



IMG Manual

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Chapter 1

Perspective Plan

1. ORIGIN OF THE INSTITUTE

The erstwhile Kerala Institute of Public Administration KIPA established by Government of Kerala at Trivandrum with centres at Kochi and Kozhikode was developed as a full fledged management Institute for the state under the name Institute of Management in Government in the year 1981.

In the meeting of Secretaries to the Government which was convened on 19th of June 1978, it was proclaimed that KIPA should be an Apex Institution for the State in all aspects of management - inputs providing services, setting standards and regulating management inputs by other agencies etc. It was also viewed that the Institute shall provide expertise and facilities for management education, training programmes, policy and operations, research, consultancy and extension, seminars and conferences etc. for all aspects of state's economic and social life where management science can play an useful role. It was also envisaged that the Institute should engage in policy and planning studies and can collaborate with other institutes on relevant subjects etc. It was further pointed out that there is specific need to impart attitudinal skills and values to technical and administrative personnel so that they will become aware of the need to improve their behavioural pattern with public.

It was reiterated that the institute should enjoy sufficient autonomy in order to enable it to function as a professional institution capable of innovation and initiative as well as to exercise discretion and flexibility.

Programmes and Activities proposed during the time of inception:

- Educational Programmes- Both short-term and long-term, formal and informal.
- Training Programmes – Both short-term and long-term on techniques, functional and sectoral subjects.
- Research – On policy and operations problems.
- Consultancy and Extension

Proposed Resources:

Manpower

The core of the Institute shall be the academic and technical staff consisting professors, research and technical personnel at various levels. The academic staff shall be of four categories:

- ***Functional areas*** (Production, Finance, Marketing, Personnel and Industrial Relations, Taxation etc.)
- ***Sectoral areas*** (Agriculture, Transport, Power, Education, Irrigation, Health, Rural Development etc.)
- ***Disciplines*** (Economics, Politics, Sociology, Anthropology, Statistics, Public Administration, Communications etc.)
- ***Techniques*** (Industrial Engineering, Operations Research, Computer Systems, Development Planning etc.)

Administrative and Supporting Staff

For a professional institute, the supporting staff should be of high calibre. The personnel policy of the Institute should be such as to attract the best. Proposed ratio of 3 administrative- cum-technical staff to professional

staff was 3:1. It was suggested to initially source some of top level and middle-level functionaries from Government Departments and sister institutions on deputation. Open recruitment was also be resorted wherever necessary.

Physical Facilities

Land and Building –The Institute was planned to be located at three places, the main campus spreading along 50 acres and the other two campuses together to have 50 acres. It was planned to construct training infrastructure which includes instruction rooms, seminar halls, Syndicate hall, Conference halls, Library, Computer room, administrative block, hostels, executive development blocks, students amenities, guest house, exhibition room, laboratories, residential accommodation for professional and Administrative staff, infrastructure facilities, etc.

Organisation proposed at the time of inception

The Institute was to be administered by a Board of Governors, with a Chairman, Vice- Chairman and about 15 members representing various user departments of the Government (such as, Agriculture, Industry, Power), professionals, academic, trade union, business, commerce, etc. The Institute, headed by a Chief Executive will be assisted by a Joint Director in charge of administration, planning and campus development. Each of the centres to have a Deputy Director and each programme, under a Dean. It was also proposed that Registrar, who is to be in charge of administrative details and finance will also be the Secretary to the Board.

Revenue

The following were the anticipated revenue sources:

- a. Fixed annual grants from user departments of the Government for development and research work in the respective departments.
- b. Training grants from user departments who sponsor candidates for training in the Institute.
- c. Government departments, Boards and corporations may assign consultancy work and research studies on specific projects, for which the Institute shall charge fees appropriately.
- d. External grants from the Government of India and funding agencies, both Indian and International.
- e. Donations from Private Institutions, foundations, etc.

The full version of the perspective plan Document is appended as **Annexure I**

Chapter 2

Vision, Mission, Core Values and Objectives of IMG

Institute of Management in Government (IMG), an autonomous body constituted under the auspices of the Government of Kerala to develop managerial skills, organizational ability, leadership qualities and decision making skills among different categories of employees of Government, Private and Public Sector. Designated as the Apex Training Institute (ATI) for the State of Kerala, IMG is now entrusted with the responsibility of implementing the State Training Policy 2017.

- **Vision of IMG** : “to become a facilitator of pursuit of excellence in governance”
- **Mission of IMG** : “to become a centre of excellence for Capacity Building for providing an efficient, transparent, equitable and citizen centric public service delivery system in a knowledge society”.

Main Objectives of IMG

- To create awareness of the potentialities of modern management science as a major instrument for the development of the economic and social activities of Govt;
- To develop managerial skills, organizational capabilities, leadership and decision making ability, development planning and in efficient implementation;
- To carry on research, operational and policy, to evolve ideas and concepts appropriate to the nation and formulate policy alternatives;
- To foster, assist and support individuals, organizations and institutions directly for the use of management science and

To create social awareness and make it a genuine instrument of economic development and social change in the state as well as in the region.

Core Values of IMG

- Competence
- Impact
- Citizen Centricity
- Excellence
- Equity

Chapter 3

Organisation Structure and Governance System

GOVERNANCE

IMG is governed by an eminent Board of Governors who brings in a diverse set of skills from leadership positions in the public sector including administrative services, public management system and academics.

Board of Governors

The Chief Minister is the Chief Patron of the Institute. The Chief Secretary of the State holds the position of the President of the Institute and a senior bureaucrat at the level of Principal Secretary to the Government or above, holds the office of Director General of IMG (as also ex-officio position of Director General of Training) for the State. Other members of the Board comprise of senior administrators of the Central and State Governments, eminent academicians and reputed persons from the Public Management system.

The Director General of IMG also convenes the State Training Council of the State with the Chief Secretary as its President and also the Empowered Committee headed by the Additional Chief Secretary, Finance to supervise and monitor the financial aspects of conducting training programmes and State Training Policy (STP).

Management

The activities of the IMG is supervised by the **Executive Committee** chaired by Director General, IMG and representatives drawn from State Government, academics as members. The functions of the Executive Committee are guided by the Governing Body with the Chief Secretary as President and the Director General as Convener.

Organisation Set up

The Institute is headed by the Director General, a senior IAS/IPS official who is housed in the Headquarters, Thiruvananthapuram. The two Regional Centres, one at Kochi and the other at Kozhikode are headed by Regional Directors, who are senior officials from the Government Secretariat. The administration of IMG is headed by Secretary, supported by the Deputy Director and Accounts Officer under whom the Programme & Planning Division, Finance Division and Administration Division function. The training programmes are managed by Programme Committee constituted by Faculty Members and senior officials from Administration and Finance Division. All non academic activities including developmental activities are managed by Management Committee. The Faculty Members who are core personnel of IMG directly reports to the Director General. Detailed organisation chart attached at the end of this Chapter .

The Faculty Position available in IMG as per the Minutes of the 130th Executive Meeting held on 31/07/2015 is

Sl. No.	Faculty Position	Number
1	Professor	4
2	Associate Professor	6
3	Assistant Professor	15
4	Lecturer	7
Total		32

In order to fulfill the role and responsibility that is bestowed on IMG and to meet emerging needs by Government of Kerala, we would require the faculty positions to be filled in the following domain areas

Sl.no	Domain area	Number of faculty positions needed
1	Human resource, Organisation Behaviour, Performance Management System	3
2	Strategy, Public Policy, Organisation theory.	3
3	Project Management, Construction Management and Safety Management Operations Research, Total Quality Management, ISO	3
4	Legal Aspects of Business, Law, Regulations, codes	3
5	Marketing, Branding, Public Relations, Valuism (Values and Ethics), citizen centricity, Anti Corruption	3
6	Sustainable Development, Public Administration, Stakeholder Management	3
7	Change Management, Organisation Development, Management Process Innovation	3
8	Financial Management, Budget Management, Cost–Benefit Analysis,	3

	Statistics for Research, Statistics for Management	
9	Soft-skills, Arts, Language, Social Media, Communication Management	2
10	Ethics,Leadership,Governance, Monitoring scorecards, Audits	3
11	Innovation,Technology Management(E-Governance, GPR, Big data Analysis, Internet of Things, Cyber Security, Networking etc), Environmental Management, Artificial Intelligence, Robotics	3
	Total	32

e- Office: e- Office, the web based file management system, is practiced in IMG. IMG, being the apex training institute of the state, will take all measures to be a role model in administrative practices and decision making. All files will be processed and final decision taken within seven days from the date the file originated.

Checklist of Pursuit of Excellence in IMG

Senior Programmer's Role

1. Daily, routines and Activities that requires care, action and attention

- Checking connectivity (NKN)
- Ensure the firewall device (UTM) working properly
- Ensure the working of servers for various applications such as MIS, Bio metric attendance system, Anti virus etc

- Ensure the proper working computers and peripherals for all staffs as well as computer lab
 - Processing and routing of all files and communications (including e-mail)
 - Ensure the attendance report is sent daily to DG and Secretariat
- 2. Weekly aspects to care, act, attend, guide, create, check**
- Ensure the necessary software are loaded and hardwares are available for the next week's training programmes
 - Updation of inventory list
 - Updation of contents in the website
- 3. Monthly aspects to care, act, guide, monitor, supervise**
- Updation of employee details
 - Bio-metric attendance system
 - Updation of use credentials in UTM system
 - Back up of data from server
- 4. Quarterly aspects to attend, check, report, supervise, care**
- Follow up and verification of the work done by M/s Keltron towards upholding AMC of computers and peripherals at IMG, Trivandrum, Kochi and Kozhikode
- 5. Half yearly and yearly aspects of IMG to act, check, report, care**
- Exploring current trends and developments in ICT and identifying the suitable best practices to be implemented in IMG. UTM Firewall, Campus WiFi, Wireless Computer, Lab, etc were products of such initiative.
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Security Officer's Role

- A. Daily: routines and activities that requires care, action and attention**
- 1) Daily security check in all security points including Barton Hill Complex
 - 2) Give instruction to security men how to behave good relationship with staff, trainees and public
 - 3) Advance daily duty arrangements in duty book
 - 4) Checking of IMG Campus, Class room, parking area, dining hall, kitchen and Barton Hill Complex
 - 5) Monitor CCTV
 - 6) Rectify irregularities if any noticed in time.
 - 7) Checking Uniform of Security
- B. Weekly aspects to care, act, attend, guide, create, check**
- 1) Conducting meeting of security on weekly basis to improve security arrangement

- 2) Conducting checking of Duty Book and Reception Register
- 3) Ensuring prompt security arrangements aligned the vision and mission of IMG
- 4) Give instruction to Campus Manager, AVEO, Reception Officers and Drivers if found any irregularities of their duties

C. Monthly aspects to care, act, report, guide, monitor, supervise

- 1) Attendance of the Security men is submitted on each month to the higher officials
- 2) Periodical checking and monitoring of security arrangements for better performance
- 3) Duty point of security changes once in a month.

D. Quarterly aspects to attend, check, report, supervise, care

- 1) Visit to IMG Kochi and Kozhikode, give instruction to security men about their duties
- 2) If any indiscipline noticed within the campus report the higher authorities
- 3) Periodical checking and monitoring of security arrangements for better performance

E. Half yearly and yearly aspects of IMG to act, check, report, care

- 1) Visit to IMG Kochi and Kozhikode, give instruction to security men about their duties
- 2) If any indiscipline noticed within the campus report the higher authorities
- 3) Periodical checking and monitoring of security arrangements for better performance
- 5) Create a role model of security men aligned the vision and mission of IMG

Section Officers (Prog) Role

A. Daily: Routines and activities that requires care, action and attention

- Refer the daily remembrance diary to see the action to be so
- Refer the files submitted by Assistants
- Mark the tappals to concerned
- Remind the Assistants to take action as important files and tappals, to take action on calendared programmes
- To clear the doubts of the department co-ordinator regard conduct of STP Programmes
- Guidance to assistants for preparation of budgets
- Reports to Govt (GOI & Govt of Kerala)
- Preparing audit enquiry reports
- Help the employees and public for service excellence

B. Weekly aspects to care, act, attend, guide, create, check

- Preparation of Hall allotment schedule, programme for the week
- Check whether the budget for the concerned programme
- Orders to finance regarding payment on Programmes conducted
- Check with finance division, whether the course fee for sponsored programmes received
- To claim fund from GOI and GOK

C. Monthly aspects to care, act, report, guide, monitor, supervise

Inspection of PRs

- Submit plan progress report, regarding the conduct of training programme in a month under STP and others
- Action to be taken for the conduct of training programmes which were already scheduled and as fresh requests received from depts and PSUs
- Checking of course fee received and balance to be collected
- Checking of Course Directors Report received for GOI Sponsored progress and other programme

D. Quarterly aspects to attend, check, report, supervise, care

- Whether all the programmes conducted as per schedule
- Remind the facilitators to take action for the conduct of training programmes as scheduled
- Preparation of notes to Executive Committee
- Preparing answer to RTI Application

E. Half yearly and yearly aspects of IMG to act, check, report, care

- Conducted programmes details to claim fund from Govt to be furnished to finance division to be placed in the EC and GB
- Preparation of Note to Board of Governor meeting

Section Officer's (Fin) Role

Finance Division consists of 4 Assistants and a Cashier. Supervisory level I am doing the following work reaching to me from all of them, sincerely keeping in mind the excellence and to achieve the vision and mission of IMG.

A. Daily; routines and activities that requires care, action and attention

1. Marking of tapals to all Assistants in the Section
2. Checking e-mail
3. Verification of Cash Book of all bank accounts and treasury account IMG with the supporting vouchers

- 4.Verification of all payment vouchers from 5 seats based on the payment orders from Admn.Dn.
- 5.Verification of all journal vouchers from 5 seats with supporting bills.
- 6.Verification of Payment of Staff Advance/TA Advance and DC Advance
- 7.Scrutiny of TA bills of participants of training programmes
8. Monitoring of neft transfer and verification of credit vouchers
- 9.Attending telephone calls
- 10.Attending visitors
- 11.Coordinating and supervising all the work in Section especially time limit cases.
- 12.Forwarding all files receiving daily to the Accounts Officer with noting and correcting draft letters if needed corrections

B. Weekly aspects to care, act, attend, guide, create, check,

- 1.Verification of payment of all guest faculty remuneration with supporting receipt and programme schedules.
- 2.Verification of salary certificates of employees in IMG
- 3.Forwarding of loan application to epf office and other communications to epf office
- 4.Medical claim of employees including Regional Centres
- 5.Verification of TA bills of staff/Officers in IMG
6. Reply to Government letters on various matters.

C. Monthly aspects to care, act report, guide, monitor, supervise

- 1.Transfer of funds to Regional Centres
- 2.Verification of salary bill of all staff and officers in IMG
- 3.Salary to Contract employees and Guest Programmers
- 4.Remittance of all salary recoveries to the concerned office
- 5.Remittance of Incometax- salary, Incometax-
contractors, GST etc.
- 6.Monthly remittance of EPF.
- 7.Surrender leave salary of employees
- 8.Plan space updation
- 9.Attending meetings

D. Quarterly aspects to attend, check, report, supervise, care

- 1.Statement of expenditure of trg. Programmes, UC etc.
- 2.EPF closure
- 3.Arrear bills
- 4.Gratitude closure
- 5.Request for grant-in-aid from Government of Kerala
- 6.Communications to Internal and Statutory auditors
- 7.Filing tax
- 8.LA/RTI if any

E. Half yearly and yearly aspects of IMG to act, check, report, Care

Half yearly work:

- 1.AG's audit works
- 2.Remittance of professional tax

Yearly work:

- 1.Finalisation of accounts
- 2.Audit
- 3.Acccidental Insurance
- 4.Gratitude renewal

Section Officer (Admn.) Role

Section Officer is the first line Supervisory Officer. He/she has to ensure that the staff working under him observe the decorum of office and discharge their duties as per the rules and procedures laid down in the matter. He is responsible for the accuracy of the notes and draft proceedings from the Section. The training of Assistants under him is one of his principal functions. He has to see that his Assistants, Typist and other staff exercise proper attention in work and do not waste time and stationery. Apart from supervising the work of Assistants, it is his duty to attend the difficult papers which the Assistants cannot by themselves handle.

Even when a seat is vacant, he has to ensure that the received papers are registered and urgent papers are attended to. Notes prepared by Assistants, which contain a summary of the facts of the case, precedents, provisions of Laws, rules etc have to be meticulously scrutinized and should be supplemented wherever necessary by the Section Officer. He has to see that the files put up from the section are properly arranged, flagged and referenced for quick disposal of those issues by the superiors. He should ensure that the received papers are properly attended to and the decisions taken are communicated with the least possible delays. Statutory time limit are to be followed strictly. He should ensure that the “tappal” is received in time and attended to promptly. When files are received with orders, submission of drafts with the least possible delay should be monitored.

He has to ensure that registers are maintained as per office instructions, which should be inspected periodically.

IMG being the ATI of Kerala with national repute, role of Section Officer (Admn.) is much higher than that of the conventional roles mentioned above. In addition to the above roles, he has to take up special care for providing necessary helps in conducting the training programmes of IMG smoothly and affectively. He shall have to give personal attention to ensure that every thing is well arranged – reception of participants, guiding them to respective classes, class room arrangements, serving of food and refreshment etc. etc.

A checklist of pursuit of Excellence in Section Officer's (Admn.)
Role in IMG is as follows:

A. Daily; routines and activities that requires care, action & attention

1. Supervision of subordinate staff and to ensure their punctuality.
2. Make substitute arrangements in the event any of the staff is late or on leave.
3. To ensure proper class room arrangements.
4. Procurement of stationery for training/office purpose
5. Answering telephone enquiries.
6. Marking of Tappal submitted by Assistants
7. Scrutiny of files
8. Ensure prompt action on the basis of the decisions taken by various core-groups of IMG.
9. Processing of files of Regional Centres based on the proposals from Regional Centres.
10. Arrangements for repair of vehicles as and when needed.
11. Establishment matters of faculty and staff.
12. Sanctioning leave, disciplinary action as and when required.
13. Maintenance of Service Book and Personal files of Faculty and staff.
14. Court cases – Preparation of statement of facts
15. Processing RTI/RTS applications
16. LA Interpellation
17. Posting of Faculty and Staff on deputation and all their establishment matters
18. Transfer and Posting of Academic & Non academic staff
19. Property statement of Faculty and Staff
20. Allotment of staff quarters at IMG Head Quarters and Regional Centres.
21. Contract appointment of RAs, Project Manager, System Administrators and Data Entry Operators.
22. Construction works at Head Quarters and Regional centres
23. Repairs and Maintenance of buildings.
24. Repairs and Maintenance of Equipments.
25. SLA/AMC of equipments
26. Maintenance of Garden and purchase of garden materials
27. Processing of files on Research/Consultancy/Project works
28. Purchase, repairs and maintenance of vehicles
29. Arrangement & follow up of various meetings
30. Handling of files on various committees and follow up action based on the minutes of various meetings
31. Disposal of unserviceable item
32. Procurement of stationery items
33. All printing related matters
34. Payment for air tickets

35. All miscellaneous papers including petty purchases/repairs

B. Weekly aspects to care, act, attend, guide, create, check

As in the case of A

C. Monthly aspects to care, act, Report, guide, Monitor, supervise

1. Payment of Housekeeping service, operation and maintenance of electrical equipments, Security Staff etc.
2. Payment of Water charges, Electricity charges, Telephone charges, Newspaper charges, Fuel charges etc.
3. Reimbursement of Telephone charges, Newspaper charges to Faculty and officers.
4. Payment for packaged drinking water
5. Payment of washing charges

D. Quarterly aspects to attend, Check, Report, Supervise, Care

1. Meeting of Executive Committee and Board of Governors
2. Follow up action on the basis of Executive Committee and Governing Body.

