerala Panchayat Buildings Rules, 2011
18. The Kerala Panchayat Raj Act, 1994, Sec. 271 A- E
19. The Kerala Public Buildings (Eviction of Unauthorised Occupants) Rules, 1969
20. The Kerala Panchayat Raj (Removal of encroachment and imposition and recovery of penalty for unauthorised occupation) Rules, 1996
21. The Kerala Panchayat Raj Act, 1994, Sec. 218
22. The Kerala Panchayat Raj Act, 1994, Sec.219 A-W; Solid Waste Management Rules 2016; Plastic Waste Management Rules 2016
23. The Kerala Panchayat Raj Act, 1994,Sec. 221-224, Kerala Panchayat Raj Issuance of License and Control of Public and Private Market Rules – 1996

24. The Kerala Panchayat Raj Act, 1994, Sec. 225
25. The Kerala Panchayat Raj Act, 1994, Sec. 227, 228; The Kerala Panchayat Raj (Landing Places Halting Places, Cart stands and Other Vehicle Stands) Rules, 1995
26. The Kerala Panchayat Raj Act, 1994, Sec. 229, 230; The Kerala Panchayat Raj (Slaughter Houses and Meat Stalls) Rules, 1996
27. The Kerala Panchayat Raj Act, 1994, Sec. 239; The Kerala Panchayat Raj (Slaughter Houses and Meat Stalls) Rules, 1996
28. The Kerala Panchayat Raj Act, 1994, Sec. 232 - 234; The Kerala Panchayat Raj (Issue of Licence to Dangerous and Offensive Trades and, Factories or Issue license to factories, trades, entrepreneurship activities and other services) Rules, 1996
29. The Kerala Panchayat Raj Act, 1994, Sec. 235
30. The Kerala Panchayat Raj Act, 1994, Sec. 235 A – Z
31. The Kerala Panchayat Raj Act, 1994, Sec. 238 (1)
32. The Kerala Panchayat Raj Act, 1994, Sec. 238 (2)
33. The Kerala Panchayat Raj Act, 1994, Sec. 266 - 271; Registration Of Tutorial Institutions) Rules, 1999; The Kerala Panchayat Raj (Registration of Private Hospitals and Private Paramedical Institutions) Rules, 1997
34. The Kerala Panchayat Raj (Licensing of Pigs and Dogs) Rules, 1998
35. The Kerala Panchayat Raj (Licensing of Livestock Farms) Rules, 2012
36. The Kerala Panchayat Raj (Burial of Unclaimed Corpses and Carcasses) Rules, 1996
37. The Kerala Panchayat Raj (Compounding of Offences) Rules, 1996
38. The Kerala Panchayat Raj Act, 1994, Sec. 241; The Kerala Panchayat Raj (Restrictions and Conditions on the Powers of Entry and Inspection of Public Places) Rules, 1998
39. The Kerala Panchayat Raj Act, 1994, Sec. 198, 199, 200 (II)
40. GO(RT)3291/2016. LSGD dtd. 2/12/2016
41. The Kerala Panchayat Raj Act, 1994, Sec. 214(6)
42. The Kerala Panchayat Accounts Rules 2011; Section No. 34(3)
43. The Kerala Panchayat Raj Act, 1994, Sec. 192
44. The Kerala Local Fund Audit Act, 1994
45. The Kerala Panchayat Raj Act, 1994, Sec. 182 (XV)
46. KFC Volume I Article 40 (b1)
47. The Kerala Panchayat Raj Act, 1994, Sec. 185A; The Kerala Panchayat Raj (Professional relationship and conduct between elected authorities and officers) Rules, 2007
48. The Kerala Panchayat Raj Act Sec. 14; The Kerala Panchayat Raj (Registration of Electors) Rules, 1994
49. The Kerala Panchayat Raj (Registration of Electors) Rules, 1994, Rule 11, 21
50. The Kerala Panchayat Raj (Fixing of Strength) Rules, 1994
51. GO(RT)No.1691/2017/LSGD, dtd.23/05/2017

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Organisational Awareness		🎯				Understands Formal Structure
Leading Others			🎯			Backs the Team
Consultation and Consensus Building			🎯			Proactively looks for Opportunities to Promote Convergence
Delegation		🎯				Expresses Trust and Stays Focused
Planning and Coordination				🎯		Manages Competing Priorities
Desire for Knowledge			🎯			Develops Broader Conceptual Knowledge
Problem Solving				🎯		Develops Solutions to Complex Problems
Self Awareness and Self Control				🎯		Managing Self and Others Under High Stress or Adversity

**Note:** The position of Secretary is a pivotal one as far as the institution of panchayat is concerned. The duties and responsibilities entrusted with this position encompasses all aspects of the panchayat administration and extends further to engaging and interacting with citizens, allied institutions, elected representatives and senior functionaries of the department itself. The present recruitment methodology for the position has two streams; the first being officers moving up the ranks from the clerical level and the second stream is that of direct recruitment.

The officers who move up the official hierarchy, from the position of clerks, acquire certain competencies at each stage of their career, as without these, they cannot function professionally in the assigned role.

The officials coming through the second stream (direct recruits), do not have department specific expertise and exposure, as their counterparts who have moved up the ranks. It is quite logical that these direct recruits are also equipped/developed on those competencies/professional attributes acquired by the promotee officers, prior to their promotion.

Considering the above, we are proposing that the direct recruits acquire five specific competencies, through specifically designed capacity development training programs, prior to the field level posting.

The four organisation specific competencies which are considered significant for all cadres viz. People First, Communication Skill, Empathy and Integrity should also be possessed by direct recruits.

Alternatively the recruiting agencies could consider selecting such candidates who possess the identified competencies at the suggested proficiency levels.

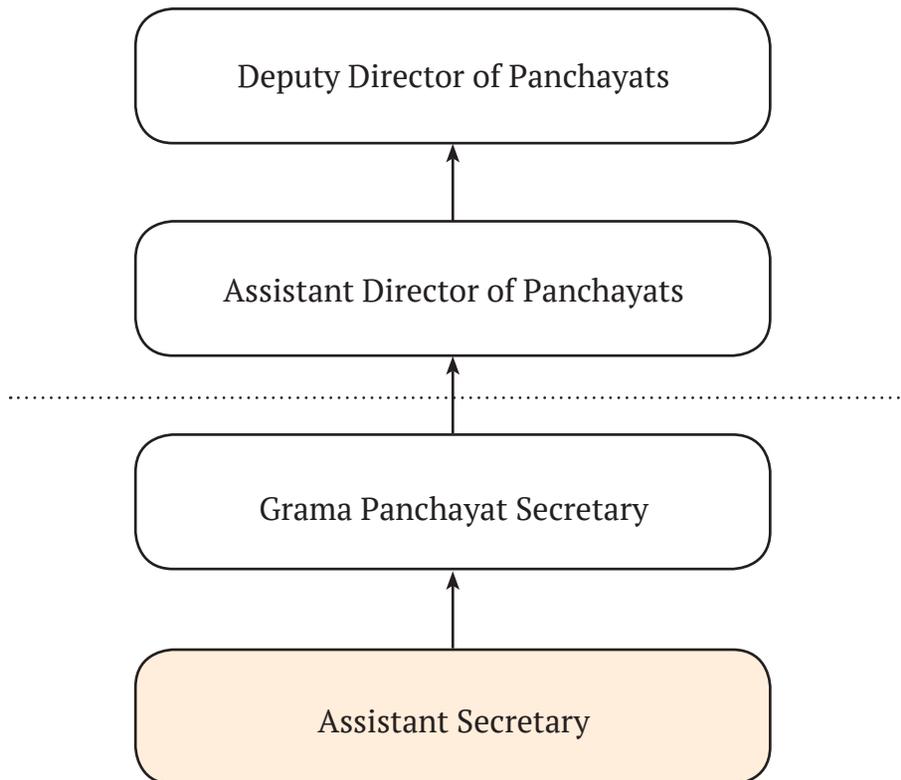
Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Attention to Detail			🎯			Monitors Own and Others' Work
Result Orientation				🎯		Sets Challenging Goals for the Organisation and Works to Meet them
Seeking Information					🎯	Develops Own Sources of Direct Information
Developing Others			🎯			Ensures Learning and Development and Provides Specific Feedback
Team-Working			🎯			Solicits Inputs

## Position Title: Panchayat Assistant Secretary

### A. Position Summary:

Assistant Secretary is the second line executive officer, who assists Secretary to coordinate socio-economic developmental activities of the Grama Panchayat. S/he is the member Secretary of Community Development Society (CDS), Revenue Officer, coordinator of MGNREGS and also an implementing officer of SC/ST projects.

### B. Reporting Relationship:



## **C. Duties and Responsibilities:**

### **I. Administration**

1. Issue certificates authorised under KPR Act, 1994 Sec. 184. Such certificates shall bear the official seal with name of the incumbent (Assistant Secretary or issuing officer),
2. Supervise plan formulation and implementation activities as directed by Secretary,
3. Perform the duties of coordinator – Literacy Mission,
4. Perform the duties of panchayat level coordinator-*Akshaya*, and assist panchayat in decisions regarding complaint redressal, opening and relocating the centres,
5. Perform the duties of convenor-Audit Monitoring Committee,
6. Perform the duties of Revenue Officer. Ensure that demand notices are issued, taxes and fees due to the panchayat are collected in a timely manner,
7. Provide guidance and support (including innovative ideas) to achieve cent per cent tax/fees collection by the panchayat.

### **II. Meeting management**

1. Assist the Secretary in panchayat committee/standing committee/steering committee meetings,
2. Organise the grama panchayat meetings and steering committee meetings,
3. Ensure that the subjects to be considered and discussed in panchayat/standing committee meetings are made available to the Secretary for including in the agenda,
4. Assist Secretary to implement resolutions taken in panchayat committee meetings,
5. Act as an organiser of *Grama Sabha*.

### **III. Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS)**

1. Receive applications for job cards, conduct enquiry and issue job cards within the stipulated time frame,
2. Receive applications for job from job card holders,
3. Monitor surveys undertaken by neighbourhood groups and provide assistance to prepare action plan(list of jobs/activities to be undertaken),

4. Organise Labour *Grama Sabhas*,
5. Monitor the preparation of Labour Budget,
6. Plan agriculture production job/activities in accordance with crop calendar,
7. Ensure that estimates of projects taken from “shelf of projects” are prepared and scrutinised and made available in a timely manner,
8. Prepare Annual Action Plan and Labour Budget,
9. Obtain Administrative Sanction and Technical Sanction for all projects before implementation,
10. Provide intimation to applicants on jobs allotted,
11. Allocate jobs based on demand,
12. Conduct periodic meetings at project/work sites,
13. Ensure that the raw materials are made available at project/work sites in a timely manner,
14. Ensure that basic amenities as stipulated by MGNREGS are made available at project/work sites,
15. Monitor periodically, activities carried out at project/work sites,
16. Ensure that workers maintain discipline and punctuality at project/work sites,
17. Arrange the services of skilled labours as and when required,
18. Ensure that files and records are maintained up-to-date,
19. Act as a custodian of records, files, registers and raw materials connected with schemes implemented,
20. Prepare and maintain statement of income and expenses,
21. Provide records of scheme(s) implemented to statutory audit officials during audits,
22. Supervise the services rendered by accredited Engineers/Overseer and Data Entry Operator,
23. Ensure data regarding scheme/project implementation is entered on MIS and updated regularly,
24. Assist Secretary in redressing complaints and grievances,
25. Ensure that Muster Roll details are entered in the register and returned; monitor the process of payment until the allotted amounts are disbursed,

26. Ensure that assets created are geo-tagged,
27. Ensure that all works are carried as per specification given for quality of materials and material ratio,
28. Ensure that procurement process is carried out as per guidelines,
29. Conduct social audit on projects/works implemented,
30. Scrutinise applications for medical treatment and documents in support of the same; obtain sanction and disburse allotted amount assigned to applicants.

#### IV. *Kudumbashree*

1. Act as Member Secretary-*Kudumbashree*,
2. Assist *Kudumbashree* to collaborate with panchayat and various agencies involved in poverty alleviation programmes,
3. Attend General Body meetings of *Kudumbashree*, Community Development Society (CDS) and Area Development Society (ADS), and provide assistance in taking decision based on applicable rules and guidelines,
4. Provide support and guidance for improving the organisational efficiency and effectiveness of *Kudumbashree* units,
5. Authorise expenses incurred for *Kudumbashree* Community Development Society, maintain records of income and expenditure and submit them for audits,
6. Issue affiliation certificate to Neighbour Hood Groups(NHG) (*Ayalkoottam*),
7. Convene meetings of *Kudumbashree* upon request from CDS Chairperson,
8. Ensure that Annual General Body Meetings, General meetings on Elections, meetings convened to amend bye-laws are conducted as per rules,
9. Initiate actions as per bye-law on illegal resolution passed by CDS,
10. Submit status reports on *Kudumbashree* activities at forums/meetings,
11. Sign contracts and agreements for and on behalf of CDS,
12. Follow applicable rules and guidelines (in delegating duties and responsibilities) when the Member Secretary resigns/steps down/bow out/depart from the post/ passes away,
13. Perform the duties of Convenor-Evaluation Committee,
14. Prepare the Annual Action Plan of *Kudumbashree*,
15. Submit to panchayat committee, monthly status report of *Kudumbashree activities*,

16. Prepare, obtain sanction and implement sub plans (like *AgathiAshraya*) for poverty alleviation,
17. Ensure that the approved schemes/projects are effectively and efficiently implemented.

**V. Scheduled Caste (SC)/Scheduled Tribe (ST) Sub-Plan**

1. Undertake the implementation of SC-ST sub –plans/schemes, that are not under the charge of any other implementing officer,
2. Act as the convenor of SC/ST Working group.

**VI. Social welfare programmes**

1. Ensure that applications for social security pension(s) are processed within specified time limit,
2. Ensure that applications for unemployment wages are processed within specified time limit,
3. Supervise the disbursement of unemployment wages,
4. Ensure that applications for marriage assistance to daughters of widows are processed within specified time limit,
5. Initiate action to resolve complaints received from applicants/beneficiaries of social security pension(s),
6. Ensure that beneficiary list is presented in *Grama Sabha*,
7. Ensure that Pension Application Register is maintained and updated regularly,
8. Ensure that the enquiry officer conducts enquiry and submit their report within specified time limit,
9. Ensure that beneficiaries submit their life certificate and widows submit their self-declaration (citing that they have not remarried), at specified intervals,

**VII. Asset management**

1. Perform the duties of Assistant Convenor – Asset Management & Monitoring Committee,
2. Ensure that Asset Register and authorised custom software for asset management, is updated regularly and reflected in the balance sheet,
3. Act as the custodian of Asset Register,
4. Coordinate the preparation, implementation and monitoring of Asset Management Plan
5. Provide assistance to Estate Officer (Secretary), as and when required

### VIII. Cases/Suits

1. Ensure that Suit Register is maintained and kept up-to-date
2. Undertake follow-up actions for effective settlement of cases/suits filed by/against panchayat
3. Ensure that the concerned section prepares and files Statement of Facts, Counter Affidavit and Exhibits to respective court(s)/tribunal/forum/commission etc., on time in support of cases/suits filed by/against panchayat
4. Ensure that, copy of Statement of Facts, Counter Affidavit and Exhibits are submitted to the Government in cases/suits where panchayat and Government are joint respondents/petitioners
5. Attend proceedings, or if necessary, appear on behalf of panchayat at court(s)/tribunal/forum/commission etc., as directed by Secretary

### IX. Duties entrusted via notification

1. Perform the duties of Assistant Electoral Registration Officer (AERO)
2. Perform the duties of Sub Registrar – Births & Deaths

### X. Other duties

1. Perform all duties as specified through KPR Act 1994, Sec. 183 & 184
2. Perform any other duty entrusted by President/Secretary from time to time

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

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#### References:

1. GO (MS) No. 51/2013/LSGD dtd. 07/02/2013
2. GO (MS) No. 218/2013/LSGD dtd. 10/06/2013
3. GO (MS) No. 59/2014/LSGD dtd. 22/03/2014

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Attention to Detail			○			Monitors Own and Others' Work
Taking Accountability			○			Manages Performance
Result Orientation			○			Consistently Improves Systems as well as Performance
Initiative and Drive		○				Identifies Opportunities and Responds Adequately
Planning and Coordination			○			Considers Interrelated Activities
Innovative Thinking		○				Suggests Innovative Ways of Solving Issues and Improving Current Ways of Working
Problem Solving			○			Identifies Multiple Relationships
Team-Working			○			Solicits Inputs

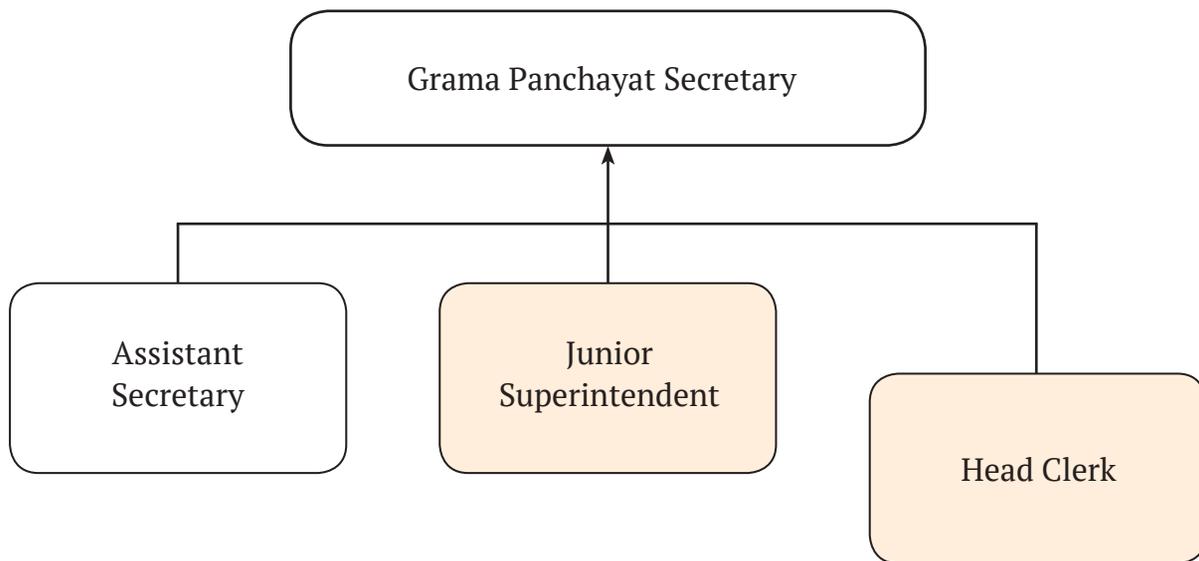


## Position Title: **Junior Superintendent/Head Clerk**

### A. Position Summary:

Junior Superintendent/Head Clerk is the ministerial head of the Grama Panchayat. S/he ensures the effective and efficient functioning of the office in order to provide quality services in a time bound manner. S/he supports the Secretary in achieving various socio-economic developmental goals of the Grama Panchayat by coordinating with the Allied Institutions.

### B. Reporting Relationship:



## C. Duties and Responsibilities:

### I. Office management

#### I. a. General duties

1. Ensure that employees are punctual to office, mark their attendance in the register and maintain devotion to duty<sup>1</sup>,
2. Ensure that employees make declarations in the Personal Cash Declaration Register, as soon as they reach office<sup>2</sup>,
3. Maintain Late Attendance Register of employees,
4. Maintain and keep up-to-date Casual Leave Account Register,
5. Ensure that employees make entries in the Movement Register before leaving office premises for official duties,
6. Ensure that infrastructure (seating, writing table and file keeping facilities) is adequately available to the employees for efficient conduct of work,
7. Make arrangements to provide neat, clean and well lighted environment at office, to ensure a positive work environment,
8. Instruct cleaning staff to maintain office premises, neat and clean,
9. Ensure that name, designation of the employee and that of the section are displayed on their table,
10. Ensure that record room is separately identified and all files and records are maintained for easy identification and retrieval,
11. Ensure that the office is structured to provide services in an economic, efficient and effective manner,
12. Make certain that services are delivered to women, children, senior citizens, differently-abled, transgender, SC, ST and other backward communities in an equitable manner,
13. Identify competency gaps of employees and arrange training programmes to bridge such gaps,
14. Facilitate short-term training/skill development programmes for employees to undertake time-bound project-oriented tasks,
15. Maintain a record of the educational qualification, skills, competencies, experience and trainings attended of employees,

16. Identify special skills, talents and competencies of employees and assign tasks accordingly,
17. Monitor quality of services delivered and undertake corrective and preventive actions when deficiencies are noticed,
18. Create and maintain a conducive working environment and facilitate a culture of trust, proactively acting on the feedback received from employees,
19. Ensure that employees demonstrate an attitude of citizen-centric service delivery that imbibes principles of good governance which in turn instills confidence about governance systems among citizens,
20. Assist secretary in allocating tasks (based on knowledge, skill, attitude, context and task severity) to employees, after evaluating their performance through entries made in registers such as, Registration Distribution Register, Front Office Diary, Front Office Duty Register and Message Book,
21. Provide support and guidance to employees as and when needed,
22. Ensure that reports requested by higher authorities are submitted on time,
23. Ensure that note files are prepared and submitted,
24. Verify the files submitted from section, record opinion and render advice to the Secretary for decision making, quoting relevant statutes/guide lines,
25. Ensure that cash collected at front office and those withdrawn from treasury/ Post office/banks, are remitted and receipts obtained<sup>3</sup>,
26. Ensure that applicable registers, records and files are maintained at the concerned sections itself,
27. Verify Personal Register of employees and submit to Secretary with remarks,
28. Ensure that tax and fees due to panchayat are collected in a timely manner,
29. Ensure that the tax and fees of assets of panchayat, as well as insurance premiums of vehicles owned by panchayat are remitted on time,
30. Ensure that all documents and registers are up-to-date and charge handed over, as per the office order in force and ensure submission of the 'Register of Handing Over of Charge' to the Secretary for further action,
31. Ensure that deeds and agreements, bonds, fixed deposits, collaterals, Register of Births & Deaths, Marriage Register, Memorandum of Common Marriages are kept under safe custody,

32. Act as a custodian of one set of duplicate keys of almirahs, tables and movable assets owned by panchayat,
33. Maintain all important documents of the panchayat, such as deeds, agreements, bonds and documents in chronological order for easy identification and retrieval,
34. Assign charge of Record Room to a sub-ordinate, through office order,
35. Ensure that entries are made in record room register when documents/files are moved in and out of the record room,
36. Ensure that copies of customised software packages (authorised by Government) are available, installed and used by employees regularly,
37. Ensure that office orders are strictly complied with, by the employees,
38. Prepare Performance Evaluation Report of employees and present the same during monthly staff meeting.

**I. b. Relationship with employees**

1. Make certain that employees receive their entitlements without delay,
2. Create among employees an environment that promulgates a sense of accountability,
3. Interact proactively with employees to gather innovative ideas to enhance the quality of services delivered,
4. Maintain an open two-way communication with employees,
5. Encourage a spirit of devotion to duty, people friendliness and service mentality among employees,
6. Make certain that tasks allocated to employees are on the basis of knowledge, skill, attitude, context and task severity, such that efficient employees are not overburdened or demotivated,
7. Create a culture of honesty and sincerity among employees.

**II. Preparation and updation of Citizens Charter**

1. Provide leadership in the preparation and periodic updation of Citizens Charter,
2. Assist Secretary to collect information from allied institutions, in regard to services jointly offered and to prepare/update Citizens Charter,

3. Provide support and guidance to conduct citizen surveys when required,
4. Make necessary arrangements to distribute Citizens Charter to households within the panchayat's jurisdiction,
5. Ensure that Citizens Charter available in the panchayat official website/page is current,
6. Ensure that application received under Right to Service Act are entered in the concerned register.

### III. Front Office<sup>4</sup>

#### III. a. Supervision

1. Supervise the functioning of front office and main office,
2. Ensure that acknowledgement is issued on applications, complaints and bills received at front office,
3. Ensure that tapals are sorted based on section activities, before they are distributed,
4. Ensure that tapals are distributed to concerned sections in a timely manner,
5. Ensure that acknowledgements issued bears the date on which the service will be delivered (as per citizen charter/Right to Service Act, 2012),
6. Ensure that the tapals which are forwarded to President/Secretary for their instructions/decision/approval are returned to concerned section without delay,
7. Maintain safe custody of tapals, that are not distributed to concerned section,
8. Inspect Registration Distribution Register daily and record observations,
9. Ensure that services are delivered within the time specified on the acknowledgement issued,
10. Ensure that services are delivered through front office. For all services so delivered, obtain applicant's signature in the Front Office Diary,
11. Ensure that on every Monday, services that are not collected from front office (within seven days from the agreed date of service), are posted to applicants,
12. Ensure that applicants are informed about anticipated delay (exceeding the pre-agreed date of service), its reasons and the revised date of delivery, in writing; corresponding entries are to be made in the Front Office Diary,

13. Ensure that communications received via email and telephone are promptly entered in the Message Register,
14. Ensure that agreements, title deeds, FD Receipts received through post, are registered at the front office, details entered in the Security Register and maintained under the safe custody of concerned section,
15. Ensure that all income due to the panchayat are collected at front office and applicable receipts issued,
16. Ensure that front office is used for remitting cash and other forms of payment,
17. Ensure that front office charge handover follows the office order in force,
18. Ensure that clerks undertake the duties of Front Office Assistant on a rotational basis,
19. Ensure that front office begins its operation at 10:00 a.m. on all working days,
20. Ensure the service of Office Attendants as Front Office Attender through an office order,
21. Ensure that front office employees exhibit people friendly and service oriented behaviour,
22. Ensure that employees assigned to front office duty are punctual and maintain service timings,

### **III. b. Providing amenities**

#### **(a) For Citizen**

1. Ensure that following amenities are provided at the front office:
  - i. Comfortable seating arrangements and tables,
  - ii. Facilities for women, children, senior citizens, differently-abled, transgenders,
  - iii. Suggestion box,
  - iv. Drinking water,
  - v. Feeding corner,
  - vi. Women friendly toilet and washrooms, and
  - vii. Stationery items like pen, gum, thread, stapler, paper, punch, pins etc.,

(b) For Employees

1. Ensure that following amenities are provided at the front office:
  - i. Comfortable seating arrangements and tables,
  - ii. Computer, printer, scanner in a networked environment,
  - iii. Cash chest,
  - iv. Forms, registers, receipts etc.,
  - v. Subject-wise checklists,
  - vi. Citizen charter, details and information about panchayat, Rules, Act, Guidelines etc.,
  - vii. Intercom,
  - viii. Telephone numbers of key officials, institutions and Elected Representatives, and
  - ix. Office order and description of duties and responsibilities assigned.