E. Half yearly and yearly aspects of IMG to act Check, Report, Care

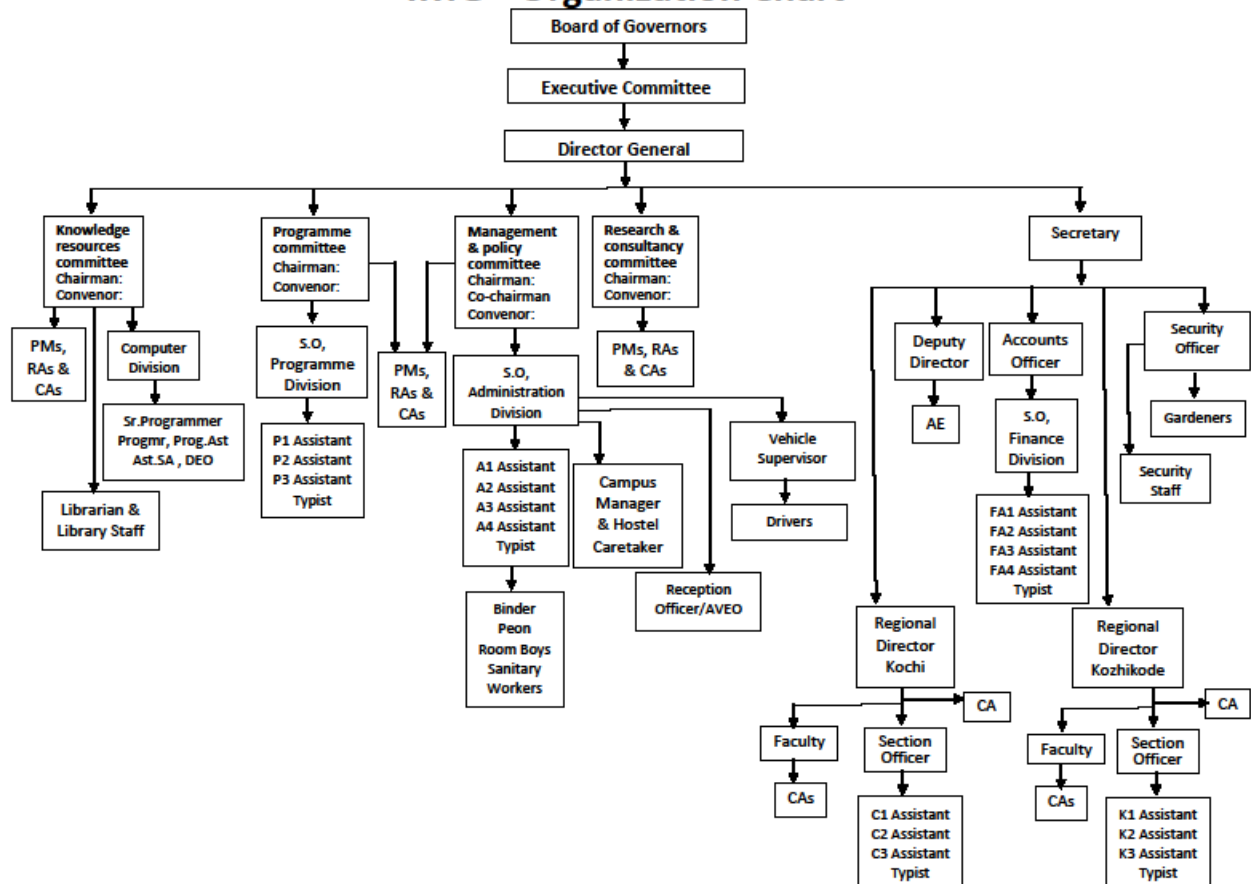
1. Sanctioning of Increment and Grade to Faculty & Staff
2. Filing of Annual RTI Report
3. AG Audit and reply of audit paras
4. Purchase of Library books
5. Subscription of journals and other periodicals
6. Payment of Uniform/chappal allowances
7. Award of contracts / renewal of contracts for Canteen, Housekeeping service, Security Service, Operation & Maintenance of Electrical Equipment, Salary Package etc.
8. Renewal of SLAs/AMCs
9. Preparation of Annual Reports

In addition to the above Section Officer (Admn.) is supposed to indulge in all the activities of IMG for fulfilling the vision, mission and objectives of IMG.

Succession planning

Manpower planning for smooth transfer of work should be initiated by the Administration division three months in advance to Retirement or ending of contract period.

IMG - Organization Chart



Security officer	
1	Security of the Campuses of IMG, ensure the safety and access control of IMG .
2	Check the Security Register, Duty Book, Attendance of the Security guard
3	All security problems of the Campuses including monitor CCTV
4	planning and controlling of work of the following officers Security guards/persons, gardeners and watchmen
5	Ensure good conduct of the above officers
6	Conduct surprise checking - surroundings and class rooms of IMG Head Quarters and Barton Hill Hostels FN and AN daily.
	Attend VIP duties .

FACULTY
<i>Training</i>
Coordination of senior level programmes like IAS
Coordination of training for employees(STP, OSP,GOI)
Facilitating conduct of training by departments
Conducting Trainer Development Programmes
Organising Induction training to new recruits
Organising workshops at the international/national and state level
Conducting spot study

Chapter IV

Duties and Responsibilities of Different Functionaries in IMG

<i>Job Title</i>	Assistant Engineer
<i>Job Location</i>	IMG Main Campus
<i>Reporting to</i>	Secretary
<i>Responsibilities</i>	
<i>Activities</i>	
1	Inspection of spots suggested by Campus Manager for repair/ maintenance
2	Project Management of major construction works, including supervising, taking measurements, verification of Bill, Preparation of Monthly reports, Reporting to DG and resolving any issues related to project execution.
3	Supervising and providing technical advice to people engaged in maintenance works
4	Preparing estimates, tender schedules etc. for the repair/renovation works of main campus, Barton Hill hostel, IMG Regional Centres etc.
5	Preparing bills and forwarding for payment
6	Periodic visits to Regional Centres to advice on Civil Works requirements
<i>Job Title</i>	AVEO cum Electrician
<i>Job Location</i>	IMG Main Campus, Barton Hill Campus, RCs
<i>Reporting to</i>	Deputy Director
<i>Responsibilities</i>	
<i>Activities</i>	
1	Ensure that the Audio Visual equipments in all lecture hall are functioning effectively. This should be done on or before 09.45 a.m on all days.
2	Periodically inspect all electrical equipments in IMG, Trivandrum and RCs and maintain an inspection register. This should be produced before DD/RD on a monthly basis for countersignature.
3	Defective equipments, on the basis of inspection, should be replaced immediately under intimation to DD
4	Attending to all electrical works in both the campuses in Trivandrum.

5	Assigning routine and minor electrical works to the employees on contract and supervising them.
6	Effective operation and maintenance of generator. Defects if any should immediately be reported to AMC Contractor
7	Streamlining operation and maintenance of chiller AC by effective liaison with the agency concerned for AMC
8	Ensure effective use of solar water heater
9	Ensure effective use of solar power system
10	Attend to major electrical works at IMG RC, Kochi as per the directions of DD
11	Liaison work with PWD, Electric Department, KWA, Telephone Dept, etc. so as to
12	Custodian of irreparable and disposable electrical, electronics and likewise items and maintenance of its registers
13	Proper maintenance and repair of electrical items attached to IMG Office, hostel and quarters
<i>Job Title</i>	Head Chauffeur
<i>Job Location</i>	IMG Main Campus – ETDC
<i>Reporting to</i>	Deputy Director
<i>Responsibilities</i>	
<i>Activities</i>	
1	Looking after the repairs and maintenance of all vehicles in IMG
2	Counter check the log book maintained by drivers
3	Scrutinising fuel bills and workshop bills
4	Preparing monthly abstract of vehicles
5	Periodically check the fuel efficiency of vehicles and report discrepancies if any
6	Ensure the cleanliness of vehicles
7	Attend drivers duty whenever necessary
<i>Job Title</i>	Binder

<i>Job Location</i>	IMG Main Campus (Binding room)
<i>Reporting to</i>	Deputy Director
<i>Responsibilities</i>	
<i>Activities</i>	
1	Binding (course materials, project report, Course director's report, old files, very old and new journal vouchers, ledgers, old library books, agenda for important meetings, writing pad and any other binding works entrusted by faculty members/administration)
2	Binding of Computer print from Finance Section (cash book, final accounts)
3	Punching/stapling canteen coupons for staff and Trainees
4	Sizing/Aligning documents
5	Attending photocopying works during emergency
6	Operating cutting machine, spiral binding machine, numbering machine, perforating machine, heavy duty stapling machine etc. in Binding room
7	Attend to any other work assigned by IMG from time to time
<i>Job Title</i>	Photocopy Operator
<i>Job Location</i>	IMG Main Campus
<i>Reporting to</i>	Section Officer (Admn)
<i>Responsibilities</i>	
<i>Activities</i>	
1	Photocopying (Course materials and other training materials, pages of files, consultancy assignments)
2	Execute private photocopying works of faculty/staff members/others on receipt of payment voucher from Cash division, IMG
<i>Job Title</i>	Gardener
<i>Job Location</i>	IMG Main Campus / IMG Barton Hill Campus
<i>Reporting to</i>	Deputy Director / Secretary

<i>Responsibilities</i>	Maintain IMG Garden and lawn Green, fresh and flowery all throughout the year
<i>Activities</i>	
1	Clearing and setting land for gardening
2	Selection and Purchase (after getting approval from DD) of seeds
3	Planting of seeds and its proper upkeep
4	Watering the plants every morning
5	Clearing weeds
6	Applying required fertilisers and insecticides
7	Replanting
8	Prune the lawn periodically. Prune the trees in the campus prior to monsoon.
9	Clearfelling of bushes in the campus and planting of fruit bearing plants
10	Represent IMG in flower shows and other similar events.
<i>Job Title</i>	Programmer
<i>Job Location</i>	IMG kochi
<i>Reporting to</i>	faculty in charge of computer division
<i>Responsibilities</i>	
<i>Activities</i>	
1.	The programmer will be permitted to co-ordinate courses with the permission of the faculty in charge of computer division.
2	He/she will assist faculty in charge to conduct the computer Programmes
3	He/she will take classes in the areas of his capabilities and tutor practical sessions.

Handling sessions

4	He/She will oversee the allotment of sessions to guest faculties so that there will be equitable distribution of classes for short listed guest faculties as and when required.
5	He/She will maintain a stock of all hardware and software in this office.
6	He/she will check with the calendar of Programmes to ensure that, there is no overlapping in allotment of computer labs.
7	He/she will attend the software and hardware problems of all computers in the institute including those with the faculty members and take it up with the appropriate level through the faculty in charge of computer division depending on the magnitude of problems.
8	He will maintain a stock of all hardware and software in this office.
9	He will check with the calendar of Programmes to ensure that, there is no overlapping in allotment of computer labs
10	He will attend the software and hardware problems of all computers in the institute including those with the faculty members and take it up with the appropriate level through the faculty in charge of computer division depending on the magnitude of problems.
11	He will keep a track of the AMC's of the machines, the warranties of the hardware and software and updating of software's.
12	He will route all papers and files relating to computer division through the faculty in charge of computer division for appropriate action
13	In addition to the duties mentioned above, he will maintain the attendance register of guest programmers and a log book on sessions handled by them with their initials and he will recommend their remuneration through the course Coordinator

14	Apart from the above, works assigned by Regional Director, Faculties and other officials from time to time is also being carried out.
15	Implementation and maintenance of e-Office and process re-engineering

Preparing audio visual aids for use in class
Developing process sheets
Preparing materials for exercises
Preparing reading materials
Preparing question papers
Evaluating answer scripts
Preparing reports on the training programmes
Accompanying trainees during field visits
Evaluating project reports of trainees
Facilitating and moderating discussions
Research and Consultancy
Conducting Training need assessment
Developing course designs
Preparing proposals for sourcing funded projects
Conducting research studies
Presenting papers
Developing case studies
Works connected with the Chief Minister's Award for Innovations in Public Policy
Documenting best practices
Consultations by Govt. Departments / Officers regarding service matters (Faculty in service rules)
Guiding research/dissertation of students

Guiding the PhD scholars of University of Kerala (Faculty with guide ship)
<i>Organisation Development</i>
Heading committees
Representing IMG in meetings
Organising training for IMG staff
Process reengineering in IMG
Participating in training programme for self and organisational development
Administration
Other administrative work as member of Committees
Providing legal opinion in the files wherein it is required. (faculty in Law)
Legal Scrutiny of agreements, MOU etc connected with IMG (faculty in Law)

Job Title	Typist
Job Location	Programme Division
Reporting to	Section Officer, Programme and Planning Division
Responsibilities	
Activities	
1	Typing matters entrusted by Section Officer and handing over the same after comparing with the manuscript/original
2	Consolidation and updation of calendered programmes of different seats in Programmes and Regional Centres
3	Typing of Hall allotment schedule
4	Typing of Proceedings, common letters to all departments.
5	Typing of Letters from Administration Division and Finance Division (especially malayalam) when in need
6	Sending nomination letter for Government of India Sponsored Programme to Head of Departments and send confirmation letter to concerned HODs & mail merging etc
7	Rent out programmes – Hall booking - Letter sent to the parties requested for rent out of halls
8	Check the IMG mail (imgtvpm@gmail.com) box on a daily basis and forward mails to officers concerned.
9	e-mailing of letters to faculty members and to various departments
10	Recording incoming and outgoing Register
11	Prepare periodical reports for Programme committee as entrusted by CPC
12	Scanning of documents

CONFIDENTIAL ASSISTANTS

Job Title	Confidential Assistant I
Job Location	DG's Office
Reporting to	Director General, IMG
Responsibilities	
Activities	

Chapter 5

1	Remind the DG regarding details of all meetings(internal and external)
2	Dial telephone numbers of various officials as directed by DG. Attending telephone calls and transferring them to DG, if needed
3	Taking dictation and typing of notes, letters etc.
4	Receive files originating from various sub divisions and submit that to DG for perusal/approval
5	Dispatch of files persused/approved files by DG to the sub divisions concerned.
6	Maintaining registers (file register, fax register (incoming and outgoing), Tappal register, CL Register, attendance register etc.)
7	Sending of fax (sometimes)
8	Maintain register of incoming and outgoing fax
9	Fixing appointment for DG's visitors and making hospitality arrangements.
10	Checking mails (IMG general mail box and DG's general mail box) regularly everyday
11	Maintain the Confidential Report file of faculty members, IMG
12	Maintenance and Allotment of DG's conference hall for various meeting subject to approval of DG
13	Circulation of common communication on behalf of DG
14	Maintain the register of faculty monthly progress report
15	Recording of minutes of the Executive Committee and Governing Board jointly with CA to Secretary
16	Work related to the Operational Committees
Job Title	Confidential Assistant II
	Attached to Faculties
Job Location	IMG Main Campus
Reporting to	The faculty concerned
Responsibilities	
Activities	

Resources and Core Competencies of IMG

1	Custodian of files of issues related to the faculty member to whom the CA is attached
2	Remind the faculty regarding details of meetings
3	Maintaining file movement register on behalf of faculty
4	Taking dictation and transcribing through the computer
5	Preparation of dummy/draft time table for the faculty member to fix sessions
6	Typing of final time table for the training programme before the commencement of the training
7	Supporting the Departmental Coordinators (helping them in preparation of budget, time table, vouchers and identification of resource persons)
8	Typing evaluation format for the courses
9	Ensuring that all preparations for the training are ready before the commencement of the course
10	Prepare IRCTC canteen requirement form.
11	Report the actual number of participants of each course on or before 11.30 a.m on the commencement of the training
12	Collect accommodation details of the trainees and forwarding to the hostel before AN of the first day of the course
13	Helping participants for filling up biodata and TA forms
14	Typing certificates of the participants
15	Comparing of certificates of training programmes
16	Collection and preparation of canteen coupon to Participants
17	Maintaining a group file (comprising of Proceedings, Time table, Consolidated evaluation, statement of settlement of staff advances) for each course directly coordinated by the faculty
18	Preparation of reading materials and notes dictated by faculties
19	Check own emails every day for instructions from faculty and immediate necessary action
20	Remind guest faculty on the previous day of their assigned sessions
21	Prepare statements on Settlement of advances sanctioned to faculty
22	Prepare statements on Settlement of TA bills of training programmes conducted by faculty

23	Contact GF to the training programmes as per directions of Faculty
24	Give CA support to STP training programmes of allotted departments (facilitated by faculty members of other centres)
25	Making arrangements for taking group photograph of trainees
26	Giving support for conducting Workshops, Seminars, consultancy and project works
27	Preparation of indent for stationery items well in advance
28	Receiving all communication for faculties on their behalf and submitting them promptly to the faculty
29	Preparation of vehicle request form
30	Preparing draft budget of training and submitting to faculty for finalisation
31	Distribution of file folders & attendance sheet in the class
32	Distributing TA bills to participants and helping them fill the TA bill
33	Collecting filled up TA bills and preparing note to Finance Division
35	Getting receipts for honourarium signed by the guest faculty ensuring all details are collected for DBT
36	Taking printouts of documents and photocopy of course materials given by guest faculty
37	Ensuring handouts for participants are given to them in time
38	Typing of list of participants with full details
39	Collecting course materials for CD writing & photocopying
40	Ensure evaluation, relieving certificates, list of participants, CD, Certificate and Photo are ready on the last day of the training
41	Preparation of note with all bank details and vouchers of guest faculty remuneration for settlement
42	Preparation of note for settlement of bills reg photo, certificate, mineral water and other bills for miscellaneous expenses
43	Consolidation of evaluation forms
44	Preparation of draft course directors report
45	Return of balance file folders and course materials after training

46	Taking down minutes in the meetings, seminars and workshops
47	Liaising with the departments allotted to their faculty for follow up and review of conduct of calendered STP programmes
48	Liaising with facilitators of other centres for smooth conduct of the programmes of daprtments allotted to them
49	Preparing advance tour notes for faculty
50	Help faculty in arranging accommodation, transportation and field trip for trainings with participants from other states
51	Entering of data for effecting payment to guest faculty and forwarding the same to finance division
52	Work related to the Operational Committees
Job Title	Confidential Assistant
Job Location	Regional centres
Reporting to	RD, IMG
Responsibilities	
Activities	
1	Remind RD the details of meetings
2	Attending telephone calls and transferring them to RD, if needed
3	Taking dictation and typing of notes, letters etc.
4	Maintaining file movement registers
5	
6	Register the movement of files (inward & outward) in the o/o RD
7	Checking mails regularly and initiate appropriate actions
8	To prepare the tour programme and prepare TA bills
9	Receive files originating from various sub divisions and submit that to RDfor perusal/approval
10	Managing the guests of RD coming from outside

11	Preparation of monthly performance plan
12	To attend the urgent work of other CAs in case of emergency. To take special care to avoid mistakes and to ensure that the matters transcribed or types are handed over after comparing it properly
13	Assist RD in the conduct of STP, Workshops, Seminars etc.
14	Preparing Minutes of the meeting chaired by the RD.
15	Work related to the Operational Committees
Job Title	Confidential Assistant III
	Attached to Secretary
Job Location	IMG Main Campus
Reporting to	Secretary
Responsibilities	
Activities	
1	Remind Secretary the details of meetings
2	Attending telephone calls and transferring them to Secretary, if needed
3	Taking dictation and typing of notes, letters etc.
4	Maintaining file movement registers
5	Maintaining the Minutes register of Executive committee and Governing Board Meetings
6	Register the movement of files (inward & outward) in the o/o Secretary
7	Checking mails regularly and initiate appropriate actions
8	To prepare the tour programme and prepare TA bills
9	Receive files originating from various sub divisions and submit that to Secretary for perusal/approval
10	Managing the guests of Secretary coming from outside

11	Preparation of monthly performance plan
12	To attend the urgent work of other CAs in case of emergency. To take special care to avoid mistakes and to ensure that the matters transcribed or types are handed over after comparing it properly
13	<u>In connection with the meeting of Executive Committee & Board of Governors of IMG</u> ○ To ensure the communication letters be sent in time. ○ Sent invitation to all EC/GB members through e-mail. ○ If there is any postponement of meeting, that should also be communicated through mail/phone calls. ○ To ensure the agenda notes be sent through post ○ To sent the agenda notes through e-mail. ○ Confirm their participation of members in the meeting through mail/phone calls ○ Arrangement of Tea/lunch in consultation with the office of the DG ○ Arrangement of stationery to be supplied in the meeting. ○ Take advance amount for the disbursement of the TA & sitting fee to members ○ Preparation of TA bills and sitting fee receipts and its payments ○ Made available the Minutes Book and Attendance Register for signature ○ Arrangement of all files which are to be placed the EC/GB meeting. ○ Settlement of advance drawn. ○ To type the minutes of the meeting. ○ To ensure the minutes sent with covering letter ○ To sent the minutes to members through e-mail. ○ To write the minutes in the Minutes Book.
14	Work related to the Operational Committees
Job Title	Confidential Assistant
Job Location	Regional centres
Reporting to	RD, IMG
Responsibilities	
Activities	
1	Remind RD the details of meetings
2	Attending telephone calls and transferring them to RD, if needed
3	Taking dictation and typing of notes, letters etc.

4	Maintaining file movement registers
5	
6	Register the movement of files (inward & outward) in the o/o RD
7	Checking mails regularly and initiate appropriate actions
8	To prepare the tour programme and prepare TA bills
9	Receive files originating from various sub divisions and submit that to RD for perusal/approval
10	Managing the guests of RD coming from outside
11	Preparation of monthly performance plan
12	To attend the urgent work of other CAs in case of emergency. To take special care to avoid mistakes and to ensure that the matters transcribed or types are handed over after comparing it properly
13	Assist RD in the conduct of STP, Workshops, Seminars etc.
14	Preparing Minutes of the meeting chaired by the RD.
15	Work related to the Operational Committees
Job Title	Confidential Assistant III
	Attached to Secretary
Job Location	IMG Main Campus
Reporting to	Secretary
Responsibilities	
Activities	
1	Remind Secretary the details of meetings
2	Attending telephone calls and transferring them to Secretary, if needed
3	Taking dictation and typing of notes, letters etc.

4	Maintaining file movement registers
5	Maintaining the Minutes register of Executive committee and Governing Board Meetings
6	Register the movement of files (inward & outward) in the o/o Secretary
7	Checking mails regularly and initiate appropriate actions
8	To prepare the tour programme and prepare TA bills
9	Receive files originating from various sub divisions and submit that to Secretary for perusal/approval
10	Managing the guests of Secretary coming from outside
11	Preparation of monthly performance plan
12	To attend the urgent work of other CAs in case of emergency. To take special care to avoid mistakes and to ensure that the matters transcribed or types are handed over after comparing it properly
13	<u>In connection with the meeting of Executive Committee & Board of Governors of IMG</u> ○ To ensure the communication letters be sent in time. ○ Sent invitation to all EC/GB members through e-mail. ○ If there is any postponement of meeting, that should also be communicated through mail/phone calls. ○ To ensure the agenda notes be sent through post ○ To sent the agenda notes through e-mail. ○ Confirm their participation of members in the meeting through mail/phone calls ○ Arrangement of Tea/lunch in consultation with the office of the DG ○ Arrangement of stationery to be supplied in the meeting. ○ Take advance amount for the disbursement of the TA & sitting fee to members ○ Preparation of TA bills and sitting fee receipts and its payments ○ Made available the Minutes Book and Attendance Register for signature ○ Arrangement of all files which are to be placed the EC/GB meeting. ○ Settlement of advance drawn. ○ To type the minutes of the meeting. ○ To ensure the minutes sent with covering letter ○ To sent the minutes to members through e-mail. ○ To write the minutes in the Minutes Book.
14	Work related to the Operational Committees

job Title	Assistant
Job Location	Programme and Planning Division
Reporting to	Section Officer, Programme and Planning Division
Responsibilities	
Activities	
1	Collect and collate department wise training calendar 3 months prior to the commencement of the training year
2	Forward the collated department wise calendar to the concerned faculty members with a performance report of that department for the previous year
3	Collect back the edited calendar from the facilitators and forward that to the computer division for data entry
4	Intimate/remind the facilitator and coordinator about the calendared programme at least two weeks in advance
5	Maintain copy of the STP programme budget at the concerned seats
6	Maintain a programme data base with details such as actual date of conduct of programme, number of participants and the date of receipt of consolidated evaluation report
7	Maintain a ready reckoner with the details pertaining to the department they are in charge of: Names of TCC members, Name and Phone Number of Training Manager and Coordinators
8	Maintain a copy of TNA report, course designs and list of resource persons for each department at the programme division. This should be made readily available to the new facilitator as and when change of facilitatorship occurs.
9	Collect and document all course evaluation report immediately after the close of training. They should constantly interact with facilitators to collect pending reports
10	Update the status of STP programme with regard to number of programmes, number of training days and number of participants.
11	Draft and send common letters to departments and TCC in coordination with PC
12	Circulate the letter from Government of India for new programmes among faculty members, collect programmes and forward that to PC for finalization
13	Intimate the programmes sanctioned by DoPT to individual faculty members who proposed the programme
14	Originate files seeking nominations of GOI programmes at least a month prior to the commencement of the programme
15	Send communications to various departments seeking nominations. Consolidate them and forward that to faculty members for selection of participants. Follow up in case of deficiency in nominations.
16	Put up draft confirmation letter for approval and send confirmation well at least a week prior to the commencement.
17	Collect budget proposals from faculty members and issue proceedings
18	Collect course evaluation report immediately after the end of the course, get authentication of Director General and forward that to Government of India

20	Submit letter received from different client organizations to Programme committee for faculty assignment
21	Collect proposals for OSP from faculty members and forward that to the client organizations
22	Once the client organization approves the proposal, intimate the faculty members and carry out the same procedure as in the case of Gol programmes
23	Maintain separate files for each project sanctioned to IMG
24	Issue budget proceedings for various training/research activities proposed by faculty coordinator as part of projects/research/evaluation studies
25	Forward letters received from Government and send timely reply in consultation with PC/faculty members
26	Consolidate all the programmes of the coming week and forward that to PC for allocation of lecture halls. This should be done on Tuesday of every week
27	Forward Monthly progress report to the PC committee/Director General/Heads of the Departments
28	Prepare course fee due statements and reminders to client organizations
29	Forward details of expenditure of sponsored programmes and IAS/IFS programmes etc for preparing utilization statement/send request to Government for releasing funds
30	Maintain a training register of faculty members
job Title	Assistant
Job Location	Administration Division
Reporting to	Section Officer
Responsibilities	
Activities	
1	Initiate administrative work leading to placement, payfixation and declaration of probation of Academic and non academic staff
2	Initiate procedures for sanction of leave/increment, deputation and disciplinary action of Academic and Non-academic staff
3	Maintenance of personal files and service book of all staff
4	Dealing with RTI files
5	Initiate action for replying to LA interpellation

6	Initiative administrative work pertaining to Repairs and maintenance of building and equipment
7	Initiate administrative work pertaining to All constructions in Head Quarters and Regional Centres
8	Initiate action for purchase of furniture and equipments
9	Facilitate the preparation and printing of Annual Reports and its timely submission to Government
10	Facilitate installation and shifting of telephones
11	Facilitate the disposal of all unserviceable item
12	Initiate action for the payment of electricity, water, courier charges
13	Administrative work related to maintenance and purchase of materials for Garden
14	Administrative work related to purchase, repair and installation of water supply and electrical equipments
15	Administrative work related to consultancy assignment
16	Administrative work related to purchase of library books, periodicals, office stationery and computer stationery
17	Administrative work pertaining to preparation of tender documents, RfP, Quotations etc
18	Facilitate action for the payment of uniform allowance
19	Administrative work related to Management of Canteen
20	All administrative work related to the convening of Executive Committee and Governing Board
21	Administrative work related to purchase, repair and maintenance of Vehicles
22	Administrative work relating to all miscellaneous payments
23	Administrative work related to hiring of vehicles
24	Processing of files relating to Medical Reimbursement
job Title	Assistant
Job Location	Finance Division

Reporting to	Section Officer
Responsibilities	
Activities	
1	Administrative works related to transfer of funds from Treasury to IMG account and from IMG to Regional Centres
2	Administrative works related to the receipt of grant in aid
3	Maintenance of files pertaining to the posting, salary and allowance details of all staff including senior officers on deputation
4	Entering journal entries pertaining to vouchers and receipts.
5	Maintenance of library caution deposit register
6	Preparation and maintenance of cash book
7	Maintenance of staff advance register and Payment and settlement of staff advances
8	Preparation of utilization certificates for financial assistance received from various agencies
9	Settlement of Consultancy assignments
10	Transferring IMG income from various sources
11	Proposing for Grant in Aids and Supplementary Demand for grants from Government
12	Deal with matters related to subject committee
13	Assist in preparing internal budget estimates
14	Prepare and upload monthly plan progress report
15	Verifying the details of guest faculty honorarium and forwarding to section officer
16	Preparation of bank reconciliation statement
17	Preparation of payment voucher as per payment proceedings from admin division
18	Verification of TA bills (officers, staff and trainees)
19	Payment of TA advance to Staff and officers

20	Assist AG audit by providing all necessary documents and records
21	Reply to AG audit para
22	maintenance of TA advance register
23	Preparation of salary bill of all staff
24	Preparation of voucher for crediting the salary to bank account
25	Preparation of recovery schedule and the necessary vouchers
26	Preparation of EPF schedule, remitting payment, Processing EPF Loan, Pension and annual returns
27	Preparation of treasury challan for remittance of GPF, HBA, MCA, FBS, GI, PCA etc
28	Preparation of Salary Certificate, confirmation and related correspondence
29	Preparation of surrender of earned leave bill and preparation of vouchers for crediting cheques
30	Preparation of DA arrear statement of IMG and deputation staff and its processes for effective payment
31	Preparation of individual income tax, advance recovery and remittance
32	Calculation and recovery of advance income tax for contract works and remittance
33	Remittance of annual renewal premium of employees group gratuity
34	Calculation and forwarding the gratuity claims for effecting payments
35	Recovery and payment of services tax, VAT etc
36	Issuing LPC to officers who leaves IMG on completion of deputation tenure.
37	Calculation and forwarding of group insurance claims of staff
38	Assist in the finalisation of books of accounts
39	Preparation and uploading annual returns of income tax and service tax(salary and contractors)
40	Maintenance of files relating to Income tax exemption to IMG
41	Maintaining files relating to group personal accidental insurance

42	Files relating to annuities and depreciation fund
43	Files relating to Medical reimbursement, Medical advance and payment of Consultant doctor's remuneration
44	Preparation and maintenance of advance register of Departmental Coordinators
45	Verification and final course settlement of Departmental Coordinators advances for conduct of training under STP and ITP
46	Verification and preparation of payment vouchers of canteen bills
47	Files relating to EMD, security deposit

Management guru **Michael Porter** argues that business strategy is not about operational effectiveness (doing things better), but about doing things differently.

For Porter, '**Competitive Strategy**' means deliberately choosing a different set of activities to deliver a unique mix of value.

Core competencies of an organisation can be defined as a set of skills and expertise that enables an organisation to deliver exceptional value to customers.

Organisation Set up

The Institute is headed by the Director General, a senior administrator belonging to the Indian Administrative Service or Indian Police Service who is housed in the Headquarters, Thiruvananthapuram. The two Regional Centres, one at Kochi and the other at Kozhikode are headed by Regional Directors, senior officials from the Government Secretariat. The administration is headed by Secretary, IMG, who is supported by the Deputy Director and Accounts Officer under whom the Programme & Planning

Division, Finance Division and Administration Division function. The training programmes are managed by a Programme Committee constituted by Faculty Members and senior officials from Administration and Finance Division. All non academic activities including developmental activities are managed by a Management Committee chaired by a senior Faculty and co-chaired by Secretary IMG.

Operational Committees are constituted for the implementation of the mission, vision and strategic objectives of IMG with a 'Focus Strategy'. Detailed in Chapter 6

Human Resources

During the two and half decades since its inception, IMG used to focus mainly on training by organizing an average of 250 training programmes every year. The administrative staff pattern fixed during this time was in accordance with the activities performed by IMG at that time and is as below.

Sl.No	Category	Sl.No	Category
1	Director	18	AVEO-cum-Electrician
2	Secretary	19	Librarian
3	Assistant Director	20	Librarian Gr. II
4	Accounts Officer	21	Librarian Gr. III
5	Security Officer	22	Librarian Gr. IV

6	Assistant Engineer	23	Reprographic Operator
7	Work Superintendent	24	Reception Officer
8	Programmer Programming	25	Roneo Operator
9	Assistant	26	Clerical Assistant
10	Senior Programmer	27	Peon
11	Section Officer	28	Driver
12	Assistant	29	Cleaner
13	Confidential Assistant	30	Watchman
14	Typist	31	Gardener
15	PRO Caretaker (Campus Manager/hostel Manager/Care taker)	32	Sweeper
16		33	Room boy
17	Binder	34	Sanitary worker

Out of the 151 sanctioned posts (Administrative) spreading across 34 categories in the Headquarters and Regional Centres, the current effective strength is only 92 leaving 59 vacant posts. Regarding Faculty position, effective strength is 19 including officers on deputation, The number of Permanent faculty members has come down to 6 out of the 32 sanctioned posts, leaving 13 posts vacant. The Faculty Members who are core personnel of IMG directly reports to the Director General.

The staffing pattern was a mix of regular employees and deputationists who occupy top administrative positions and faculty positions. While deputationists occupying faculty positions are drawn from Government

Secretariat, line departments, Public Sector Undertakings and sister training institutions, faculty members on regular rolls have experts from different discipline with Phd with rich training experience and professional consultancy experience of more than 25 years. This has earned the institute repute and good will among its stakeholders.

IMG has a team of Certified Recognised trainers by Department of Personnel and Training (DoPT), Government of India for the packages on Training Need Analysis (TNA), Direct Trainer skill (DTS), Experiential Learning tool (ELT) , Mentoring and Facilitation.

With the declaration of State Training Policy in 2004, role of IMG changed from a State Training Institute to Apex Training Institute and was elevated to Training Consultant for all departments in the State along with responsibility of implementing the State Training Policy. During this time, IMG spearheaded the shift to demand-driven training through a systematic assessment of training needs of different departments. Consequently, there was a quantum leap in number of training programmes from 250 per year to 1000 per year without any change in the staff pattern, thanks to the cooperation of Departments and Guest Resource persons. Through its training activities, IMG covers an average of 30,000 employees per annum which is the highest training intake by any ATI in India.

A systematic Approach to training was adapted in implementing the State Training Policy. The Training methodology was developed and executed by IMG following the SAT Cycle. As the first step towards this the Training need analysis was done and report generated for more than 40 departments. This

report was referred as the base document during the Modernising Government Programme initiatives by Government of Kerala.

Based on these Reports which are reviewed periodically, category specific training modules were developed for all the departments under the STP umbrella. IMG would focus on training of the top officials like the Management Development Programmes, Leadership training, Strategic Planning and Monitoring, Negotiation, soft skill training, Induction Training etc and would partner with Department Training institutes to roll out the other programmes. We have accredited trainers developed by IMG through a series of Training of Trainer's programme (ToT), these guest trainers support us in the Class room delivery of the training programmes.

To increase its coverage, IMG has developed an e- Learning module for Right to Information Act (RTI) which has been going on successfully.

A.TRAINING INFRASTRUCTURE (Details of facilities and resources)



The main training complex (situated near the Law College, Trivandrum) houses 9 classrooms, Air-conditioned auditorium

and one seminar hall. The Institute is equipped with modern teaching aids which are made use of in training courses.



An Executive Training and Development Centre (ETDC) with state-of-the-art training facilities was constructed in the main campus during 2009. The centrally air

conditioned ETDC houses 6 class rooms, one conference hall, an auditorium, a computer lab, library and mess halls.

The Institute has a well-established Computer Centre to take up computer



based training programmes, data processing requirements and consultancy assignments on software development. At present, it has four modern computer labs. A Desk Top Publishing (DTP) unit with Scanners,

Laser Jet Printers and a Risograph (High Speed Scanner Printer) make an excellent support system for large volume publishing.



The Institute provides an ideal training locale with a well-equipped library and state-of-the-art training aids and facilities. The Institute Library has a collection of more than 25000 books and 125

periodicals, with a focus on Management and Training.

The Institute offers excellent hospitality and has an 80 roomed hostel –block



C, which offers accommodation on twin sharing basis. Apart from this, the Institute has four Guest Suites. An eco-friendly Campus at Barton's Compound, which is based on a

comprehensive master plan comprising of Hostel for VIPs-block A as well as Executive Trainees- Block B, Open air auditorium, Swimming Pool, Gym, Indoor Badminton court and Jogging track.



The Institute is equipped with two canteens, one at the Barton Hill Complex and other at the main complex, with excellent catering facilities. It has three well furnished

dining halls in the main campus and three at the Barton Hill Campus.



The two Regional Centres of IMG, at Kochi and Kozhikode Kochi, caters to the regional training requirements of the northern and central districts of Kerala. The Regional Centres are each equipped with two modern

computer laboratories and hostel and canteen facilities apart from air conditioned lecture halls.

Training Museum

Barton Hill Bungalow

IMG Training Museum is housed in the Barton Bungalow situated in Barton Hill. Located at the top of the hill at Kunnukuzhi in Thiruvananthapuram city, the place was erstwhile known as Gundukadu as it is from here that cannon balls were fired to inform the hourly progress of time. Barton hill was also known as Peppattikunnu, since the anti-rabies vaccination was administered from there. It was also an area for butchering animals for meat as a result of which the area got its another name Pakkattuvila

The Barton Bungalow is a heritage building situated right on top of the Barton Hill – one of the highest points within the city. The building reverberates with the memory and contributions of William Barton to Thiruvananthapuram, in his capacity as the first chief engineer of the princely state of Travancore and he is credited with the design and construction of some of the monumental structures in the city including the Secretariat and its Durbar Hall and some structures in the neighboring Kollam district. This site was earlier known as Gundukadu

It got its present name in the memory of Travancore PWD Chief Engineer (1863-1880) Barton, who had his official residence located there. Barton is famous for his contributions in the development of the city. He designed the important monumental structures in the city such as secretariat building and University College. Also he was the one who identified the land for the construction of secretariat. Barton initially resided in a thatched house located uphill. Later, another Engineer named Josh constructed the present Barton Hill

Bungalow after 17 years' of Barton's retirement. The Bungalow was the official residence of engineers for a long while. Later, Institute of Management in Government started functioning there.





Heritage Walk Trivandrum Team in Barton Bungalow - February 2015
 (Source: The Hindu)

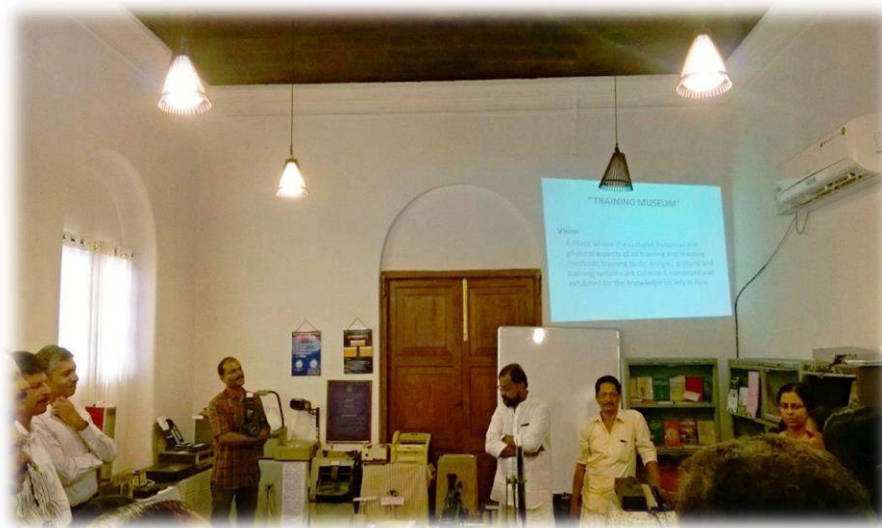
The Barton Bungalow was renovated and dedicated to the State by Chief Minister Oommen Chandy on Thursday, 14th January 2016. The Bungalow was

renovated by retaining the heritage value of the location and the natural beauty. The wooden flooring, roof ceiling and even the wooden doors of toilets were retained. He also dedicated the newly constructed Barton Hill Hostel Complex for IMG, to the state. The hostel complex built on both sides of the vintage bungalow provides accommodation to the officers attending various state, national and international-level training programmes at IMG.

Inauguration of the Museum

The inauguration of the Training Museum, the first of its kind in India was done on Keralappiravi Day(1st November 2017) at 12.30 PM at Barton's Bungalow, Barton Hill Campus of IMG Thiruvananthapuram. The Museum was inaugurated by the youngest member of the IMG family, Smt. ChaithraLekshmi.U.S.





ii. Vision, Mission, Aims and Objectives of the Museum

Vision

A place where the cultural, historical and physical aspects of all training and learning methods, training tools, designs, artifacts, and training systems are collected, conserved and exhibited for the knowledge society in Asia.

Mission

To aid and facilitate the learning community to understand the cultural roots of all training methods, evolution of training systems, and on the latest developments in capacity building.