**IV. Delivery of service**

1. Ensure that services that can be delivered on the same day are fulfilled,
2. Verify whether information and technology services can be utilised to promote enhanced quality, reach and ease of services delivered<sup>5</sup>,
3. Create awareness among citizens about the services that can be availed from panchayat, through electronic/information technology medium,
4. Consult Vice-president and prepare report to be presented in monthly office Monitoring Committee meeting,
5. Make arrangements for yearly citizen's meet, to evaluate the performance and quality of services rendered through Front Office.

**V. Administration**

1. Assist Secretary to implement decisions of the panchayat,
2. Ensure that Administrative Reports are prepared and submitted to concerned officials as stipulated in KPR Act, Sec. 192,
3. Ensure that the Annual Financial Statement (AFS) of the panchayat is prepared and submitted to concerned officials,
4. Ensure that yearly budget of the panchayat is prepared<sup>6</sup>,

5. Assist the Secretary in initiating actions against parties violating provisions of KPR Act and Allied Acts, undertaking illegal construction, damaging/encroaching public property and other unlawful activities,
6. Assist Secretary in regulating and controlling the use of plastic within the panchayat,
7. Assist Secretary in preparing bye-laws,
8. Assist Secretary in carrying out revenue recovery proceedings,
9. Assist Secretary in taking action against parties engaged in unauthorised slaughter and unauthorised sale of goods,
10. Assist Secretary to conduct enquiry, prepare report, and to take judicious decisions, on complaints received,
11. Assist Secretary in arbitration and mediation activities,
12. Ensure that log book of vehicles used by the panchayat are maintained up-to-date,
13. Perform all duties entrusted through KPR Act, 1994; Sec. 183 & 184,
14. Perform all duties entrusted by President or Secretary from time to time.

## **VI. Relationship with Elected Representatives**

1. Facilitate a cordial and healthy relationship between Elected Representatives and employees of panchayat,
2. Assist Secretary in providing infrastructure/facilities (as per Rules and Guidelines) for Elected Representatives<sup>7</sup>,
3. Assist Secretary in providing clarification (Act/Rule/Guidelines/Circulars and Notifications) to Elected Representatives on administrative matters,
4. Ensure that all approved/sanctioned benefits, due to Elected Representatives, are provided without delay.

## **VII. Conduct of meetings and programmes**

1. Ensure that required facilities and amenities are made available before commencement of meeting(s)/program(s),
2. Ensure that meeting notice is distributed to concerned parties in advance,
3. Ensure that effective publicity and awareness is given for meetings/programmes,

4. Ensure that files/documents/records of subjects included in the agenda of the meeting are made available,
5. Ensure that minutes of the meetings are maintained,
6. Provide assistance and support for the smooth and periodic conduct of *Grama Sabhas*.

#### **VIII. Preparation for audit and follow-up activities<sup>8</sup>**

1. Assist Secretary in the preparatory work and the issue of applicable office orders to equip employees for the smooth conduct of audit<sup>9</sup>,
2. Ensure that information regarding audit has been disseminated to concerned officials in a timely manner,
3. Perform the duties of Audit Nodal Officer<sup>10</sup>,
4. Ensure that files/records/registers/documents requested through requisition note, are provided without delay,
5. Ensure that enquiry notes are replied to,
6. Ensure that replies (*pradhama marupadi*) to audit queries in Audit Report are given in a time bound manner,
7. Ensure that Audit Objection Register is verified fortnightly, corrective actions planned are promptly undertaken and followed up to overcome audit objections<sup>11</sup>,
8. Ensure that liabilities fixed *viz.* charge/surcharge certificates, court/financial institution notices are demanded and collected in a time bound manner.

#### **IX. Duties entrusted via. notification**

##### **IX. a. Perform the duties of Assistant State Public Information Officer (ASPIO)<sup>12</sup>**

1. Ensure that registers (case or others) as stipulated under Right to Service Act & Rule are maintained,
2. Ensure that applicants are provided with information/replies, within stipulated time,
3. Provide assistance to State Public Information Officer (SPIO) to prepare reports on appeals received,
4. Make certain that Annual Report, as stipulated by Right to Information Act is submitted on time,

**IX. b. Perform the duties of Sub Registrar – Registration of Births & Deaths (where the Assistant Secretary post is vacant)<sup>13</sup>**

1. Make certain that the Annual Report on Births & Deaths is submitted to concerned authorities in time,

**IX. c. Perform the duties of Assistant Electoral Registration Officer (AERO)<sup>14</sup>**

**X. Display of boards (Statutory Requirements)<sup>15</sup>**

1. Ensure that the following boards are displayed:
  - i. Service timings of Front Office, Panchayat Office and Sections with subjects handled,
  - ii. Citizens charter and services provided,
  - iii. Employees on duty (updated daily at 10:30 a.m.),
  - iv. Use and location of complaint box,
  - v. Birth & Death Registration, Hindu Marriage Registration, Right to Information Act, Right to Service Act,
  - vi. Notice of Meetings, schedule and agenda of *Grama Sabha*, Panchayat Committee, Standing Committee, Steering Committee and Staff Meetings,
  - vii. Public notice on Vigilance & Anti-Corruption, *Jagratha Samithi*, For the People, CM's Grievance Redressal Cell, Ombudsman for LSGD and Tribunal for LSGD,
  - viii. MGNREGS – schedule of work, and
  - ix. No Smoking<sup>16</sup>.

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

**References:**

1. No.C-14011/3/2015(O&M) dtd.02.07.2015
2. Office Management Manual 6.4, GO (RT) No. 1699/2017/LSGD dtd. 04.05.2017
3. The Kerala Panchayat Raj (Accounts) Rules, 2011; 26(2),(3), 47

4. GO (MS) No. 123/2009/LSGD dtd. 02.07.2009
5. GO No. 129/14/LSGD dtd. 15.01.2014
6. The Kerala Panchayat Raj Act, 1994, Sec. 214; The Kerala Panchayat Raj (Accounts) Rules, 2011; 71
7. The Kerala Panchayat Raj Act, 1994, Sec.185A; The Kerala Panchayat Raj (Professional relationship and conduct between elected authorities and officers) Rules, 2007
8. GO (MS) No. 231/80 LA&SWD dtd. 18.09.1981; Cir. No. M3 15748/2013 dtd. 23.07.2013 Director of Panchayat
9. The Kerala Panchayat Raj Act, 1994, Sec. 215
10. GO (RT) No. 1699/2017/LSGD dtd. 24.05.17, Para: 6.5.5
11. Kerala Financial Code Vol. I , Article 63(b), para 7
12. Cir. No. PS1/52/2016 LSGD 13.04.2016
13. Cir. B1/15343/2017 dtd. 10.05.17
14. State Election Commission Notification 229/2004/SEC dtd. 13.08.2004
15. Manual of Office Procedure, Chap. XV Para 157; Cir. No. 20909/AR13 (2)/11/P&ARD dtd. 20.02.2012
16. Cir. No. 15888/2015/ARC dtd. 26.08.2015; Ban on smoking in Government Offices and Educational Institutions, GO (P) No. 239/95/GAD Dtd.11.07.1995

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

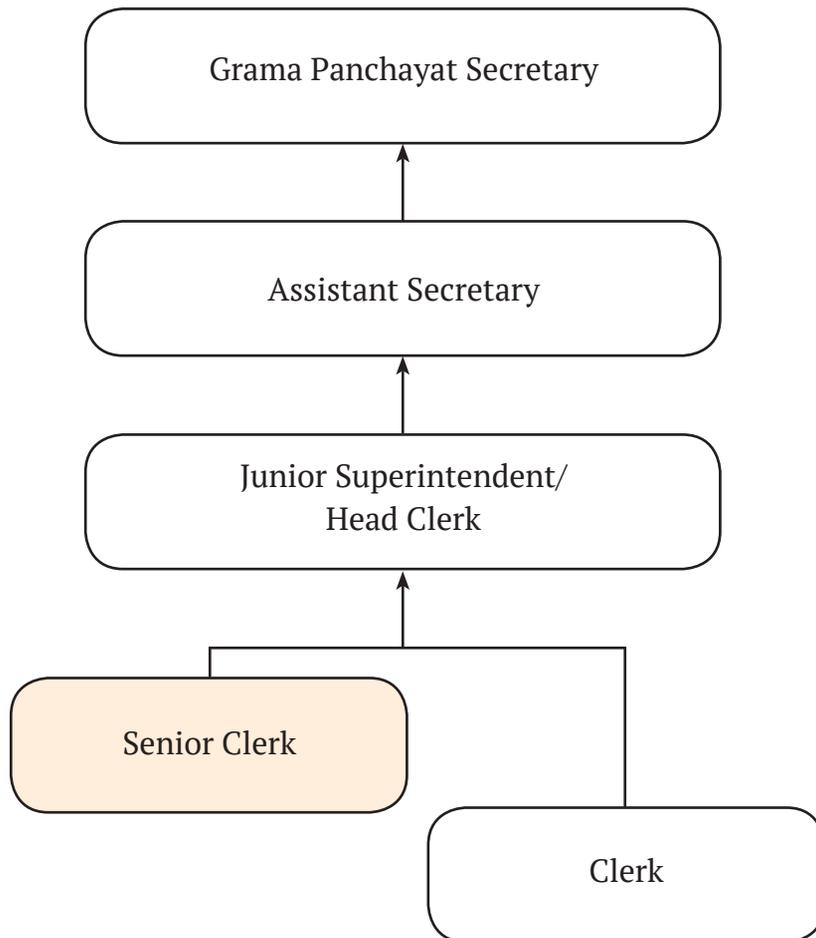
Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Organisational Awareness		○				Understands Informal Structure
Attention to Detail			○			Monitors Own and Others Work
Delegation		○				Expresses trust and Stays Focused
Result Orientation		○				Creates Own Measures of Better Results
Developing Others			○			Ensures Learning and Development and Provides Specific Feedback
Team-Working		○				Appreciates Positive Attitudes and Expresses Positive Expectations of Team

## Position Title: Senior Clerk

### A. Position Summary:

Senior Clerk is an employee who performs clerical and administrative duties within the panchayat office. S/he assists the Secretary and Superior officers in office management and organization procedures such as file processing, maintenance of records/registers and scheduling of meetings.

### B. Reporting Relationship:



## **C. Duties and Responsibilities:**

### **I. General Duties**

1. Observe office timings and report to office punctually. Mark attendance in the register and maintain devotion to duty<sup>1</sup>,
2. Record declarations in the Personal Cash Declaration Register<sup>2</sup>,
3. Record entries in the Movement Register before leaving office premises for official duties<sup>3</sup>,
4. Perform all duties entrusted by Secretary or other supervisory officers, through office order(s), from time to time<sup>4</sup>,
5. Maintain safe custody of files, registers, records of subjects and sections handled,
6. Submit files, registers, records of subjects and sections handled for audit/ inspections as called for. Ensure that such records are returned to record room,
7. Submit files of subjects handled with notes attached, to the supervisor<sup>5</sup>,
8. Collect tapals after making proper acknowledgement in the Registration Distribution Register and record entries in the Personal Register about the tapals received<sup>6</sup>,
9. Conduct field enquiries (when entrusted), prepare reports and submit them in a timely manner<sup>7</sup>,
10. Submit to Junior Superintendent/Head Clerk, Personal Register along with Running Note for verification, every month<sup>8</sup>,
11. Prepare Job Arrear List based on comments in Personal Register and initiate immediate actions on them,
12. Maintain GO's, Circulars and other reference documents in the Stock File<sup>9</sup>,
13. Prepare index of reference documents when files are submitted,
14. Prepare and submit replies to queries/interpellations received from Legislative Assembly/Parliament and DO letters that require immediate attention, within stipulated time frame<sup>10</sup>,
15. Initiate actions to provide timely services requested through Right to Service Act. Maintain and update corresponding registers,
16. Initiate actions to provide timely replies requested through Right to Information Act. Maintain and update corresponding registers,

17. Notify participants about scheduled meeting(s) and its agenda, prepare and submit documents/reports as required, and attend them,
18. Perform the duties of Coordinator – *Grama Sabha*(when delegated)<sup>11</sup>,
19. Prepare *Scene Mahesser*/reports and submit to concerned officer on cases involving unauthorised mining of sand/land/soil, quarrying, construction of buildings, functioning of trade and business establishments, dumping of waste and illegal slaughtering and functioning of slaughter houses<sup>12</sup>,
20. Prepare proceedings and submit to Accountant, requisitions received from Allied Institutions for payment of daily expenses<sup>13</sup>,
21. Initiate action on applications received for ‘ownership change’ of buildings<sup>14</sup>,
22. Perform the duties of Cashier at Main Office when entrusted<sup>15</sup>,
23. Remit cash received each day by grama panchayat, to bank/treasury and submit receipt(s) to Accountant<sup>16</sup>,
24. Withdraw and distribute amount to intended parties, obtain an acknowledgement and submit to Accountant,
25. Perform the duties of Accountant, when entrusted<sup>17</sup>,
26. Perform the duties of Front Office Assistant, when entrusted<sup>18</sup>,
27. Provide inputs to Accountant, to prepare Administrative Report<sup>19</sup>,
28. Submit application along with applicable documents to enrol for the Best Panchayat Award and other recognitions,
29. Maintain computer and peripherals used by the section, safe and secure,
30. Secure computers and software used in the section with passwords and periodically change them in order to maintain its safety from data theft<sup>20</sup>,
31. Print email communications received at grama panchayat, make entries in the register and submit to supervisory officer for further action,
32. Maintain a photo copy of all reports/replies/documents (electronic or any other form) sent by grama panchayat,
33. Provide up-to-date information to be published in the official website of grama panchayat to the concerned section. Verify whether website is updated by the section,
34. Acquire knowledge about applicable Acts, Rules, Guidelines and Software applications relevant to the job,

35. Verify whether the receipt books and registers allotted have its contents and pages in order<sup>21</sup>.

## II. Establishment

1. Prepare bills for providing honorarium, sitting fee, travel allowance, telephone charges and other applicable benefits due to elected representatives,
2. Initiate actions to bring employees in the ambit of Provident Fund (PF), State Life Insurance (SLI), Group Insurance Scheme (GIS) and National Pension Scheme (NPS),
3. Initiate actions on request made by employees for availing benefits from Provident Fund (PF), including non refundable advances and closure,
4. Record online, details regarding PF contributions made by employees ,
5. Initiate actions on applications received from employees for availing loans, permission for fore closure, and other applications for services received from time to time,
6. Initiate actions to provide terminal benefits to employees superannuating or for those who die in harness,
7. Prepare necessary forms and initiate closure procedures, after verifying pass books in regard to recoveries,
8. Maintain safe custody of pension book and service book of retired employees after making entries in the stock register,
9. Prepare and maintain Personal Cash Declaration Register,
10. Initiate actions to provide liability/non-liability certificates to applicants, after executing indemnity bonds<sup>22</sup>.

## III. Maintenance of records and registers

### III. a. Attendance register<sup>23</sup>

1. Record particulars of employees in the attendance register, as directed by Supervisor,
2. Maintain Muster Roll of daily wages employees and record their attendance,
3. Update attendance register with details regarding entry into service, leave availed and release,
4. Record casual leave and unauthorized absence/leave without notice, in attendance register, with the approval of head of office/ministerial head. Record casual leave availed in the casual leave register.

### **III. b. Incumbency register**

1. Maintain and keep up-to-date incumbency register of employees,
2. Maintain and keep up-to-date Master incumbency register with details of employees of panchayat and allied institutions,
3. Record details such as long leave, transfer, retirement (where applicable) of employees, including that of allied institutions, in the incumbency register, periodically<sup>24</sup>.

### **III. c. Movement register<sup>25</sup>**

1. Maintain movement register for employees. Prepare TA Bill for official travel of employees.

### **III. d. Service Book**

1. Maintain and keep up-to-date Service Book of employees (including that of contract laborers)<sup>26</sup>,
2. Maintain and keep up-to-date files in regard to appointment of contract employees. Initiate action to renew contract agreement before due date or undertake new contractual appointments, if necessary,
3. Initiate actions to appoint personnel under part-time contingent employment,
4. Maintain and keep up-to-date files in regard to appointment of personnel engaged on temporary/daily wages and maintain a record of payments made to them,
5. Maintain a record of appointment, nature of work and remuneration in regard to employees engaged under honorarium basis,

### **III. e. Increment register**

1. Maintain and keep up-to-date increment register by recording details of increment, unauthorized absence, punishment, disciplinary proceedings etc.,

### **III. f. Pay Bill register**

1. Prepare bills in regard to salaries, benefits and recoveries of employees and record details in the Pay Bill register,

### **III. g. Acquittals register**

1. Maintain and keep up-to-date the Acquittals register by recording the details of salaries and benefits given to employees and honorarium and other benefits given to elected representatives,
2. Obtain confirmation from Bank/Treasury for remittances made directly.

### **III. h. Recoveries register**

1. Initiate action to recover arrears of wages, DA, and other recoveries from employees. Maintain and keep up-to-date registers in this regard.

### **III. i. Advances register**

1. Initiate action to recover various advances provided to employees.

### **III. j. Government dues register**

1. Arrange to remit payment(s) due to the government and keep registers up-to-date,
2. Arrange to remit advance income tax of employees and file returns in each quarter,
3. Submit Tax Deducted at Source (TDS) certificates to the concerned person.

### **III. k. Publication/Subscription register**

1. Maintain a record of subscriptions availed by the panchayat and prepare bills for effecting payments for them. Maintain and keep up-to-date registers in this regard.

### **III. l. Recurring expenses register**

1. Arrange to remit payment towards utility services (electricity/water/telephone etc.) used by the panchayat/allied institutions and record the details in the concerned register,
2. Conduct joint inspection with Electricity Board and Water Authority to verify functioning of street lights and public water supply taps and record the outcome in the concerned register.

### **III. m. Contingent charges register**

1. Prepare bills for contingent charges and record the disbursement details in the contingent register<sup>27</sup>.

### **III. n. Stationery and Forms register**

1. Prepare bills and obtain sanction for the purchase and issue of stationery items, forms, registers, seals, identity cards for use by employees and elected representatives. Maintain stock register for the same<sup>28</sup>,
2. Maintain safe custody of unused seals and identity cards (collected with the permission of Supervisor) and record the details in the concerned register<sup>29</sup>,
3. Collect seals, identity cards and official SIM cards of outgoing employees and elected representatives and record the details in the concerned register<sup>30</sup>.

### III. o. Vehicles register

1. Maintain registration books of records, service book, insurance documents, documents of purchase and connected documents of vehicles owned by the panchayat<sup>51</sup>,
2. Maintain and update log book, vehicle register book, maintenance register, fuel register and vehicle stock register <sup>52</sup>,
3. Ensure that vehicle and road tax, insurance and pollution under control certificate are maintained up-to-date,
4. Initiate actions in regard to maintenance/repair/service, fueling of vehicles owned, disposal of unusable vehicles and purchase of new vehicles<sup>53</sup>.

### III. p. Landed Property statement<sup>54</sup>

(Kerala Government Servant Rules 1960, Rule 37)

1. Collect landed property statement from employees before 15<sup>th</sup> of January every year in prescribed form and maintain its safe custody (in sealed cover) and receipt acknowledged<sup>55</sup>,
2. Arrange to submit (in sealed cover) the details of assets of the Secretary to the superior officer<sup>56</sup>.

### III. q. Charge Handover register

1. Ensure that all documents and registers handled are up-to-date, record the details in the charge hand over register and carryout charge hand over, as per the office order in force<sup>57</sup>.

### III. r. Kudumbashree

1. Maintain files in regard to *Kudumbashree* Evaluation Committee. Distribute to *Kudumbashree* officials, *tapals*/letters received from various offices<sup>58</sup>,
2. Maintain custody of files relating to decisions taken by the ex-officio members appointed by the panchayat committee.

### III. s. Literacy

1. Maintain documents and files in regard to appointments of *Saksharatha Prerak*,
2. Correspond with authorities to replenish Own Fund allotted and maintain accounts of the same.

### III. t. Miscellaneous registers

1. Maintain inspection register<sup>39</sup>,
2. Maintain documents and files in regard to various appointments at the panchayat office,
3. Maintain documents and files in regard to appointments of Youth Coordinator,
4. Maintain files in regard to the establishment and functioning of *Akshaya Kendras*,
5. Maintain stock of Stamps for resale and record details of sale in the stock register,
6. Maintain and keep up-to-date register in regard to salary certificate(s) issued,
7. Prepare bills for sanctioning honorarium for *Gramakendram* coordinators and maintain accounts of the same.

### IV. Preparation and updation of Citizens Charter<sup>40</sup>

1. Assist Secretary to publish Citizens Charter,
2. Assist Secretary to revise and update the same, once every year,

### V. Front Office<sup>41</sup>

1. Make certain that front office is operational and functional at prescribed time,
2. Make certain that front office maintains service timings,
3. Exhibit people friendly and service oriented behaviour,
4. Provide services on a first come, first served basis,
5. Ensure that applications received have all supporting documents with it. Inform applicant if there is any deficiency,
6. Record the details of the applicant, and forward the same to concerned section,
7. Forward urgent and same day service tapals to concerned sections without delay,
8. Register all title deeds, FD receipts that are received at the front office,
9. Register communications received via email and telephone in the Message Register,
10. Obtain applicant's signature in the Front Office Diary and cancel the acknowledgement receipt after services are delivered,

11. Issue acknowledgement receipt for all remittances made at Front Office<sup>42</sup>,
12. Obtain approval from Secretary in the event of a need to cancel a receipt. Indicate its reasons, and maintain its custody<sup>43</sup>,
13. Indicate as Interrupted Receipt in approved software (*Saankhya*), when manual receipts issued are damaged,
14. Submit to Cashier, Day Book with counter-wise details at the end of daily cash collection time,
15. Submit counter foils of used receipts, cancelled receipts and a consolidated report of transactions to the Accountant<sup>44</sup>,
16. Arrange to distribute tapals to concerned sections every day,
17. Submit Distribution Register and undistributed tapals to the Supervisor,
18. Handover charge to other officer when duty time is completed or when under emergency situation, is unable to continue in duty,
19. Recommend to Supervisor suggestions for improving the Front Office operations.

#### VI. Regulation of buildings<sup>45</sup>

1. Verify whether applications for permit of land development/construction/modification/occupancy/ownership change are accompanied by applicable supporting documents. In case of deficiency inform the applicant on the same day itself,
2. Initiate actions as per Rule 133, on intimations received from category (2) panchayats. Issue No Objection Certificates (NOC) if requested<sup>77</sup>,
3. Submit applications received, to enquiry officer, on a first-come, first-served basis, after making necessary entries in the Building Application Register,
4. Inform Secretary when enquiry report is not received within stipulated time,
5. Provide service as requested in the application, when enquiry report is received,
6. Inform applicants about the requirement of No Objection Certificates (NOC) from other departments/agencies,
7. Transfer files that are processed, to the custody of Record Room In-Charge,
8. Initiate actions on applications received for extension/renewal of permit(s) period and update details in the Building Permit Application Register,
9. Initiate actions on applications received for change of ownership of permit,

10. Initiate actions on cases where the permit(s) issued have to be cancelled/blocked/extended,
11. Initiate actions against the party(s) engaged in unauthorized construction<sup>46</sup>,
12. Initiate action to issue Occupancy Certificate for buildings constructed as per approved plan. Provide number to the above building and update Building Application Register.

## VII. Plan formulation, implementation and monitoring

1. Provide necessary assistance to superior officers when plan formulation, implementation and monitoring activities are undertaken,
2. Provide necessary assistance in forming working groups,
3. Provide support, guidance and facilities to Conveners for effective conduct of Working Groups,
4. Provide support and guidance to prepare status reports, development plans and project plans,
5. Provide assistance to conduct special *Grama Sabhas*, Development Seminars and meetings of stake holders, bank representatives, implementing officers, heads of Allied Institutions, as the case may be,
6. Compile and provide statement of accounts, draft plan recommendations, and other related documents for consideration of *Orrukoottam* and *Grama Sabha*. Prepare the minutes of above meetings, consolidate the findings and submit to the concerned Working Groups for necessary action,
7. Compile and submit recommendations received, in regard to plan formulation and implementation, for the consideration of concerned standing committee, with necessary agenda notes,
8. Provide to the concerned implementing officer, the list of approved projects, without delay,
9. Provide assistance to Secretary in preparing project proposals,
10. Provide assistance to Assistant Secretary in preparing project proposals,
11. Prepare and submit documents in regard to project sanction/approval, to the District Planning Committee (DPC),
12. Initiate action to communicate to implementing officer, notifications in regard to plan, its guidelines and decisions of panchayat committee, received from time to time,

13. Provide assistance to prepare finalized beneficiary list and submit copies to implementing officers and other concerned offices. Undertake to publish the same on the website,
14. Provide assistance to Secretary and Assistant Secretary while procuring goods and services for projects implemented by them. Maintain and keep up-to-date files and registers for the same,
15. Provide assistance in convening monthly project monitoring committee meetings, procurement committee meetings and other project meetings called by President/Secretary. Record and maintain the minutes of meeting,
16. Provide assistance to disburse payments for projects implemented by Secretary and Assistant Secretary,
17. Make arrangements to collect Utilization Certificate for funds received from district/block panchayats and deposit works undertaken,
18. Compile the progress reports of projects under implementation,
19. Maintain and keep up-to-date files, registers and documents in regard to project under implementation. Submit the above for audit/inspection, whenever necessary,
20. Maintain orders/circulars/guidelines in regard to MPLADS (Members Of Parliament Local Area Development Scheme), MLASDF (Special Development Fund for MLAs), NCRFRW (Natural Calamity Relief Funds Road Work), DMD (Disaster Management-Drought), its tender proceedings, documents, files and registers. Initiate action to disburse the funds allocated,
21. Maintain and keep up-to-date all files and registers connected with Central and State sponsored projects,
22. Provide necessary assistance to implementing officers of Central and State sponsored projects, as and when required.

### **VIII. Assessing, demanding and collection of property tax**

1. Make arrangements to enter in approved online database, details in regard to new and renovated buildings, to assess their tax. Issue demand notice of tax levied to applicants under acknowledgement, and file the same,
2. Initiate action to reconcile, applications received for exemption/remission of levied tax, upon enquiry reports received from concerned clerk and file the proceedings,
3. Provide necessary assistance in the preparation and implementation of tax renewal activities,

4. Make arrangements to enter in approved online database, details in regard to buildings and their revised tax structures. Issue demand notice of renewed tax to applicants under acknowledgement, and file the same,
5. Make arrangements to print copies of details in regard to assessed/revised/renewed tax, using approved software and maintain them as bound copy<sup>47</sup>,
6. Verify entries in demand notice register and initiate actions to achieve cent per cent collection of tax/fees,
7. Initiate action to recover all property tax before they turn into time-barred debt. Adopt seize up/prosecution activities, where necessary,
8. Initiate action to prepare and submit status report of tax collected, to Finance Standing Committee,
9. Ensure that tax exemption is provided to eligible persons, under the provisions of Sec. 207 of KPR Act and guidelines issued by the government from time to time. Maintain and keep up-to-date registers in this regard,
10. Ensure that ownership is transferred by following the provisions given under Rule 22(5) of KPR (Building Tax and the Surcharge thereon) Rules, 2011,
11. Ensure that service tax is levied and collected for buildings under the ownership of Central Government,
12. Initiate action to transfer cess amounts collected to concerned authorities/department<sup>48</sup>,
13. Make arrangements to convene monthly meetings to evaluate the progress of tax collection activities undertaken. Provide report(s) as required by higher authorities, when directed,
14. Ensure that details of all buildings (existing/newly constructed) within the panchayat, are entered in the panchayat database,
15. Ensure that application received for assessing building tax and allotting number is appended with, receipt of payment of one-time tax or order for exemption from revenue authorities<sup>49</sup>,
16. Ensure that unauthorised (UA) number is allotted to unauthorized buildings/construction and applicable tax is assessed, demanded and collected. Maintain and keep up-to-date a separate register for the same<sup>50</sup>.

#### **IX. Issue of license and permits<sup>51</sup>**

1. Maintain and keep up-to-date, ward-wise trader's list<sup>52</sup>
2. Make arrangements to notify all traders about the renewal of their license and the

- requirement to submit their renewal request, 30 days prior to or within 90 days of the commencement of financial year,
3. Create awareness about the necessity to apply for license, 30 days prior to commencing proposed business operations,
  4. Ensure that No Objection Certificate (where required), from other departments are appended to the application for fresh/renewal of trade license,
  5. Inform applicants, in writing, when deficiency/defect is noticed in the application submitted,
  6. Ensure that separate application is submitted by applicant, for installing machine(s) at the newly proposed establishment. When the application received is for machines having capacity higher than 5 HP. Submit such application(s) to panchayat committee for approval,
  7. Initiate action to issue license to those applicants who have remitted prescribed fees (by Secretary), upon receiving report from the concerned section,
  8. Record in the concerned register, details of application(s) for which licenses have been issued. Maintain a record of license fee demanded, collected and balance, if any,
  9. Maintain a copy of license along with the applications received, in the application file,
  10. Verify the field-level report to identify those establishments functioning without a valid license, and initiate action to bring them into the license fold,
  11. Initiate actions (legal or other) against establishments that are found to violate the terms and conditions of license issued,
  12. Ensure that sanitary certificate is collected before issuing license,
  13. Ensure that the application received for occupancy matches with the category and purpose for which the building is proposed to be used,
  14. Initiate action to issue license to livestock farmers following the provisions of Kerala Panchayat Raj Act (Licensing of Livestock Farms) Rules, 2012,
  15. Ensure that persons rearing pigs/dogs have valid license following the provisions of Kerala Panchayat Raj Act (Licensing of Pigs and Dogs) Rules, 1998,
  16. Ensure that all private hospitals and paramedical institution have obtained license as per The Kerala Panchayat Raj (Registration of Private Hospitals and Private Paramedical Institutions) Rules, 1997 and is renewed periodically,

17. Ensure that all tutorial institutions are registered under the provisions of the Kerala Panchayat Raj and is renewed periodically<sup>53</sup>,
18. Initiate action to issue license to educational and entertainment activities conducted within the grama panchayat area, following the provisions of The Kerala Places of Public Resort Act, 1963 & Rules, 1965,
19. Initiate action to issue license to cinema halls and theatres, following the provisions of The Kerala Cinemas (Regulation) Act, 1958,
20. Initiate action to prepare byelaw, for renting/leasing auditorium, community halls and shopping malls under the ownership of the panchayat, and process applications received for the lease/rent of the above<sup>54</sup>,
21. Maintain and keep up-to-date, registers and documents in regard to license and permissions issued, taxes/fees/rent demanded and collected. Submit the same for audit/inspection as and when required,
22. Maintain registers in regard to availability of sand at each *Kadavu*. Correspond with concerned authorities to obtain approval for sand mining,
23. Prepare and maintain register in regard to sand distributed from *Kadavu*,
24. Prepare and maintain registers in regard to River Management fund and Geology fund,
25. Register the boats used at *kadavu* and record its details in a register,
26. Initiate actions to prevent unauthorized sand mining or its transportation,
27. Prepare and maintain registers, in cases where, pass is issued but distribution has not taken place. Initiate action to regularize such cases,
28. Prepare file in regard to wages approved for laborers and supervisors, employed at the *Kadavu*,
29. Process files in regard to issue of online passes for sand,
30. Prepare and submit files to collect applicable fees/tax for sand mined and distributed.

#### **X. Levy of professional tax**

1. Prepare and maintain a list of all trade/industrial establishments and its owners, falling under the purview of professional tax, at the beginning of every financial year,
2. Assess and issue demand notice (half yearly), to persons liable to pay professional tax,

3. Initiate actions to collect professional taxes, from persons as demanded,
4. Maintain and keep up-to-date registers in regard to assessments made and demand notices issued, by the panchayat<sup>55</sup>,
5. Ensure that all employees/laborers registered in an organization, remit professional tax, as demanded (half-yearly),
6. Provide assistance to conduct periodic field-level surveys to identify persons (who have been given employment for over 60 days out of 6 months) and include them under the purview of professional tax,
7. Prepare a list of all trade/industrial establishments and its owners, falling under the purview of professional tax and initiate action to collect them within specified time,
8. Compile and maintain copy of tax returns (professional) filed by trade/industrial establishments and its owners. Submit them for audits, whenever required,
9. Initiate action against tax defaulters/evaders.

#### XI. Conduct of auction

1. Process files for the purpose of auctioning **the right of use**, of properties and facilities owned by the panchayat viz. shopping complex, public market, parking area, comfort station, lodge, park, burial grounds, ferry services, etc., before the commencement of every financial year,
2. Initiate actions to auction the **right to use**, the usufructs, of the trees on land owned by the panchayat and allied institution, at the beginning of each financial year,
3. Initiate actions to directly lease/rent **the right of use**, of properties and facilities owned by the panchayat, in the event of an auction becoming unsuccessful,
4. Ensure that assets and services auctioned are executed through formal contracts and auction amounts are realised within specified time. Initiate legal action against defaulters/evaders,
5. Initiate action to dispose/auction movable or immovable assets found unusable, belonging to either panchayat or allied institution, after obtaining a certificate of rejection and its approximate valuation from competent officers,
6. Maintain and keep up-to-date, files, registers and applicable bye laws in regard to auction. Submit the same for audit/inspection, whenever necessary<sup>56</sup>.

## XII. Social security/welfare programmes

1. Record details of applications in respective registers, as and when they are received,
2. Inform the applicant, when deficiencies are noticed in the application/supporting documents submitted and initiate action to rectify them,
3. Ensure that enquiry officer returns the application along with its enquiry report within stipulated time,
4. Submit enquiry report and application to the Secretary for approval and provide necessary assistance to prepare relevant report,
5. Submit the applications for the consideration of Welfare Standing Committee,
6. Record in the minutes of meeting of Welfare Standing Committee, eligibility status of each applicant, separately and submit to panchayat committee for approval, along with agenda note,
7. Inform all applicants about the finalized list of beneficiaries,
8. Record in the approved pension software package, details of beneficiaries finalized,
9. Ensure that widows availing pension, submit their self-declaration (citing that they have not remarried), at specified intervals<sup>57</sup>,
10. Create awareness about the requirement of mustering by social security pension beneficiaries and ensure that mustering is carried out at specified intervals<sup>58</sup>,
11. Prepare monthly and annual reports in regard to distribution of social security pensions and submit to concerned offices, as directed,
12. Initiate action to conduct *Adalaths* to resolve complaints from applicants,
13. Make arrangements to incorporate corrections, additions or deletions in the approved software package,
14. Update approved pension software package (*Sevana*) with details of deceased beneficiary<sup>59</sup>,
15. Update application register with details such as allotment number, date and pension identification number,
16. Prepare list of shortlisted and rejected applicants of social security pensions (ward-wise), to be presented in *Grama Sabha*,
17. Initiate action to conduct enquiry on applications received and submit enquiry reports for the consideration of Welfare Standing Committee and approval of Panchayat Committee,

18. Disburse unemployment wages, based on allotment received and remit the balance/undisbursed amount to treasury. Submit utilization certificate (UC) and maintain receipts and registers of the same<sup>60</sup>,
19. Initiate action on applications received for marriage assistance for daughters of widows and submit the same to District Collector for sanctioning funds<sup>61</sup>,
20. Disburse marriage assistance for daughters of widows, based on allotment received.

### **XIII. Distress relief fund<sup>62</sup>**

1. Maintain and keep up-to-date files and registers in regard to panchayat distress relief fund,
2. Carry out enabling activities to mobilize relief fund,
3. Initiate actions to convene distress relief fund sub committee meetings. Record the minutes of meeting and maintain the same,
4. Verify applications received for financial assistance and submit to the sub committee for approval,
5. Prepare bills and submit utilisation statement to the accounts section,
6. Prepare a report in regard to applications received and the amount sanctioned thereof and submit to the panchayat committee, every month.

### **XIV. Registration of births, deaths and marriages**

1. Initiate actions to complete births/deaths/still birth registration process. Conduct enquiries if deemed necessary,
2. Initiate legal action against party(s) who according to the enquiry report, has provided incorrect/fabricated information,
3. Initiate action to register, births that have taken place abroad and that of adopted children, following applicable rules/guidelines,
4. Initiate action to register marriages (on memorandum received) under The Kerala Registration of Marriages (Common) Rules, 2008,
5. Initiate action to register marriages (on memorandum received) under The Kerala Hindu Marriage Registration Rules, 1957,
6. Initiate actions on applications received to include name in the birth register,
7. Initiate actions on applications received to incorporate change/corrections in births, deaths and marriages registered. Record changes in the register and in the application software provided,

8. Initiate actions on applications received for Non-availability Certificate,
9. Compile, bind and preserve, legal part and print outs of reports generated in regard to births, deaths and still births,
10. Compile, bind and preserve, memorandum of marriage and computer-generated printout of marriages registered,
11. Obtain approval from competent authority to register applications received for delayed registration of births, deaths and marriages,
12. Initiate actions to make available, directly or through post, certificates (as per Section 12) in regard to registration of births and deaths,
13. Initiate action to submit Monthly and Annual Reports (calendar year) of births, deaths and still births registered, statistical parts and copies of memorandum of marriages, to the concerned authorities, within stipulated time.

#### **XV. Asset management<sup>63</sup>**

1. Identify and arrange to include new assets created in the Asset Register<sup>64</sup>,
2. Maintain safe custody of title deeds and documents of property(s) owned by the panchayat and keep Asset Register up-to-date,
3. Arrange to remit property/land tax for existing property(s) and execute Mutation of Property (*Pokkuvaravu*) for newly acquired property(s),
4. Maintain and keep up-to-date *Purambokku* Register,
5. Arrange to remit charges incurred towards use of water, electricity and taxes for land/property owned by grama panchayat,
6. Prepare a list of obsolete/unusable/unserviceable items and handover for auction, with the approval of competent authority,
7. Prepare a list of machinery/equipment that require periodic maintenance and take necessary steps to cover these items under the purview of Annual Maintenance Contract (AMC),
8. Maintain and keep up-to-date register for Tools and Plants used<sup>76</sup>.

#### **XVI. Cases and Suits**

1. Submit to Secretary notice/orders received from courts/ombudsman/legal *adalath*/tribunal/commissions/*lokayuktha*, after making necessary entries in the Suit Register,
2. Collect from concerned section, details regarding the case/suits filed by/against panchayat and prepare Statement of Facts and Counter Affidavit for onward

- submission to legal counsel/standing counsel. Maintain a copy of the above at the section<sup>65</sup>,
3. Update Suit Register with details in regard to cases/suits filed and remuneration paid to the counsel,
  4. Arrange to execute orders/judgement within specified time<sup>66</sup>,
  5. Initiate timely action on complaints/appeals forwarded from the office of Chief Minister, Ministers, Elected Representatives, District Collector and other cells set up for redressing grievances of citizens,
  6. Arrange facilities for the smooth conduct of *Legal Adalaths*. Notify schedule of *adalath* to respondents/petitioners. Maintain safe custody of case files and minutes of *adalaths*.

### **XVII. Audit duties**

1. Provide information about audit and its schedule, to employees and officials of Allied Institutions, as and when it is received,
2. Arrange facilities for the smooth conduct of entry and exit meetings,
3. Submit to auditors, files/records/registers/documents requested through requisition note. Provide reply to enquiry notes and initiate follow-up action,
4. Inform Secretary, audit observations received and provide a copy of the same to concerned parties for follow-up action, as laid down in the KPR (Manner of Inspection and Audit System) Rules, 1997,
5. Record audit observations made in the audit objection register,
6. Prepare reply to audit queries, in consultation with implementing officers/concerned parties and submit with a note to Finance Standing Committee and Panchayat Committee for including in the agenda and for preparing *pradhama marupadi*,
7. Initiate followup actions on objections and its reports,
8. Make arrangements to present audit report before the *Grama Sabha*,
9. Prepare reports and keep ready associated documents to be used in *Adalaths*,
10. Initiate follow-up actions on charge/surcharge certificate received,
11. Submit applications to initiate revenue recovery,
12. Record the details of amounts realized/recovered in audit recovery register,
13. Submit necessary documents to close audit non conformances/objections. Record the closed objections in the audit objection register and inform concerned parties,
14. Initiate follow-up action on observations cited in the Final Audit Report.

### **XVIII. Meetings<sup>67</sup>**

1. Prepare notice for scheduled meetings as per prevailing guidelines, circulate them to concerned parties and attend the meetings promptly,
2. Ensure that participants of the meeting record their attendance,
3. Prepare draft of the minutes, obtain approval and finalise it for record purposes,
4. Prepare note on subjects to be considered and discussed in panchayat/standing committee meetings and submit to the Secretary to include in the Meeting Agenda Register,
5. Submit files/documents/records of subjects included in the agenda of the meeting and attend the meetings, if so needed,
6. Arrange to publish a copy of Decision Register in the notice board, website of panchayat and circulate among the members of panchayat committee,
7. Submit copy of minutes to higher officers, other concerned offices and stakeholders,
8. Initiate actions to implement decisions of panchayat committee and undertake follow-up actions where necessary.

### **XIX. Maintenance of record room and file disposal<sup>68</sup>**

1. Transfer files that are processed, closed registers, other documents (including soft copy) to the custody of Record Room In-Charge, and obtain acknowledgement,
2. Maintain a list of records/registers/documents kept at record room authorised by Supervisor,
3. Maintain an index of records/registers/documents held at the record room, and make entries about inward and outward movement in the Distribution Register,
4. Identify and implement suitable methods (including software based) for easy referencing, identification and retrieval of files/records/registers/documents maintained in the record room,
5. Arrange to destroy records that have exceeded retention period by observing guidelines given in Manual of Office Procedures (MOP).

### **XX. Activities related to health, cleanliness and waste management**

1. Maintain and keep up-to-date, registers and records in regard to health, cleanliness and management of waste,
2. Process files in regard to pre-monsoon cleaning activities undertaken by the panchayat. Prepare reports and submit to concerned officer,

3. Process files in regard to implementation of Plastic Waste Management Rules, 2016,
4. Process files in regard to activities undertaken for effective implementation of section 219 of the Kerala Panchayat Raj Act, 1994.

#### **XXI. Youth welfare**

1. Maintain documents, registers and files in regard to welfare programmes undertaken for youth and submit report to concerned officer,
2. Maintain files in regard to conduct of sports/cultural activities, including *Keralothsavam* and provide assistance for its conduct, whenever required.

#### **XXII. ISO Certification<sup>69</sup>**

1. Provide support and guidance to co-workers in the capacity of member – Quality Circle,
2. Perform the duties as Internal Auditor (when directed by panchayat committee), to audit quality management system implemented at the panchayat,
3. Provide assistance to conduct citizen satisfaction surveys, periodically.

#### **XXIII. E-Governance<sup>70</sup>**

1. Ensure that ICT equipments used at office are switched off, after office hours or when directed by Nodal officer,
2. Prepare and maintain a stock register and a complaint register for all ICT equipments used at office,
3. Ensure that copies of customized software packages (authorized by Government) are installed at concerned sections and are in operation,
4. Make arrangements to share knowledge (about ICT) acquired through training/self development, with co-workers.

#### **XXIV. Jagratha Samithi<sup>71</sup>**

1. Submit to Convener, the complaints received from *Jagratha Samithi* meetings,
2. Process files in regard to establishment of *Jagratha Samithi*,
3. Collect and compile monthly reports from Convener and prepare a consolidated report.

## XXV. Library

1. Maintain files, registers and bye-laws and keep them up-to-date,
2. Arrange to pay the fees of newspapers and other publications subscribed by the library,
3. Ensure that library membership fees is remitted to the panchayat every month,
4. Initiate action to conduct auction of old newspapers.

## XXVI. Allied Institution

1. Ensure that notices regarding meetings, letters and *tapals* are delivered to Allied Institution(s) without delay,
2. Initiate actions to conduct Monitoring Committee meeting of Heads of Allied Institutions. Prepare Minutes of Meeting (MOM).

## XXVII. Election duties

1. Provide assistance to the Electoral Registration Officer (ERO) to divide the area into the different wards, demarcate boundaries and to prepare map of the locality, for the conduct of LSGD election. Maintain records and registers of the same,
2. Provide assistance to the Electoral Registration Officer (ERO) to prepare, distribute and publish voters list,
3. Carryout the duties entrusted by Returning Officer,
4. Provide assistance to Returning Officer, to arrange facilities at polling booths,
5. Carryout the duties entrusted by Election Commission in a timely manner,
6. Arrange required facilities during Oath Taking Ceremony,
7. Provide assistance to the Returning Officer during election of President, Vice President, Chairman of Standing Committees and members of the committee,
8. Arrange for the safe custody of registers in regard to Oath Taking Ceremony of President, Vice President and members, Party Affiliation Register and Ballot papers, of the concluded election,
9. Maintain safe custody of seals of Assistant Returning Officer (ARO), Election Registration Officer (ERO) and Assistant Election Registration Officer (AERO),
10. Initiate action to provide identity card for newly elected President and collect back the identity card from the outgoing President,
11. Initiate action to report any casual vacancy arising in the office of the President or Vice-President of a Panchayat<sup>75</sup>,

12. Provide assistance to the Electoral Registration Officer (ERO), to prepare voters list during bye-election,
13. Prepare reports in regard to cases untoward incidents reported during election, as directed by the Returning Officer and Assistant Returning Officer,
14. Initiate follow up actions during Motion of No Confidence,
15. Collect statements regarding assets owned by elected representatives and submit the same to competent authority in sealed covers.

### XXVIII. Duties when assigned as Cashier

1. Perform the duties of cashier when entrusted,
2. Ensure that all cash transactions of office are closed at 3 p.m. every day and the amount collected (including outdoor collection) are inspected and verified with entries in receipt book and collection register and accepted under acknowledgement. Update the same in the application software (*Saankya*)<sup>74</sup>,
3. Remit the amounts collected to Bank/Treasury under acknowledgement from Accountant<sup>75</sup>,
4. Ensure that amounts indicated in the receipt books and outdoor collection register are correct and promptly remitted at panchayat every day,
5. Act as custodian of cash chest,
6. Disburse salary, allowances and honorarium without delay.

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

#### References:

1. Manual of Office Procedure, Para 157 and 159; Cir. No.20909/AR13(2)/11/P&ARD dtd.20-02-2012
2. Office Management Manual, Para 6.5.19, approved as per GO(RT)No. 1699/2017/LSGD dtd.24-05-2017; Cir. No.D7-13796/12 dtd.03-11-2012 of Panchayat Director)

3. Office Management Manual, Para 6.5.20, approved as per GO(RT)No. 1699/2017/LSGD dtd.24-05-2017)
4. Section 184 of Kerala Panchayat Raj Act 1994 & Para 6.5.8 of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
5. Para 151 of Manual of Office Procedure
6. Para 22 of Manual of Office Procedure & Para 2.3.2(iii)S of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
7. Para 6.5.14 of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
8. Para 150 of Manual of Office Procedure
9. Para 149 of Manual of Office Procedure
10. Cir. No.73952/PS1/2014/LSGD dtd.21.11.2014 & Cir. No.PS1/261/2016/LSGD(2) dtd.02-07-2016
11. Para 5.3 of Office Management Manual approved as per Go(Rt)No. 1699/2017/LSGD dtd.24-05-2017
12. Para 6.5.14 of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
13. GO(P)No.177/2016.fin. dtd.12-04-2016
14. Kerala Panchayat Raj(Property Tax,Service Tax and Surcharge) Rules 2011, Rule 23
15. Para 6.5.11 of Office Management Manual approved as per GO (Rt) No. 1699/2017/LSGD dtd.24-05-2017 & Rule 2(o) and 77 of Kerala Panchayat Accounts Rules 2011
16. Rule 26(2) of Kerala Panchayat Accounts Rules 2011
17. Rule 2(b) and rule 77 of Kerala Panchayat Accounts Rules 2011
18. Para 4.1 of GO(Ms).123/2009/LSGD dtd.02-07-2009
19. Kerala Panchayat Raj Act section 192
20. Para 6 of Cir. No.D7-37287/2017 dtd.10-11-2017 of Panchayat Director
21. Para 154 sub 3(b) of Manual of Office Procedure)&(Rule 83 of Kerala Panchayat Accounts Rules 2011
22. Cir. No.5667/AB1/13/LSGD dtd.11-02-2015; Cir. No.15046/AB1/11/LSGD dtd.14-02-2012; Cir. No.90/2014/fin.dtd.08-10-2014
23. Para 159 of Manual of Office Procedure; Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
24. Cir. No.5657/AB1/13/LSGD dtd.11-02-2015
25. Cir. No.5657/AB1/13/LSGD dtd.11-02-2015
26. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
27. Cir. No.D5-39259/2017 dtd.30-12-2017 of Panchayat Director
28. Article 90 and 104 of Kerala Financial Code Volume I
29. Cir. No.7880/EM1/11/LSGD dtd. 30-11-2011

30. The Kerala Panchayat Raj(using of Facsimile stamp of Signature of President and Secretary) Rules 1996)&(Para 2 of Cir. No.D7-37287/17 dtd.10-11-2017 of Panchayat Director
31. Kerala Panchayat Raj Act Section 154; Cir. No.15760/EM1/12/LSGD dtd.16-05-2012; Cir. No.7880/EM1/11/LSGD dtd. 30-11-2011
32. GO(Ms)No.170/07/LSGD dtd.30-06-2017; GO (P) 161/2006 Fin dated 31-3-2006
33. GO(Rt)No.582/75/PW dtd.05-05-1975; G.O.(P) No.161/2006/Fin. dated 31-03-2006 & Para 3,4,5 of Cir. No.41/2008/fin. dtd.02-08-2008
34. GO(Ms) No.110/76/PW dtd.10-05-1976
35. Kerala Government Servants Rules 1960, Rule 37
36. Cir. No.D1-21/015 dtd.05-01-2015 of Panchayat Director
37. Cir. No.74217/AA3/08/LSGD dtd.03-07-2009
38. GO(Rt)No.4430/08/LSGD dtd.29-12-2008; Cir. No.LSGD-AA1/54/2015-LSGD dtd. 19-05-2015
39. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
40. Section 272A of Kerala Panchayat Raj Act 1994; The Kerala Panchayat Raj (Preparation of Citizens Charter) Rules 2004
41. GO(Ms)No. 123/2009/LSGD dtd. 02-07-2009
42. Rules 20 and 21 of Kerala Panchayat Accounts Rules 2011
43. Para 3 of Cir. No. 48544/AB1/13/LSGD dtd.22-04-2014
44. Para 2 of Cir. No. 48544/AB1/13/LSGD dtd.22-04-2014
45. Sections 235A,235F,235W,235Z and 235AA of Kerala Panchayat RajAct 1994; The Kerala Panchayat Building Rules 2011; Cir. No. 12900/RA1/2015/LSGD dtd.02-12-2015
46. Cir. No.29342/RA1/2014/LSGD dtd.19-05-2014; Cir. No.84/RD1/17/LSGD dtd.13-07-2017; Kerala Panchayat (Building Regularisation of Unauthorised Construction) Rules, 2018
47. G.O.(MS) No.210/2013/LSGD dated 04-06-2013
48. Rule 56 of Kerala Panchayat Accounts Rules 2011)&(Cir. No.17263/L3/99/LSGD dtd.29-12-2000
49. Cir. No. 231/2015/LSGD dtd. 09-07-2015
50. Sec.235 AA of Kerala Panchayat Raj Act 1994; Cir. No.29342/RA1/2014/LSGD dtd. 19-05-2014
51. Kerala Panchayat Raj (Issue of licence to factories,Trades,Entrepreneurship activities and other Services) Rules 1996
52. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
53. Cir. No.213/RD3/17/LSGD dtd.24-11-2017
54. Section 256 of Kerala Panchayat Raj Act 1994; The Kerala Panchayat Raj (Procedure for making of Bye-Laws) Rules 1995
55. Cir. No.D4-16850/2013 dtd. 04-11-2013 of Panchayat Director
56. Cir. No.D4-16850/2013 dtd. 04-11-2013 of Panchayat Director