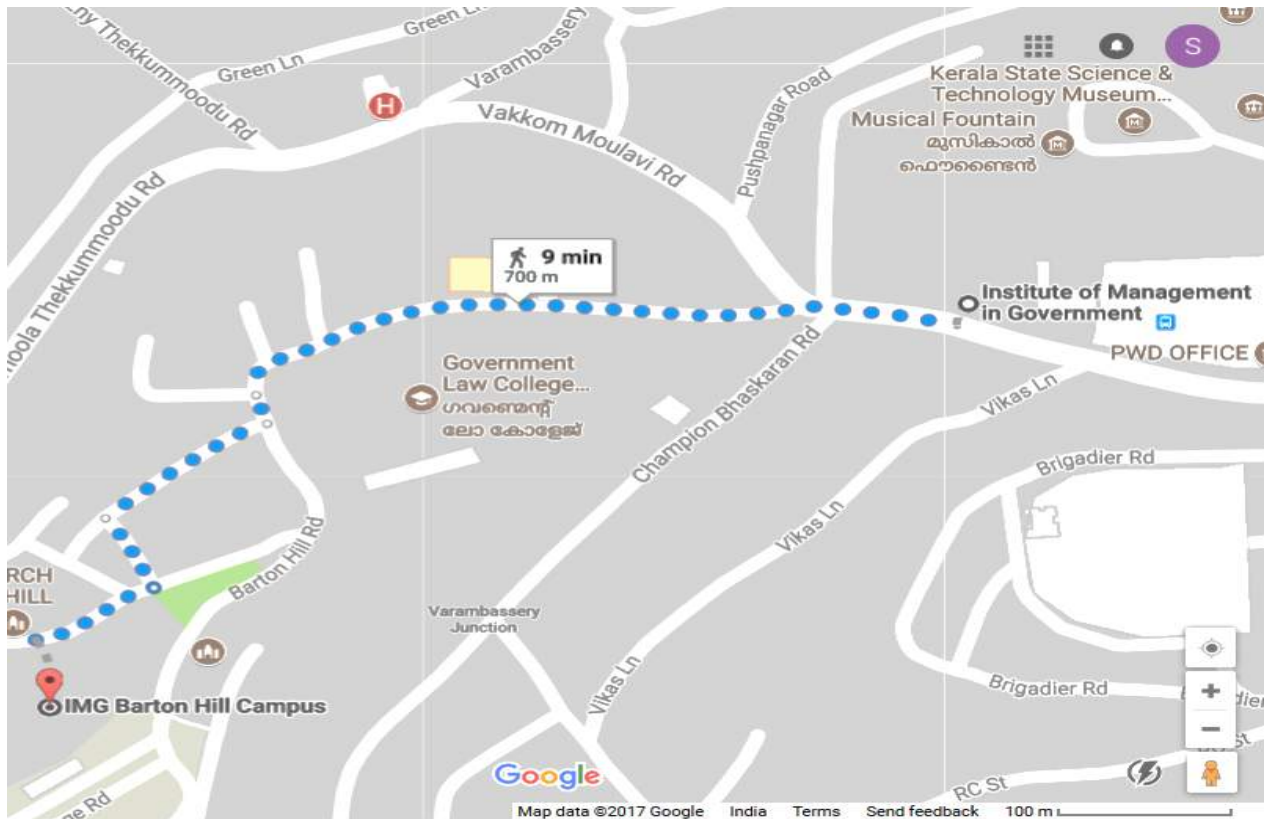
Training Museum - General Information

Attractions: Barton Bungalow, Training Museum, Watch Tower

The Training Museum of Institute of Management in Government Thiruvananthapuram, functioning in the Barton Bungalow (a heritage monument), houses rare collection of relics, tools and devices used for training in Kerala. A good collection of training materials is an additional attraction.

Location:

IMG Training Museum is housed in the Barton Bungalow, IMG Barton Hill Hostel Complex in Thiruvananthapuram City. The museum is near to Government Law College and Barton Hill Engineering College.



Accessibility

- 4.5 Km from Thiruvananthapuram Central Railway Station
- 4.5 Km from Thiruvananthapuram KSRTC Bus Station
- 8.0 Km from Thiruvananthapuram International Air Port

Entrance Fee

Category	Fee
Adults (Indian Nationals)	Rs 20/-
Senior Citizens	Rs 15/-
Management/Training/Public Administration students and research scholars(Indian Nationals)	Rs 15/-
Children below 15 years (Indian Nationals)	Rs 15/-
Bonafide students and teachers in groups with prior permission(Indian Nationals)	Rs 10/-
Adults (Foreign Nationals)	Rs 50/-
Children below 15 years (Foreign Nationals)	Rs 20/-
Camera Fee	Rs 30/- per camera Rs 10/- per mobile camera
Video Recording	Rs 100/- per video camera

Trainees attending the IMG Training Programs	Nil
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Working Hours

10.30 a.m to 4.30 p. m.

Holidays

All State Government Holidays

Contact Details

Manager

Training Museum

Barton Bungalow

Barton Hill Hostel Complex of IMG

VikasBhavan P.O

Thiruvananthapuram, Kerala, India - 695033

Phone: 0471 - 2304229 / 2303230 / 2304122(Museum Extension 846)

Fax: 0471-2302391 / 203233

Chapter 6

Operational Committees

Operational Committees are constituted for the implementation of the mission, vision and strategic objectives of IMG with a 'Focus Strategy'.

IMG's Vision : "to become a facilitator of pursuit of excellence in governance".

Our Mission : "to become a centre of excellence for Capacity Building for providing an efficient, transparent, equitable and citizen centric public service delivery system in a knowledge society".

Our strategic objectives :

- i) to create awareness of the potentialities of modern management science as a major instrument for the development of the economic and social activities of government;
- ii) to develop managerial skills, organizational capabilities, leadership and decision making ability, development planning and in efficient implementation;
- iii) to carry on research, operational and policy, to evolve ideas and concepts appropriate to the nation and formulate policy alternatives;
- iv) to foster, assist and support individuals, organizations and institutions directly for the use of management science and
- v) to create social awareness and make it a genuine instrument of economic development and social change in the state as well as in the region.

1) **Knowledge Resources Committee**

The members of the Committee are:

Dr. Jaya S Anand, Professor	Chairperson
Smt. Mini B Nair, Assistant Professor	Member Convener
Shri S Rajasekhar, Associate Fellow	Member
Smt. V Sathikumari Amma, Librarian	Member

Duties & Responsibilities

- Conducting Seminars, Exhibitions and Conferences etc.as a tool of capacity building on relevant and useful themes at least one or two in every two months.
- Be in charge of promoting publications, editorial, journals, e-journals, social media campaigns, poster campaigns, articles, messages etc. as tools of capacity building in furtherance of IMG mission.
- This Committee will ensure the smooth functioning of libraries at Thiruvananthapuram, Kochi and Kozhikode. Revisit the existing library rules, fee structure and membership. The Committee will also be in charge of procurement of books/journals, databases and other knowledge resources such as videos, audios etc. for the library..
- Strategy function of IMG, organization culture, organization climate and enactment of IMG's mission and core values.
- Identification, collection and documentation of best practices of management in Government and good governance from a world wide search and kerala search, and their documentation for use in capacity building programmes.
- Video production, video search such as TED, UN Videos, Training Videos etc., cataloging and conversion as training/capacity building materials of appropriate communication format with title, mixing etc.

- Identify the management resources and capacity building resources in Kerala available in other training institutions in Kerala and outside the state, and leverage such knowledge resources for achieving the mission of IMG.
- Partnership building and net working with other institutions of capacity building in Kerala, India and other countries through appropriate MoA
- Facilitate exchange of knowledge, exchange visits and knowledge dissemination to achieve the vision of IMG.
- Partnership building to access databases for supporting research and other capacity building requirements of all Faculty and RAs.
- Identify, collect, maintain and update all required information, databases, policy document, performance/progress report on governance of all departments in order to plan capacity building initiatives in IMG as a common resource for use by everyone.
- Initiate and sustain partnerships and linkages with district, taluk and local libraries under the library council of Kerala and other public libraries.
- Any other matter or issue related to knowledge acquisition, knowledge maintenance, conversion of knowledge to other forms, intellectual property, intellectual capital etc.

2. Research & Consultancy Committee

Members:

Dr.R Ram Mohan, Professor	Chairman
Dr. M Sureshkumar, Assoc.Fellow	Member Convener
Dr. N Krishnakumar, Assoc.Fellow	Member
Shri VR Radhakrishnan, Assoc.Fellow	Member

Duties & Responsibilities

- Evaluating and approving research and consultancy proposals received from Faculty Members, RAs, others in regard to management problems and/or governance issues, based on indicators of performance including citizen satisfaction etc.
- Finding out new areas and domains for research to be conducted thorough periodic brainstorming sessions of stakeholders of good governance.
- Promoting, taking up, allocation and timely implementation of research projects submitted/forwarded by each Faculty Member with the norm of atleast one research project by each faculty/fellow during a 6 months period.
- Preparation of guidelines/general patterns to facilitate research and review of consultancy works in IMG, fixing quality standards on research process and research outputs.
- Monitoring the process and outcomes of all research programmes
- Identify management/governance research programmes done by other Government institutions, university departments etc. and coordinating for synergistic benefits of research, in furtherance of IMG vision and mission.
- Evaluate and approve research, action research, research capacity building, project proposals to be supported by IMG directly.
- To evaluate/update the criteria/norms for undertaking consultancy.
- To evaluate and approve consultancy project and proposals.
- To solicit research proposals from all the faculty for optimum utilization of the intellectual and administrative capacity of IMG.
- Organise research capacity building workshops in IMG, interships, mentoring in research etc.
- To identify sectors and sources/organizations where there are funds and needs of research and thereafter initiate steps for collaboration in research.
- Partnerships with other Research & Academic Institutes at national and international level.

- Identify Management and governance problems in the Government, PSUs, Boards/Commissions and other Government Institutions, through periodic research problem identification studies and surveys in such organizations.
- Initiate case studies/case surveys and other research methods in various Government departments/organizations to address management, governance problems and for capacity building.
- Identifying and deciding the requirements of RAs their competencies, remuneration, work outputs etc. and their performance management.
- Identify and decide the tools and infrastructure requirements for research.
- Plan and take steps to apply all research results of all faculty, in furtherance of the mission of IMG for administrative capacity building or policy capacity building or state capacity building.
- Prepare an annual research plan of IMG and communicate to all faculty.
- Any other matter related to research, consultancy, utilization of research output in pursuit of excellence in governance.

3. Programme Committee

Dr. S Sajeev, Professor	Chairman
Dr. Anishia Jayadev, Asst. Professor	Member Convener
Dr. P Leelakumari, Professor	Member
Smt.M Sheela, Assoc.Fellow	Member

Duties & Responsibilities

- To conceive, plan and monitor various activities in connection with the training, projects, education, extension etc. and to suggest modifications, if needed.
- Identify, select and contract competent Guest faculty and other resource persons having demonstrated track records of pursuit of excellence in management and/or governance for assigning in the conduct of capacity

building programmes. Such persons shall be competent to further the mission of IMG.

- Facilitate Training Needs Analysis (TNA) and Citizen Needs Analysis in research mode in Client Departments/organizations.
- Preparation of course design based on TNA and CAN.
- Preparation of Annual Training Calendar and monthly program plan with a view to utilize all resources and individuals of IMG productively.
- Convening of meeting of Training Managers and oversee the effective functioning of 'Training Coordination Committee' in Departments; Also develop policy suggestions to improve the effectiveness of the 'Training Coordination Committees' of key departments.
- Scheduling of programmes and oversee the conducting of programmes.
- Monitoring of effectiveness of programmes.
- Allotment of programmes (OSP and other collaborative programmes).
- Assigning departments to facilitators.
- Allotment of lecture halls and other requirements.
- Preparation and utilization of Monthly Performance Report for continued quality improvement.
- Facilitate preparation of training materials and training aids.
- Assessing modern training equipment needs, its maintenance and replacement in pursuit of excellence in training infrastructure in Kerala.
- Facilitate capacity building programmes for faculty and staff based on a half-yearly TNA.
- Undertake impact study of various capacity building programmes delivered by IMG at the rate of one per month of departments high on Anti-corruption Index.
- Restructuring and redesigning of training programmes for effective change of behaviour of Government employees in their work places, towards excellence and good governance.

- Plan and execute targeted intervention for durable behavior change at work places, for efficient, transparent, and citizen centric service delivery.
- To identify and intimate requirements of new types of audio-video based training materials for production by knowledge resource group.
- Solicit and get training programmes in governance and management related subjects at the national and international level.
- Identify the qualifications, quality standards and performance standards of all categories of capacity builders (including those who come on deputation at IMG), trainers, guest faculty, and resource persons of IMG.
- Identify and use different modern tools of capacity building at the three foundation levels such as Administrative, Policy and State capacity. At the administrative level individual, institutional and societal capacity building tools to be developed for use in the capacity building programmes of IMG.
- Any other subjects and matters related to capacity building within IMG and outside, related to Governance and application modern management science in the affairs of the State.

4. Management and Policy Committee

Dr. R Jayasree, Professor	Chairperson
Secretary	Co-Chairperson
Deputy Director	Convener
Accounts Officer	Member
Shri V Sreekumar, Sr.Programmer	Member
Regional Directors of Kochi & KKD	Member on rotation

Duties & Responsibilities

- Prepare policy, and annual plan documentation to facilitate pursuit of good governance.
- Taking decisions affecting more than one Committee in IMG, acting, as the co-ordinating mechanism of IMG.
- Revisiting existing areas of functioning and identifying new areas and diversification of IMG's functions and scope.
- Follow-up action within 5 days on all the decisions taken by the Committee.
- To facilitate the growth of IMG into an 'Excellent' organization and a model of good governance, model of e-governance, model of modern management systems.
- This Committee will function as the purchase and contracting committee of IMG. Digital signature will be taken by the members of the Management Committee immediately.
- Collect intelligence, all kinds of grievances of all staff, Faculty, Research Assistants, trainees, contractors, partners, and then decide on solutions.
- Infrastructure development and modernization of IMG from class rooms to campuses.
- Fixing the performance standards of various roles of Management within IMG after listing duties and responsibilities of various categories.
- Develop a performance management and performance measurement system in pursuit of excellence in IMG for each role holder.
- Identify systems that affect performance and conduct annual system performance audit during August-September.
- Conduct infrastructure readiness audit and efficient use of resources audit, on an annual basis during April-May.
- Conduct Competency Mapping & HR audit in IMG during October-November.
- Act as Selection Committee for all recruitment and deciding on matters of selection, qualification, terms of service etc. In cases of

technical/research/experts selection, specific selection committees incorporating expertise may be made.

- All canteen related, food, water, waste water related issues.
- Act as co-ordination committee for all functions of IMG. If there is overlapping of any functions by any other committee or Role, the Management Committee will resolve through joint meeting.
- Perform planning function of IMG and monitoring plan implementation in e-governance mode.
- Carry out modern Financial Management which includes budgeting, utilization budget monitoring, use of FM software etc.
- Condemnation & disposal of records, documents, files, books, newspapers, magazines, computers, equipments etc.
- Managing estate & assets of IMG, safety and security of assets and resources.
- Managing security function including cyber security (personnel, installation, systems).
- Access control system (in campus). Proper sign boards, labelling, safety audit.
- Management Information System and all communications of IMG, including Public Relations, Press Releases
- Compliance of laws & rules such as workplace rules, RTI, RTS, food safety law, water quality, environmental laws, safety laws, occupational health laws, social justice law etc.
- Approving all contracts & agreements.
- Developing policies and criteria for space/room allotment and all other operational decisions in pursuit of excellence in governance in IMG as model for others.
- Deciding norms such as proportion of regular faculty and lateral entry, supporting staff etc.

- Assure preventive maintenance of all installations and equipments including AMCs, housekeeping, gardening, sanitation, hygiene, water supply, power and other related matters.
- Take steps to make the campus water positive, carbon positive and zero waste generating.
- Succession planning of projects, programmes, research, roles, functions.
- Anticipate vacancies and decide on timing of selections and taking steps for filling.
- Enact the mission and vision of IMG through periodic checking of values, norms, organizational routines, organizational culture and strategy.
- Allocation of functions to other committees/roles.
- Carry out any other unallocated functions of IMG.

5. Internal Complaints Committee (women development)

Internal Complaints Committee on Women to look into complaints of sexual harassment and discrimination at IMG, is constituted with the following members:

Smt. L Jalajakumari, Accounts Officer	Chairperson
Smt. K Jayasree, Section Officer	Convener (to be responsible for putting up files/petitions in time for holding meeting even if there are no complaints)
Section Officer (Admn)	Member
Smt. TJ Mini, Assistant	Member

Smt. Aleyamma Vijayan,
Director, Sakhi Resource
Centre for Women,
Thiruvananthapuram

External Member

Duties & Responsibilities

- Chairperson, or Convener or any member of the Internal Complaints Committee (ICC) can receive and acknowledge complaints of sexual harassment, discrimination, misconduct etc. on women at workplace.
- The Committee will enquire complaints as per the sexual harassment at work place (prevention, prohibition and redressal) Rules 2011 and Conduct Rules. This includes the complaints of woman trainees under training at IMG, RAs etc.
- The Committee will collect information about the sense of safety feeling among women staff and women trainees within all the campuses of IMG and take all required decisions to assure a feeling of 100% safety from harassment, misconduct or gender discrimination of any type in IMG.
- In case, there is a requirement to inform any matter to outside regulatory agencies, the Committee is empowered to take such decision and follow-up without any loss of time.
- This Committee will be the grievance redressal committee for all women in IMG.

The Committee will meet at least once in a month and take all proactive steps to make IMG a place of equal opportunity for growth, a great workplace for women.

6.Staff Welfare Fund Committee

The members of the Committee are:

Deputy Director

Convener

Shri P Chandramohanan Nair,

Reception Officer

Secretary

Smt. SB Shyma, Assistant

Treasurer

Smt. D Mallikakumari, CA

Member

Smt. PO Shelly, Assistant,

RC,Kozhikode

Member

Shri R Suresan, Campus Manager,

RC, Kochi

Member

Duties & Responsibilities

- Ensure the welfare of the staff of IMG as per IMG Welfare Fund Rules.
- The Convener will be the designatory authority to receive any representations on any matters/subjects regarding the welfare or conditions of service or issues of concern to staff and he/she will take decisions as per welfare rules/due process, to redress the issues within 3 days.
- Since the other side of employees welfare is employee performance and employee accountability as per modern management service, the Committee will plan and execute all initiatives to assure performance accountability by each staff.

7. Internal Vigilance Committee

The members of the Committee shall be

Secretary

Chairman

Dr. S Sajeew, Assoc.Proessor

Member

Smt. L Jalajakumari, Accounts Officer

Member

Security Officer

Member

Duties and Responsibilities

- Collect intelligence and proactive/preventive information about the likely occurrence of any misconduct, irregularities, fraud, corruption etc. in IMG.
- Set up preventive vigilance mechanism and internal control system in all centres of IMG to check corruption, fraud, misdemeanour and mal-administration.
- Complaints/petitions/information relating to irregularities and any misconduct, misbehaviour, fraud, misdemeanour will be collected, acknowledged, enquired and follow-up remedial/preventive action initiated. If an enquiry by the Vigilance Committee discloses adequate grounds for action by the Vigilance & Anti-Corruption Bureau, a request will be made to the Vigilance Department in the Secretariat by the Chairman of the Committee, without any loss of time.
- Planning and arranging preventive vigilance and anti-corruption, anti-fraud capacity building programmes for administrative vigilance set up of all departments/PSUs/Boards.

- The Committee will plan and organize one session of capacity building, as part of all programmes of IMG, for other departments on the need of internal control systems/internal vigilance systems for achieving vision and mission of IMG so that citizen get good governance from all sides, from all departments, PSUs/Boards etc.
- Plan and organize required steps to assure that IMG as an institution is having a model of good governance including e-governance for efficient, transparent, equitable capacity building delivery system, in a knowledge society.

The organisation chart, and reporting relationships of IMG is also reoriented in order to give effect to the operation and performance of activities as listed in this Circular.

All Committees can solicit technical advice, if any, required in any matter, from external experts. Sitting fee as per norms can be paid for the domain/subject expert.

Tenure of these Committees will be 2 years and on rotation. All Committees will meet at least once in a month and Management Committee once in a fortnight on all Wednesdays.

Chapter 7

State Training Policy

1.0 Salient features of the State Training Policy (STP) 2017

- i) The **Vision** of the current Policy is “to become a facilitator of **pursuit of excellence in governance**”
- ii) The **Mission** is to transform each employee in Govt. Depts. and Govt. Organisations into fully developed, duty conscious, ethical, development oriented, well behaved, competent and motivated members of work teams.
- iii) The **outcome** of the Policy is a Public Service System for the State, built on people-focused management that allows the greatest room for their participation in decision making, and one that is geared towards promoting continuous innovations as part of a relentless pursuit of total quality in governance.
- iv) The main objective of the current Policy are to Bridge the Competency Gaps for the current and future roles of public servants
- v) The current policy goes beyond training to encompass **Capacity Building** and lifelong learning
- vi) Aims to improve performance of individuals and organizations
- vii) Institutionalize corrupt –free, citizen centric and participatory governance
- viii) Current Policy envisages innovative, novel training designs and methodology, minimum lecturing, modular formats, including in situ training at the workplace.
- ix) Explore civil servants to new trends in socio-economic, political, environment of Kerala
- x) IMG will act as the Apex Training Institution and Nodal Institution of the State leading the implementation of the current Policy in partnership with other TIs and Academic Institutions
- xi) Peer group appraisal and feedback on effectiveness after six months.
- xii) IMG will facilitate Government Process Reengineering
- xiii) IMG will act as the Think Tank to the Govt, advice on Policy matters
- xiv) ToT/DTS course is compulsory for all Trainees

- xv) IMG will focus on Accreditation of Trainers, prepare a Trainer Directory, their continuous updation through at least three Workshops, Seminars, etc, per year.
- xvi) IMG and other TIs will do mandatorily Action Research
- xvii) Develop a Training Portal for sharing of resources, regular interactions
- xviii) IMG will prepare and implement a State Training Plan
- xix) Identifying best practices of governance globally and facilitating adoption in our Govt. Offices.
- xx) Mandatory training on Leadership and Governance to Under Secretary/ Asst. Director and above.
- xxi) Short duration exposure seminars
- xxii) Holistic approach to use all modern methods of training such as group discussions, action learning, group based idea generation, case studies, exposure visits, etc.