57. G.O.(MS)No.483/2017/Fin Dated 06-11-2017
58. G.O.(MS)No.483/2017/Fin Dated 06-11-2017
59. Cir. No.SFCB1/71/2007/fin. dtd.22-09-2017; Cir. No.SFC-B2/53/2017/fin. dtd.22-01-2018
60. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
61. Cir. No. 66583/DA2/14/LSGD dtd.17.11.2014
62. The Kerala Panchayat Raj (Constitution and Utilisation of Distress Relief Fund) Rules 2003
63. Rules 2(g) and rule 80 of Kerala Panchayat Accounts Rules 2011)&(Section 178 of Kerala Panchayat Raj act 1994)&(The Kerala Panchayat Raj(Acquisition and Disposal of Property) Rules 2005)
64. Para 3.22 of Cir. No.58608/DB2/2009/LSGD dtd.13-01-2010
65. Cir. No.1068103( 3)/Da2/2016-Lsgd Dtd.20-12-2016
66. Cir. No.48211/Cdn.4/2012/GAD Dtd.29-06-2012 Of General Administration Department
67. Sec. 157,161,162,162A of Kerala Panchayat Raj Act 1994; The Kerala Panchayat Raj (Procedure for Panchayat Meeting)Rules 1995; The Kerala Panchayat Raj (Standing Committee) Rules 2000
68. Chapter XIII (Para 133 to 146) of Manual of Office Procedure)&(Chapter 3 (Para 3.1 to 3.7) of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
69. GO(Ms).No.18/2015/LSGD dtd.29.01.2015
70. Cir. No.AB2/703/2015/LSGD dtd.16.01.2016
71. GO(Ms) No. 31/2007/LSGD dtd.23-06-2007
72. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
73. Cir. No.16713/EM2/09/LSGD dtd.05-03-2010 reg. leave of President
74. Para 7 of Cir. No.48544/AB1/13/LSGD dtd.22-04-2014
75. Rule 3 of Kerala Panchayat Raj(Investment and Withdrawal of Panchayat Fund)Rules)1996; Cir. No.37958/2009 dtd.20-12-2009 of Panchayat Director
76. Para 13.2.6 of Kerala Public Works Department Manual
77. Circular No: 12900/RA 1/2015/LS GD dated 02-12-2015)

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Attention to Detail	○					Pays Attention to Detail
Taking Accountability	○					Delivers Results Consistently
Result Orientation		○				Creates Own Measures of Better Results
Initiative and Drive	○					Takes Actions on Immediate Priorities
Seeking Information		○				Investigates Situation
Desire for Knowledge					○	Maintains up-to-date Knowledge
Self-Awareness and Self-Control		○				Responds Calmly
Team Working	○					Cooperates with Others

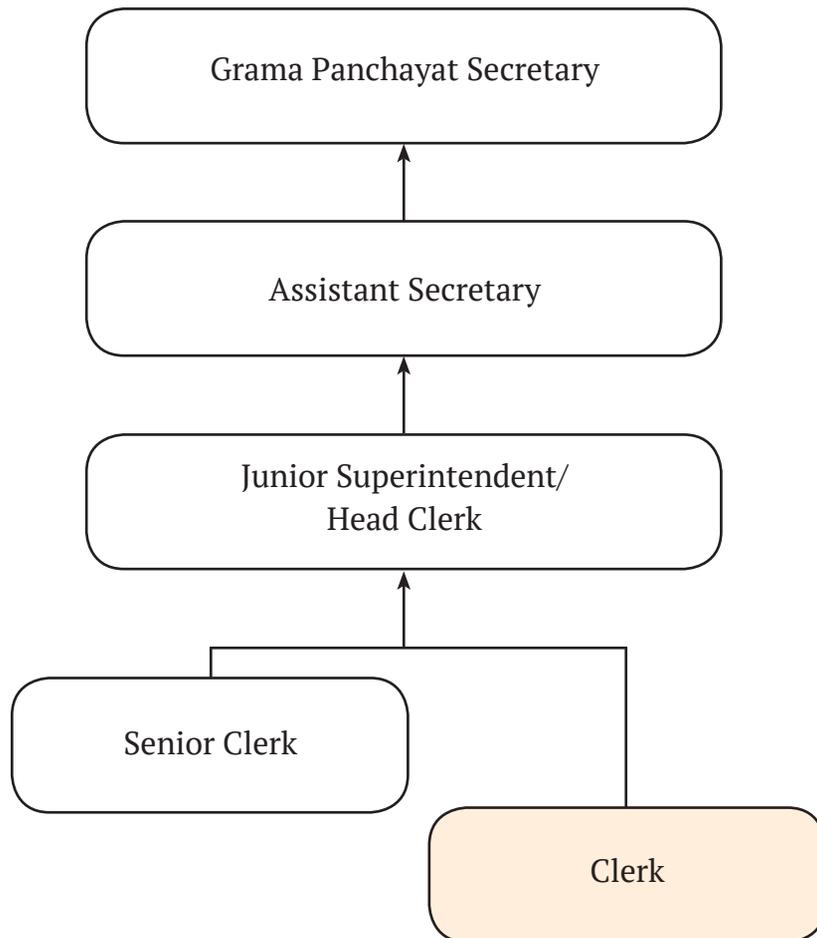


## Position Title: Clerk

### A. Position Summary:

Clerk is an employee who supports Secretary and Superior officers in office management and organization procedures such as file processing, maintenance of records/registers and scheduling of meetings. S/he undertakes field level inspection and tax collection for the panchayat.

### B. Reporting Relationship:



## **C. Duties and Responsibilities:**

### **I. General Duties**

1. Observe office timings and report to office punctually. Mark attendance in the register and maintain devotion to duty<sup>1</sup>,
2. Record declarations in the Personal Cash Declaration Register<sup>2</sup>,
3. Record entries in the Movement Register before leaving office premises for official duties<sup>3</sup>,
4. Perform all duties entrusted by Secretary or other supervisory officers, through office order(s), from time to time<sup>4</sup>,
5. Maintain safe custody of files, registers, records of subjects and sections handled,
6. Submit files, registers, records of subjects and sections handled for audit/ inspections as called for. Ensure that such records are returned to record room,
7. Submit files of subjects handled with notes attached, to the supervisor<sup>5</sup>,
8. Collect tapals after making proper acknowledgement in the Registration Distribution Register and record entries in the Personal Register about the tapals received<sup>6</sup>,
9. Conduct field enquiries (when entrusted), prepare reports and submit them in a timely manner<sup>7</sup>,
10. Submit to Junior Superintendent/Head Clerk, Personal Register along with Running Note for verification, every month<sup>8</sup>,
11. Prepare Job Arrear List based on comments in Personal Register and initiate immediate actions on them,
12. Maintain GO's, Circulars and other reference documents in the Stock File<sup>9</sup>,
13. Prepare index of reference documents when files are submitted,
14. Prepare and submit replies to queries/interpellations received from Legislative Assembly/Parliament and DO letters that require immediate attention, within stipulated time frame<sup>10</sup>,
15. Initiate actions to provide timely services requested through Right to Service Act. Maintain and update corresponding registers,
16. Initiate actions to provide timely replies requested through Right to Information Act. Maintain and update corresponding registers,

17. Notify participants about scheduled meeting(s) and its agenda, prepare and submit documents/reports as required, and attend them,
18. Perform the duties of Coordinator –*Grama Sabha*(when delegated)<sup>11</sup>,
19. Prepare *Scene Mahesser*/reports and submit to concerned officer on cases involving unauthorised mining of sand/land/soil, quarrying, construction of buildings, functioning of trade and business establishments, dumping of waste and illegal slaughtering and functioning of slaughter houses<sup>12</sup>,
20. Prepare proceedings and submit to Accountant, requisitions received from Allied Institutions for payment of daily expenses<sup>13</sup>,
21. Initiate action on applications received for ‘ownership change’ of buildings<sup>14</sup>,
22. Perform the duties of Cashier at Main Office when entrusted<sup>15</sup>,
23. Remit cash received each day by grama panchayat, to bank/treasury and submit receipt(s) to Accountant<sup>16</sup>,
24. Withdraw and distribute amount to intended parties, obtain an acknowledgement and submit to Accountant,
25. Perform the duties of Accountant, when entrusted<sup>17</sup>,
26. Perform the duties of Front Office Assistant, when entrusted<sup>18</sup>,
27. Provide inputs to Accountant, to prepare Administrative Report<sup>19</sup>,
28. Submit application along with applicable documents to enrol for the Best Panchayat Award and other recognitions,
29. Maintain computer and peripherals used by the section, safe and secure,
30. Secure computers and software used in the section with passwords and periodically change them in order to maintain its safety from data theft<sup>20</sup>,
31. Print email communications received at grama panchayat, make entries in the register and submit to supervisory officer for further action,
32. Maintain a photo copy of all reports/replies/documents (electronic or any other form) sent by grama panchayat,
33. Provide up-to-date information to be published in the official website of grama panchayat to the concerned section. Verify whether website is updated by the section,
34. Acquire knowledge about applicable Acts, Rules, Guidelines and Software applications relevant to the job,

35. Verify whether the receipt books and registers allotted have its contents and pages in order<sup>21</sup>.

## II. Establishment

1. Prepare bills for providing honorarium, sitting fee, travel allowance, telephone charges and other applicable benefits due to elected representatives,
2. Initiate actions to bring employees in the ambit of Provident Fund (PF), State Life Insurance (SLI), Group Insurance Scheme (GIS) and National Pension Scheme (NPS),
3. Initiate actions on request made by employees for availing benefits from Provident Fund (PF), including non refundable advances and closure,
4. Record online, details regarding PF contributions made by employees ,
5. Initiate actions on applications received from employees for availing loans, permission for fore closure, and other applications for services received from time to time,
6. Initiate actions to provide terminal benefits to employees superannuating or for those who die in harness,
7. Prepare necessary forms and initiate closure procedures, after verifying pass books in regard to recoveries,
8. Maintain safe custody of pension book and service book of retired employees after making entries in the stock register,
9. Prepare and maintain Personal Cash Declaration Register,
10. Initiate actions to provide liability/non-liability certificates to applicants, after executing indemnity bonds<sup>22</sup>.

## III. Maintenance of records and registers

### III. a. Attendance register<sup>23</sup>

1. Record particulars of employees in the attendance register, as directed by Supervisor,
2. Maintain Muster Roll of daily wages employees and record their attendance,
3. Update attendance register with details regarding entry into service, leave availed and release,
4. Record casual leave and unauthorized absence/leave without notice, in attendance register, with the approval of head of office/ministerial head. Record casual leave availed in the casual leave register.

### **III. b. Incumbency register**

1. Maintain and keep up-to-date incumbency register of employees,
2. Maintain and keep up-to-date Master incumbency register with details of employees of panchayat and allied institutions,
3. Record details such as long leave, transfer, retirement (where applicable) of employees, including that of allied institutions, in the incumbency register, periodically<sup>24</sup>.

### **III. c. Movement register<sup>25</sup>**

1. Maintain movement register for employees. Prepare TA Bill for official travel of employees.

### **III. d. Service Book**

1. Maintain and keep up-to-date Service Book of employees (including that of contract laborers)<sup>26</sup>,
2. Maintain and keep up-to-date files in regard to appointment of contract employees. Initiate action to renew contract agreement before due date or undertake new contractual appointments, if necessary,
3. Initiate actions to appoint personnel under part-time contingent employment,
4. Maintain and keep up-to-date files in regard to appointment of personnel engaged on temporary/daily wages and maintain a record of payments made to them,
5. Maintain a record of appointment, nature of work and remuneration in regard to employees engaged under honorarium basis,

### **III. e. Increment register**

1. Maintain and keep up-to-date increment register by recording details of increment, unauthorized absence, punishment, disciplinary proceedings etc.,

### **III. f. Pay Bill register**

1. Prepare bills in regard to salaries, benefits and recoveries of employees and record details in the Pay Bill register,

### **III. g. Acquittals register**

1. Maintain and keep up-to-date the Acquittals register by recording the details of salaries and benefits given to employees and honorarium and other benefits given to elected representatives,
2. Obtain confirmation from Bank/Treasury for remittances made directly.

### **III. h. Recoveries register**

1. Initiate action to recover arrears of wages, DA, and other recoveries from employees. Maintain and keep up-to-date registers in this regard.

### **III. i. Advances register**

1. Initiate action to recover various advances provided to employees.

### **III. j. Government dues register**

1. Arrange to remit payment(s) due to the government and keep registers up-to-date,
2. Arrange to remit advance income tax of employees and file returns in each quarter,
3. Submit Tax Deducted at Source (TDS) certificates to the concerned person.

### **III. k. Publication/Subscription register**

1. Maintain a record of subscriptions availed by the panchayat and prepare bills for effecting payments for them. Maintain and keep up-to-date registers in this regard.

### **III. l. Recurring expenses register**

1. Arrange to remit payment towards utility services (electricity/water/telephone etc.) used by the panchayat/allied institutions and record the details in the concerned register,
2. Conduct joint inspection with Electricity Board and Water Authority to verify functioning of street lights and public water supply taps and record the outcome in the concerned register.

### **III. m. Contingent charges register**

1. Prepare bills for contingent charges and record the disbursement details in the contingent register<sup>27</sup>.

### **III. n. Stationery and Forms register**

1. Prepare bills and obtain sanction for the purchase and issue of stationery items, forms, registers, seals, identity cards for use by employees and elected representatives. Maintain stock register for the same<sup>28</sup>,
2. Maintain safe custody of unused seals and identity cards (collected with the permission of Supervisor) and record the details in the concerned register<sup>29</sup>,
3. Collect seals, identity cards and official SIM cards of outgoing employees and elected representatives and record the details in the concerned register<sup>30</sup>.

### III. o. Vehicles register

1. Maintain registration books of records, service book, insurance documents, documents of purchase and connected documents of vehicles owned by the panchayat<sup>51</sup>,
2. Maintain and update log book, vehicle register book, maintenance register, fuel register and vehicle stock register <sup>52</sup>,
3. Ensure that vehicle and road tax, insurance and pollution under control certificate are maintained up-to-date,
4. Initiate actions in regard to maintenance/repair/service, fueling of vehicles owned, disposal of unusable vehicles and purchase of new vehicles<sup>53</sup>.

### III. p. Landed Property statement<sup>54</sup>

(Kerala Government Servant Rules 1960, Rule 37)

1. Collect landed property statement from employees before 15<sup>th</sup> of January every year in prescribed form and maintain its safe custody (in sealed cover) and receipt acknowledged<sup>55</sup>,
2. Arrange to submit (in sealed cover) the details of assets of the Secretary to the superior officer<sup>56</sup>.

### III. q. Charge Handover register

1. Ensure that all documents and registers handled are up-to-date, record the details in the charge hand over register and carryout charge hand over, as per the office order in force<sup>57</sup>.

### III. r. Kudumbashree

1. Maintain files in regard to *Kudumbashree* Evaluation Committee. Distribute to *Kudumbashree* officials, *tapals*/letters received from various offices<sup>58</sup>,
2. Maintain custody of files relating to decisions taken by the ex-officio members appointed by the panchayat committee.

### III. s. Literacy

1. Maintain documents and files in regard to appointments of *Saksharatha Prerak*,
2. Correspond with authorities to replenish Own Fund allotted and maintain accounts of the same.

### III. t. Miscellaneous registers

1. Maintain inspection register<sup>39</sup>,
2. Maintain documents and files in regard to various appointments at the panchayat office,
3. Maintain documents and files in regard to appointments of Youth Coordinator,
4. Maintain files in regard to the establishment and functioning of *Akshaya Kendras*,
5. Maintain stock of Stamps for resale and record details of sale in the stock register,
6. Maintain and keep up-to-date register in regard to salary certificate(s) issued,
7. Prepare bills for sanctioning honorarium for *Gramakendram* coordinators and maintain accounts of the same.

### IV. Preparation and updation of Citizens Charter<sup>40</sup>

1. Assist Secretary to publish Citizens Charter,
2. Assist Secretary to revise and update the same, once every year,

### V. Front Office<sup>41</sup>

1. Make certain that front office is operational and functional at prescribed time,
2. Make certain that front office maintains service timings,
3. Exhibit people friendly and service oriented behaviour,
4. Provide services on a first come, first served basis,
5. Ensure that applications received have all supporting documents with it. Inform applicant if there is any deficiency,
6. Record the details of the applicant, and forward the same to concerned section,
7. Forward urgent and same day service tapals to concerned sections without delay,
8. Register all title deeds, FD receipts that are received at the front office,
9. Register communications received via email and telephone in the Message Register,
10. Obtain applicant's signature in the Front Office Diary and cancel the acknowledgement receipt after services are delivered,

11. Issue acknowledgement receipt for all remittances made at Front Office<sup>42</sup>,
12. Obtain approval from Secretary in the event of a need to cancel a receipt. Indicate its reasons, and maintain its custody<sup>43</sup>,
13. Indicate as Interrupted Receipt in approved software (*Saankhya*), when manual receipts issued are damaged,
14. Submit to Cashier, Day Book with counter-wise details at the end of daily cash collection time,
15. Submit counter foils of used receipts, cancelled receipts and a consolidated report of transactions to the Accountant<sup>44</sup>,
16. Arrange to distribute tapals to concerned sections every day,
17. Submit Distribution Register and undistributed tapals to the Supervisor,
18. Handover charge to other officer when duty time is completed or when under emergency situation, is unable to continue in duty,
19. Recommend to Supervisor suggestions for improving the Front Office operations.

#### VI. Regulation of buildings<sup>45</sup>

1. Verify whether applications for permit of land development/construction/modification/occupancy/ownership change are accompanied by applicable supporting documents. In case of deficiency inform the applicant on the same day itself,
2. Initiate actions as per Rule 133, on intimations received from category (2) panchayats. Issue No Objection Certificates (NOC) if requested<sup>77</sup>,
3. Submit applications received, to enquiry officer, on a first-come, first-served basis, after making necessary entries in the Building Application Register,
4. Inform Secretary when enquiry report is not received within stipulated time,
5. Provide service as requested in the application, when enquiry report is received,
6. Inform applicants about the requirement of No Objection Certificates (NOC) from other departments/agencies,
7. Transfer files that are processed, to the custody of Record Room In-Charge,
8. Initiate actions on applications received for extension/renewal of permit(s) period and update details in the Building Permit Application Register,
9. Initiate actions on applications received for change of ownership of permit,

10. Initiate actions on cases where the permit(s) issued have to be cancelled/blocked/extended,
11. Initiate actions against the party(s) engaged in unauthorized construction<sup>46</sup>,
12. Initiate action to issue Occupancy Certificate for buildings constructed as per approved plan. Provide number to the above building and update Building Application Register.

## VII. Plan formulation, implementation and monitoring

1. Provide necessary assistance to superior officers when plan formulation, implementation and monitoring activities are undertaken,
2. Provide necessary assistance in forming working groups,
3. Provide support, guidance and facilities to Conveners for effective conduct of Working Groups,
4. Provide support and guidance to prepare status reports, development plans and project plans,
5. Provide assistance to conduct special *Grama Sabhas*, Development Seminars and meetings of stake holders, bank representatives, implementing officers, heads of Allied Institutions, as the case may be,
6. Compile and provide statement of accounts, draft plan recommendations, and other related documents for consideration of *Orrukoottam* and *Grama Sabha*. Prepare the minutes of above meetings, consolidate the findings and submit to the concerned Working Groups for necessary action,
7. Compile and submit recommendations received, in regard to plan formulation and implementation, for the consideration of concerned standing committee, with necessary agenda notes,
8. Provide to the concerned implementing officer, the list of approved projects, without delay,
9. Provide assistance to Secretary in preparing project proposals,
10. Provide assistance to Assistant Secretary in preparing project proposals,
11. Prepare and submit documents in regard to project sanction/approval, to the District Planning Committee (DPC),
12. Initiate action to communicate to implementing officer, notifications in regard to plan, its guidelines and decisions of panchayat committee, received from time to time,

13. Provide assistance to prepare finalized beneficiary list and submit copies to implementing officers and other concerned offices. Undertake to publish the same on the website,
14. Provide assistance to Secretary and Assistant Secretary while procuring goods and services for projects implemented by them. Maintain and keep up-to-date files and registers for the same,
15. Provide assistance in convening monthly project monitoring committee meetings, procurement committee meetings and other project meetings called by President/Secretary. Record and maintain the minutes of meeting,
16. Provide assistance to disburse payments for projects implemented by Secretary and Assistant Secretary,
17. Make arrangements to collect Utilization Certificate for funds received from district/block panchayats and deposit works undertaken,
18. Compile the progress reports of projects under implementation,
19. Maintain and keep up-to-date files, registers and documents in regard to project under implementation. Submit the above for audit/inspection, whenever necessary,
20. Maintain orders/circulars/guidelines in regard to MPLADS (Members Of Parliament Local Area Development Scheme), MLASDF (Special Development Fund for MLAs), NCRFRW (Natural Calamity Relief Funds Road Work), DMD (Disaster Management-Drought), its tender proceedings, documents, files and registers. Initiate action to disburse the funds allocated,
21. Maintain and keep up-to-date all files and registers connected with Central and State sponsored projects,
22. Provide necessary assistance to implementing officers of Central and State sponsored projects, as and when required.

### **VIII. Assessing, demanding and collection of property tax**

1. Make arrangements to enter in approved online database, details in regard to new and renovated buildings, to assess their tax. Issue demand notice of tax levied to applicants under acknowledgement, and file the same,
2. Initiate action to reconcile, applications received for exemption/remission of levied tax, upon enquiry reports received from concerned clerk and file the proceedings,
3. Provide necessary assistance in the preparation and implementation of tax renewal activities,

4. Make arrangements to enter in approved online database, details in regard to buildings and their revised tax structures. Issue demand notice of renewed tax to applicants under acknowledgement, and file the same,
5. Make arrangements to print copies of details in regard to assessed/revised/renewed tax, using approved software and maintain them as bound copy<sup>47</sup>,
6. Verify entries in demand notice register and initiate actions to achieve cent per cent collection of tax/fees,
7. Initiate action to recover all property tax before they turn into time-barred debt. Adopt seize up/prosecution activities, where necessary,
8. Initiate action to prepare and submit status report of tax collected, to Finance Standing Committee,
9. Ensure that tax exemption is provided to eligible persons, under the provisions of Sec. 207 of KPR Act and guidelines issued by the government from time to time. Maintain and keep up-to-date registers in this regard,
10. Ensure that ownership is transferred by following the provisions given under Rule 22(5) of KPR (Building Tax and the Surcharge thereon) Rules, 2011,
11. Ensure that service tax is levied and collected for buildings under the ownership of Central Government,
12. Initiate action to transfer cess amounts collected to concerned authorities/department<sup>48</sup>,
13. Make arrangements to convene monthly meetings to evaluate the progress of tax collection activities undertaken. Provide report(s) as required by higher authorities, when directed,
14. Ensure that details of all buildings (existing/newly constructed) within the panchayat, are entered in the panchayat database,
15. Ensure that application received for assessing building tax and allotting number is appended with, receipt of payment of one-time tax or order for exemption from revenue authorities<sup>49</sup>,
16. Ensure that unauthorised (UA) number is allotted to unauthorized buildings/construction and applicable tax is assessed, demanded and collected. Maintain and keep up-to-date a separate register for the same<sup>50</sup>.

#### **IX. Issue of license and permits<sup>51</sup>**

1. Maintain and keep up-to-date, ward-wise trader's list<sup>52</sup>
2. Make arrangements to notify all traders about the renewal of their license and the

- requirement to submit their renewal request, 30 days prior to or within 90 days of the commencement of financial year,
3. Create awareness about the necessity to apply for license, 30 days prior to commencing proposed business operations,
  4. Ensure that No Objection Certificate (where required), from other departments are appended to the application for fresh/renewal of trade license,
  5. Inform applicants, in writing, when deficiency/defect is noticed in the application submitted,
  6. Ensure that separate application is submitted by applicant, for installing machine(s) at the newly proposed establishment. When the application received is for machines having capacity higher than 5 HP. Submit such application(s) to panchayat committee for approval,
  7. Initiate action to issue license to those applicants who have remitted prescribed fees (by Secretary), upon receiving report from the concerned section,
  8. Record in the concerned register, details of application(s) for which licenses have been issued. Maintain a record of license fee demanded, collected and balance, if any,
  9. Maintain a copy of license along with the applications received, in the application file,
  10. Verify the field-level report to identify those establishments functioning without a valid license, and initiate action to bring them into the license fold,
  11. Initiate actions (legal or other) against establishments that are found to violate the terms and conditions of license issued,
  12. Ensure that sanitary certificate is collected before issuing license,
  13. Ensure that the application received for occupancy matches with the category and purpose for which the building is proposed to be used,
  14. Initiate action to issue license to livestock farmers following the provisions of Kerala Panchayat Raj Act (Licensing of Livestock Farms) Rules, 2012,
  15. Ensure that persons rearing pigs/dogs have valid license following the provisions of Kerala Panchayat Raj Act (Licensing of Pigs and Dogs) Rules, 1998,
  16. Ensure that all private hospitals and paramedical institution have obtained license as per The Kerala Panchayat Raj (Registration of Private Hospitals and Private Paramedical Institutions) Rules, 1997 and is renewed periodically,

17. Ensure that all tutorial institutions are registered under the provisions of the Kerala Panchayat Raj and is renewed periodically<sup>53</sup>,
18. Initiate action to issue license to educational and entertainment activities conducted within the grama panchayat area, following the provisions of The Kerala Places of Public Resort Act, 1963 & Rules, 1965,
19. Initiate action to issue license to cinema halls and theatres, following the provisions of The Kerala Cinemas (Regulation) Act, 1958,
20. Initiate action to prepare byelaw, for renting/leasing auditorium, community halls and shopping malls under the ownership of the panchayat, and process applications received for the lease/rent of the above<sup>54</sup>,
21. Maintain and keep up-to-date, registers and documents in regard to license and permissions issued, taxes/fees/rent demanded and collected. Submit the same for audit/inspection as and when required,
22. Maintain registers in regard to availability of sand at each *Kadavu*. Correspond with concerned authorities to obtain approval for sand mining,
23. Prepare and maintain register in regard to sand distributed from *Kadavu*,
24. Prepare and maintain registers in regard to River Management fund and Geology fund,
25. Register the boats used at *kadavu* and record its details in a register,
26. Initiate actions to prevent unauthorized sand mining or its transportation,
27. Prepare and maintain registers, in cases where, pass is issued but distribution has not taken place. Initiate action to regularize such cases,
28. Prepare file in regard to wages approved for laborers and supervisors, employed at the *Kadavu*,
29. Process files in regard to issue of online passes for sand,
30. Prepare and submit files to collect applicable fees/tax for sand mined and distributed.

#### **X. Levy of professional tax**

1. Prepare and maintain a list of all trade/industrial establishments and its owners, falling under the purview of professional tax, at the beginning of every financial year,
2. Assess and issue demand notice (half yearly), to persons liable to pay professional tax,

3. Initiate actions to collect professional taxes, from persons as demanded,
4. Maintain and keep up-to-date registers in regard to assessments made and demand notices issued, by the panchayat<sup>55</sup>,
5. Ensure that all employees/laborers registered in an organization, remit professional tax, as demanded (half-yearly),
6. Provide assistance to conduct periodic field-level surveys to identify persons (who have been given employment for over 60 days out of 6 months) and include them under the purview of professional tax,
7. Prepare a list of all trade/industrial establishments and its owners, falling under the purview of professional tax and initiate action to collect them within specified time,
8. Compile and maintain copy of tax returns (professional) filed by trade/industrial establishments and its owners. Submit them for audits, whenever required,
9. Initiate action against tax defaulters/evaders.

#### XI. Conduct of auction

1. Process files for the purpose of auctioning **the right of use**, of properties and facilities owned by the panchayat viz. shopping complex, public market, parking area, comfort station, lodge, park, burial grounds, ferry services, etc., before the commencement of every financial year,
2. Initiate actions to auction the **right to use**, the usufructs, of the trees on land owned by the panchayat and allied institution, at the beginning of each financial year,
3. Initiate actions to directly lease/rent **the right of use**, of properties and facilities owned by the panchayat, in the event of an auction becoming unsuccessful,
4. Ensure that assets and services auctioned are executed through formal contracts and auction amounts are realised within specified time. Initiate legal action against defaulters/evaders,
5. Initiate action to dispose/auction movable or immovable assets found unusable, belonging to either panchayat or allied institution, after obtaining a certificate of rejection and its approximate valuation from competent officers,
6. Maintain and keep up-to-date, files, registers and applicable bye laws in regard to auction. Submit the same for audit/inspection, whenever necessary<sup>56</sup>.

## XII. Social security/welfare programmes

1. Record details of applications in respective registers, as and when they are received,
2. Inform the applicant, when deficiencies are noticed in the application/supporting documents submitted and initiate action to rectify them,
3. Ensure that enquiry officer returns the application along with its enquiry report within stipulated time,
4. Submit enquiry report and application to the Secretary for approval and provide necessary assistance to prepare relevant report,
5. Submit the applications for the consideration of Welfare Standing Committee,
6. Record in the minutes of meeting of Welfare Standing Committee, eligibility status of each applicant, separately and submit to panchayat committee for approval, along with agenda note,
7. Inform all applicants about the finalized list of beneficiaries,
8. Record in the approved pension software package, details of beneficiaries finalized,
9. Ensure that widows availing pension, submit their self-declaration (citing that they have not remarried), at specified intervals<sup>57</sup>,
10. Create awareness about the requirement of mustering by social security pension beneficiaries and ensure that mustering is carried out at specified intervals<sup>58</sup>,
11. Prepare monthly and annual reports in regard to distribution of social security pensions and submit to concerned offices, as directed,
12. Initiate action to conduct *Adalaths* to resolve complaints from applicants,
13. Make arrangements to incorporate corrections, additions or deletions in the approved software package,
14. Update approved pension software package (*Sevana*) with details of deceased beneficiary<sup>59</sup>,
15. Update application register with details such as allotment number, date and pension identification number,
16. Prepare list of shortlisted and rejected applicants of social security pensions (ward-wise), to be presented in *Grama Sabha*,
17. Initiate action to conduct enquiry on applications received and submit enquiry reports for the consideration of Welfare Standing Committee and approval of Panchayat Committee,

18. Disburse unemployment wages, based on allotment received and remit the balance/undisbursed amount to treasury. Submit utilization certificate (UC) and maintain receipts and registers of the same<sup>60</sup>,
19. Initiate action on applications received for marriage assistance for daughters of widows and submit the same to District Collector for sanctioning funds<sup>61</sup>,
20. Disburse marriage assistance for daughters of widows, based on allotment received.

### **XIII. Distress relief fund<sup>62</sup>**

1. Maintain and keep up-to-date files and registers in regard to panchayat distress relief fund,
2. Carry out enabling activities to mobilize relief fund,
3. Initiate actions to convene distress relief fund sub committee meetings. Record the minutes of meeting and maintain the same,
4. Verify applications received for financial assistance and submit to the sub committee for approval,
5. Prepare bills and submit utilisation statement to the accounts section,
6. Prepare a report in regard to applications received and the amount sanctioned thereof and submit to the panchayat committee, every month.

### **XIV. Registration of births, deaths and marriages**

1. Initiate actions to complete births/deaths/still birth registration process. Conduct enquiries if deemed necessary,
2. Initiate legal action against party(s) who according to the enquiry report, has provided incorrect/fabricated information,
3. Initiate action to register, births that have taken place abroad and that of adopted children, following applicable rules/guidelines,
4. Initiate action to register marriages (on memorandum received) under The Kerala Registration of Marriages (Common) Rules, 2008,
5. Initiate action to register marriages (on memorandum received) under The Kerala Hindu Marriage Registration Rules, 1957,
6. Initiate actions on applications received to include name in the birth register,
7. Initiate actions on applications received to incorporate change/corrections in births, deaths and marriages registered. Record changes in the register and in the application software provided,

8. Initiate actions on applications received for Non-availability Certificate,
9. Compile, bind and preserve, legal part and print outs of reports generated in regard to births, deaths and still births,
10. Compile, bind and preserve, memorandum of marriage and computer-generated printout of marriages registered,
11. Obtain approval from competent authority to register applications received for delayed registration of births, deaths and marriages,
12. Initiate actions to make available, directly or through post, certificates (as per Section 12) in regard to registration of births and deaths,
13. Initiate action to submit Monthly and Annual Reports (calendar year) of births, deaths and still births registered, statistical parts and copies of memorandum of marriages, to the concerned authorities, within stipulated time.

#### **XV. Asset management<sup>63</sup>**

1. Identify and arrange to include new assets created in the Asset Register<sup>64</sup>,
2. Maintain safe custody of title deeds and documents of property(s) owned by the panchayat and keep Asset Register up-to-date,
3. Arrange to remit property/land tax for existing property(s) and execute Mutation of Property (*Pokkuvaravu*) for newly acquired property(s),
4. Maintain and keep up-to-date *Purambokku* Register,
5. Arrange to remit charges incurred towards use of water, electricity and taxes for land/property owned by grama panchayat,
6. Prepare a list of obsolete/unusable/unserviceable items and handover for auction, with the approval of competent authority,
7. Prepare a list of machinery/equipment that require periodic maintenance and take necessary steps to cover these items under the purview of Annual Maintenance Contract (AMC),
8. Maintain and keep up-to-date register for Tools and Plants used<sup>76</sup>.

#### **XVI. Cases and Suits**

1. Submit to Secretary notice/orders received from courts/ombudsman/legal *adalath*/tribunal/commissions/*lokayuktha*, after making necessary entries in the Suit Register,
2. Collect from concerned section, details regarding the case/suits filed by/against panchayat and prepare Statement of Facts and Counter Affidavit for onward

- submission to legal counsel/standing counsel. Maintain a copy of the above at the section<sup>65</sup>,
3. Update Suit Register with details in regard to cases/suits filed and remuneration paid to the counsel,
  4. Arrange to execute orders/judgement within specified time<sup>66</sup>,
  5. Initiate timely action on complaints/appeals forwarded from the office of Chief Minister, Ministers, Elected Representatives, District Collector and other cells set up for redressing grievances of citizens,
  6. Arrange facilities for the smooth conduct of *Legal Adalaths*. Notify schedule of *adalath* to respondents/petitioners. Maintain safe custody of case files and minutes of *adalaths*.

### **XVII. Audit duties**

1. Provide information about audit and its schedule, to employees and officials of Allied Institutions, as and when it is received,
2. Arrange facilities for the smooth conduct of entry and exit meetings,
3. Submit to auditors, files/records/registers/documents requested through requisition note. Provide reply to enquiry notes and initiate follow-up action,
4. Inform Secretary, audit observations received and provide a copy of the same to concerned parties for follow-up action, as laid down in the KPR (Manner of Inspection and Audit System) Rules, 1997,
5. Record audit observations made in the audit objection register,
6. Prepare reply to audit queries, in consultation with implementing officers/concerned parties and submit with a note to Finance Standing Committee and Panchayat Committee for including in the agenda and for preparing *pradhama marupadi*,
7. Initiate followup actions on objections and its reports,
8. Make arrangements to present audit report before the *Grama Sabha*,
9. Prepare reports and keep ready associated documents to be used in *Adalaths*,
10. Initiate follow-up actions on charge/surcharge certificate received,
11. Submit applications to initiate revenue recovery,
12. Record the details of amounts realized/recovered in audit recovery register,
13. Submit necessary documents to close audit non conformances/objections. Record the closed objections in the audit objection register and inform concerned parties,
14. Initiate follow-up action on observations cited in the Final Audit Report.

### **XVIII. Meetings<sup>67</sup>**

1. Prepare notice for scheduled meetings as per prevailing guidelines, circulate them to concerned parties and attend the meetings promptly,
2. Ensure that participants of the meeting record their attendance,
3. Prepare draft of the minutes, obtain approval and finalise it for record purposes,
4. Prepare note on subjects to be considered and discussed in panchayat/standing committee meetings and submit to the Secretary to include in the Meeting Agenda Register,
5. Submit files/documents/records of subjects included in the agenda of the meeting and attend the meetings, if so needed,
6. Arrange to publish a copy of Decision Register in the notice board, website of panchayat and circulate among the members of panchayat committee,
7. Submit copy of minutes to higher officers, other concerned offices and stakeholders,
8. Initiate actions to implement decisions of panchayat committee and undertake follow-up actions where necessary.

### **XIX. Maintenance of record room and file disposal<sup>68</sup>**

1. Transfer files that are processed, closed registers, other documents (including soft copy) to the custody of Record Room In-Charge, and obtain acknowledgement,
2. Maintain a list of records/registers/documents kept at record room authorised by Supervisor,
3. Maintain an index of records/registers/documents held at the record room, and make entries about inward and outward movement in the Distribution Register,
4. Identify and implement suitable methods (including software based) for easy referencing, identification and retrieval of files/records/registers/documents maintained in the record room,
5. Arrange to destroy records that have exceeded retention period by observing guidelines given in Manual of Office Procedures (MOP).

### **XX. Activities related to health, cleanliness and waste management**

1. Maintain and keep up-to-date, registers and records in regard to health, cleanliness and management of waste,
2. Process files in regard to pre-monsoon cleaning activities undertaken by the panchayat. Prepare reports and submit to concerned officer,

3. Process files in regard to implementation of Plastic Waste Management Rules, 2016,
4. Process files in regard to activities undertaken for effective implementation of section 219 of the Kerala Panchayat Raj Act, 1994.

#### **XXI. Youth welfare**

1. Maintain documents, registers and files in regard to welfare programmes undertaken for youth and submit report to concerned officer,
2. Maintain files in regard to conduct of sports/cultural activities, including *Keralothsavam* and provide assistance for its conduct, whenever required.

#### **XXII. ISO Certification<sup>69</sup>**

1. Provide support and guidance to co-workers in the capacity of member – Quality Circle,
2. Perform the duties as Internal Auditor (when directed by panchayat committee), to audit quality management system implemented at the panchayat,
3. Provide assistance to conduct citizen satisfaction surveys, periodically.

#### **XXIII. E-Governance<sup>70</sup>**

1. Ensure that ICT equipments used at office are switched off, after office hours or when directed by Nodal officer,
2. Prepare and maintain a stock register and a complaint register for all ICT equipments used at office,
3. Ensure that copies of customized software packages (authorized by Government) are installed at concerned sections and are in operation,
4. Make arrangements to share knowledge (about ICT) acquired through training/self development, with co-workers.

#### **XXIV. Jagratha Samithi<sup>71</sup>**

1. Submit to Convener, the complaints received from *Jagratha Samithi* meetings,
2. Process files in regard to establishment of *Jagratha Samithi*,
3. Collect and compile monthly reports from Convener and prepare a consolidated report.

## XXV. Library

1. Maintain files, registers and bye-laws and keep them up-to-date,
2. Arrange to pay the fees of newspapers and other publications subscribed by the library,
3. Ensure that library membership fees is remitted to the panchayat every month,
4. Initiate action to conduct auction of old newspapers.

## XXVI. Allied Institution

1. Ensure that notices regarding meetings, letters and *tapals* are delivered to Allied Institution(s) without delay,
2. Initiate actions to conduct Monitoring Committee meeting of Heads of Allied Institutions. Prepare Minutes of Meeting (MOM).

## XXVII. Election duties

1. Provide assistance to the Electoral Registration Officer (ERO) to divide the area into the different wards, demarcate boundaries and to prepare map of the locality, for the conduct of LSGD election. Maintain records and registers of the same,
2. Provide assistance to the Electoral Registration Officer (ERO) to prepare, distribute and publish voters list,
3. Carryout the duties entrusted by Returning Officer,
4. Provide assistance to Returning Officer, to arrange facilities at polling booths,
5. Carryout the duties entrusted by Election Commission in a timely manner,
6. Arrange required facilities during Oath Taking Ceremony,
7. Provide assistance to the Returning Officer during election of President, Vice President, Chairman of Standing Committees and members of the committee,
8. Arrange for the safe custody of registers in regard to Oath Taking Ceremony of President, Vice President and members, Party Affiliation Register and Ballot papers, of the concluded election,
9. Maintain safe custody of seals of Assistant Returning Officer (ARO), Election Registration Officer (ERO) and Assistant Election Registration Officer (AERO),
10. Initiate action to provide identity card for newly elected President and collect back the identity card from the outgoing President,
11. Initiate action to report any casual vacancy arising in the office of the President

- or Vice-President of a Panchayat<sup>73</sup>,
12. Provide assistance to the Electoral Registration Officer (ERO), to prepare voters list during bye-election,
  13. Prepare reports in regard to cases untoward incidents reported during election, as directed by the Returning Officer and Assistant Returning Officer,
  14. Initiate follow up actions during Motion of No Confidence,
  15. Collect statements regarding assets owned by elected representatives and submit the same to competent authority in sealed covers.

### **XXVIII. Collection of Taxes (Ward-Wise)**

1. Maintain safe custody of receipt book issued by panchayat. Remit payments received from field collection to the cashier (after making entries in the collection register), under acknowledgement,
2. Submit depleted/partially used receipt books to the accountant,
3. Record in Form – 6, details of new buildings constructed in the ward,
4. Prepare ward-wise reports of taxes demanded and statements of payments received and submit to concerned officers.

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

#### **References:**

1. Manual of Office Procedure, Para 157 and 159; Cir. No.20909/AR13(2)/11/P&ARD dtd.20-02-2012
2. Office Management Manual, Para 6.5.19, approved as per GO(RT)No. 1699/2017/LSGD dtd.24-05-2017; Cir. No.D7-13796/12 dtd.03-11-2012 of Panchayat Director)
3. Office Management Manual, Para 6.5.20, approved as per GO(RT)No. 1699/2017/LSGD dtd.24-05-2017)
4. Section 184 of Kerala Panchayt Raj Act 1994 & Para 6.5.8 of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
5. Para 151 of Manual of Office Procedure

6. Para 22 of Manual of Office Procedure & Para 2.3.2(iii)S of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
7. Para 6.5.14 of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
8. Para 150 of Manual of Office Procedure
9. Para 149 of Manual of Office Procedure
10. Cir. No.73952/PS1/2014/LSGD dtd.21.11.2014 & Cir. No.PS1/261/2016/LSGD(2) dtd.02-07-2016
11. Para 5.3 of Office Management Manual approved as per Go(Rt)No. 1699/2017/LSGD dtd.24-05-2017
12. Para 6.5.14 of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
13. GO(P)No.177/2016.fin. dtd.12-04-2016
14. Kerala Panchayat Raj(Property Tax,Service Tax and Surcharge) Rules 2011, Rule 23
15. Para 6.5.11 of Office Management Manual approved as per GO (Rt) No. 1699/2017/LSGD dtd.24-05-2017 & Rule 2(o) and 77 of Kerala Panchayat Accounts Rules 2011
16. Rule 26(2) of Kerala Panchayat Accounts Rules 2011
17. Rule 2(b) and rule 77 of Kerala Panchayat Accounts Rules 2011
18. Para 4.1 of GO(Ms).123/2009/LSGD dtd.02-07-2009
19. Kerala Panchayat Raj Act section 192
20. Para 6 of Cir. No.D7-37287/2017 dtd.10-11-2017 of Panchayat Director
21. Para 154 sub 3(b) of Manual of Office Procedure)&(Rule 83 of Kerala Panchayat Accounts Rules 2011
22. Cir. No.5667/AB1/13/LSGD dtd.11-02-2015; Cir. No.15046/AB1/11/LSGD dtd.14-02-2012; Cir. No.90/2014/fin.dtd.08-10-2014
23. Para 159 of Manual of Office Procedure; Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
24. Cir. No.5657/AB1/13/LSGD dtd.11-02-2015
25. Cir. No.5657/AB1/13/LSGD dtd.11-02-2015
26. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
27. Cir. No.D5-39259/2017 dtd.30-12-2017 of Panchayat Director
28. Article 90 and 104 of Kerala Financial Code Volume I
29. Cir. No.7880/EM1/11/LSGD dtd. 30-11-2011
30. The Kerala Panchayat Raj(using of Facsimile stamp of Signature of President and Secretary) Rules 1996)&(Para 2 of Cir. No.D7-37287/17 dtd.10-11-2017 of Panchayat Director
31. Kerala Panchayat Raj Act Section 154; Cir. No.15760/EM1/12/LSGD dtd.16-05-2012; Cir. No.7880/EM1/11/LSGD dtd. 30-11-2011
32. GO(Ms)No.170/07/LSGD dtd.30-06-2017; GO (P) 161/2006 Fin dated 31-3-2006

33. GO(Rt)No.582/75/PW dtd.05-05-1975; G.O.(P) No.161/2006/Fin. dated 31-03-2006 & Para 3,4,5 of Cir. No.41/2008/fin. dtd.02-08-2008
34. GO(Ms) No.110/76/PW dtd.10-05-1976
35. Kerala Government Servants Rules 1960, Rule 37
36. Cir. No.D1-21/015 dtd.05-01-2015 of Panchayat Director
37. Cir. No.74217/AA3/08/LSGD dtd.03-07-2009
38. GO(Rt)No.4430/08/LSGD dtd.29-12-2008; Cir. No.LSGD-AA1/54/2015-LSGD dtd. 19-05-2015
39. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
40. Section 272A of Kerala Panchayat Raj Act 1994; The Kerala Panchayat Raj (Preparation of Citizens Charter) Rules 2004
41. GO(Ms)No. 123/2009/LSGD dtd. 02-07-2009
42. Rules 20 and 21 of Kerala Panchayat Accounts Rules 2011
43. Para 3 of Cir. No. 48544/AB1/13/LSGD dtd.22-04-2014
44. Para 2 of Cir. No. 48544/AB1/13/LSGD dtd.22-04-2014
45. Sections 235A,235F,235W,235Z and 235AA of Kerala Panchayat Raj Act 1994; The Kerala Panchayat Building Rules 2011; Cir. No. 12900/RA1/2015/LSGD dtd.02-12-2015
46. Cir. No.29342/RA1/2014/LSGD dtd.19-05-2014; Cir. No.84/RD1/17/LSGD dtd.13-07-2017; Kerala Panchayat (Building Regularisation of Unauthorised Construction) Rules, 2018
47. G.O.(MS) No.210/2013/LSGD dated 04-06-2013
48. Rule 56 of Kerala Panchayat Accounts Rules 2011)&(Cir. No.17263/L3/99/LSGD dtd.29-12-2000
49. Cir. No. 231/2015/LSGD dtd. 09-07-2015
50. Sec.235 AA of Kerala Panchayat Raj Act 1994; Cir. No.29342/RA1/2014/LSGD dtd. 19-05-2014
51. Kerala Panchayat Raj (Issue of licence to factories,Trades,Entrepreneurship activities and other Services) Rules 1996
52. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
53. Cir. No.213/RD3/17/LSGD dtd.24-11-2017
54. Section 256 of Kerala Panchayat Raj Act 1994; The Kerala Panchayat Raj (Procedure for making of Bye-Laws) Rules 1995
55. Cir. No.D4-16850/2013 dtd. 04-11-2013 of Panchayat Director
56. Cir. No.D4-16850/2013 dtd. 04-11-2013 of Panchayat Director
57. G.O.(MS)No.483/2017/Fin Dated 06-11-2017
58. G.O.(MS)No.483/2017/Fin Dated 06-11-2017
59. Cir. No.SFCB1/71/2007/fin. dtd.22-09-2017; Cir. No.SFC-B2/53/2017/fin. dtd.22-01-2018
60. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
61. Cir. No. 66583/DA2/14/LSGD dtd.17.11.2014

62. The Kerala Panchayat Raj (Constitution and Utilisation of Distress Relief Fund) Rules 2003
63. Rules 2(g) and rule 80 of Kerala Panchayat Accounts Rules 2011)&(Section 178 of Kerala Panchayat Raj act 1994)&(The Kerala Panchayat Raj(Acquisition and Disposal of Property) Rules 2005)
64. Para 3.22 of Cir. No.58608/DB2/2009/LSGD dtd.13-01-2010
65. Cir. No.1068103( 3)/Da2/2016-Lsgd Dtd.20-12-2016
66. Cir. No.48211/Cdn.4/2012/GAD Dtd.29-06-2012 Of General Administration Department
67. Sec. 157,161,162,162A of Kerala Panchayat Raj Act 1994; The Kerala Panchayat Raj (Procedure for Panchayat Meeting)Rules 1995; The Kerala Panchayat Raj (Standing Committee) Rules 2000
68. Chapter XIII (Para 133 to 146) of Manual of Office Procedure)&(Chapter 3 (Para 3.1 to 3.7) of Office Management Manual approved as per GO(Rt)No. 1699/2017/LSGD dtd.24-05-2017
69. GO(Ms).No.18/2015/LSGD dtd.29.01.2015
70. Cir. No.AB2/703/2015/LSGD dtd.16.01.2016
71. GO(Ms) No. 31/2007/LSGD dtd.23-06-2007
72. Cir. No.D4-16850/2013 dtd.04-11-2013 of Panchayat Director
73. Cir. No.16713/EM2/09/LSGD dtd.05-03-2010 reg. leave of President
74. Para 7 of Cir. No.48544/AB1/13/LSGD dtd.22-04-2014
75. Rule 3 of Kerala Panchayat Raj(Investment and Withdrawal of Panchayat Fund)Rules)1996; Cir. No.37958/2009 dtd.20-12-2009 of Panchayat Director
76. Para 13.2.6 of Kerala Public Works Department Manual
77. Circular No: 12900/RA 1/2015/LS GD dated 02-12-2015)

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Attention to Detail	○					Pays Attention to Detail
Taking Accountability	○					Delivers Results Consistently
Result Orientation		○				Creates Own Measures of Better Results
Initiative and Drive	○					Takes Actions on Immediate Priorities
Seeking Information		○				Investigates Situation
Desire for Knowledge					○	Maintains up-to-date Knowledge
Self-Awareness and Self-Control		○				Responds Calmly
Team Working	○					Cooperates with Others

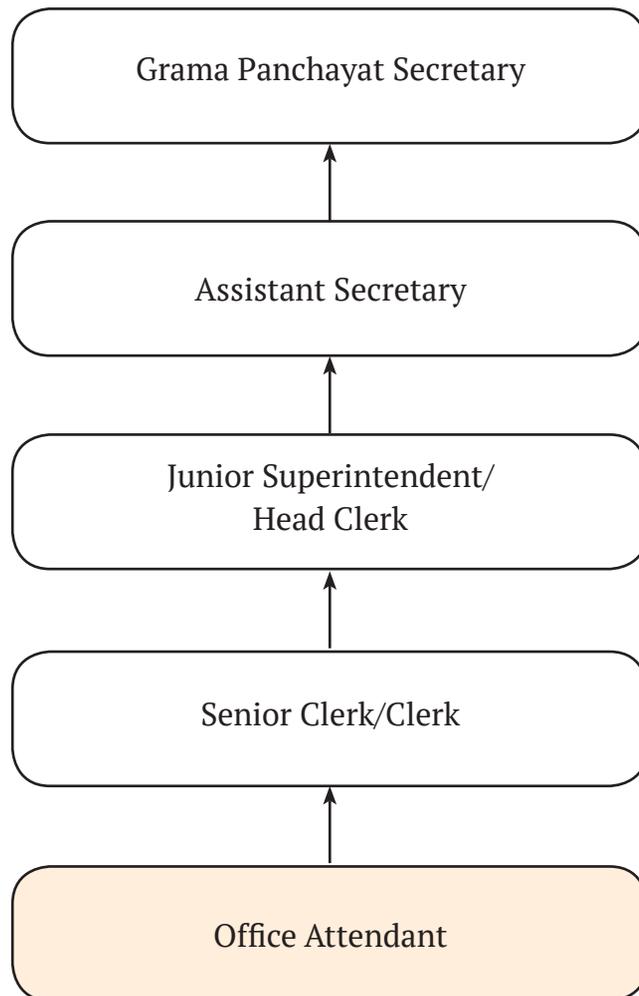


## Position Title: **Office Attendant**

### A. Position Summary:

The Office Attendant is an employee who provides service and help to elected representatives and officials at the grama panchayat to conduct day-to-day activities of the office in a smooth and efficient manner.

### B. Reporting Relationship:



### **C. Duties and Responsibilities:**

1. Open office a 9:30 a.m. on all working days<sup>1</sup>,
2. Be regular and punctual to office and perform the duties and responsibilities entrusted,
3. Assist Front Office Assistant in entering tapal details in the Front Office Distribution Register<sup>2</sup>,
4. Affix office seal on all tapals,
5. Distribute tapals from Front Office to concerned sections,
6. Remit cash received from the cashier to bank/treasury/post office/other concerned institutions, before 11 a.m. everyday. Obtain challan/receipt duly signed and submit to cashier,
7. Check and confirm amounts withdrawn from bank/treasury/post office/other institutions before handing over the same to cashier,
8. Ensure that bank passbook(s) of the panchayat are updated after each financial transaction,
9. Carry files processed by various sections to Superintendent/Head Clerk and Secretary/President, for approval and return them to concerned sections without delay,
10. Assist Front Office despatch section for despatching fair copies of circulars/orders/letters etc., issued by the Secretary/President to concerned party, after file processing procedures are completed<sup>3</sup>,
11. Maintain public notice boards within the office and at prescribed locations of the panchayat and make sure they exhibit only relevant and updated notices/information,
12. Deliver meeting notices to concerned persons (Elected Representatives/Officers) and obtain acknowledgement of receipt of notice with date and signature,
13. Deliver demand notices for tax, fees, rent and others, due to panchayat, to assessee within specified time limit<sup>4</sup>,
14. Assist officers to conduct tax collection camps,
15. Make available, at the meeting hall/place, facilities such as chairs, drinking water, light, fan, sound system and other facilities required for the smooth conduct of meetings,
16. Arrange and keep file/documents/reference books/registers at the place suggested by the Secretary/President before meeting commences,

17. Provide assistance to officers at the time of serving warrants or confiscation of property/materials<sup>5</sup>,
18. Provide assistance to officers when auctions are undertaken,
19. Deliver notices/letters/circulars/orders meant for office(s) under the jurisdiction of panchayat, after details are entered in the Local Delivery Book (including acknowledgment of receipt)<sup>6</sup>,
20. Affix office seals on all notices/letters/circulars/orders/certificates before issuing them from office,
21. Provide assistance to Front Office Assistant to distribute various Forms as well as to make entries in Form Distribution Register,
22. Maintain and ensure upkeep of facilities provided to citizens at Front Office,
23. Perform the duties of Record Attender, when entrusted,
24. Remit payments without delay, towards utility services (electricity/water/telephone etc.) availed by the panchayat, to their respective offices and submit receipts received to the concerned officer,
25. Make certain that all electrical equipments are switched off, almirahs and cash-chests closed and secured, after regular office hours,
26. Make certain that the windows and doors of office, vehicle shed, toilets are shut and the main gate closed and locked at 5:30 p.m. (or at such assigned times) and the keys under safe custody,
27. Assist officers during the time of general election of panchayats, tax revision etc.,
28. Perform duties entrusted by the President/Secretary/Higher Officers from time to time.