2.0 Following the salient features, the new Training Policy of 2017 envisages a few strategic objectives:

- (i) Facilitate pursuit of excellence in governance;
- (ii) Develop and maintain efficiency and effectiveness;
- (iii) lifelong learning by employees;
- (iv) transform each employee into fully developed, duty conscious, ethical, development oriented, well behaved, competent and motivated members of work teams;
- (v) committed to the promotion of public welfare
- (vi) people focused – management systems with participatory decision making
- (vii) Public service system promoting continuous innovations as part of a relentless pursuit of total quality in governance.

Each service delivery is a process starting with the date of application in a Government office. The end date of this process is defined by the Right to Service Act. From the date of application received and giving acknowledgement in the prescribed format as per the RTS Rules 2012, the process has several steps ending with the successful receipt of the service by the citizen on or before the end date. Thus the transactions in an office of governance are carried out in project mode through a step by step process. Other Government / public programmes and missions also follow project mode.

3.0. The objectives of training of Government employees are :

- Match individuals' competencies with the jobs they have to do and bridge competency gaps for current and future roles with the aim to improve performance of individuals and organizations.
- Expose the civil service to new trends in the socio-economic and political environment in which it operates
- Update on reforms and initiatives in governance
- Impart skills and attitude for reengineering of processes and e-governance
- Build attitudes conducive to institutionalizing citizen centric, corrupt-free and participatory governance

4.0 Training Coverage

Capacity building will be done from cutting edge to the highest level of policy making, with separate training design at four levels.

- (i) The operative level at the cutting edge, where the focus would be on functional skill, attitudinal orientation and soft skills so as to improve customer orientation would be given priority
- (ii) The supervisory junior management level where the focus is on motivating others to work, coordination and supervision, coaching, counselling skills, interpersonal skills and a role model function.

- (iii) The middle management, administration level concentrating on professional excellence, leadership and a clear understanding of department related issues.
- (iv) The top levels of the civil service with emphasizing policy analysis, strategic and lateral thinking and policy formulation. (All promotes above the rank of Under Secretary / Assistant Director should invariably attend a training on 'Leadership and Governance'. The module would be developed and delivered by IMG in partnership with IIM-K).

5.0 Training Network

A formal network of all training institutions would be set up with IMG as the nodal institution. Director General IMG would co-ordinate the activities of the network with the following objectives:

1. Sharing infrastructure, facilities, staff and resource persons
2. Sharing course modules
3. Establishing networked libraries
4. Conduct of joint programmes
5. Joint identification of suitable infrastructure at district level which can be used for training local officials.

6.0 Role of Training Institutions

Training Institutions would be

- I. Provided functional autonomy, the requisite staff, infrastructure and finances to perform their functions
- II. Move to becoming models of excellence in the quality of the training they impart and as learning organizations through a process of self-assessment and bench-marking
- III. Assimilate technologies with a view to enabling learning anywhere, any time for their clients; develop e-learning modules on routine topics

Supplement their current programmes with distance and e-learning courses

- IV. Conduct field studies and research as part of the process of becoming repositories of knowledge in the areas of their sectoral or functional specialization (as applicable);
- V. Constantly review and modify their curricula, content and training methodologies to take account of training feedback and the needs of clients.
- VI. TIs would be modernized with smart classrooms and state of the art facilities
- VII. Network with other institutions to share learning resources, experience and expertise
- VIII. Facilitate the development of domain specific trainers and provide stability of tenure and opportunities for faculty development
- IX. Put in place a rigorous system of evaluation of training programmes and assessment of their impact on individuals' performance over time.
- X. Taking up field studies/research studies should also be an important mandate of the training institute. A separate research wing should be developed in each training institute and the research can be taken up based on the domain area of the institute.
- XI. There would be uniformity in the honorarium payable to resource persons across the State.

7.0 Action Research

All the major training institutions would mandatorily take up Action Research to develop field models and enable the faculty to learn by doing and imbibe practical developmental concepts.

8.0 Training Methodology

On the job training (in situ) on a decentralized basis, distance learning methods, modular and graduating formats and awarding of level certifications, will be the new features.

The pedagogical tools would depend on the target group and efforts should be taken for making the sessions as participatory as possible with minimum lecturing. A holistic approach will be taken to use all modern methods of training such as group discussions, project work, audio visual aids, printed materials, computer based exercises, case studies, and action learning group based idea generation concepts.

Documented best practices should be used for discussion. Besides classroom training exposure visits to relevant sites may be arranged for middle level and senior level officers for field level learning. There would be a provision for evaluation of each training and a peer group appraisal.

The supervisory officers of the trainee would submit a feedback after six months of training on acquisition of knowledge, skill and attitude. The feedback would be used to modify and improve subsequent training programmes.

IMG would initiate action for transforming to e-learning mode starting from topics of a routine nature.

9.0 Trainer Development

Offices joining Training Institutions (on deputation) as faculty would undergo Direct Trainer Skill Course (DTS) of Government of India. Faculty Members of TIs would invariably attend at least 3 *Seminars, Workshops, training programmes in a year to get them updated on current Government policies, practices and innovations as also in new training techniques and methods.

A separate scheme with budgetary provision would be created for faculty training abroad with a view to get cross country exposure on administrative policies and practices (as was done in the past). Faculty would be encouraged

to participate and present papers in national and International Seminars and Conferences for knowledge development.

10.0 Role of IMG

IMG as the apex training institute of the State would coordinate the entire training activities and ensure that the Civil Servants acquire the requisite, knowledge, skill and attitude to effectively perform their duties. To achieve this end, the IMG may co-ordinate and handhold the training activities of all Training Institutions set up by the Government under various Departments. It would act as the think tank to the Government, advice Government on policy matters and support in the execution of Government policies through capacity building, surveys and research. It would provide advisory and consultancy services and facilitate in Government Process Reengineering. IMG would associate with institutes of repute like IIM, IIT, ASCI, NIRD, IIPA for senior level training programmes.

IMG would develop an accreditation process similar to the one followed by NISG and DoPT for accrediting resource persons in domain areas. A directory would be prepared and TIs would use the services of these trainers as far as possible. IMG would also conduct certification of trainers.

For impact assessment a template would be developed and sent to the Training Manager/Reporting officer to assess whether the training has produced the desired impact.

IMG would develop and maintain a training portal/e-Group in which all the training institutes would be members. The Group should use this forum for regular interaction and sharing of resources. This forum should actively exchange information relating to training, materials, training calendar, resources and annual reports of the training institutes.

IMG shall play a key role in assisting Departments in the process of shifting to a Competency based framework and prepare an annual training plan for all cadres.

11.0 Managing the Change to new Policy

The State Training Policy revised in 2017 had the mission of ensuring development of Life Long Learning based training and development strategies for all State Government departments and agencies for creating a Public Service System for the state, built on people – focused management. The new policy envisaged training programmes which would ensure bridging competency gaps of employees. IMG, as the apex training institute of the State, would coordinate the entire training activities and handhold activities of all Training Institutions set up by the Government under various Departments.

Apart from bridging competency gaps through training and other capacity building methods, IMG would also need to act as think tank to the Government, advice Government on policy matters and support in the execution of Government policies through capacity building, surveys and research while providing advisory and consultancy services and also facilitate in Government Process Reengineering.

Considering the mammoth task of maintaining 5 year training cycle, one fifth of employees coming around 70,000 would have to be trained. This can be achieved only by networking/coordinating with other Training Institutions in the State. Being the Apex Training Institute , IMG needs to get into activities that checks erosion of quality of training, when done at a large scale. To ensure this,

IMG is in the process of systematically undertaking pre training activities like designing of modules, developing and accreditation of Trainers and impact assessment of training. Coordination of training activities to avoid duplication is also IMG's responsibility for which there is a need to develop web portal/e-group.

All the methods, processes and systems of training done by IMG as per the old policy of 2004 (STP) will be replaced with the framework, method, systems and mission of the new policy, with immediate effect, by each faculty and staff of IMG.

The Programme Committee of IMG has developed a comprehensive Training Plan covering every official of every department utilizing all the Training Institutions in the Training Network.(List of 95 Training Institutions are attached herewith). This will be in replacement of the department wise Calendar of Training Programmes method continued as per the old policy of 2014. The new Training Plan will be prepared considering that, IMG as the Apex Training Institute of the State will have a Focus strategy to foster, assist and support other Training Institutions, in developing their Institutional and Research Capacity, and carry out training at operational, supervisory and middle management levels of all departments.

Current focus of IMG will be on the following:

- Develop Competency Based Framework of departments
- Be Think Tank to Government
- Develop other Training Institutes
- Develop process of Accreditation and Certification of Trainers
- Develop protocol for Impact assessment /monitoring
- Facilitate Government process reengineering in departments for improving citizen centricity in service delivery

- Conduct Research where the output of research would be utilized for building Institutional capacity of departments and Training Institutions
- Develop knowledge repositories and Knowledge resource management systems
- Create Best practice inventory through state, national and global search
- Design and conduct training of top management and policy levels of the civil service.
- Build alliance and knowledge /practice exchanges
- Create training modules on Leadership and Governance, policy capacity building, state capacity building, Institutional capacity building
- Build and manage network of Training Institutions
- Create and manage Training Portal /e-group
- Develop method for periodic feedback collection
- Develop modular and graduating scheme of training methodology linked to career plan of each department
- Manage Training fund, including developing criteria of fund use
- Develop innovative training and capacity building designs appropriate for each department's needs based on inputs from research, etc.
- Prepare annual training plan for all cadres of all departments, differentiated by present and future capacity building requirements.

Chapter 8

Assets and infrastructure of IMG

Institute of Management in Government has its head office at Trivandrum, near the Legislative assembly at Law College Junction and Two Regional Centres at Kochi and Kozhikode.

Given are details regarding the Land and other training assets at these three centres.

I. Land Assets

<u>Head quarters- Trivandrum.</u>	2 Acre and 17 cents/3 Acre and 58 cents	<u>Buildings-</u>
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<u>Regional centre Kochi</u>	Land - 0.8000 Hectares,	Buildings - 3 Nos (Office and Staff Quarters)
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<u>Regional centre Kozhikode</u>	Land Area is 8.75 Acre	<u>Buildings-</u>
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II. **List of office Equipments/Furniture-** The list of office equipments and furniture is as in annexure

III Library

IMG has an excellent Library with extensive collection of books from diversified field/ discipline. The Library at present is trying to move for an e-Journal subscription. The assets of the library are as in Annexure

List of Office Equipments

Kochi

List of office Equipments/Furniture etc. as per Stock Register at RC Kochi		
Sl. No.	Item Name	No. of Equipments
1.	Cash Box	1
2.	Office Table 9120x75X75 CM)	10
3.	Armed Chair (Wooden)	8
4.	Typist Table (107 x 62 x 75 CM)	2
5.	Almirah (Big) 6 x 3 x 1 1/2 Wooden)	10

6.	Almirah (Small) 5' x 2 1/2' x 1 1/2' Wooden	2
7.	Armless Chair (Wooden)	2
8.	Stool (40 x 40 x 53 CM)	6
9.	Roneo Table	1
10.	Typist Chair (92 x 46 x 53 cm)	2
11.	Flannel Board (Notice Board) 100 x 50 cm	2
12.	Officer's Table	5
13.	Steel Cup board with double door	19
14.	Mattress (Fibre Foam) 72" x 36" x 4"	90
15.	Pillow 24" x 14 x 4"	94
16.	Metrex Slotted Angle Table	25
17.	Steel Arm Chairs 36 " H x 21 1/2 " W	37
18.	Single Cot (Guest Room)190 x 92 cm	82
19.	Double drawn Table (Guest Room)120x75x75 cm	1

20.	Sofa Cum Bed (Guest Room)170 x 92 cm	1
21.	Name Board	7
22.	Duplicating Machine	1
23.	Clock	3
24.	Cel Auto Slide Projector	1
25.	Over Head Projector	5
26.	Photo Album	2
27.	Thermic Jug 3.5 Litter	1
28.	Steel Racks of Size 6 3 “ x 36 “ x 18 “	6
29.	Pedestral Fan	4
30.	Water Cooler	1
31.	Electronic Desk Calculator	1
32.	Hakhna Avited Trolley Type Table and Projection Screen	1
33.	Typewriting Machine	1
34.	Steel Book Case	24
35.	Television (Keltron) and fitting	2
36.	Pocket Calculator	6

37.	Brass Sprayer for Garden (Hand Compression Sprayer)	3
38.	Stainless Steel Plate& spoon	155
39.	Ladder	2
40.	Water Heater	2
41.	Main Boarder & Sign Board	3
42.	Steel Flask	1
43.	Wet Grinder	1
44.	Mixi Sumeet	2
45.	Weighing Balance & Accessibly	1
46.	Canteen Burner	3
47.	Refrigerator (Voltas)	1
48.	Stabilizer	6
49.	Public Address System	4
50.	Portable Diesel Generator 15	1
51.	Filing Cabinet & Visalia Pension Rocket	1
52.	Vacuum Cleaner	1

53.	Computer	71
54.	Steel Buffet Set (Food Waver)	1 set (5 Nos.)
55.	Photo Copier	3
56.	Card Catalogue Cabinet	1
57.	Moped/Two Wheeler	1
58.	Air Conditioner	28
59.	Table Tennis Table	1
60.	Steel Chair (Half Aram)	115
61.	Computer Printer	4
62.	White Board	5
63.	Modem	2
64.	Fax Machine	1
65.	Display Board with Stand	1
66.	Rotating Book Stand	1
67.	Water Filter Cum Purifier	1
68.	Dining Table and Chair	50
69.	Key Board with Teak wood frame	2
70.	Wooden Table	1
71.	LCD Projector	13

72.	Scanner	2
73.	CD Writer	1
74.	Armless Chair (Steel)	20
75.	Pillows	94
76.	Computer Table	40
77.	Computer Chair	89
78.	Web Camera	3
79.	UPS	3
80.	Steel Table (Computer) Palm	9
81.	Jefferson Chair	145
82.	Settee Type Wooden Chair with hand rest	25
83.	Wooden Chair (Hostel)	51
84.	Wooden table (Hostel)	57
85.	Teapoy (Hostel)	2
86.	Rostrum/Podium	4
87.	Round Table (Wooden)	1
88.	Conference Table Assembly	1
89.	Lap Top Computer	9

90.	Inverter	1
91.	Lawn Mover	2
92.	Reception Counter	1
93.	Laser Printer	8
94.	Television Set/Set top Box	2+2
95.	EPABX System	1
96.	Bore Well & Micro Water Supply Scheme	2
97.	Idly Steamer	1
98.	Mineral Water Dispenser	2
99.	Rotary Hammer	1
100	Built in Shelf (Wooden) for Hostel	9
101	Digital Multimeter	1
102	Teak wood Executive Chair with Seat & Back Cushion	15
103	Key Chain	36
104	Teak wood Executive Chair, Revolving & Fitting Type	5

105	Teak Wood Visitors Chair, Plastic Caned	20
106	Telephone	1
107	L Shaped Table 180x90x75 Cms	5
108	Teak Wood Long Table 300x60x75 Cm	4
109	Office Car	1
110	Steel Book Case	24
111	Ceiling Fan	23
112	Bio Gas Plant	1

Library Assets

Sl No	Item	Number
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The list below to be recast in the above format

- | | | |
|-------------------------------------|---|-------|
| 1. No. of books | - | 22854 |
| 2. Journals | - | 8 |
| 3. Good Governance Practices report | - | 89 |

IMG, REGIONAL CENTRE, KOZHIKODE

Location	Electrical Instalation	Watts	Tools & Furniture	Equipments	Facility
Office	Ceiling Fan -5	5x 60w= 300 w	Steel rack-1	Speaker -1	Seating - 22
	Tube light- 5	5x 36w= 180 w	Almirah-6	Clock -1	
	LED- 2	2x15w- 30 w	Wood Chair-16	Computer Table-6	
	Power Plug-2	2x500w= 1000w	Cushion Chair-6	Key board-1	
	Photocopier- 1	1x	Table -9		
	Stabilizer-1	1x	Stool -3		
	Computer-5		Teapoy -1		
	Printer -3				
	UPS point -21				
	Telephone-2				
	Plug point-3				
Store Room-I	Fan -1	1x 60w=60w	Steel rack -4		
	Tube-1	1x60w=60w	drawer rack -1		
			Wood table-1		
Store Room-II	Fan-1	1x60w= 60w	Wood Almirah-2		
	Tube light- 1	1x60w= 60w	Steel Rack-4		
Ronio Operator Room	Ceiling Fan -1	1x60w= 60w	Table -1		
	Tubelight-2		Plastic Chair-4		
	Power Plug-2	2x500w= 1000w	Chair-2		
	Photocopier- 1		Wood Almirah-1		

	Stabilizer-1				
	Plug point-1				
Passage	Tube light-11	11x60=660w			
	Biometric Machine-2				
Reception	Ceiling fan-1		Chair-2		
	LED-1	1x15w=30w	Table -2		
	Telephone-1				
	UPS point -1				
	Plug point-1				
Ground Floor Open space	Plug point-1		Fixograph Board -1		
			Battery -30		
			Clock -1(UPS Section)		
Car Porch	Tube light-1	1x60w=60w			
	LED-2	2x15w=30w			
Gent's Toilet	Tube light-1	1x60w=60w			
	CFL-2	2x40w=80w			
Ladies Toilet	Tube light-1	1x60w=60w			
	CFL-2	2x40w=80w			
	Ceiling Fan-1	1x60w=60w	Wood Table-1	Speaker-1	

4. Research Reports

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AVEO Room	Tub light-2	2x60w=120w	Steel Almirah-1	Computer Table-1	
	LED-1	1x15w=15w	Steel Rack -1	Sound system-4	
	Computer-1				
	UPS point -3				
	Plug point-1				
Class Room-I	Ceiling Fan-6	6X60W=360W	Chair-32	Clock -1	Seating -35
	Tubelight-6	6X60W=360W	Wood Chair-3	Flipchart Board-1	
	Amplifier-1		Table -1	Green Writing Board-1	
	Receiver-1			Podium-1	
	Mikeset-1			Screen-1	
	UPS point -3				
	Computer-1				
	LCD Projecter-1				
	Loudspeaker-1				
	A/C-2				
	Power Plug-1				
	Plugpoint-4				
ClassRoom -II	Ceiling Fan-6		Chair-32	Computer Stand-1	Seating-39
	Tubelight-6		Wooden chair-7	Clock-1	

5. Training films including Good governance practice:

	Power Plug-1		Table-1	Flip Chart Board-1	
	Computer-1			Screen -1	
	Speaker-1			white Board -1	
	UPS point-3			Podium-1	
	Mike set -1				
	Amplifier-1				
	Receiver-1				
	LCD Projector-1				
	Loudspeaker -1				
	Plugpoint-4				

ClassRoom -III	Wall Fan-6		Chair-32	Computer Table-1	Seating -32
	Tub light-6		Table-1	Whiteborad-1	
	Power Plug-1			Clock -1	
	Computer-1				
	Speaker-1				
	UPS point-3				
	Mike set -1				
	Amplifier-1				
	Receiver-1				
	LCD Projector-1				
	Loudspeaker -1				
	Plugpoint-4				

Class Room IV	Wall Fan-5		Plastic Chair-1	Computer Table-2	Seating- 38
	Pedestal Fan-1		Chair-34	Clock-2	
	AC-3		Wooden Chair-3	FlipChart Board-1	
	Tublight-6		Table -2	Whiteborad-1	
	Power Plug-3			Clock -2	
	Computer-1			Podium-1	
	Speaker-1				
	UPS point-3				
	Mike set -1				
	Amplifier-1				
	Receiver-1				
	LCD Projector-1				
	Loudspeaker -1				
	Plugpoint-4				
Computer Lab-1	AC-2		Plastic Chair-31	Computer Table-16	Seating- 31
	Tub light-6		Table -2	Screen-1	
	LED-2			Whiteboard-1	
	Computer-18				
	UPS point-37				
	Plugpoint-4				
Computer Lab-	Pedestal Fan-2		Chair-34	Computer Table-17	
	AC-3		Steel Table-1	Clock-1	

2(Hostel Block)	Computer-19		Almoirah glassdoor-1	Screen-1	
	LED-1			whiteboard-1	
	Printer-1				
	Scanner-1				
	Loudspeaker - 1				
	LCD Projector-1				
	Tublight-5				
	UPS point-59				
	Plugpoint-4				
Faculty room -1	Wall fan-1		Table-2	Speaker-1	
	Pedestal Fan-1		Almirah-1	Computer Table-1	
	AC-1		Exective Chair-1		
	Tub light-2		Chair-4		
	LED-2				
	Computer-1				
	Printer-1				
	UPS point-3				
	Telephone-1				
	Plugpoint-2				
Faculty Room -2	Wall Fan-1		Plastic Chair-2		
	Pedestal -1		Table -2		
	Tublight-1		Executive Chair-1		