*Note 1: The officer shall perform any other duties as assigned by the Head of the Institution/ Head of the Department, from time to time.*

*Note 2: Wherever possible, the job responsibility has been indexed with concerned GO's/ Cir.s/Statutes through which the job/duty has been entrusted to the cadre. In cases where such things are not explicitly made, it has been derived from Manual of Office Procedure (MOP), Kerala Service Rules (KSR) and such other executive orders issued by the government from time to time.*

**References:**

1. Manual of Office Procedure, Para. 157
2. GO (RT) No. 123/2009/LSGD dtd.02.07.2009

3. Manual of Office Procedure, Para. 116
4. The Kerala Panchayat Raj (Manner of Service of Notices) Rules, 1996
5. The Kerala Panchayat Raj Sec.210; KPR (Taxation, Levy and Appeal) Rules, 1996
6. Manual of Office Procedure, Para. 128

### D. Competencies Identified for the Position:

The critical competencies and their proficiency levels identified for successfully carrying out the duties and responsibilities are as given below:

Competency	Proficiency Levels					Proficiency
	1	2	3	4	5	
Organisational Awareness		○				Understands Informal Structure
Result Orientation	○					Focuses on Doing What is Expected
Self-Awareness and Self-Control		○				Responds Calmly
Team-Working	○					Cooperates with Others



**D**

*“If I have the belief that I can do it,  
I shall surely acquire the capacity to do it,  
even if I may not have it at the beginning”.*

**Mahatma Gandhi**

**Competencies, Proficiency Levels and Behavioural Indicators**

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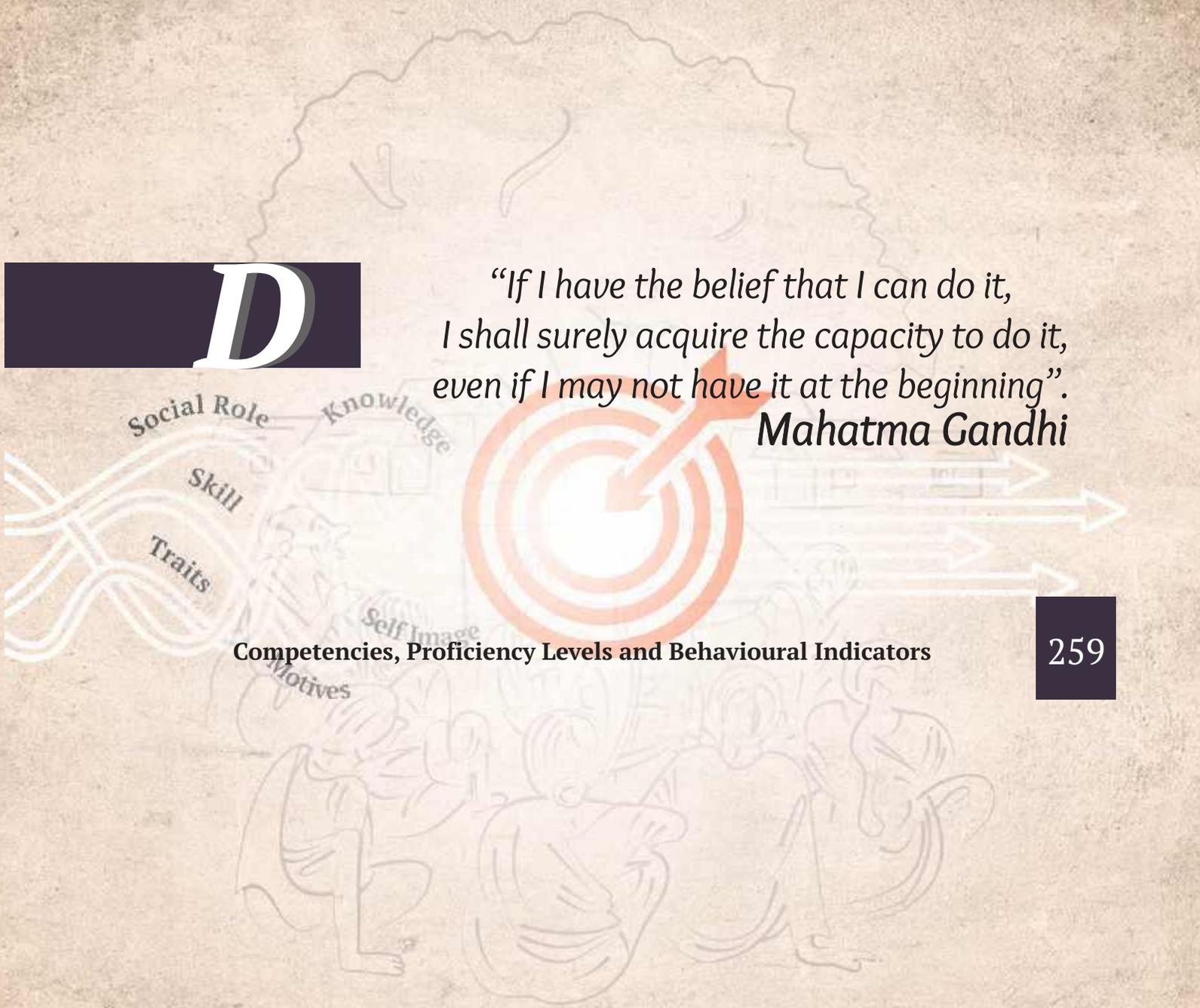
Social Role Knowledge

Skill

Traits

Self Image

Motives





## Features of the Competency Framework



### Ethos

- 1.1 People First
- 1.2 Strategic Thinking
- 1.3 Organisational Awareness
- 1.4 Commitment to the Organization
- 1.5 Leading Others



### Ethics

- 2.1 Integrity
- 2.2 Self Confidence
- 2.3 Attention to Detail
- 2.4 Taking Accountability



### Equity

- 3.1 Consultation and Consensus Building
- 3.2 Decision Making
- 3.3 Empathy
- 3.4 Delegation



### Efficiency

- 4.1 Result Orientation
- 4.2 Conceptual Thinking
- 4.3 Initiative and Drive
- 4.4 Seeking Information
- 4.5 Planning and Coordination
- 4.6 Desire for Knowledge
- 4.7 Innovative Thinking
- 4.8 Problem Solving
- 4.9 Developing Others
- 4.10 Self-Awareness and Self-Control
- 4.11 Communication Skills
- 4.12 Team-Working

### New Competencies

Assertiveness  
Conflict Resolution  
Use of Power

## 1. Competency Definitions:

### 1. Ethos

Competency	Definition
1.1) People First	Passion for serving people with special care for the marginalised and disadvantaged. Being approachable, welcoming, caring and rising above bias while interacting with people. Understands the needs of the people and constantly strives to improve the services.
1.2) Strategic Thinking	Ability to understand dynamic internal and external environment and its impact. Responds to the opportunities and challenges for the betterment of society.
1.3) Organisational Awareness	Understanding of the organisation's mandate, structure, policies, processes, norms and its interface with other organisations. It also includes an understanding of the organisation's informal structures, power dynamics and constraints.
1.4) Commitment to the organisation	Aligns behaviours and interest with the needs and goals of the organizations.
1.5) Leading Others	Ability to engage, energise, and enable the team to excel.

### 2. Ethics

Competency	Definition
2.1) Integrity	Consistently behaves in an open, fair and transparent manner, honors one's commitments and works to uphold the Public service values.
2.2) Self-Confidence	Belief in own capability to accomplish a task and being able to express confidence in dealing with challenging circumstances without being arrogant or boastful.
2.3) Attention to Detail	Having an underlying drive to being thorough and meticulous and to comply with procedures, rules, guidelines, and standards. Digs deeper and strives to reduce uncertainties and errors.
2.4) Takes Accountability	Takes ownership for outcomes (successes or failures) while addressing performance issues fairly and promptly.

### 3. Equity

Competency	Definition
3.1) Consultation and Consensus Building	Ability to identify the stakeholders and influencers, seek their views and concerns through formal and informal channels. Build consensus through dialogue, persuasion, reconciliation of diverse views/interest and trusting relationships.
3.2) Decision Making	Makes timely decisions that takes into account relevant facts, tasks, goals, constraints, risk and conflicting points of view.
3.3) Empathy	Empathy is about being able to accurately hear out and understand the thoughts, feelings and concerns of others, even when these are not made explicit.
3.4) Delegation	Delegates responsibility with the appropriate level of autonomy so that others are free to innovate and take the lead.

## 4. Efficiency

Competency	Definition
4.1) Result Orientation	High drive for achieving targets and competing against a standard of excellence.
4.2) Conceptual Thinking	Understanding a situation or environment by putting the pieces together and identifying patterns that may not be obviously related. Connecting the dots while resisting stereotyping.
4.3) Initiative and Drive	Contributing more than what is expected in the job. Refusing to give up when faced with challenges and finding or creating new opportunities.
4.4) Seeking Information	An underlying curiosity to know more about things, people, or issue. This includes “digging” for exact information and keeping up-to-date with relevant knowledge.
4.5) Planning and Coordination	Ability to plan, organise and monitor work with effective utilisation of resources such as time, money, and people.
4.6) Desire for Knowledge	Keeps up-to-date with relevant knowledge and technology, share latest developments with others, and advocates the application of acquired knowledge.
4.7) Innovative Thinking	Open to change, approaches issues differently, offers alternate / Competency Framework for the Civil Services out of box solutions and strives for efficiency by working smartly.
4.8) Problem Solving	Understanding a situation by breaking it into small parts, organising information systematically and setting priorities.
4.9) Developing Others	Genuinely believes in others’ capabilities to develop and take personal responsibility for their development. Creates a positive environment for learning and provides developmental opportunities for individual and team.
4.10) Self-Awareness and Self-Control	Identifies one’s own emotional triggers and controls one’s emotional responses. Maintains sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress. It includes resilience and stamina despite prolonged adversities.
4.11) Communication Skills	Articulates information to others in language that is clear, concise, and easy to understand. It also includes the ability to listen and understand unspoken feelings and concerns of others.
4.12) Team-Working	Working together as a unit for common goal, Building teams through mutual trust, respect and cooperation.

# 1. Ethos

## 1.1 People First

Passion for serving people with special care for the marginalised and disadvantaged. Being approachable, welcoming, caring and rising above all bias while interacting with people. Understands the needs of the people and constantly strives to improve the services.

<p><b>Level 1: Responds Sensitive to the Needs of the Citizens</b></p>	<ul style="list-style-type: none"> <li>▪ Understands the needs of the marginalised and disadvantaged, along with the needs of the wider public</li> <li>▪ Strives to respond quickly to meet their needs in a respectful, helpful and responsive manner</li> <li>▪ Reports issues that affect service delivery, where necessary</li> <li>▪ Addresses all the issues of the citizens in an unbiased manner</li> <li>▪ Ensures that levels of service are maintained – highlights risks or concerns in order to meet community requirements</li> <li>▪ Understanding the value of an affirmative action towards the marginalised and disadvantaged</li> </ul>
<p><b>Level 2: Anticipates the Needs of the Citizens</b></p>	<ul style="list-style-type: none"> <li>▪ Actively seeks information from all sections of community to understand their needs and expectations</li> <li>▪ Is accessible to all citizens and seeks their feedback to develop a clear understanding of their needs and outcomes</li> <li>▪ Establishes mechanisms to address feedback from the community about the service provided</li> <li>▪ Involves a diverse range of staff members, stakeholders, and delivery partners while developing implementation approaches in order to provide clarity on the benefits to the disadvantaged and to improve the quality of service provided to the citizens</li> <li>▪ Understands issues from others’ perspective, particularly the disadvantaged</li> <li>▪ Keeps others up-to-date with information and decisions that might affect their area of work</li> </ul>
<p><b>Level 3: Promote the Service to the Citizens</b></p>	<ul style="list-style-type: none"> <li>▪ Is a role model of positive community service behaviours</li> <li>▪ Promotes a culture focused on serving and meeting the needs of the citizens</li> <li>▪ Thoroughly explores all the sections of the community, including the marginalised and the disadvantaged; and identifies methods to meet their needs - including using new technology where relevant</li> <li>▪ Tracks trends that will affect their own Department’s ability to meet current and future community needs and continuously strives to provide effective services to the public</li> <li>▪ Focuses their decision making around the most excluded sections of the society; and designs and monitors the execution of these initiatives</li> </ul>
<p><b>Level 4: Actively Improves the Service to the Citizens</b></p>	<ul style="list-style-type: none"> <li>▪ Uses multiple mechanisms to obtain insights from the community, in order to drive proposals, outcomes and quality in the area</li> <li>▪ Constantly improves service by managing risks and ensuring service delivery within defined outcomes</li> <li>▪ Works collaboratively with staff, stakeholders, community, and service delivery partners to deliver against service level agreements</li> </ul>
<p><b>Level 5: Drives a Culture of Serving the Citizens</b></p>	<ul style="list-style-type: none"> <li>▪ Creates an in-depth understanding of the broad range of community requirements in the Department</li> <li>▪ Leads community service outcomes at a strategic level</li> <li>▪ Works across the Government to deliver best quality service, with a strong focus on the marginalised and disadvantaged</li> <li>▪ Creates a culture of working with and through delivery partners to establish service levels and outcomes</li> <li>▪ Incorporates elements of affirmative action into planning and strategy formulation</li> </ul>

## 1.2 Strategic Thinking

Ability to understand dynamic internal and external environment and its impact. Responds to the opportunities and challenges for the betterment of the society.

<b>Level 1: Understands Own Work</b>	<ul style="list-style-type: none"> <li>▪ Understands what is required in their role and how this contributes to Departmental priorities</li> <li>▪ Considers how their job impacts colleagues in own and other Departments</li> <li>▪ Takes an active interest in expanding knowledge of areas related to their role</li> </ul>
<b>Level 2: Aligns Work to Department</b>	<ul style="list-style-type: none"> <li>▪ Keeps up-to-date with a broad set of issues relating to the work of the Department</li> <li>▪ Develops an understanding of how their area’s strategy contributes to Departmental priorities</li> <li>▪ Ensures their area/team activities are aligned to Departmental priorities</li> <li>▪ Gathers additional information from relevant sources inside and outside their Department</li> <li>▪ Focuses on the overall intent of what one is trying to achieve, not just the task</li> <li>▪ Identifies bottleneck in existing systems and suggests steps to overcome them</li> </ul>
<b>Level 3: Contributes to Strategy</b>	<ul style="list-style-type: none"> <li>▪ Is alert to emerging trends, opportunities and risks in the environment which might impact or benefit the Department</li> <li>▪ Ensures that relevant issues relating to their policy area are effectively fed into big picture considerations</li> <li>▪ Actively seeks out knowledge and shares experiences to develop understanding of one’s area of responsibility</li> <li>▪ Seeks to understand how the services, and strategies in the area work together to create value for the public</li> </ul>
<b>Level 4: Identifies Strategic Imperatives</b>	<ul style="list-style-type: none"> <li>▪ Anticipates the long-term impact of national and international developments in one’s area, including economic, political, environmental, social, and technological</li> <li>▪ Identifies implications of Departmental and political priorities in one’s area to ensure alignment</li> <li>▪ Creates joint strategies that have positive impact and add value for stakeholders, citizens, and communities</li> <li>▪ Uses appropriate forms of technology during evaluations and/ or implementation to achieve strategic goals</li> </ul>
<b>Level 5: Develops Long Term Strategies</b>	<ul style="list-style-type: none"> <li>▪ Shapes the Department’s purpose in delivering Civil Service priorities for the public and economic good</li> <li>▪ Leverages technology in program design</li> <li>▪ Shapes plans which help put into practice and support the Department’s long-term direction, including those shared with other departments</li> </ul>

### 1.3 Organisational Awareness

Understanding of the organisation's mandate, structure, policies, processes, norms and its interface with other organisations. It also includes an understanding of the organisation's informal structures, power dynamics, and constraints.

<p><b>Level 1: Understands Formal Structure</b></p>	<ul style="list-style-type: none"> <li>▪ Understands the formal structures within the legal and political environment and knows who the key decision makers are</li> <li>▪ Understands chain of command, positional power, rules and regulations, policies and procedures, standard operating procedures, etc.</li> </ul>
<p><b>Level 2: Understands Informal Structure</b></p>	<ul style="list-style-type: none"> <li>▪ Effectively uses both formal and informal networks within Civil Services for acquiring information, assistance, and accomplishing work goals</li> <li>▪ Recognises customs, norms, specific language of the organisation</li> <li>▪ Recognises key players, decision-influencers, organisational constraints</li> <li>▪ Applies this knowledge when formal structure does not work as desired</li> </ul>
<p><b>Level 3: Understands Different Perspectives and Agendas</b></p>	<ul style="list-style-type: none"> <li>▪ Able to visualise others' perspectives</li> <li>▪ Able to articulate the agenda and concerns of stakeholders</li> <li>▪ Able to interpret the dynamics of various stakeholders</li> <li>▪ Keeps oneself abreast of internal dynamics and external environment</li> </ul>
<p><b>Level 4: Recognises Coalitions and Implications of their Agendas</b></p>	<ul style="list-style-type: none"> <li>▪ Able to identify different coalitions which are either hidden or less obvious</li> <li>▪ Understands the objectives of the different coalitions and their impact on the organisation</li> <li>▪ Understands the implication of the broad social and economic context for the Civil Services</li> <li>▪ Able to form unconventional partnerships to drive Organisational Agenda</li> </ul>
<p><b>Level 5: Predicts the Building of Coalitions or Unstated Agendas, and its Wider Implications</b></p>	<ul style="list-style-type: none"> <li>▪ Demonstrates an in-depth understanding of the socio-political and economic context and its implications</li> <li>▪ Anticipates trends in the political environment and their impact on the organisation</li> <li>▪ Able to anticipate the creation of coalitions and agendas of different factions, and the multiple implications of these on the organisation</li> <li>▪ Operates successfully in a variety of social, political, and cultural environments</li> </ul>

### 1.4 Commitment to the Organization

Aligns behaviors and interests with the needs and goals of the organization.

<b>Level 1: Aligns Self with the Organisation</b>	<ul style="list-style-type: none"> <li>▪ Understands the rules and procedures in the organization</li> <li>▪ Respects and follows the rules and other norms of working</li> <li>▪ Understands Civil Services values and acts accordingly</li> <li>▪ Executes work according to expectations</li> </ul>
<b>Level 2: Promotes Organisa- tional Objectives</b>	<ul style="list-style-type: none"> <li>▪ Respects and accepts organizational priorities and sets own accordingly</li> <li>▪ Expresses pride, pleasure about being part of this organization</li> <li>▪ Promotes and/or defends the organization’s credibility and visibility with outsiders</li> <li>▪ Bargains and create goodwill for the organisation</li> <li>▪ Pursues work with passion and dedication</li> </ul>
<b>Level 3: Supports the Organization</b>	<ul style="list-style-type: none"> <li>▪ Makes choices and sets priorities to fit with the organization’s goals</li> <li>▪ Collaborates with others to achieve larger organizational objectives</li> <li>▪ Suggests improvements in process and systems to promote the organisation’s effectiveness</li> <li>▪ Strives to deliver at high standards to external and internal stakeholders</li> </ul>
<b>Level 4: Puts the Organisation First</b>	<ul style="list-style-type: none"> <li>▪ Puts organizational needs first even in trying circumstances</li> <li>▪ Stands by decisions that benefit the larger organization even if they are unpopular or undercut the unit’s short-term good</li> <li>▪ Acts as per the Civil Services Values even under trying circumstances</li> </ul>
<b>Level 5: Encourages Others in Putting the Organization First</b>	<ul style="list-style-type: none"> <li>▪ Nurtures the culture of commitment to the organisation</li> <li>▪ Acts as a role model</li> <li>▪ Supports colleagues in making difficult decisions</li> <li>▪ Is able to elicit commitment to the cause of the organization from others (within and across own organization)</li> <li>▪ Is able to make difficult decisions and stands by such decisions made by colleagues for the larger benefit of the organisation</li> </ul>

### 1.5 Leading Others

Ability to engage, energise and enable the team to excel.

<b>Level 1: Shares Information/ Reasons to Motivate</b>	<ul style="list-style-type: none"> <li>▪ Openly and proactively shares information</li> <li>▪ Explains the reasons for a decision taken</li> <li>▪ Makes sure the team has all the necessary information</li> <li>▪ Regularly updates team regarding changes and decisions made on related work</li> </ul>
<b>Level 2: Promotes Team Effectiveness</b>	<ul style="list-style-type: none"> <li>▪ Creates conditions that enable the team to perform at its best (for example, setting clear direction, providing appropriate structures, and attracting the right people, etc)</li> <li>▪ Uses a structured approach to promote team morale and productivity, such as team assignments, cross-training, etc.</li> <li>▪ Gets member's input in order to promote effectiveness of the team or process</li> <li>▪ Formulates clear objectives for team members to perform</li> <li>▪ Welcomes and takes into account positive as well as negative feedback</li> </ul>
<b>Level 3: Backs the Team</b>	<ul style="list-style-type: none"> <li>▪ Defends the team and its reputation in public and stands by it</li> <li>▪ Secures the required level of support and development for both members and the leadership within the team</li> <li>▪ Encourages and promotes a culture of open feedback and takes corrective action wherever required</li> <li>▪ Resolves conflict, if any, within the team in an effective manner</li> </ul>
<b>Level 4: Assumes Leadership</b>	<ul style="list-style-type: none"> <li>▪ Protects the team and its reputation vis-à-vis the larger organisation or the community</li> <li>▪ Establishes norms for team behaviour ("rules of engagement") and imposes sanctions on its violation</li> <li>▪ Spots and Grooms Talent</li> <li>▪ Sets a good example by personally modelling desired behaviour</li> <li>▪ Motivates the members to buy into the team/organization's policy and mission</li> <li>▪ Empowers, inspires, and energises the team to understand and thrive in the changing environment</li> </ul>
<b>Level 5: Communicates a Compelling Vision</b>	<ul style="list-style-type: none"> <li>▪ Communicates and creates buy-in for a compelling vision, that inspires confidence and generates enthusiasm and passion</li> <li>▪ Inspires people in rising to the challenge of meeting the goals of Civil Services</li> <li>▪ Is charismatic and is recognised as an outstanding team builder across departments</li> </ul>

## 2. Ethics

### 2.1 Integrity

Consistently behaves in an open, fair, and transparent manner; honours one’s commitments; and works to uphold the Public Service Values.

<p><b>Level 1: Acts Ethically</b></p>	<ul style="list-style-type: none"> <li>▪ Is open and honest in one’s dealings with others</li> <li>▪ Honours commitments made to others</li> <li>▪ Acts in ways to avoid conflict of interest - perceived or real – for example -by disclosing potential issues on time</li> <li>▪ Honest and open in all communications</li> <li>▪ Gives frank and honest opinion when sought</li> <li>▪ Follows the rules and regulations and is guided by Public Service values</li> <li>▪ Does not share information loosely with others</li> </ul>
<p><b>Level 2: Models the Values of the Civil Services</b></p>	<ul style="list-style-type: none"> <li>▪ Is guided by Public Interest in conflicting situations</li> <li>▪ Encourages others to consistently follow Public Service values</li> <li>▪ Is trustworthy in all circumstances</li> <li>▪ Treats people impartially, regardless of political, social, demographic, geographic, circumstances or bias</li> </ul>
<p><b>Level 3: Acts on Values even when it is not easy to do so</b></p>	<ul style="list-style-type: none"> <li>▪ Enforces law, public service values and rules of conduct even in difficult situations</li> <li>▪ Has the courage and conviction to make and stand by the right decisions, even at significant personal cost</li> <li>▪ Provides honest and frank advice to uphold public interest</li> </ul>
<p><b>Level 4: Is Seen Unflinching on Public Service Values</b></p>	<ul style="list-style-type: none"> <li>▪ Ensures full disclosure, by sharing the political implications of the decisions being made</li> <li>▪ Challenges powerful and influential people, and holds them accountable to make the right decisions</li> <li>▪ Stands firm when dealing with unreasonable requests and demands</li> </ul>
<p><b>Level 5: Is a Role Model</b></p>	<ul style="list-style-type: none"> <li>▪ Leads by example by maintaining high standards of professionalism and impartiality</li> <li>▪ Takes accountability for own actions and creates a culture for others also to take accountability for their own actions</li> <li>▪ Creates a culture that encourages open, honest, and ethical behaviour</li> <li>▪ Holds people accountable to their actions and rewards those who demonstrate integrity</li> <li>▪ Acts as a role model for courageous leadership by adopting a principled stance on critical issues</li> </ul>

## 2.2 Self-Confidence

Belief in own capability to accomplish a task and being able to express confidence in dealing with challenging circumstances, without being arrogant or boastful.