	LED-2		Steel Drawer-1		
	Powerplug-1				
	Computer-1				
	UPS pont-3				
	Plugpoint-2				
Faculty Room- V	Ceiling Fan-1		Executive Chair-1	Speaker -1	
	Tub light-2		Wood Table-3		
	Computer-1		Almirah -1		
	Printer-1		Chair-2		
	Telephone-1		Plastic Chair-1		
	Plugpoint-1				
Office Server Room	Ceiling Fan-1		Steel Almirah - 1	Speaker-1	
	Pedestal Fan-1		Chair -1		
	AC-1				
	Tub light -2				
	LED-1				
	Computer-1				
	Server-1				
	UPS point-9				
	Battery -6				
	Control System-1				
	Plugpoint-2				
Auditorium	Ceiling Fan-1		Steel rack-2	Computer Table-1	

	tub light -10		Wood Chair-24	Garden Equipments-Weed Cutter-1,	
	LED/CFL-17		Dining Table -3	Grass cutter-1,	
	Power plug-3		Table -3	Ladder Aluminium-1	
	Stabiliser-1		Bench- cum-Desk-6	Ladder GI-1	
	Main Switch Pannel Board-1				
	Exhaust Fan-6				
	Cooler-1				
	Water Heater-1				
	TV Set-1				
	Energy metre-1(Ele)				
	Generator Cotrol Switch-4				
	Plugpoint-8				
Ist Floor-CA to RD room	Wall Fan -2		Rack-2		
	Tublight -2		Almirah-1		
	Computer-1		Table -3		
	Printerwith Scanner-1		Chair-3		
	UPS point-4				
	Plug point- 2				

RD's Room	Wall Fan-1		Setty-1 set	clock -1	
	Pedestal Fan-1		Chair-6	Speaker-1	
	AC-1		Executive Chair -1		
	Tublight -4		Table -3		
	LED-3		Teapoy -1		
	Computer-1				
	Printer-1				
	TV Set-1				
	TV Stand-1				
	Telephone-2				
	Laptop-1				
	Plugpoint- 3				
Library	Wall Fan-6		Chair-30	Computer Table-1	
	Pedestal Fan-2		Glass Almirah-29	Clock-1	
	Tublight-6		Wood Almirah-1		
	LED-4		Catalogue shelf -1		
	Computer-1		Setty-1		
	UPS point-3		Bench-cum Desk-2		
	Plugpoint- 2				
Syndicate Room	Wall Fan -4		Table -4		
	tublight-4		Chair--18		
	Powerpoint-1		Wood Chair-5		

	Computer-1		Table -1		
	UPS point-3		Executive Table-1		
	LCD Projector-1				
	Plug point-3				
Open space(Passage)	Tublight-6				
	LED-6				
	Electric Control Chamber-1				
Ladies & Gents Toilet	Tub-2				
	LED-4				
	Exhaust Fan-2				
Hostel Ground Floor	101 to 112 (12 rooms)		Bed-36		
	CFL -36		Cot-36		
	tublight-12		Chair-12		
	Fan-12		Table-12		
	Plug point-24				
Passage	Tublight-03		Table -1	Clock-1	
	LED-4		Wood Chair-1		
	Fan-2		Plastic Chair-3		
	Water Heater-1		Bench cum Desk-1		
	Cooler-1				
	UPS system-1				

	Battery-20				
	Power Switch Board-1				
	Energy meter-1				
	Generator Switch gear board-1				
Hostel Ground Floor-Office	Tublight-1		Cot-1	Keyboard-1	
	LED-1		Bed-1		
	Fan-1		Table -1		
	Plugpoint-1		Chair-1		
Room No.220	Fan -1		Table-3		
	CFL -3		Cot-1		
	Tubelight-1		Bed-1		
	Plugpoint-2		Chair-1		
Mess Hall	Fan-3		Dining Table-11		
	Wall Fan-2		Dining Chair-64		
	LED-7		Corner Desk- 4		
	Tublight-3		Desk-3		
	Grinder-1				
	Plug point-6				
Messroom-Meals	Fan-1		Table-1		
	Tubelight-1				

	Refrigerator-1				
	Stabiliser-1				
	LED-1				
	Plug point-1				
Kitchen	Fan-1			Gas Syllinder-8	
	LED-2			Burner-4	
	Tube-1			Iron Stove(bigsized)-1	
	Exhaust Fan-2				
	Power Plug-1				
	Plug point-1				
Store & Staff room	LED-4		Cot-1		
	Tub-1		Bed-1		
	Pedestal Fan 1				
	Plug point-1				
Hostel 1st Floor-Room No.201-212)	LED-36		Bed-36		
	Tubelight-12		Cot-36		
	Fan-12		Table -12		
	Plug point-12		Chair-24		
Guest room 217-218(2 rooms)	CFL -6		Bed -4		
	Tub -2		Cot-4		
	Fan-2		Table-2		
	Air Conditioner-2		Chair-4		

	Plug point-2				
Room No. 214	Tub -1		Steel Almirah-1		
	CFL-1		Bed sheet -120		
	Plug point-1		Steel Rack -1		
Room No.215 - Store room(Ne ws Paper)	LED-1		Table -1		
	Tub light-1		Chair-1		
	Fan -1		Steel Rack-1		
	Plug point-1				
Room No.219 Store & Dressing Room	Tube light-1		Table -1		
	Fan-12		Chair-5		
	LED-1		Teapoy-1		
	TV set -1				
	Plug point-1				
Reading Room	Stabliser -1		Chair-24		
	Fan -2		Table-1		

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	Power Plug-2		Bench-cum Desk-4		
	Tublight-2				
	LED-6				
	Plug point-2				
Hostel - First Floor Passage	LED-4				
	Tubelight -4				
	Security Lamb- 12				
	Plug point-2				
Inside Campus	Vehicle-Bus- 1(KL 01-AS- 7419)				
	Car - Indica(KL01- AT-4975)				
Car Shed	LED-3				
Water Tank(Hos tel Building)- 1	2000 ltrs x 2				
	5000 ltrs x 2				
Rainwater Tank -2	100000 ltrs - 1- 1.500hp Motor				

WHO

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2

	5000 ltrs-1- 1.500 hp motor				
Water Tank (Ground) Garden Use	20000 ltrs-1				
Borewell- 1	2 HP Motor				
Well- 1	Motor-1 (not working)				
C type Quarters(RD Quarters)	Fan-5		Bed-9		
	Tublight-4		Cot-9		
	LED-14		Table-1		
	Carromboard-2		Chair-6		
	Plug point-6				
B1Quarte rs	Tube light -3		Cot-1		
	LED-11		Bed-1		
	Fan-4				
	Power plug-2				
	Plug point-6				
B2	Tube-3		Cot-7		
	LED-11		Bed -7		

Others

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6

	Fan-4		Chair-4		
	Power plug-2				
	Plug point-6				
B3	Tube-2		Chair-4		
	LED-11		Table-2		
	Fan-4		Cot-2		
	Powerplug-2		Bed-2		
	Plug point-6				
B4	Tubelight-3		Chair-3		
	LED-11		Table-2		
	Fan-4		Cot-2		
	Power plug-2		Bed-2		
	Plug point-6		Revolving Chair-1		
			Corner Desk-1		
			Bench-cum Desk-1		
A1 Quarters	Fan-3		Cot-3		
	LED-10		Bed-3		
	Tube-3		Table-1		
	Plug point-4		Chair-4		
A2 Quarters	Tube-3		Bed-4		
	LED-9		Cot-4		
	Fan-3		Table-2		

	Plug point-4		Chair-3		
A3 Quarters	Tube-3		Bed-4		
	LED-9		Cot-4		
	Fan-3		Table-2		
	Plug point-4		Chair-7		
A4 Quarters	Tube-3		Bed -4		
	LED-10		Cot-4		
	Fan-3		Table-2		
	Plug point-4		Chair-4		

6. TNA	-	85	
7. Course Materials	-	114	
8. Work study reports	-	18	
9. Course Design	-	21	
10. Training Modules	-	12	
11. Magazines	-	12	
12. News papers	-	15	
13. Computer	-	8	
14. Printer	-	1	
15. Scanner	-	1	
16. Photocopier	-	1	
17. Publications of IMG	-	51	
18. Furniture:			
Reading table	-	1	
Reading table with glass top	-	4	
Steel table	-	2	
Small Table	-	3	
Chair	-	42	

Computer Chair	-5
Stool	-28
Book Shelf Steel	-26
Book shelf Wooden	-15
Computer Table	-1
Periodical Rack	-5

Chapter 9

Capacity Building Strategy and Methods of IMG

Introduction

In line with the mission of the Training Policy to transform each government employee into fully developed, duty conscious, ethical, development oriented, well behaved, competent, motivated members of the work team committed to the promotion of public welfare, training function of the state is to be geared to build a Public Service System for the State, built on people-focused management that allows the greatest room for their participation in decision making, and one that is geared towards promoting continuous innovations as part of a relentless pursuit of total quality in governance

I. Role Analysis of IMG

The New State Training Policy 2017 was approved by Government of Kerala and entrusted its implementation through IMG in the month of July 2017. IMG was also instructed to perform the role and responsibility of the Apex Training Institute for the State. To re-equip the Institute as an ATI, IMG has to overhaul the system of conduct of training and decided to increase the scope of research in building Capacity Building of the departments re-iterating IMG's vision of becoming a "facilitator of pursuit of excellence in governance" and its mission "to become a Centre of Excellence for Capacity Building for providing an efficient, transparent, equitable and citizen centric public service delivery system in a knowledge society".

For this, training policy instructs IMG to appropriately take care of the capacity development of the employee population of Kerala by dividing them into four levels:-

1. The operative level at the cutting edge, where the focus would be on functional skill, attitudinal orientation and soft skills so as to improve customer orientation would be given priority.
2. The supervisory junior management level where the focus is on motivating others to work, co-ordination and supervision, coaching, counselling skills, interpersonal skills and a role model function.
3. The middle management / administration level concentrating on professional excellence. Leadership and a clear understanding of departments related issues.
4. The top levels of the civil service with emphasizing policy analysis, strategic and lateral thinking and policy formulation.

For this, as a State ATI, IMG has the following roles

- Think Tank
- Policy Advice

- Trainer inventory
- Accreditation of trainers
- Training of Trainers
- Preparation of State Training Plan
- Infrastructure development and upkeep through monitoring
- Create and run Training Portal
- Partnership building
- Innovative training designs
- Competency framework building
- Training evaluation
- Documentation of best practices and converting to training material in modern formats

II. Necessity for revision and redesigning of the capacity Building Calendar of 2017-18

In its perspective plan which dates back to 1979, in the Perspectives (page 1, Para 3, (b), it is stated that “ It shall be an apex institution for the state in all aspects of management inputs providing services, setting standards and regulating management inputs by other agencies etc .”

The New Training policy has also urged IMG to revamp its position and role in the capacity building of the Civil servants of the State.

Hence, it was decided to strengthen the existing 97 training institutes of departments to conduct capacity development programmes for furthering excellence in governance and conduct the training / capacity building requirement of departments. To enable this, IMG is doing a stock taking of the existing capabilities of those institutes. In the mean while IMG will be prioritizing the existing training calendar of programmes and conduct the training for top levels of the civil service with emphasizing policy

analysis, strategic and lateral thinking and policy formulation. For this IMG is undertaking Seminars, workshops etc. The deliverables from the above activities will form the materials and input for preparation of training / capacity building modules for respective departments.

All IMG Lead programs act as a complement in unison resulting in excellence in governance felt and experienced by the citizen approaching a Government/public office or facility. One program alone or two will not lead to Excellence in Governance or Citizen Centricity or Higher Quality Impact.

The ToT for Behaviour Change, Competency Gap Bridging Programs, Societal Capacity Building Programs, Culture Audit periodically in all Departments, Stakeholder Empowering Workshops Networking with National Institutes, Professional Associations, good training video production, use of social media for communication etc, planned and executed are in a harmonious manner, as parts of a complement.

When one Lead program is acting as a complement of another program leading to empower, enable, energize all actors including the citizen in all transactions through IMG inputs, IMG will be accountable and its programs are likely to be effective. Measurable indicators will be developed for each of the program after defining what is the level of Excellence in service expected by the citizen, and each program effectiveness in terms of citizen benefit will be measured. Process mapping also will be done before organizing each IMG program on Government processes involving citizens. Research component will be embedded in all capacity building programs both pre, during and post stages. As far as possible a mix of methods of capacity building shall be adopted in the most innovative designs giving more emphasis on in situ interventions, for durable transformation towards excellence in

governance. Conceiving and developing replicable /scalable models of Excellence in Governance and Total Quality in Governance will be the goal in the short term, for scaling up in next phase.

1. State Training Policy Programmes (STP)(individual capacity building programs) – These Programmes come under the purview of State Training Policy of Government of Kerala. As many as 50 Government Departments of Government of Kerala are included under this scheme. The programmes are coordinated taking pro-active support from departments concerned and monitored by Training Coordination Committee (TCC) of the department.
2. Competency Gap Bridging Program(Individual and institutional capacity building programmes)

Competency gap bridging for current and future roles is a significant objective of the Training Policy. Already all the Heads of Departments are requested to communicate their inputs on the perceived competency gaps. IMG may have to directly conduct a study in a few departments also, using a variety of tools of competency gap analysis, for preparing an excellent “Competency Gap Bridging Program” action plan. For this IMG is taking the lead role in organizing and conducting ‘Competency Gap Bridging Program’ of 3 to 5 days at the three Campuses as per the Calendar. Conducting Competency Gap Analysis in various Departments for each of the four categories of Government employees, using various tools and use inputs for designing programs tailored to each department and to each level of employees.

3. Workshops /seminars/ Action Research on Societal Capacity Building to facilitate excellence in Governance (participatory, responsive, accountable, transparent and effective governance)

Capacity building of citizen to enjoy the fruits of excellence from Governance, presupposes deciding the parameters of quality of governance also.

Unless, societal capacity building in terms of capabilities and competencies, to get excellence from governance, is not undertaken, the agents may not provide excellence and acceptable quality to the citizens. While individual capacity building and institutional capacity building are easier to carry out through well-known methods, societal capacity building is complex and multidimensional involving diverse groups having different needs. Deciding on the nature of capacity, mode of capacity building and manner of delivery is a challenge.

4. Induction Training for Promoted IAS officers – These programmes are supported by DoPT, Government of India and coordinated in collaboration LBSNAA Mussorie. Officers promoted into IAS from different state cadres are provided 6 weeks long induction training including one week Bharat Darshan and one week Foreign Study Visit.
5. New Induction Training for Group B and C officers – The newly inducted officers in Group B and C category in State Government services are provided 12 days long induction training in selected districts in Kerala. The programme developed by DoPT, Government of India, is administered in 5 districts in the State. The programme module includes a night stay with village people, blood donation camp, soft skill components and department specific topics.
6. Specific to State Category Programme sponsored by Government of India – These programmes are on domain areas and Trainer Development Programmes. The participants cut across different departments including NGO officials.
7. Executive Development Programmes and Other Sponsored Programmes – These programmes are organized on a demand driven basis. The client organizations request for training and bear the cost for organizing training.

This year IMG is collaborating with MG University and Kerala Veterinary and Animal Science University for the conduct of such programmes.

8. Department Specific Induction Programmes –Department specific programmes are organized by IMG and are coordinated by IMG faculty members directly.
9. Institutional Capacity building Programme

Departments and their related institutions and stakeholders are brought together for exchange of concerns and joint action planning for journey towards excellence in citizen centric Governance and people focused management in a particular sector. Government process re engineering is a part of the approach in the new training policy. The systems, processes, structure, technology and capacity building in institutional /holistic level is essential for effectiveness in unison with individual employee level capacity building.

10. Governance and Leadership Programme

IMG will take the lead role in conducting training programs for Grama Panchayat Secretaries and equivalent officers in Municipalities and Corporations, conducting the training programs on Leadership and Governance for senior management officers, leading in Institutional Capacity Building initiatives, etc. Top officials of Government secretariat will also be covered by the programme to enable them to ensure excellent citizen centric services delivery in departments.

11. Capacity building programme of IMG

An institution which was focusing on training for the past three and half decades would have its staff members tuned to training related skills. When the shift changes to research, deskilling/re-skilling of existing staff has to be systematically undertaken. The staff at all levels does not have clarity regarding the big picture. Increased dependence on external help in areas like audit, preparation of RFP etc. as a result of competency gap

of staff of IMG. Inadequate competency of lower level staff also results in the supervisory officer ending up doing subordinate's work.

Depleting human resource of IMG is a major issue. Skill gap of staff leads to Lack of sustainability of any new initiatives. This can be resolved through developing systems. If IMG is to shoulder its role fruitfully, IMG should have a strong organizational culture. Hence it is decided to conduct 'Cultural Audit in IMG' and then developing models of culture audit in other Departments.

III Criteria for planning of the Capacity Building Calendar 2017-18

- The entire management development programme will be done by IMG in its three centers.
- All the capacity building programme for senior management will be done at IMG
- All Institutional capacity building programmes will be facilitated by IMG
- All Societal Capacity Building programmes will be facilitated by IMG
- Induction training for new recruits, in departments who do not have own training institutes will be organised by IMG
- All other programmes will be done at the other Training Institutes, with the guidance and mentoring of IMG.

IV. Capacity Building Approach

Will comprise of

- New training Design
- Output measuring method
- Outcome measuring method
- Effectiveness monitoring method
- Development of Governance and leadership Training Schedule
- Institutional Capacity building Schedule
- Societal Capacity Building Schedule

IMG is preparing new designs for the capacity building initiatives through sandwich programmes which have both classroom and field component. IMG is also developing in situ modules, which would facilitate learning within the work site itself.

Monthly capacity building plan will be drawn up by Programme Committee, which will become a detailed then the Annual Capacity Building Calendar and State Training Plan. Some of the important programmes in capacity building plan are Module on Governance and Leadership (GAL), Competency Gap Building Programmes (CGBP), Institutional Capacity Building Programmes of 10 sectors (Health, Forest, Fisheries, Tourism, Education, Water, Transport, Agriculture, Environment, LSGBP) ToTs etc.

V. Criteria/Parameters in Training Management by IMG

- Planning and visioning
- Organizing and offering
- Measuring and monitoring output and outcome
- Criteria of effectiveness and transformation of the trained employee
- Ensuring citizens participation
- Criteria of Budgeting and resource use

Criteria/ parameters are re set according to the new state training policy. IMG will take urgent steps in attaining ISO-9000, ISO-14,000 (Environment Management) and 37,000 series certification to make our processes/environment/safety systems quality oriented and as model for learning by other departments. The Certification process will also be a learning/capacity building exercise for IMG, which can be disseminated to other departments.

Chapter10

Training of Trainers

Training of Trainers and Accreditation

1. The state training policy (2017) envisages comprehensive capacity development of individuals and institutions in the state of Kerala. The policy mandates Induction training for all those who enter into public service and capacity building programme at least once in every 5 years. There are approximately 5.5 lakhs government employees in the state of which 2.0 lakhs are teachers. Since there are separate capacity building arrangement available for teachers, IMG is not mandated to target them except for addressing the administrative capacity building requirements if any. It is the mandate of IMG and other Training Institutions in the state to cater to the needs of rest of the employees.

2. At the current level, IMG impart training, on an average, to around 25000 to 30000 employees per year. If training is rolled out at this level, an employee will get opportunity of getting trained only once in 10 years or even beyond that. This necessitates strengthening capacity of other training Institutes in the state and developing domain specific trainers who can cater to the training requirements of large number of personnel as envisaged in the new state training policy.

3. IMG has initiated the process of developing domain specific trainers through an accreditation process. The accreditation process has the following components.

a. Undergoing a Training of Trainers (TOT) organized by IMG

b. Demonstrating good presentation skill - This has to be done during the course of ToT

c. Successful submission of project assignments given at the end of ToT

4. A trainer who successfully completes the above criteria shall be certified as an accredited trainer of IMG. However this is not a lifelong accreditation. The accreditation shall be renewed for the subsequent years only if the accredited trainer attends at least one workshop and 2 short duration training programme in the domain area per year.

The list of trainers accredited by IMG is as annexure to the chapter.

Chapter11

Competency Gap Bridging Programs of IMG

An assessment of the competency deficits of Faculty and Staff of IMG was carried out during 2015, resulting in a training plan for 2016, 2017, 2018. The Competency Gap Assessment and Remedial Plan are attached herewith.

The first objective of the State Training Policy 2017 is “Match individuals’ competencies with the jobs they have to do and **bridge competency gaps for current and future roles** with the aim to improve performance of individuals and organizations.” This involves Institutional Capacity Building of both hard capabilities and soft capabilities of IMG and other Governmental Organisations.

It is evident from the IMG-TNA report that the competency of IMG to deliver Modern Management Science to the activities of various Government Departments is abysmally low. The Training Plan of 2016 for IMG Faculty and Staff if conducted, were also not effective, leading to serious competency deficit.

The priority 01 competency gap in IMG is on planning and doing Research, even though one of the five purposes for which IMG was formed in 1981 was “To **carry on research, operational and policy**, to evolve ideas and concepts appropriate to the nation and formulate policy alternatives” and the Training Policy 2017 also emphasizes the significance of conducting Action Research. Creation of ‘New Knowledge Assets’ by IMG thus is rare..

What led to yesterday’s success or perception of success will ultimately **lead to tomorrow’s failure**, unless we learn and become more competent to walk along the organizational mission, today. Some IMG staff attempts even now to have a ‘**feel good**’ by conducting low competency training programs to

lower level staff such as Computer Operators, to remain in the low competency comfort zone. “**Zero Tolerance to Incompetence**” shall be the Policy of IMG hereafter while IMG pursue Excellence in Governance (IMG Vision).

Incompetence to perform by the staff lead to paralysis, institutional ineffectiveness or to staff engaging in activities that are at their level of in competencies, which is a wastage of resources. Therefore Institutional Capacity Building (ICB) of IMG is essential, to develop the capacity and capabilities of its Faculty, Officers and Staff, before they try to develop others.

The mission of IMG is “**to become a Centre of Excellence for Capacity Building** for providing an efficient, transparent, equitable and **citizen centric** public service delivery system in a knowledge society”. Accountability, responsiveness, effectiveness and participation are Principles of Governance and therefore **IMG is accountable to citizen** and citizen groups to delivering the IMG’s Vision, Mission and Objectives aligned to the Policy, 2017. Under the above circumstances, the urgent need for IMG is to bridge its own individual and institutional competency gaps and lack of capacity, before setting out to improve the competency of other Government Departments.

Therefore, as part of accountability and for effectiveness, all Operational Committees are to go through the Competency Gap Analysis, deliberate upon it and prepare plan to address the Competency Gaps immediately, in addition to the already started Repositioning and Renewing Workshop (RRW).

Competency Mapping in IMG : Report dated 17.12.2015

Based on the fish bone analysis, functional analysis, series of brain storming sessions and 360 Degree feedback the following competency mapping was done.

Competency Mapping	Officer category
• Co-ordination and Facilitation skills • Trainer Skills • T NA skills and course Design skills • Case study writing • Documentation (Best practice) • Knowledge in domain area ● Research and consultancy skills. ● Planning and Coordination Ability to plan, organise and monitor work with effective utilisation of resources such as time, money, and people. ● 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. ● Design, develop and incorporate a variety of audio-visual materials including flip charts, posters, overhead transparencies, computer generated visuals, handouts, slides, videos, and audio tapes, to enhance the training and reinforce learning. ● Design, produce and distribute handouts in a logical and organized manner	Permanent Faculty Members Appendix –T
❖ Co-ordination and Facilitation skills ❖ Trainer Skills (induction training) ❖ Case study writing ❖ Knowledge in service rules/ domain area ❖ Consultancy skills ❖ Planning and Coordination Ability to plan, organise and monitor work with effective utilisation of resources such as time, money, and people.	Faculty members on deputation Appendix-A

❖ 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. ❖ Design, develop and incorporate a variety of audio-visual materials including flip charts, posters, overhead transparencies, computer generated visuals, handouts, slides, videos, and audio tapes, to enhance the training and reinforce learning. ❖ Design, produce and distribute handouts in a logical and organized manner	
▪ Trainer Skills ▪ Use of training methodology including lecture ▪ Understand the aim and objective of the session ▪ Internalise the entry behaviour (KSA) of the trainees ▪ Complete the objectives within the time given (session planning skills) ▪ Design, develop and incorporate a variety of audio-visual materials including flip charts, posters, overhead transparencies, computer generated visuals, handouts, slides, videos, and audio tapes, to enhance the training and reinforce learning ▪ Design, produce and distribute handouts in a logical and organized manner	Guest faculty
○ Supervisory Skills, ○ 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. ○ Leadership, ○ Legal Aspects- General Approach to case handling.	Section officers

○ Budgeting, costing and other Financial Aspects. ○ Decision Making - Makes timely decisions that takes into account relevant facts, tasks, goals, constraints, risk and conflicting points of view. ○ Knowledge on Government process reengineering. ○ Staff Management and control. ○ Contracting Mechanisms- out sourcing. ○ SLA Drafting ○ E- Tendering. ○ Time management, Motivation, Disciplinary procedure, ○ Office Rules and procedure, ○ Team Work- Leading Others Ability to engage, energise, and enable the team to excel ○ Stress Management, ○ Delegation ○ ICT Training ○ Strategic Thinking Ability to understand dynamic internal and external environment ○ Planning and Coordination Ability to plan, organise and monitor work with effective utilisation of resources such as time, money, and people. ○ Asset register maintenance.	
➤ ICT Training, Malayalam Computing & Excel, Exposure Visit to other ATIs, ➤ Legal Aspects- General Approach to case handling. ➤ Budgeting, costing and other Financial Aspects. ➤ Team work. ➤ “digging” for exact information and keeping up-to-date with relevant knowledge ➤ Contracting Mechanisms- out sourcing. ➤ SLA Drafting ➤ E- tendering. ➤ Office Rules and procedure, Stress Management. ➤ Writes legibly and speaks clearly to ensure messages are understood. ➤ Listens carefully to understand; asks questions to clarify. ➤ Works well as part of a team, valuing others’ differing perspectives.	Assistant

➤ Attention to Detail- Having an underlying drive to being thorough and meticulous and to comply with procedures, rules, guidelines, and standards ➤ 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. ➤ Asset register maintenance	
• Organisational Vision mission orientation • Co-ordination • Trainer Skills • Budget preparation and TA Calculation • Evaluation report Preparation.	Department Co-ordinators
• Organisational Vision mission orientation • MS office • Internet skills • Networking skills • Advanced training in computer application • MS word • Power point presentation-animation, graphics, pictures, shapes etc. • Communication-telephone etiquette • Short hand-dictation • File management • TA rules • Budgeting.	Confidential assistance
• Organisational Vision mission orientation • Basic accounting skills • ICT skills • Housekeeping skills • Communication skills(written and oral) • Team skills • Exposure visits to other training institute-KITS, KTDC	Hostel Manager/Campus Manager/ room boys/cleaning staff.

• Basic accounting skills • Double entry, double entry ledger • ICT skills • File management • Communication skills(written and oral) • Audit • KSR and other relevant Govt. rules.	Finance division
• Organisational Vision mission orientation • E-tendering/e-procurement • Trouble shooting • E-governance /architecture • RFP • Project management software • Secure software development practice by STQC • Office tools such as words spread sheet • DPR • IT governance • IT legislation such as IT Act • PERT and CPM	Sr. Programmer/Programmer
• Organisational Vision mission orientation • e-tendering • trouble shooting • Maintenance and repair of audio visual equipments and electrical equipments. • SLA • Communication and team work.	AVEO/ELECRICAL STAFF
• Organisational Vision mission orientation • Record keeping • Maintenance of stock register • Asset register	Store keeper
• Organisational Vision mission orientation • Exposure visits to other ATIs • Planning for retirements • Managing personal life and finance	Gardeners/peons/ photocopier

• Communication • Inter personal skills.	
• Organisational Vision mission orientation • Communication-telephone etiquette • Maintenance of visitors register • Basic computer training	Reception Officer/ Staff

COMPETENCY GAP ANALYSIS

Training package for IMG(2016)				
Sl no	Category /Officers/teams	Competence gap	Training	period
1	Permanent Faculty Members Faculty Members on Deputation	• Research and consultancy skills • Planning the research • Submitting a research proposal • Consultancy project, Budget preparation, • Gov Policy Support project • Describing and analyzing research results • Interpreting research results • Communicating research • Writing a research paper • Publishing a scientific paper Assessment and evaluation of research	• Training on research methodology/ Operations Research and Quantitative Techniques • Training on Statistical Techniques • Training in data collection and RDBMS	2016
2	Session officers Assistants Accounts team	• Basic accounting skills • Computing software. • Double entry, double entry ledger	Accounting Budgeting Cost management	2016

	Hostel Manager/ Campus Manager	• ICT skills-Excel • File management • Audit • KSR and other relevant financial rules		
<u>3</u>	Members of the purchase team Section Officers Accounts officer Assistants Sr. Programmer/ Programmer AVEO/Electrical staff Infrastructure team	○ Contracting Mechanisms- out sourcing. ○ SLA Drafting ○ E- Tendering Contract management, DPR	E-tendering/e-Procurement Store purchase rules. outsourcing	2016
<u>4</u>	Hostel Manager/ Campus Manager/ Room Boys Infrastructure team Purchase team	Housekeeping skills	• Exposure visits to other training institute • Housekeeping training at KITS or any other Hotel management institutes, GOI training institutes.	2016
5	Confidential Assistants/ Typists Assistants	• Organisational Vision mission orientation • MS office • Formatting skills • letters • Internet skills • Networking skills • Advanced training in computer application • MS word, Malayalam computing • Power point presentation - animation, graphics, pictures, shapes etc. • Short hand-dictation • TA rules • Minutes writing • File management	• Advance computer training, dictation • TA rules • Minutes writing • File management	2016
6	Secretary Deputy director Section officers Senior assistant	○ Event management ○ Supervisory Skills, ○ Communication Skills ○ Leadership	Life skill training	2016

	assistants	○ Decision Making - Makes timely decisions that takes into account relevant facts, tasks, goals, constraints, risk and conflicting points of view. ○ Staff Management and control. ○ Time management, Motivation, Disciplinary procedure, ○ Office Rules and procedure, ○ Team Work- Leading Others Ability to engage, energise, and enable the team to excel ○ Stress Management, Delegation ○ Strategic Thinking Ability to understand dynamic internal and external environment ○ Planning and Coordination Ability to plan, organise and monitor work with effective utilisation of resources such as time, money, and people.		
Training package for IMG(2017)				
1	Section officers Typists Assistants Reception Officer/Staff Store keeper Hostel Manager/ Campus Manager/ Room Boys	ICT Skills.	• ICT Training, Malayalam Computing & Excel	2017
2	Faculty members on deputation and Guest faculty	❖ Co-ordination and Facilitation skills ❖ Trainer Skills (induction training)	TOT training- DTS, DOT, TNA, MOT etc.	2017

3	Secretary Deputy director Section officers Senior assistant Assistants Administration team.	➤ Legal Aspects- General Approach to case handling	Training on court procedure and preparation of statement of facts.	2017
4	Guest faculty	- Trainer Skills - Use of training methodology including lecture	DTS,TOT,ELT	2017
5	Peons/Sweeper Gardeners/photocopier	- Organisational Vision mission orientation - Exposure visits to other ATIs - Planning for retirements - Managing personal life and finance - Skills to handle photocopier, Fax machine, binding jobs. - Operation of computers, AC, AVEO equipment in class. - Knowledge in banking procedure.	Orientation training programme	2017
6	Section officers Assistants Confidential Assistants Typists Reception Officer/Staff Store keeper Hostel Manager/ Campus Manager/ Room Boys	- Communication-telephone etiquette - Planning for retirements - Managing personal life and finance - Inter personal skills. Yoga & Meditation.	Life skills training	2017
Training package for IMG(2018)				
1	Assistants Store Keeper	Asset register maintains Record keeping	Professional training on record keeping.	2018
2	Permanent Faculty Members, Faculty on deputation and guest faculty	- Case study writing - Documentation (Best practice).	Training on professional case writing and documentation procedure	2018
	Drivers	Defensive driving	Defensive driving	2018

3		• Vehicle safety • Vehicle dynamics • Key road laws	Vehicle safety Understanding the relationship between reaction time, speed and stopping distances Vehicle dynamics – understanding what causes skids and vehicle instability Key road laws	
4	Permanent Faculty Members, Faculty on deputation and guest faculty	● Design, develop and incorporate a variety of audio-visual materials including flip charts, posters, overhead transparencies, computer generated visuals, handouts, slides, videos, and audio tapes, to enhance the training and reinforce learning. • Design, produce and distribute handouts in a logical and organized manner	Design and produce handouts Develop and incorporate a variety of audio-visual materials	2018
5	Administration team Secretary Deputy director Section officers Accounts officer Programmer/senior programmer	e- governance e- office	• e- governance • Government process reengineering • Project management software • DPR	2018
6	Librarian	• Ability to mine details of funding agencies • Knowledge in RDBMS	Inflibnet Training in data collection and RDBMS Exposure visit to major libraries in India.	2018

Chapter 12

Think Tank, Policy advice, Consultancy and Extension Functions of IMG

IMG since its inception acts as a professional advisor to various government and public institutions in areas such as restructuring, recruitment, policy advice, performance gap identification, organizational development interventions etc with a view to enhance their organizational capacity thus leading to good governance and satisfied citizen group. IMG undertakes research and consultancy assignments with social orientation and commitment.

The contributions of IMG is listed below

- The concept of Quality circles and Total Quality Management was introduced in Government Departments and PSUs
- The state training policy (STP) was drafted and finalised by IMG
- Training Need analysis done for all major Departments of Kerala
- Implementing the STP using the Systematic Approach to Training (SAT Cycle) concept.
- The feasibility study for a separate Department AYUSH was done by IMG.
- Consultancy assignments: This Institute has developed expertise deliberately in public administration and sectoral management, therefore is able to provide unique consulting services not only to the Kerala State Government but also to other State Governments and Government of India. Clients include KSFE, KVASU etc.
- Work Study done for Pollution Control Board.
- Customer Satisfaction study Report prepared for
 - Social Justice Department

- civil supplies Department
- Police Department
- Study on the Public Distribution System in Kerala for Department of Food and Civil Supplies Department.
- NGO Policy for Government of Kerala.
- Primary Health Care Manual Draft report
- Prevention of corruption-Whistle blower report preparation was Co-ordinated by IMG.
- Developing Competency Framework for Strategic Human Resource Management (DARPG supported) for Police department, Social Justice and ST Development Department, Government of Kerala.

Chief Minister's Award for Innovations in Public Service: To improve Public Service Delivery, Government has constituted Chief Minister's Award for Innovations in Public Service. It is awarded annually in four (4) areas

1. Personal Management
 2. Public Service Delivery
 3. Developmental Interventions
 4. Procedural Interventions
- IMG has been authorized to identify innovations and select the best institutions through a transparent process, including the setting up of an eminent jury, constituted by the Government every year, with The Director General IMG as the Convener. The award carries a cash prize of ₹ 5 Lakh each, a Citation and a Certificate
 - IMG is also associating with the Four Mission mode projects launched by Government of Kerala.

Road Map

- IMG will conduct series of Workshop to equip its Faculty team and senior officers in Government on Policy Analysis and Policy Formulation.
- IMG will Partner with IT Mission and NISG to take up the role of an internal consultant in Process Re-engineering and Procedure Simplification.
- The Research findings through field investigation and Problem analysis will be communicated to Government to reiterate IMGs role as think Tank to Government .
- IMG will organise series of Capacity building initiatives to introduce and inculcate Modern Management concepts among Government Functionnaries.
- IMG will facilitate the process of Competence mapping for all Major Departments in Government.

Chapter 13

Partnership Building with other TIs and Academic Institutions

In the past, IMG had conducted a number of internationally and nationally sponsored programmes for agencies like WHO, UNICEF, Ford Foundation, DfID etc.

IMG was the Nodal agency for organizing workshops and programmes under the Modernizing Government Programme (MGP) for all departments, besides being the anchor agency for the initiative on capacity building for civil servants under the Core Government Functions.

The Institute also played a vital role in the evaluation of Phase I, Decentralized programme for Local Government funded by the Royal Netherlands Embassy (NSE) and Planning Board.

The Institute has professional tie ups with University of Reading in UK. Work placement is facilitated to the students of M.sc in International Planning and Sustainable Urban Management School of Real Estate & Planning, University of Reading from 2014 onwards.

IMG also conducts various projects and programmes sponsored by United Nations Environment Programme (UNEP), Department of Personnel and Training (DoPT) and Department of Administrative Reforms and Public Grievances (DARPG), to name a few.

The Institute also anchors and organizes the CMs Awards for Innovations in Governance and the Awards for e-Governance.

Partnership Building Road Map:

Partnership Building and Networking with other Institutions of Capacity building in Kerala, India and other countries through appropriate MOA.

The first partnership was signed and finalised with Tata Institute of Social Science (TISS). Discussions are in progress with institutes of National repute such as ASCI Hyderabad, IIM Kozhikode, NISG etc.

The MOU signed between IMG and TISS can be taken as a model for reference in future partnership building endeavours.

All IMG family members will try to develop the network base by identifying prospective partnership organisations/institutions and communicate the same to the Knowledge Management Committee Chairman.

Chapter 14:

Research programs of IMG

The perspective plan of IMG mandates that 50% of the total faculty time may be devoted to research studies. The old and the new State Training Policy also emphasises on the importance of Research.

There is also a growing recognition and understanding among academic/research wing within IMG that both Training and Research should go hand in hand to enhance the performance and accountability of public service delivery agencies through innovative processes, Policy support and capacity gap analysis. As per the directions in the Circular No. 1/2017 dated 11.07.2017 of the Director General, all faculty members, both permanent or on deputation, have to undertake/lead research projects on a continual basis. The research projects should have duration of at least six months.

The output and the outcome of such Research would not only help government in the formulation of policies and its implementation, but also in the preparation of modules for the capacity building programmes undertaken by the institution. Hence, a substantial amount shall be earmarked for research studies and publications.

The Institution has already embarked on an extensive effort to explore the possibility of Research and consultation. Listed below is the projects/research work in progress at IMG

Sl. No.	Name of Faculty / Fellow/ Officer	Research, Consultancy, Project
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1	Dr. Jaya S. Anand Professor	Policy level decision making process : Challenges and constraints and adherence to principles of good governance – A Case Study
2	Dr. R. Ram Mohan Professor	Competency Frame Work for Civil Servants at the cutting edge level – Panchayat Department
3	Dr. R Jayasree Professor	Compare and contrast Taluk hospitals in Kerala-Taluk hospital Punalur as bench mark)
4	Dr. S Sajeev Associate Professor	A Study of Relationship between incidence of Road accidents and issue of driving license in Kerala) (R)
5	Dr. Anishia Jayadev Assistant Professor	A study on the extent of enactment of the Mission of Social Justice Department, Government of Kerala (P/R) PWDV Act- Implementation and Impacts, A Study on Kerala (R/p)
6	Dr. P. Leelakumari Assistant Professor	Action Research and Training for LSG Institutions in implementation of Women Component Plan through Gender budgeting (P/R)
7	Smt. Mini B Nair Assistant Professor	A study on reasons for non-adherence to RTS time limits by village offices (R)
8	Dr. M. Sureshkumar Associate Fellow	Focused Training Programme for Grama Panchayat Secretaries& Equivalent officers (P)
9	Dr. N. Krishnakumar Associate Fellow	A study at waste generation level with a special focus on deriving innovative solutions to waste crisis dawned from contemporary waste disposal techniques (R)
10	Dr. Rajasekhar S Associate Fellow	A study on the effectiveness of Public Government interface with respect to the CM's Grievances Cell functioning in Government Secretariat since 2012
11	Smt. Sheela M Associate Fellow	A study on the extent of enactment of the Mission of Fisheries

		Department, Government of Kerala(R)
12	Smt. T.S. Jayasree (RD, Kochi)	A study on the environmental economic, and social benefits of implementing an integrated coasted shipping, water based transport system in Kerala and challenges and constraints in implementing
13	Shri. P.V. Chandrabose Associate Fellow	A research to be decided on or before 26.07.2017
14	Smt. Sajitha A Associate Fellow	Study on current and possible future trends in the socio-economic ecological and political environment of civil service in Kerala
15	Dr. Jacob Varghese Associate Fellow	Documentation of Parambikulam Tiger Reserve and Periyar Tiger Conservation Foundation Projects (P)
16	Shri. Ram Prakash G (RD, Kozhikode)	A study on the effectiveness and possibilities of using sports, games and new forms of sports such as boxing, etc., to reduce violent behavior and criminal behavior.
17	Smt. Ambili Anand Associate Fellow	A study on elements and dimensions of quality of government while pursuing total quality in governance.
18	Shri. Abdul Latheef Associate Fellow	A study on the challenges and possibilities of transforming Government employees, into fully developed, duty conscious, ethical, development oriented, well behaved, competent, and motivated members of work teams.
19	Dr. Jacob Thomas (DG)	A study on the possibilities and challenges for Urban agriculture in Kerala (R)
20	Shri. Sreekumar Sr. Programmer	A study on trainee motivation and aspiration for self improvement and individual capacity building

Road Map

Members of faculty at IMG would send proposals to funding agencies through the Research committee to take up Governance related research pertinent to

Capacity Building to ensure better governance. The funding agencies will be identified by the Research Committee at IMG.