<p><b>Level 1: Acts Confidently within Job Role</b></p>	<ul style="list-style-type: none"> <li>▪ Confidently performs the tasks within the job role</li> <li>▪ Presents oneself well</li> <li>▪ Executes activities with minimal supervision</li> <li>▪ Displays the willingness to take up additional responsibilities</li> </ul>
<p><b>Level 2: Continues to act Confidently Beyond the Limits of Job Role</b></p>	<ul style="list-style-type: none"> <li>▪ Makes job-related decisions on his or her own, keeping in mind civil services' values</li> <li>▪ Able to say 'No' to all backed by a strong reason</li> <li>▪ Acts confidently when the outcome benefits the public good, even when peers or partners disagree</li> <li>▪ Presents own point of view clearly and confidently in front of others</li> </ul>
<p><b>Level 3: States Confidence in Own Ability</b></p>	<ul style="list-style-type: none"> <li>▪ Exhibits expertise and believes in own ability to get the work done</li> <li>▪ Explicitly demonstrates confidence in own judgment</li> <li>▪ Accepts responsibility for the consequences</li> <li>▪ Able to articulate own point of view confidently and clearly even when in disagreement with others</li> </ul>
<p><b>Level 4: Takes on Challenges</b></p>	<ul style="list-style-type: none"> <li>▪ Gets excited by challenging assignments</li> <li>▪ Expresses own point of view clearly, confidently and politely when in disagreement with senior officers, stakeholders, or others in power</li> <li>▪ Acts in the favour of larger public good without being afraid of consequences</li> </ul>
<p><b>Level 5: Is Confident Under Extremely Challenging Situations</b></p>	<ul style="list-style-type: none"> <li>▪ Willingly takes on extremely challenging (that is, personally risky) tasks</li> <li>▪ Challenges the status quo and is not afraid to take action, as long as the outcome is for the betterment of the community</li> <li>▪ Remains positive even under stressful conditions</li> <li>▪ Explores multiple ways to overcome the challenge at hand</li> </ul>

### 2.3 Attention to Detail

Having an underlying drive to being thorough and meticulous and to comply with procedures, rules, guidelines, and standards. Digs deeper and strives to reduce uncertainties and errors.

<p><b>Level 1: Pays Attention to Detail</b></p>	<ul style="list-style-type: none"> <li>▪ Pays attention to detail to obtain comprehensive information</li> <li>▪ Is knowledgeable of the policies and standards of his/her own department and adheres to them while working</li> <li>▪ Willingness to consult superiors and peers in order to validate or reconfirm the details</li> <li>▪ Respects confidential information</li> </ul>
<p><b>Level 2: Plans and Double Checks</b></p>	<ul style="list-style-type: none"> <li>▪ Holds self accountable for delivery of high standard outcomes</li> <li>▪ Double checks own work to ensure standards and guidelines are adhered to and re-work is avoided /minimised</li> <li>▪ Devotes sufficient time to complete tasks, review documents, and prepare for meetings</li> <li>▪ Plans own work thoroughly and meticulously by using planning tools such as work plans, checklists, etc and supports the introduction of better ways of working</li> </ul>
<p><b>Level 3: Monitors Own and Other's Work</b></p>	<ul style="list-style-type: none"> <li>▪ Holds self and others accountable for delivery of high standard outcomes and adherence to policies and procedures</li> <li>▪ Monitors quality of others' work and provides them support /guidance to perform better by paying more attention to detail</li> <li>▪ Keeps detailed records of discussions and agreed actions to ensure that information is accurate and prompt follow-up occurs where applicable</li> <li>▪ Digs deeper by asking questions, examining literature or consulting the experts when not satisfied with the level of detail</li> </ul>
<p><b>Level 4: Proactively Manages Standards</b></p>	<ul style="list-style-type: none"> <li>▪ Monitors compliance to procedures and regulatory requirements and takes action in case of any deviation</li> <li>▪ Ensures that breaches of regulatory requirements are treated with appropriate procedures</li> <li>▪ Builds systemic checks and balances and is proactive and quick in resolving grievances and issues</li> <li>▪ Conducts overall reviews and spot checks to ensure that procedures and standards are being maintained</li> </ul>
<p><b>Level 5: Contributes to Overall Monitoring of Quality and Standards</b></p>	<ul style="list-style-type: none"> <li>▪ Resolves broader issues about risk and compliance, and about quality of work and service delivery</li> <li>▪ Identifies loopholes and takes corrective measures to ensure unnecessary risks are avoided</li> </ul>

## 2.4 Taking Accountability

Takes ownership for outcomes (successes or failures) while addressing performance issues fairly and promptly.

<p><b>Level 1: Delivers Re- sults Consistently</b></p>	<ul style="list-style-type: none"> <li>▪ Demonstrates sincerity and commitment to the job/duty</li> <li>▪ Does not make excuses, demonstrates a ‘can do’ attitude and delivers consistently</li> <li>▪ Takes personal ownership for the quality of own work and keeps stakeholder informed about the progress</li> <li>▪ Remains focused on delivery within specified timeframe</li> </ul>
<p><b>Level 2: Delivers Re- sults Even in Unfavorable Conditions</b></p>	<ul style="list-style-type: none"> <li>▪ Remains positive and focused on achieving outcomes despite setbacks</li> <li>▪ Sets and achieves challenging goals and monitors quality regularly</li> <li>▪ Regularly reviews performance priorities and fine tunes to achieve results</li> <li>▪ Takes ownership of any shortfall and draws lessons to improve performance</li> </ul>
<p><b>Level 3: Manages Performance</b></p>	<ul style="list-style-type: none"> <li>▪ Clarifies priorities, roles, and responsibilities; ensures role and talent fit and secures individual and team ownership of objective</li> <li>▪ Communicates expectation and standard clearly</li> <li>▪ Promotes a culture of accountability for service delivery to citizens</li> <li>▪ Provides feedback to support performance improvement</li> <li>▪ Maintains effective performance in difficult and challenging circumstances, and encourages others to do the same</li> <li>▪ Reviews, challenges, and adjusts performance levels to ensure quality outcomes are delivered on time</li> <li>▪ Takes accountability for team performance especially in case of failure</li> </ul>
<p><b>Level 4: Takes Owner- ship of Others’ Performance</b></p>	<ul style="list-style-type: none"> <li>▪ Energises and drives others for achieving set objectives</li> <li>▪ Holds others accountable for delivering high standards and effective performance, and assists them continuously to improve performance while serving the citizens</li> <li>▪ Maintains a strong focus on priorities and swiftly responds to changing requirements</li> <li>▪ Incentivises desired behaviours and rewards successful performance</li> </ul>
<p><b>Level 5: Drives Performance Culture</b></p>	<ul style="list-style-type: none"> <li>▪ Takes accountability for achieving the Department’s strategic priorities</li> <li>▪ Drives a performance culture across the Department to achieve results through others</li> <li>▪ Resolutely holds others accountable for outcomes to the citizens</li> <li>▪ Drives long-term objective of the organisation even in the face of short-term difficulties</li> </ul>

## 3. Equity

### 3.1 Consultation and Consensus Building

Ability to identify the stakeholders and influencers, seek their views and concerns through formal and informal channels. Build consensus through dialogue, persuasion, reconciliation of diverse views/ interests and trusting relationships.

<b>Level 1: Open to Consultation and Presents Views in a Concise Manner with the help of Data</b>	<ul style="list-style-type: none"> <li>▪ Confidently presents views in a clear, concise and constructive manner</li> <li>▪ Demonstrates openness to consult others, with the aim of delivering value and benefit to the public</li> <li>▪ Reaches out inside and outside the Department, with those who can provide work-related information</li> <li>▪ Invites others' views and opinions</li> <li>▪ Communicates the pros and cons of an initiative, as well as its benefits for the public in order to get buy-in</li> </ul>
<b>Level 2: Consults Others and Takes Multiple Actions to Persuade Others</b>	<ul style="list-style-type: none"> <li>▪ Develops links with the experts and relevant information sources, proposes good solutions to benefit the public</li> <li>▪ Develops and nurtures key contacts as a source of information, keeping in mind the end goal of providing better services to the public</li> <li>▪ Contacts colleagues to identify synergies and convergence</li> <li>▪ Understands the target groups' views and customises the communication to convince them</li> </ul>
<b>Level 3: Proactively looks for Opportunities to Promote Convergence</b>	<ul style="list-style-type: none"> <li>▪ Continuously looks for opportunities to partner and transfer knowledge</li> <li>▪ Takes initiative to engage with stakeholders to create new ideas and solutions</li> <li>▪ Proactively shares knowledge and information to build capacity and convergence</li> <li>▪ Keeps stakeholders informed about various initiatives and engages with them regarding new initiatives</li> <li>▪ Makes an effort to understand the motives of others and uses this insight to customise the communication</li> <li>▪ Prepares for others' reactions in advance by visualising the implications of the proposal on the wider public including the marginalised and disadvantaged</li> </ul>
<b>Level 4: Helps to Align Diverse Interests to a Common Goal</b>	<ul style="list-style-type: none"> <li>▪ Explores innovative ways to converge different opinions, keeping in mind the end goal</li> <li>▪ Creatively uses the knowledge of the experts in order to address diverse interests of the stakeholders</li> <li>▪ Communicates with conviction and clarity in face of tough negotiations</li> </ul>
<b>Level 5: Promotes consensus building and Convergence</b>	<ul style="list-style-type: none"> <li>▪ Creates forums where people can interact with each other on the larger goal and move away from a 'silo' mindset</li> <li>▪ Identifies opportunities to build relationships with external partner and larger communities with the purpose of serving the wider public</li> <li>▪ Demonstrates willingness to trade-off immediate gain with long-term benefit</li> <li>▪ Takes a long-term view of Public Good</li> <li>▪ Inspires others to consult, keeping the greater good in mind, before arriving at any critical decisions</li> </ul>

### 3.2 Decision Making

Makes timely decisions that take into account relevant facts, tasks, goals, constraints, risks and conflicting points of view.

<p><b>Level 1:</b> Follows Guidelines Effectively</p>	<ul style="list-style-type: none"> <li>▪ Makes timely decisions, based on applicable rules or guidelines</li> <li>▪ Clearly explains (verbally and in writing) the rationale behind each decision</li> <li>▪ Maintains clear communication and transparency on the reasons for the decision taken</li> </ul>
<p><b>Level 2:</b> Gathers Information for Decision Making</p>	<ul style="list-style-type: none"> <li>▪ Identifies relevant and credible information sources and collects new data, when necessary, from internal and external sources</li> <li>▪ Recognises scope of own authority for decision making and escalates to the appropriate level if necessary</li> <li>▪ Empowers team members to make decisions</li> <li>▪ Demonstrates accountability and rises above bias when making decisions</li> </ul>
<p><b>Level 3:</b> Draws Conclusions from Complex Information, in the Short to Medium term</p>	<ul style="list-style-type: none"> <li>▪ Consults experts to get additional information to make decision</li> <li>▪ Develops feasible solutions even when dealing with uncertainty and limited information</li> <li>▪ Demonstrates decisiveness when under pressure or faced with complex or sensitive situation aligning with policy trend in that field</li> <li>▪ Analyses the impact of past decisions made and incorporates lessons learnt in future decision making process</li> </ul>
<p><b>Level 4:</b> Makes Decisions in Complex Situations</p>	<ul style="list-style-type: none"> <li>▪ Foresees impact of decisions on the society by conducting social cost-benefit analysis</li> <li>▪ Weighs up competing views to generate ways forward which will meet organisational goals</li> <li>▪ Ensures involvement and consultation of the subject experts where necessary</li> <li>▪ Confidently takes decisions and clearly communicates at a strategic level to move things forward</li> </ul>
<p><b>Level 5:</b> Makes Long-term Strategic Decisions</p>	<ul style="list-style-type: none"> <li>▪ Swiftly analyses complex and ambiguous data to provide clarity of thinking and direction to the Department</li> <li>▪ Foresees the unintended impact(s) of decisions and takes actions to overcome them</li> <li>▪ Interprets political and national pressures to develop strategies that positively impact the public good, especially for the benefit of the marginalised and disadvantaged</li> <li>▪ Develops Department-wide strategies to manage and mitigate risks</li> <li>▪ Gives unbiased advice to Ministers based on the basis of robust analysis, and not on the basis of what will be welcomed</li> <li>▪ Makes decisions for the good of the society (even if it leads to loss of personal popularity) and defends them at the highest level when required</li> </ul>

### 3.3 Empathy

Empathy is about being able to accurately hear out and understand the thoughts, feelings and concerns of others, even when these are not made explicit.

<p><b>Level 1: Understands Unspoken Content</b></p>	<ul style="list-style-type: none"> <li>▪ Demonstrates active listening skills (such as asking probing questions, not interrupting)</li> <li>▪ Recognises body language, facial expression, and/or tone of voice to understand the unspoken message</li> <li>▪ Recognises unexpressed or poorly expressed thoughts, concerns, and feelings</li> <li>▪ Picks up signals when others are not feeling comfortable and displays consideration</li> </ul>
<p><b>Level 2: Has Concern for Others</b></p>	<ul style="list-style-type: none"> <li>▪ Open to diversity of opinion</li> <li>▪ Understands both what is being said by a person and underlying reasons for the emotional state of the person</li> <li>▪ Understands and appreciates other’s concerns and feelings</li> <li>▪ Probes to understand people’s issues, unspoken thoughts, and feelings</li> <li>▪ Displays openness to diversity of opinion and adapts behaviour to be helpful and considerate</li> </ul>
<p><b>Level 3: Expresses Concern for Others</b></p>	<ul style="list-style-type: none"> <li>▪ Makes inferences that go beyond the explicitly expressed content and emotion</li> <li>▪ Identifies a unique characteristic or the strengths of the other person</li> <li>▪ Is sensitive to underlying problems, and why people act or behave the way they do</li> <li>▪ Demonstrates empathy by correctly understanding reactions or emotions of others</li> <li>▪ Builds trust by demonstrating respect for other’s point of view</li> </ul>
<p><b>Level 4: Acts as a Role Model</b></p>	<ul style="list-style-type: none"> <li>▪ Displays an in-depth understanding of the ongoing reasons for a person’s behaviour and response</li> <li>▪ Understands the longer-term reasons for behaviour</li> <li>▪ Makes a balanced assessment of a person’s strengths and weaknesses based on a deeper understanding of the individual</li> <li>▪ Demonstrates an astute understanding of others’ views by asking the right questions at the right time</li> </ul>
<p><b>Level 5: Creates and Promotes an Environment of Respect</b></p>	<ul style="list-style-type: none"> <li>▪ Creates a culture of mutual trust and respect</li> <li>▪ Encourages others to read deeper into others’ emotions by providing practical tips</li> <li>▪ Creates the systems promoting empathy</li> </ul>

### 3.4 Delegation

Delegates responsibility with the appropriate level of autonomy so that others are free to innovate and take the lead.

<p><b>Level 1: Provides Personal Guidance and Direction</b></p>	<ul style="list-style-type: none"> <li>▪ Finalizes work plan in a participatory manner</li> <li>▪ Makes resources available as per work plan</li> <li>▪ Expresses confidence in the ability of the team members to get the work done</li> <li>▪ Keeps track of assigned tasks by monitoring milestones as per work plan</li> </ul>
<p><b>Level 2: Expresses Trust and Stays Focused</b></p>	<ul style="list-style-type: none"> <li>▪ Assigns stretched targets while designing work plan</li> <li>▪ Ensures the employee or team has the clarity of the task assigned and understands its importance</li> <li>▪ Provides timely feedback and encourages the employee to undertake the task</li> <li>▪ Provides them the specific direction and hands-on support needed to undertake the task</li> <li>▪ Does not indulge in fault finding in the event of failure</li> <li>▪ Recognises success and gives credit for the same</li> </ul>
<p><b>Level 3: Sets the Criteria for Success</b></p>	<ul style="list-style-type: none"> <li>▪ Provides forums to elicit diverse perspectives across teams to enable robust decisions</li> <li>▪ Provides direction and process expectations for delivery against a standard of performance</li> <li>▪ Communicate the criteria of success and does not get into monitoring the details of the plan</li> </ul>
<p><b>Level 4: Sets and Monitors Key Policy Objec- tives</b></p>	<ul style="list-style-type: none"> <li>▪ Sets policy direction as well as targets on key indicators to monitor the policy implementation</li> <li>▪ Ensures adequate level of authority, required to deliver a specified outcome or series of outcomes</li> <li>▪ Provides others the autonomy to operate within Departmental policies</li> </ul>
<p><b>Level 5: Pushes the Limits of Autonomy within norms of Governance</b></p>	<ul style="list-style-type: none"> <li>▪ Has faith in the technical know-how, decision- making, and managerial ability of others</li> <li>▪ Delegates full authority and responsibility to team members to provide solutions for the Government and community on agreed policies</li> <li>▪ Creates a culture of trust and empowerment amongst team members</li> </ul>

## 4. Efficiency

### 4.1 Result Orientation

High Drive for achieving targets and competing against a standard of excellence.

<p><b>Level 1:</b> Focuses on doing what is Expected</p>	<ul style="list-style-type: none"> <li>▪ Tries to do the job well and as expected</li> <li>▪ Works towards meeting timelines and expresses a desire to do better</li> <li>▪ Is mindful of waste, inefficiency and red-tapism while discharging duties</li> </ul>
<p><b>Level 2:</b> Creates Own Measures of Better Results</p>	<ul style="list-style-type: none"> <li>▪ Keeps track of and measures outcomes against a higher standard of performance</li> <li>▪ Consistently ensures on-time delivery of quality work</li> <li>▪ Exhibits creative ways to meet Departmental Goals and Priorities</li> <li>▪ Makes suggestions on how work processes can be improved</li> </ul>
<p><b>Level 3:</b> Consistently Improves Systems as well as Performance</p>	<ul style="list-style-type: none"> <li>▪ Regularly makes specific changes in the system or in own work methods to improve performance</li> <li>▪ Takes the initiative to ensure that key objectives are consistently achieved</li> <li>▪ Monitors efficiency of work practices and modifies them to provide better service</li> <li>▪ Works to achieve tasks better, faster, and more efficiently; and looks to improve quality, community satisfaction, and morale, without setting any specific goal</li> </ul>
<p><b>Level 4:</b> Sets Challenging Goals for the Organisation and works to meet them</p>	<ul style="list-style-type: none"> <li>▪ Helps set stretched but achievable goals by the team</li> <li>▪ Benchmarks against standards of excellence and continually strives for superior performance</li> <li>▪ Motivates, encourages others to set higher benchmarks and strive for superior performance</li> <li>▪ Continually looks to adapt leading practices from other Departments/organisations to improve performance</li> </ul>
<p><b>Level 5:</b> Creates a Culture of Achieving Challenging Goals</p>	<ul style="list-style-type: none"> <li>▪ Uses a variety of methods to help team members to attain higher levels of performance</li> <li>▪ Recognises and rewards innovation, setting higher benchmarks to create a culture of high achievement</li> <li>▪ Encourages and rewards continuous review and improvement of work processes</li> <li>▪ Inspires individuals to consistently exceed performance targets</li> </ul>

## 4.2 Conceptual Thinking

Understanding a situation or environment by putting the pieces together and identifying patterns that may not be obviously related. Connecting the dots while resisting stereotyping.

<p><b>Level 1: Applies Basic Rules</b></p>	<ul style="list-style-type: none"> <li>▪ Applies basic rules, common sense, and past experiences to identify causal relations, patterns etc or their absence</li> <li>▪ Is able to recognise when a current situation is exactly the same as/similar to a past situation</li> </ul>
<p><b>Level 2: Recognises Patterns</b></p>	<ul style="list-style-type: none"> <li>▪ Quickly identifies key issues or patterns in day-to-day situations</li> <li>▪ Able to derive conscious rationale or its absence from recurring situations or events</li> <li>▪ Creates own hypothesis to current situation or problem</li> </ul>
<p><b>Level 3: Applies Learning</b></p>	<ul style="list-style-type: none"> <li>▪ Uses well-chosen analogies to illustrate an issue or a situation</li> <li>▪ Applies and modifies complex learned concepts appropriately</li> <li>▪ Considers how well situations are described by existing models</li> <li>▪ Reaches conclusions by identifying the similarities and differences between situations</li> <li>▪ Steps back in order to see the bigger picture</li> </ul>
<p><b>Level 4: Clarifies Complex Situations to Stakeholders</b></p>	<ul style="list-style-type: none"> <li>▪ Communicates the ‘big picture’ clearly to others</li> <li>▪ Makes complex ideas or situations clear, simple, and understandable</li> <li>▪ Breaks-down a complex issue into a useful model or illustration</li> <li>▪ Assembles ideas, issues, and observations into a clear and useful explanation</li> </ul>
<p><b>Level 5: Develops New Understanding /Meaning</b></p>	<ul style="list-style-type: none"> <li>▪ Develops new ideas that lead to greater efficiency and inclusiveness, for eg by analysing global best practices</li> <li>▪ Willing to experiment without being constrained by bias, stereotypes and traditional views</li> <li>▪ Proposes new approaches to the department and/or Civil Services</li> <li>▪ Proposes alternative, radical hypotheses and tests them/keeps them in play</li> <li>▪ Redefines the understanding of stakeholder and community needs</li> </ul>

### 4.3 Initiative and Drive

Contributing more than what is expected in the job, refusing to give up when faced with challenges, and finding or creating new opportunities.

<p><b>Level 1: Takes Actions on Immediate Priorities</b></p>	<ul style="list-style-type: none"> <li>▪ Addresses present issues immediately without waiting to be told to act on them</li> <li>▪ Is action-orientated and self-motivated towards his/her work</li> <li>▪ Makes more than one attempt to resolve issues</li> </ul>
<p><b>Level 2: Identifies Opportunities and Responds Adequately</b></p>	<ul style="list-style-type: none"> <li>▪ Spots opportunities and is quick to respond to them</li> <li>▪ Overcomes obstacles to ensure completion of work</li> <li>▪ Tries to predict clients' needs (internal and external) before they are voiced and addresses them</li> <li>▪ Uses own judgement to escalate issues</li> </ul>
<p><b>Level 3: Creates Opportunities for the Short- Term</b></p>	<ul style="list-style-type: none"> <li>▪ Proactively engages in new initiatives and partnerships with the objective of creating a future opportunity or bringing about an improvement</li> <li>▪ Introduces process changes that alleviates pressure during busy periods</li> <li>▪ Anticipates potential problems and keeps superiors informed about developments</li> <li>▪ Acts quickly to seize an opportunity or address a crisis by drawing on required resources and similar experiences</li> </ul>
<p><b>Level 4: Anticipates and Acts for the Medium-Term</b></p>	<ul style="list-style-type: none"> <li>▪ Takes initiative in creating solutions that would support organisation in future</li> <li>▪ Acts proactively by planning ahead, and pursues specific opportunities</li> <li>▪ Anticipates situations up to a year in advance, in order to plan action and build in contingencies</li> <li>▪ Encourages others to take initiative</li> </ul>
<p><b>Level 5: Nurtures Environment that is Conducive to Taking Initiative</b></p>	<ul style="list-style-type: none"> <li>▪ Plans for long term to anticipate and take action on possible opportunities or crises</li> <li>▪ Creates an environment where individuals are willing and able to take initiative without fearing consequences of failure</li> <li>▪ Persists at the problem to overcome obstacles</li> <li>▪ Creates and supports environment that allows team members to make mistakes and learn from them</li> <li>▪ Nurtures an environment of accepting mistakes and learn from them</li> </ul>

#### 4.4 Seeking Information

An underlying curiosity to know more about things, people, or issues. This includes “digging” for exact information and keeping up-to-date with relevant knowledge.

<b>Level 1: Conducts Basic Search</b>	<ul style="list-style-type: none"> <li>▪ Uses available information in the organisation</li> <li>▪ Asks direct questions from those who are directly involved in the situation</li> <li>▪ Conducts basic search to obtain more information in books, journals and internet</li> </ul>
<b>Level 2: Investigates Situation</b>	<ul style="list-style-type: none"> <li>▪ Investigates each situation beyond routine questioning</li> <li>▪ Checks assumptions against facts by asking questions</li> <li>▪ Identifies people who are related and investigates the situation further</li> <li>▪ Connects all the information available and conducts field visits, if needed, to gain a comprehensive understanding of the situation</li> </ul>
<b>Level 3: Digs Deeper</b>	<ul style="list-style-type: none"> <li>▪ Asks a series of probing questions to get at the root of a situation or a potential opportunity</li> <li>▪ Consults with experts and practitioners to get their independent perspective, background information, experience, etc.</li> <li>▪ Seeks to develop deeper understanding and get an in-depth perspective of the subject</li> </ul>
<b>Level 4: Conducts Research</b>	<ul style="list-style-type: none"> <li>▪ Makes a systematic effort within limited time to obtain needed data or feedback</li> <li>▪ Conducts in-depth investigation from different and a wide range of sources</li> <li>▪ Studies best practices of other states, sectors, regions organisations etc</li> <li>▪ Tries to obtain new insight or meaning by conducting or commissioning a formal research if required</li> </ul>
<b>Level 5: Develops Own Sources of Direct Information</b>	<ul style="list-style-type: none"> <li>▪ Conducts field visits (if needed) to gain a comprehensive understanding of situation</li> <li>▪ Identifies individuals or develops trusted sources to conduct regular information gathering</li> <li>▪ Validates the veracity of informal information through other means and resources</li> </ul>

### 4.5 Planning and Coordination

Ability to plan, organise and monitor work with effective utilisation of resources such as time, money, and people.

<p><b>Level 1: Organises and Schedules Own Work</b></p>	<ul style="list-style-type: none"> <li>▪ Demonstrates good time management skills to meet short and medium-term objectives</li> <li>▪ Plans own work schedule and monitors progress against it optimally</li> <li>▪ Uses available resources optimally to meet work objective</li> <li>▪ Identifies and tries to solve bottlenecks in own area of work</li> </ul>
<p><b>Level 2: Monitoring Own Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Monitors progress periodically and revises work plans as required</li> <li>▪ Keeps oneself up-to-date and makes necessary adjustments to timelines, work plan, and resource allocation as necessary</li> <li>▪ Identifies risks and early warning signals and modifies work plan accordingly</li> </ul>
<p><b>Level 3: Considers Interrelated Activities</b></p>	<ul style="list-style-type: none"> <li>▪ Produces an integrated plan taking into account inter-related activities to achieve the overall objectives</li> <li>▪ Clearly prioritises multiple, interrelated tasks when working with others</li> <li>▪ Considers a range of factors in the planning process (for example, costs, timing, public needs, resources available, etc.)</li> <li>▪ Anticipates risks and incorporates mitigation plan into overall work plan</li> </ul>
<p><b>Level 4: Manages Competing Priorities</b></p>	<ul style="list-style-type: none"> <li>▪ Steers planning and coordination of Department activities to achieve sustainable enabling environment in respective fields</li> <li>▪ Manages resources to meet competing objectives</li> <li>▪ Establishes alternative courses of action, organises people, and prioritises activities to achieve results more effectively</li> <li>▪ Sets, communicates, and regularly assesses priorities</li> <li>▪ Balances the priorities of different interest groups keeping in mind the bigger picture</li> </ul>
<p><b>Level 5: Long-Term Planning Focus</b></p>	<ul style="list-style-type: none"> <li>▪ Creates a stable and predictable environment to enable organisation in reaching its full potential</li> <li>▪ Incentivises to create a level playing field for citizens to be able to harness their capabilities</li> </ul>

### 4.6 Desire for Knowledge

Keeps up-to-date with relevant knowledge and technology, shares latest developments with others, and advocates the application of acquired knowledge.

<p><b>Level 1: Maintains up-to-date Knowledge</b></p>	<ul style="list-style-type: none"> <li>▪ Maintains up-to-date knowledge about practices and policies that assist in performing day-to-day work</li> <li>▪ Keeps own policy and procedure binders (circulars, memorandums, OMs), working papers, and ensures that files are up-to-date</li> </ul>
<p><b>Level 2: Proactively Keeps Abreast of Change in Environment</b></p>	<ul style="list-style-type: none"> <li>▪ Seeks to understand policies and procedures in the related work area,</li> <li>▪ Proactively reads relevant literature to enhance knowledge of relevant practices</li> <li>▪ Keeps abreast of changes in internal and external environment that impacts work area</li> <li>▪ Identifies and utilises learning opportunities to improve knowledge (for example, courses, observation of others, assignments, etc.)</li> </ul>
<p><b>Level 3: Develops Broader Conceptual Knowledge</b></p>	<ul style="list-style-type: none"> <li>▪ Draws opportunities for learning from day-to-day experience</li> <li>▪ Seeks to enhance knowledge through interaction with experts and by reading articles and journals</li> <li>▪ Consults closely with other Departments and relevant stake holders to develop broader conceptual understanding</li> <li>▪ Pursues challenging assignments to develop expertise</li> </ul>
<p><b>Level 4: Prepares for the Long Term</b></p>	<ul style="list-style-type: none"> <li>▪ Develops an external orientation, by keeping up-to-date with professional bodies, trends, and new legislation</li> <li>▪ Reads widely, such as policy documents, external reports, or professional and Government journals</li> <li>▪ Explores best practices and identifies opportunities for implementation in the existing environment</li> <li>▪ Encourages knowledge and experience sharing</li> <li>▪ Looks beyond the short term and makes changes in systems and processes which focuses on long term knowledge enhancement (capacity development, planning, research etc)</li> </ul>
<p><b>Level 5: Seen as a Role Model</b></p>	<ul style="list-style-type: none"> <li>▪ Is identified as a thought leader in own professional or technical field</li> <li>▪ Encourages and facilitates the acquisition of knowledge in others</li> <li>▪ Suggests strategies to develop Departments’/Civil Services’ overall knowledge base</li> <li>▪ Creates an environment for development of knowledge of self and others</li> </ul>

### 4.7 Innovative Thinking

Open to change, approaches issues differently, offers alternate/out of the box solutions and strives for efficiency by working smartly.

<p><b>Level 1: Is Open to New Ideas and Change</b></p>	<ul style="list-style-type: none"> <li>▪ Identifies possibilities of improvements in current areas of work</li> <li>▪ Open to the possibilities of change and considers ways to implement and adapt change in current area of work</li> <li>▪ Improvises in case of issues of urgent importance</li> </ul>
<p><b>Level 2: Suggests Innovative Ways of Solving Issues and Improving Current Ways of Working</b></p>	<ul style="list-style-type: none"> <li>▪ Suggests ideas and feedback for improvements with others in a constructive manner</li> <li>▪ Applies learning from experiences and observations and implements to improve efficiency in the area of work</li> <li>▪ Conducts regular reviews of the progress and identifies possible areas of improvements</li> <li>▪ Puts aside preconceptions and considers new ideas on their merits</li> </ul>
<p><b>Level 3: Proactively Seeks Opportunities to Initiate New Ideas/Change</b></p>	<ul style="list-style-type: none"> <li>▪ Seeks improvement in public service delivery through multiple methods such as technology, efficient work practices etc</li> <li>▪ Proactively engages with stakeholders for continuous improvement in service delivery</li> <li>▪ Identifies bottlenecks and warning signs and initiates preventive action</li> <li>▪ Prepared to meet the challenges of difficult change and encourages others in doing the same</li> <li>▪ Challenges the status quo and looks for unconventional solutions</li> </ul>
<p><b>Level 4: Encourage Innovation</b></p>	<ul style="list-style-type: none"> <li>▪ Encourages ideas, improvements and measured risk-taking to improve services</li> <li>▪ Identifies &amp; implements changes to transform flexibility, responsiveness, and quality of service</li> <li>▪ Articulates and demonstrates the change messages, on possible occasions, to possible audience</li> <li>▪ Creates comprehensive plans and redesigns control mechanisms to respond promptly to critical events and to manage change</li> </ul>
<p><b>Level 5: Creates a Culture of Innovative Thinking and Ability to Handle Change</b></p>	<ul style="list-style-type: none"> <li>▪ Critically challenges decision making and allocation of resources</li> <li>▪ Promotes innovative thinking and welcomes game changing ideas</li> <li>▪ Tolerates genuine mistakes and measured risk taking to achieve transformation</li> <li>▪ Rethinks systems and partnership approaches to achieve desired outcomes</li> <li>▪ Creates a culture of innovation, flexibility and responsiveness, mobilising the Department to respond swiftly to changing priorities</li> </ul>

### 4.8 Problem Solving

Understanding a situation by breaking it into smaller parts, organising information systematically, and setting priorities.

<p><b>Level 1: Breaks Down Problems</b></p>	<ul style="list-style-type: none"> <li>▪ Breaks down complex issues into smaller parts for easier analysis</li> <li>▪ Collects and analyses related information from a variety of sources</li> <li>▪ Is able to effectively sift through information</li> <li>▪ Identifies the links between situations and given information</li> </ul>
<p><b>Level 2: Identifies Basic Relationships</b></p>	<ul style="list-style-type: none"> <li>▪ Identifies the cause-and-effect relationship between two aspects of a situation</li> <li>▪ Develops an action plan based on causal relations and pros and cons</li> <li>▪ Weighs pros and cons of different options</li> </ul>
<p><b>Level 3: Identifies Multiple Relationships</b></p>	<ul style="list-style-type: none"> <li>▪ Able to diagnose multiple cause and effect relationships in a problem (ability to see several potential causes of an event or several events)</li> <li>▪ Develops potential solutions and identifies risks involved</li> </ul>
<p><b>Level 4: Develops Solutions to Complex Problems</b></p>	<ul style="list-style-type: none"> <li>▪ Ability to see the holistic picture</li> <li>▪ Identifies interdependencies between various components</li> <li>▪ Communicates complex problems in a simple manner</li> <li>▪ Develops a solution that attempts to address the complexities at different levels</li> <li>▪ Generates options to address the problem in its entirety</li> <li>▪ Creates solutions that address not only immediate issues (quick fixes) but also takes steps for medium to long-term impact of the solutions</li> </ul>

### 4.9 Developing Others

Genuinely believes in others capabilities to develop and takes personal responsibility for their development. Creates a positive environment for learning and provides developmental opportunities for individuals and teams.

<p><b>Level 1: Expresses Positive Expectations of others</b></p>	<ul style="list-style-type: none"> <li>▪ Makes positive comments regarding others’ future development, particularly those who may be perceived as not having high potential</li> <li>▪ Believes that others want to and can learn to improve their performance</li> </ul>
<p><b>Level 2: Provides Guidance and Detailed Instructions</b></p>	<ul style="list-style-type: none"> <li>▪ Explains how to do a task, with detailed instructions and demonstration</li> <li>▪ Provides practical support with the aim of developing others depending on their needs</li> <li>▪ Expresses positive expectations for the development of others</li> </ul>
<p><b>Level 3: Ensures Learning and Development and Provides Specific Feedback</b></p>	<ul style="list-style-type: none"> <li>▪ Reviews work delivery and provides timely, constructive, and specific feedback in key strengths and areas for improvement</li> <li>▪ Encourages team members to develop learning and career plans and follows up to guide their development and measure progress</li> <li>▪ Values different personal needs of the team members and uses this understanding to promote inclusiveness</li> <li>▪ Ensures diversified exposure for team members, for example, opportunities to work on stretched projects</li> </ul>
<p><b>Level 4: Empowers for Long-Term Development</b></p>	<ul style="list-style-type: none"> <li>▪ Takes risks on others to enable them to grow, by delegating responsibility and decision-making</li> <li>▪ Allows others to learn from mistakes in non-critical settings</li> <li>▪ Provides mentoring support and direction to attain the team members’ learning needs for the long-term development</li> <li>▪ Creates an inclusive environment, from which all staff, including under-represented groups, can develop</li> </ul>
<p><b>Level 5: Develops Future Lead- ers</b></p>	<ul style="list-style-type: none"> <li>▪ Continuously assesses the talent requirements and proactively manages talent pipeline to ensure operational excellence</li> <li>▪ Institutionalises mechanisms that support continuous learning and improvement</li> <li>▪ Manages and develops teams with an acute awareness of inclusiveness, equality, and diversity</li> <li>▪ Builds capacity-development strategies to support career development for all employees</li> </ul>

### 4.10 Self Awareness and Self Control

Identifies one's own emotional triggers and controls one's emotional responses. Maintains a sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress. It includes resilience and stamina despite prolonged adversities.

<b>Level 1: Is Aware of Self and Restrains Emotional Impulses</b>	<ul style="list-style-type: none"> <li>▪ Aware of own feelings, strengths and weaknesses</li> <li>▪ Aware of the connection between own feelings and their impact on own actions and performance</li> <li>▪ Reads situations rationally</li> <li>▪ Resists the temptation to act impulsively</li> <li>▪ Remains calm in stressful situations and listens to others' point of view</li> </ul>
<b>Level 2: Responds Calmly</b>	<ul style="list-style-type: none"> <li>▪ Aware of how one's emotions and actions impact others</li> <li>▪ Conducts rationally even under strong internal emotions</li> <li>▪ Knows what emotional 'hot buttons' he/she has and avoids situations that will cause emotional responses</li> <li>▪ Acts calmly and respectfully towards others despite difficult situations</li> <li>▪ Has an honest understanding of own weaknesses and strengths</li> </ul>
<b>Level 3: Manages Stress Effectively</b>	<ul style="list-style-type: none"> <li>▪ Actively manages self-effectiveness in different situations by thoroughly understanding of one's own responses</li> <li>▪ Uses stress management techniques to deal with stress and control responses</li> <li>▪ Responds constructively and professionally to extreme challenges, provocation and/or professional disappointments</li> <li>▪ Continues providing effective leadership in situations of stress or adversity</li> </ul>
<b>Level 4: Managing Self and Others Under High Stress or Adversity</b>	<ul style="list-style-type: none"> <li>▪ Calms others during stressful situations (by remaining calm, listening attentively)</li> <li>▪ Diffuses stressful situation and lightens the environment for example by humour, presenting analogies etc</li> <li>▪ Coaches and mentors others on ways to manage stress</li> <li>▪ Accepts negative feedback in a mature manner</li> </ul>
<b>Level 5: Nurtures a Culture of Rationality and Calm Behaviour</b>	<ul style="list-style-type: none"> <li>▪ Able to maintain focus and stamina for self and others in prolonged adversity</li> <li>▪ Nurtures a culture to identify and dissolve stressors by better planning and analyzing the past instances</li> <li>▪ Creates and promotes culture of calm behavior in a large group or organization</li> <li>▪ Improvises and innovates to out-manoeuvre stressful situations to attain expected results</li> </ul>

### 4.11 Communication Skills

Articulates information to others in language that is clear, concise, and easy to understand. It also includes the ability to listen and understand unspoken feelings and concerns of others.

<p><b>Level 1: Listens Attentively and Presents Information Clearly</b></p>	<ul style="list-style-type: none"> <li>▪ Listens actively and objectively without interrupting</li> <li>▪ Checks own understanding of others’ communication (e.g., repeats or paraphrases, asks additional questions)</li> <li>▪ Is able to ask questions clearly to gather basic understanding of issues at hand</li> <li>▪ Presents basic facts in a clear and concise manner, both orally and in writing</li> <li>▪ Keeps superiors and other relevant stakeholders informed</li> </ul>
<p><b>Level 2: Fosters Two-Way Communica- tion</b></p>	<ul style="list-style-type: none"> <li>▪ Conveys information, opinions and arguments fluently and confidently in a manner that clearly explains the benefits of one’s proposition on different people in the society</li> <li>▪ Elicits feedback on what has been said</li> <li>▪ Is able to ask leading and open-ended questions to allow for deeper thoughts to surface during communication</li> <li>▪ Understands complex non-verbal cues and incorporates the understanding to achieve better two-way communication of ideas</li> <li>▪ Maintains an open communication channel with others</li> <li>▪ Communicate information likely to be perceived negatively with sensitivity and tact</li> <li>▪ Supports messages with relevant data and examples to create better impact and to enhance understanding</li> <li>▪ Is able to write complex ideas in an easy to read, coherent, accurate manner devoid of jargon</li> </ul>
<p><b>Level 3: Adapts Communica- tion to Others</b></p>	<ul style="list-style-type: none"> <li>▪ Adapts communication style to suit the situation</li> <li>▪ Takes others’ perspectives into account during communication</li> <li>▪ Times communication effectively keeping in mind the overall context and public opinion</li> <li>▪ Anticipates the response to messages and adapts communications accordingly</li> <li>▪ Is able to understand the non-verbal cues of the speaker</li> </ul>
<p><b>Level 4: Communicates Complex Messages Clearly and Credibly</b></p>	<ul style="list-style-type: none"> <li>▪ Does not bluff, acknowledges lack of information, acts tactfully and follows up response in agreed time</li> <li>▪ Communicates complex issues clearly and credibly, to widely varied audiences</li> <li>▪ Shares the idea with opinion makers, before “voicing” it</li> <li>▪ Uses varied communication methodologies to promote dialogue and shared understanding through interesting examples (stories, myths, cases, best practices etc)</li> </ul>
<p><b>Level 5: Communicates Strategically</b></p>	<ul style="list-style-type: none"> <li>▪ Uses different forums, media vehicles, tailors messages accordingly to achieve optimum results</li> </ul>

### 4.12 Team-Working

Working together as a unit for the common goal. Building teams through mutual trust, respect and cooperation.

<p><b>Level 1: Cooperates with Others</b></p>	<ul style="list-style-type: none"> <li>▪ Willingly complies with the team decisions, is a good team player, does his or her share of the work</li> <li>▪ Willingly gives support to co-workers and works collaboratively rather than competitively</li> <li>▪ Shares all relevant information with the team members, provides ideas, inputs and suggestions</li> <li>▪ Deals honestly and fairly with others, showing consideration and respect</li> </ul>
<p><b>Level 2: Appreciates Positive Attitudes and Expresses Positive Expectations of Team</b></p>	<ul style="list-style-type: none"> <li>▪ Has a positive attitude towards team members</li> <li>▪ Communicates their expectations towards others positively, in terms of their abilities, expected contributions, etc.</li> <li>▪ Acknowledges the work of others</li> <li>▪ Speaks positively about the team members, when either communicating with them directly or to a third party</li> <li>▪ Shares experiences, knowledge, and best practices with team members</li> <li>▪ Assumes responsibility for own work activities and coordinating efforts</li> </ul>
<p><b>Level 3: Solicits Inputs</b></p>	<ul style="list-style-type: none"> <li>▪ Solicits ideas and opinions to help form specific decisions or plans</li> <li>▪ Displays willingness to learn from others, including subordinates and peers</li> <li>▪ Genuinely values others' expertise</li> <li>▪ Incorporates others' suggestions into planning and decision making</li> </ul>
<p><b>Level 4: Encourages Others</b></p>	<ul style="list-style-type: none"> <li>▪ Publicly and formally credits others who have performed well</li> <li>▪ Encourages and empowers others, making them feel strong and important</li> <li>▪ Builds relationships with team members and with other inter-/intra-Department work units</li> <li>▪ Encourages others to share experience, knowledge and best practices with the team</li> </ul>
<p><b>Level 5: Works to Build Team Commitment</b></p>	<ul style="list-style-type: none"> <li>▪ Promotes good working relationships rising above the bias</li> <li>▪ Collaborates with other Departments to work towards a larger goal</li> <li>▪ Capitalises on opportunities and efficiently utilises diverse talents of the team members</li> <li>▪ Works towards building positive team environment and addresses descriptive behavior such as threats, insults, stereotyping or exaggerations</li> </ul>

# New Competencies

## 1. Assertiveness

Ability to use authority confidently and to set and enforce rules appropriately.

<b>Level 1: Displays Authority Confidently</b>	<ul style="list-style-type: none"> <li>▪ Able to present views clearly</li> <li>▪ Is self-confident and can support and defend decision and action taken</li> <li>▪ Uses different communication style to facilitate the complaint of a work assignment</li> </ul>
<b>Level 2: Make Others Comply</b>	<ul style="list-style-type: none"> <li>▪ Able to convince others of his ideas and objectives</li> <li>▪ Asserts himself in discussion</li> <li>▪ Is able to use their position/authority to make others comply with directions</li> </ul>

## 2. Conflict Resolution

Deals effectively with others in an antagonistic situation; using appropriate inter-personal styles and methods to reduce tension or conflict between two or more people

<b>Level 1: Gathers Information to Clarify Situation</b>	<ul style="list-style-type: none"> <li>▪ Collect information from relevant sources to understand the conflict in its totality</li> <li>▪ Establishes a clear and compelling rationale for resolving the conflict, facilitates a satisfactory settlement of the conflict</li> </ul>
<b>Level 2: Objectively Listens to the Views of other Parties</b>	<ul style="list-style-type: none"> <li>▪ Objectively views conflict from all sides for its appropriate solution</li> </ul>
<b>Level 3: Confronts the Situation</b>	<ul style="list-style-type: none"> <li>▪ Ability to confront, face and handle conflicts arising out of issues/between individuals, parties and law based</li> <li>▪ Understand conflict as a dynamic situation, having a life cycle moving in stages from emergence to resolution</li> </ul>
<b>Level 4: Adopts suitable Intervention Strategies</b>	<ul style="list-style-type: none"> <li>▪ Comprehensively removes underlying causes of the conflict so that no latent and residual elements are left unattended, to avoid triggering and recurrence of the conflict</li> <li>▪ Keeps in mind different stages in conflict life cycle and appropriate methods so as to avoid manifestation into graver form or degenerate into cause form</li> <li>▪ Adopt suitable intervention strategies at different time scales</li> <li>▪ Uses the Alternate Dispute Resolution (ADR) approach as intervention for solving conflicts</li> </ul>

### 3. Use of Power

You as an elected man or woman are potentially powerful. Your elected body has even more potential power. To better understand your potential for being more powerful as an elected leader or an elected governing body, we have divided the various sources of potential power into three categories. They include your:

- **Legitimate power sources** which come with the office of elected service;
- **Personal power sources** which more often than not depend on others believing you possess them; and
- **Creative power sources** which rely on your ability to combine resources and various other power sources to get things done.

<p><b>I. Legitimate power sources:</b> is among the most flexible sources of power. You have the right and ability to reward and punish others.</p>	<p><b>1. Reward Power:</b> This is among the most flexible sources of power. It can be initiated and implemented either individually or collectively by members of the elected body. Operating as an individual, elected official you can reward your constituents by doing favours, recognizing the efforts of others, helping them get access to various public facilities and services.</p> <p>Collectively, elected bodies can use their legitimate powers to dole out all kinds of rewards: contracts, changes in land-use zoning that often result in instant financial gain to individuals and groups, official recognition to individuals and groups</p> <p><b>2. Coercive Power:</b> Local government elected bodies through their institutional powers of authority, can arrest individuals, impose fines and penalties</p>
<p><b>II. Personal power sources:</b> is based on the availability of expertise, information and ideas, image, and the right contacts, and can be used as power sources if other people believe you possess them</p>	<p><b>3. Expertise Power:</b> Expertise can be individual or institutional. Having or developing specialised expertise at an individual level can give power</p> <p><b>4. Information and Idea Power:</b> This power source is both individual and collective. It demonstrates the power of ideas. Information is potentially powerful if it can be used to provide evidence to take certain actions.</p> <p><b>5. Image Power:</b> The power is largely in the eyes of the beholder, but nevertheless a source of power to many elected officials. Those who engender respect, obedience, and allegiance from their constituents can use this adoration to promote policies that might otherwise be difficult to adopt within a community.</p> <p><b>6. Proximity power:</b> The power that can bring by having the right contacts and connections. Like most power sources, this one can cut both ways.</p>
<p><b>III. Creative power sources:</b> depends on your creative talents to visualize how various combinations of resources and power sources can help you accomplish your goals</p>	<p><b>7. Catalytic power:</b> This source of power results from your ability to put two or more sources of power together, each of which may not be sufficient to produce results by themselves;</p> <p><b>8. Shared power:</b> This power source is also known as “coalition power”, when used by individuals, groups, organizations, and institutions in various combinations, come together to forge alliances and to interact for the purpose of achieving their separate or collective goals.</p> <p><b>9. Holistic power:</b> This power source becomes possible not by combining other power sources which defines catalytic power, but rather by combining several competencies. By pulling together your various competencies as individual and collective elected officials, you are able to accomplish goals that were previously impossible</p>

**E**

“Quality is never an accident;  
it is always the result of high intention,  
sincere effort, intelligent direction and skilful execution;  
it represents the wise choice of many alternatives”.

Willa A. Foster

Social Role

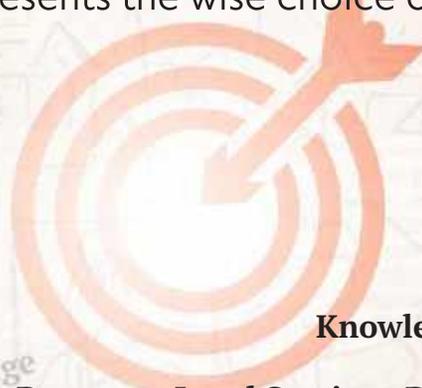
Knowledge

Skill

Traits

Self Image

Motives



**Knowledge Partners,**

**Partners - Legal Services, Design & Print**

**Bibliography**

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## Knowledge Partners:

**Nodal Officer:** Shri.M P Ajith Kumar, Additional Director, Panchayats

### A. In - Service Officials

1	Shri. K Sadanandan	Senior Superintendent
2	Shri. S Sreekumar	Performance Audit Supervisor
3	Shri. Arun T J	Performance Audit Supervisor
4	Shri. P Anil Kumar	Senior Superintendent, Panchayats
5	Shri. Shaji Kozhukkunnon	Panchayat Secretary
6	Shri. K N Vimal Kumar	Panchayat Secretary
7	Shri. P P Udayasimhan	Panchayat Secretary
8	Shri. Nanda Kumar C	Panchayat Secretary
9	Shri. Prabhulla Chandran	Panchayat Secretary
10	Shri. Sahajan	Panchayat Secretary
11	Shri. Syam Kumar K U	Panchayat Secretary
12	Shri. Sumesh K R	Panchayat Secretary
13	Shri. Anil Kumar K P	Panchayat Assistant Secretary
14	Shri. Haridas P	Panchayat Assistant Secretary
15	Smt. Hemalatha M R	Panchayat Assistant Secretary
16	Shri. Sadasivan S	Junior Superintendent
17	Shri. Varkey Joseph	Junior Superintendent
18	Shri. M C K Abdul Gafoor	Head Clerk
19	Shri. Abdul Razak P S	Assistant Secretary
20	Shri. N R Sivadas	Junior Superintendent
21	Shri. S Suresh Kumar	Junior Superintendent
22	Shri. Manoj Mukundan	Accountant
23	Shri. K J Regimon	Senior Clerk
24	Smt. Jayasree M	Senior Clerk
25	Shri. Jaleesh T K	Senior Clerk
26	Shri. Aneesh Kumar K V	Accountant
27	Shri. Jayasankar V R	Senior Clerk
28.	Shri. Arun R S	Senior Clerk

## B. Retired Officials

1	Shri. A K Ramanatha Pillai	Dy. Director(Retd), Panchayats
2	Shri. S Noohu	Dy. Chief Registrar(Retd), Panchayats
3	Shri. V R MadhusoodanaKurup	Dy. Director(Retd), Panchayats
4	Shri. S Krishnan Nair	Dy. Director(Retd), Panchayats
5	Shri. Muralidharan K N	Assistant Director(Retd), Panchayats
6	Shri. P D Sudarshanan	Assistant Director(Retd), Panchayats
7	Shri. M P Pramod	Secretary(Retd), Panchayats
8	Shri. D Sabu	Sr. Superintendent (PAS)(Retd), Panchayats
9	Shri. R Balakrishnan	Secretary(Retd), Panchayats
10	Shri. Basheer K G	Secretary(Retd), Panchayats

## C. Elected Representatives

1	Smt. S Sujatha	President, Manickal Grama Panchayat
2	Shri. N Nava Prakash	President, Cherunniyoor Grama Panchayat
3	Shri. Venugopalan Nair	President, Pothencode Grama Panchayat
4	Shri. Nazarudeen	President, Nedumpna Grama Panchayat
5	Smt. B. Rathnamma	President, Aroor Grama Panchayat
6	Smt. T V Lakshmi	President, Chembilode Grama Panchayat
7	Shri. K P Suresh Kumar	President, Kolayad Grama Panchayat
8	Adv. E Sindhu	President, Maranchery Grama Panchayat
9	Smt. Leena M Ali	Standing Committee Chairperson, Maranchery Grama Panchayat
10	Shri. R Unnikrishnan	President, Chelekkara Grama Panchayat
11	Shri. K Jayan	Vice President, Manickal Grama Panchayat
12	Shri. P N Venu	Member, Planning Council, Manickal Grama Panchayat
13	Smt. K Ushakumari	Standing Committee Chairperson, Nedumpna Grama Panchayat
14	Shri. M B Sanjeev	Vice President, Alappad Grama Panchayat

15	Smt. Seena Aravindan	Member, Aroor Grama Panchayat
16	Shri. K R Nandakumar	Standing Committee Chairperson, Aroor Grama Panchayat
17	Shri. M K Mohanan	Standing Committee Chairperson, Chembilode Grama Panchayat
18	Shri. O Bhakthavalsalan	President, Kadalundi Grama Panchayat
19	Shri. C C Asharaf	Member, Chembilode Grama Panchayat

Note: The designations indicated are as per the order issued at the time of constituting Task Forces

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**Dr. Ram Mohan R.**  
Professor & Nodal Officer

#### TEAM MEMBERS



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**Visakh V.R.**  
Team Member



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