Budget provision would be set apart for each faculty member to take up research in their area of Interest or in areas which are of importance to the present Government system.

IMG will focus on **Design Thinking and Action Research**

Design Thinking is a **design** methodology that provides a solution-based approach to solving problems. It's extremely useful in tackling complex problems that are ill-defined or unknown, by understanding the human needs involved, by re-framing the problem in human-centric ways, by creating many ideas in brainstorming sessions and by adopting a hands-on approach in prototyping and testing. The five stages of **Design Thinking**, are as follows: Empathise, Define (the problem), Ideate, Prototype, and Test.

Action research is either **research** initiated to solve an immediate problem or a reflective process of progressive problem solving led by individuals working with others in teams or as part of a "community of practice" to improve the way they address issues and solve problems.

The Research findings and observations will be documented and used in the class room training.

Chapter 15

Individual and Institutional social responsibility programs

Social responsibility is an ethical framework and suggests that an entity, be it an organization or individual, has an obligation to act for the benefit of society at large. **Social responsibility** is a duty every individual has to perform so as to maintain a balance between the economy and the ecosystems.

Social responsibility is a means of achieving sustainability. Adopting key social responsibility principles such as accountability and transparency can help ensure the long-term viability and success of any organization or system.

In 2010, the International Organisation for Standardization (ISO) published an international standard to help organisations assess and address their social responsibilities. **ISO 26000: Guidance on Social responsibility** defines social responsibility as: The responsibility of an organisation for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:

- Contributes to sustainable development, including health and the welfare of society
- Takes into account the expectations of stakeholders
- Is in compliance with applicable laws and consistent with international norms of behaviour
- Is integrated throughout the organisation and practiced in its relationships

It is through careful attention to impacts on society and the environment that organizations achieve sustainability. Behaving in a transparent and ethical way ensures an approach that helps protect the long-term success of society and the environment.

Another key concept of social responsibility is the triple bottom line, also referred to as people, planet, and profit. This is the concept that achieving profit does not require harm to the planet or the exploitation of people. Organizations can profit while also taking care of the planet

Individual Social Responsibility (ISR)

Individual Social Responsibility (ISR) is about an individual becoming responsible in his/her actions that have an effect on communities outside his/her immediate circle. The immediate circle being family and friends. There can be an argument about also including family and friends, but it would be rather pertinent to include them as part of Individual Personal Responsibility.

The individual social responsibility includes the engagement of each person towards the community where he lives, which can be expressed as an interest towards what's happening in the community, as well as in the active participation in the solving of some of the local problems. Under community we understand the village, the small town or the residential complex in the big city, where lives every one of us. Each community lives its own life that undergoes a process of development all the time. And everyone of us could take part in that development in different ways, for example by taking part in cleaning of the street on which he lives, by taking part in organization of an event, connected with the history of the town or the village or by rendering social services to children without parents or elderly people. The individual social responsibility also could be expressed in making donations for significant for the society causes – social, cultural or ecological. There are many ways of donating, as for example donating of goods or donating money

through a bank account or online".

Is ISR only about philanthropy?

ISR is not only about:

1. committing acts of charity
2. Working for the communities where you have material interest.

These only form part of ISR, which is a broader concept that can be manifested through action as below:

1. Philanthropic behaviour of an individual
2. The campaigner, volunteer and activist instinct in the individual that picks- up and supports issues affecting the society
3. The above two coupled with an individual being ethical (integrity, honesty)[4]in his/her outward dealings

ISR vis-à-vis CSR

1. ISR is at the roots of CSR, because a corporate comprises of individuals and hence determines the social responsibility culture it follows.
2. As CSR is being increasingly viewed as a tool to push wares a greater need for ISR is expected.
3. If ISR becomes way of life CSR may be an automatic end result.
4. "The social responsibility of business is to make a profit," famously said Milton Friedman, the Nobel Prize winner. He explained that in making a profit a company creates thousands of jobs, both directly and indirectly through suppliers, distributors and retailers. It imparts valuable skills to its employees. It pays crores in taxes. It improves the lives of millions of satisfied customers with its products and services. This is an enormous service to society.

Companies should focus single-mindedly on their competence, providing goods and services better than their competitors, and not get distracted by extraneous activity. A company's social responsibility is to make profits legally, not to harm nature, and uphold the highest standards of governance. It is then left for the promoters of the corporations to practice ISR from the profits received above to really answer Social Responsibility.

Is ISR practical?

Yes, it is. When it comes to individual social responsibility, adults in India have "Good Intentions" – they believe that social responsibility is a good idea, and they do what they can in terms of volunteering, but they do not sacrifice huge amounts of time or money. The aspects of ethics, honesty and integrity surely need further consultation.

IMG's Road Map

IMG as the apex training institution is Socially responsible, and it is also one of our strategic priorities, as we believe that our role as a Capacity Building institution and in our role as a "think tank" to government involves something more than simply the imparting of knowledge and skills to our stakeholders. As active agents of social change, we aim to address and find solutions to social problems. This responsibility implies taking on the role of leader in the creation of a culture of social responsibility in society through our own example and action, and we are committed to defending the ideals, responsibilities and objectives of a socially responsible training institution.

IMG is responsible to equip the public servants with the right knowledge, skill and attitude to deliver/implement govt schemes/projects and policy. Every individual working in IMG will have to realise this big social role IMG is playing in the governance system. It is the individual social responsibility of every officer

in IMG to set an example of how the governance system should function by setting examples within the institution. The trainees (Govt officials) who come to IMG for training should be able to learn how important citizen centricity is one's behaviour and communication by observing the activities, systems and Professional service delivery at IMG.

There was a vibe of positive energy among the Induction Trainees who realised that a successful individual is one who establishes equilibrium between

What he gets from the society and what he returns to it.

“The smallest of actions is better than the boldest of intentions”, goes a famous saying. All major religions emphasize on the need to give, without attachments, to make the most of human life.

Awareness Campaigns: IMG will organise awareness campaigns on healthy living, importance of environmental protection, Carbon food prints and on Scientific Waste Management at Schools and Colleges to prepare the Citizens of Tomorrow for a better Kerala.

Blood donation: IMG the Apex training Institution will donate blood at the Regional Cancer Centre, Trivandrum and Govt hospitals once in every six months.

Old age home: IMG family would spend a half day once in six months at an old age home. This experience will definitely give a positive orientation and a better focus on Citizens Centricity.

Chapter 16

Culture Audit and Competency Building of IMG (RRW series)

Repositioning and Renewing Workshops

In its perspective plan which dates back to 1979, in the Perspectives (page 1, para 3, (b), IMG stated that “ It shall be an apex institution for the state in all aspects of management inputs providing services, setting standards and regulating management inputs by other agencies etc .”

The New Training policy has also urged IMG to revamp its position and role in the capacity building of the Civil servants of the State. And hence IMG took a stock of the existing systems and processes within the institution which would enable/hinder its role as an ATI.

Repositioning and Renewing Workshops

Sensing the urgent need for in house capacity building to empower IMG, Repositioning and renewing workshops are conducted once a month under identified themes which will take the staff and faculty of IMG to the exact role they and the institute have to deliver to the civil servants and to the wider society in terms of excellent governance . The program started in the month of July and is ongoing.

The Workshop for Repositioning of each individual in line with the Vision, Mission and Core Values of IMG, and the renewal of each person with the required competencies to fulfill the Mission of the current Training Policy is held once in a month.

In this series of workshops, the first programme was on Role of IMG as per the new State Training Policy, Research for enhancing service

delivery and Change management, this workshop discussed need for change. A comprehensive SWOT was done to assess the individual and institutional capacity need of the employees. From this workshop emanated the need to have a work culture for the organization and importance of team in effective performance.

The second RRW workshop concentrated on these two very specific aspects viz. culture and team. From the analysis of the second workshop, the need for individual social capacity came out. Along with this theme, in the 3rd workshop, importance was given for institutional capacity building. For any new learning it is essential that unlearning of well-set notions and ways of doing is a must and so, the fourth workshop was on unlearning. For all the workshops, in house and external expertise were used.

It was decided in the RRW III, that, for continuous innovations as part of a relentless pursuit of total quality in governance, RRW Groups may be formed for continuous improvement. Willingness to join different RRW Groups was sent in e-mail subsequently. After receiving willingness, re-allocation of some persons are done to balance the Group strength, as there were only a few who opted for Excellence and Impact Group.

Each group is to select a Group Leader, Group Organizer, Group Analyst, Group Documenter, Group Monitor, Group Planner and Group Innovator. More roles can be imagined and created for all the members by the Group, in due course. The positions are for personal growth as well as opportunity to practice Repositioning and Renewal through Modern Management Science.

Open communication between members of the group is possible through a 'Google Group' or 'whatsapp Group' or any other communication media for unleashing positive and doable concepts on the subject of the Group.

Institutional gaps:

An institution which was focusing on training for the past three and half decades would have its staff members tuned to training related skills. When the shift changes to research, deskilling/re-skilling of existing staff has to be systematically undertaken. Depleting human resources coupled with increase in scope of functioning is posing a challenge for IMG. Skill gap of existing staff can be a threat for sustainability of new initiatives.

This can be resolved to a large extent through developing systems and developing a strong positive organisational culture. Hence it is decided to conduct 'Cultural Audit in IMG' and then developing models of culture audit in other Departments. This also forms part of the RRW process

Culture Audit

Organisational Culture is defined as follows: "*Organisational Culture is the set of **beliefs, assumptions, symbols, values, priorities, rituals and practices** that are shared, mostly **unconsciously**, amongst members of an organization*".

There are formal and informal organization culture. The culture that actually

exists at the workplace defines how staff are interacting with each other, how work gets done or not done, how each function is dealing with other function and how the image of the organization is perceived by the external stakeholders. It is however very difficult to see a workplace which is absolutely aligned with its Formal Culture because that is what has been thought one wants to be, but actually they are defined by what they do day in and day out. IMG has a Vision, Mission, Core Values, and five Strategies Objectives. The existing culture of IMG is not aligned to the vision of IMG and therefore the illness of IMG is observed to be, in its culture.

A Culture Audit of IMG was done during the month of August and September, 2017. The methodology consisted of Survey, observation, discussions and analyzing. Based on this the following core values were identified that warrants attention and action by every employee

- a. **Competence** : How each staff will realize/understand his/her competency gap and accept the fact of each one's deficiencies. (self awareness is difficult- referring 2015 competency mapping report circulated vide Circular 5/2017. Learning the latest management skills from the latest research in management, published in the best management journals enhance competence required in IMG.
- b. **Impact** : How high, impact, through outputs and outcomes, can be assured for each IMG activity. IMG programs are expected to **transform** the State.
- c. **Citizen Centricity** : How to orient and link each of IMG program to citizen benefit. Create new offerings (programs), new capacity building designs, and innovative mobile based delivery platforms to benefit the citizen more.

- d. **Excellence** : Imbibing excellence orientation as an attitude by each Officer, Faculty and Staff. To become excellent in one's role played by Staff, Officer and faculty, what process reengineering is to be done in IMG, when and how? Innovation in IMG processes, Innovation in IMG offerings, and expanding the scope of IMG will lead to excellence.
- e. **Equity** : How the diversity and differences among citizen are addressed by IMG in its Capacity Building programs

Conclusion

Criteria/ parameters are re set according to the new state training policy. IMG will take urgent steps in attaining ISO-9000, ISO-14,000 (Environment Management) and 37,000 series certification to make our processes/environment/safety systems quality oriented and as model for learning by other departments. The Certification process will also be a learning/capacity building exercise for IMG, which can be disseminated to other departments.

Chapter 17

Strategy roadmap to realize the Vision of IMG

The operational context

Governments have a very significant role to play in the development process and promotion of appropriate conditions, which would lend dynamism to the national effort in personnel development. In today's changing scenario of thrust on economic liberalization, decentralization, technological advancement, the civil service is emerging as a key player to keep pace with the demands of the society it aims to serve. To improve the quality of the performance of the civil service training is one of the effective and tested tools. Top management of innovative and modern organizations promotes a culture of life-long learning and development of staff. To develop this culture leadership and a cadre of quality trainers are required, who can jointly design need-based training, implement cost-effective training strategies, and measure the impact of training interventions.

In order to achieve this vision “to become a facilitator of pursuit of excellence in governance” , the Institute needs to concentrate on two important activities

A. Training/Capacity Building

B. Research

A. Training/Capacity Building:

To facilitate pursuit of excellence in governance, IMG needs to identify and facilitate institutional capacity building gaps and Societal Capacity Building.

- Institution Capacity Building encompasses three main activities:
 - I. Skill upgrading (Individual capacity gaps)
 - II. Procedural Improvement
 - III. Organisational strengthening.

Institutional capacity building also has to do with the tangibles and non-tangibles.

The tangibles include - physical assets such as infrastructure, machinery, natural resources, health and education of the population, Organisational structure and systems, legal frameworks and policies. The tangible can be referred to as hard capabilities.

The intangible includes - social skills, experience, creativity, social cohesion, social capital, values, motivation, habits, traditions, institutional culture etc.

I. Skill Upgrading:

It is the role and responsibility of IMG to ensure that Government sector has competent officers who have the necessary Knowledge, Skill and Attitude to perform with confidence their present role and their future roles. For this the Training institution network should be strengthened. A data base should be developed giving all important information regarding the training institutes like details about the assets- class room and other training facilities .The training institutes should be mapped using GPS and all details made available on a common portal – Training or Capacity Building Kerala.

Facilitating role of IMG in strengthening Training Institutions:

Hand holding them during competence mapping /Training needs analysis in the sector they are operating. Imparting training in designing training modules, Accrediting them as trainers by taking them through the training process (TOT,DTS, DOT,TNA etc.)

Facilitating and guiding them in preparing the Departmental Training Plan.

Assisting them or coordinating with them in conducting sector specific seminars/workshops on the latest Development in their sector.

All Training programmes to be designed and implemented following the Systematic Approach to Training Cycle.

Detail checklist on how to facilitate or coordinate training programmes is appended as Appendix ----

As the Director General, IMG is designated as Director General, Training, it is the mandate of IMG to coordinate the training activities of all training institutes in the state and check quality erosion in training when done in a large scale. For this, it was proposed to maintain an e-portal so that all training institutes could share resources for strengthening the quality of training programmes. The common portal may facilitate;

1. Sharing of training materials
2. Networking with training institutions
3. Sharing of programmes conducted by each institution
4. Sharing of library resources
5. Sharing of research and publications etc.

ii. Procedural Improvement

The Government process before and during service delivery need to be simplified. We are still being governed by the old sunset rules and procedures put in place during the British rule. Departments, IMG along with IT department or IT Mission need to sit together and prepare an Action Plan on sectors or areas or process which need immediate process re-engineering. This action plan needs to be prioritized based on the intensity of citizen interface. The next step should be to develop experts from within the Department through intensive training to work as internal consultants to support the department during the process re-engineering phases. The department officials and all important stakeholders will undergo training on e-Governance especially on change management.

A special task force with experts in service rules, Legal matters, Management experts and e-Governance experts specialised in process re-engineering will

be constituted in IMG. The Objective of the Task force will be to draft citizen centric procedures/processes and rules which will act as a facilitator in delivering services and not as a control mechanism.

IMG will implement this first to showcase the same to client organisations.

iii. Organisational strengthening.

System strengthening can be done through consultative workshops. External experts in the field of management, Organisation Development, System engineering along with internal experts and department officials will together try to identify gaps and propose tentative solutions to government either in the form of Policy or Organisational restructuring or Capacity building.

➤ Societal Capacity Building .

It is of paramount importance to build capacity of society so as to bring about excellence in governance. Since it is difficult to reach out to masses directly, IMG proposes to train few trainers who in turn will engage in mass campaigns (through IEC materials, print and electronic media etc) to strengthen capacity of citizens in availing the legitimate services they ought to receive from public bodies. A large number of workshops is proposed to be held at IMG. The Detail Action Plan is presented in a separate chapter 18.

B. Research and Publications

Research is one of the major components of revised training policy. The perspective plan of IMG also mandates that 50% of the total faculty time may be devoted to research studies. Research would not only be help in aiding the government in the formulation of policies and its implementation, but also in the preparation of modules for the capacity building programmes undertaken by the institution. Hence, a substantial amount shall be earmarked for research studies and publications. Details on the present research work in progress is given as a separate chapter ---

Capacity Building of Faculty Members of Training Institutions

It is essential that the faculty of training institutions upgrade their knowledge and skill in tune with changes so that they can deliver the best to the trainee community. Every faculty member in Training Institutions should undergo at least 2 capacity building programme a year within/outside the country in this financial year.

Chapter 18

Societal Capacity Building

Citizen-responsive governance relies not only on supply of efficient public service delivery from the government to citizens but equally on the demand for responsive public authorities on part of the citizens.

“Capacity Building is the process of transformation whereby people, organizations and society as a whole **unleash, strengthen, create, adopt** and maintain the **capabilities** to define, plan and achieve their own development, quality and well-being objectives”.

2. The Preamble of the Constitution, our supreme law, envisages that as responsible citizens who constituted this State, each one of us has responsibility (Accountability) to actively participate in pursuit of excellence from governance.

3. The **Principal-Agent Theory** of governance postulates that public servants in Government departments / PSUs /Commissions/ Boards/ LSGDI are likely to make decisions and act in the best interest of the principal (citizens). However, research shows that agents (public servants), serve their self-interest, if the citizen is not devising their own methods of rendering accountability and social control mechanisms.

4. When a Power of Attorney is given to an agent over a big pool of funds, for using it for specific performances, and all expenses of the agent are also met, the PA giver may not suffer if the agent exhibits deviant behavior. What ability/ competencies the giver of PA has **when PA holder deviates or do not perform?**

5. It is a common practice that the principal (citizen) **beg and plead through petitions to their own agent** to get things done. Departments (agents) make it a habit to receive petitions and prayers from citizens for remedying their own self-serving decisions and behavior. While most of the agents (Government agencies) act as a collegium supporting each other, a citizen expecting that one or two agents will always be on the side of the citizen is likely to be over-expectation.

6. Even though, **efficiency** (more results with less people, more impact with less money, more output in less time, etc.) and **accountability** are two of the basic principles of Good Governance, whether citizen fully know and appreciate the way their money is spent by their agent?

7. While **transparency** or free flow of information is a principle of good governance, how much of the criteria of important decisions are proactively shared with citizens. **Strategic vision** and **effectiveness** as factors of good governance are seldom a matter of concern. When our roads are bad, can citizen know who is ultimately accountable; when people continue to worry from a public health risk who is accountable, when rivers do not have clean water or no water, who is accountable.

8. Excellence from Governance consists of the following **10 dimensions or principles**:

- (i) **Equity** – opportunities of all types
- (ii) **Rule of Law** - fair and enforced impartially
- (iii) **Strategic Vision** - long-term superior performance on GG and HD
- (iv) **Responsiveness** – serve all stakeholders
- (v) **Effectiveness** – delivers quality outcomes; value for money
- (vi) **Efficiency** – produce results, best use of resources
- (vii) **Accountability** – accountable to the public;

- (viii) **Transparency** – free flow; accessible; enough info to monitor
- (ix) **Participation** – voice in decision-making; capacities to participate constructively
- (x) **Consensus orientation** – mediates differing interests;

Capacity building of citizen to enjoy the fruits of excellence from Governance, presupposes deciding the parameters of quality of governance also. How to **distinguish excellence** from **good** or **average** or **poor** governance, on each of the above 10 principles: whether Rule of law is excellent or good or average. Whether strategic vision is excellent or poor; whether Accountability is excellent or average? Do we have a **valid and reliable rating scale to measure the quality?** Anything which is not measured, may not get done:

9. Unless, **societal capacity building in terms of capabilities** and competencies, to get excellence from governance, is not occurring, the agents may not provide excellence and acceptable quality on a plater to the citizens.

1. While individual capacity building and institutional capacity building are easier to carry out through well-known methods, societal capacity building is complex and multidimensional. What innovative and effective methods of capability or competence, citizen and citizen groups need to acquire, strengthen and deploy, and who will do it in each district and city/town are aspects of societal progress.

The Second Administrative Reforms Commission (ARC)

The Second Administrative Reforms Commission (ARC), government of India (GOI), completed its work by 31st May 2009 and presented the 15 Reports given below.

Report	Title of the reports
1	Right to Information: Master Key to Good Governance (9.6.2006)
2	Unlocking human capital: Entitlements and Governance – a Case Study (31.7.2006)
3	Crisis Management: From Despair to Hope (31.10.2006).
4	Ethics in Governance (12.2.2007
5	Public Order: Justice for each ... Peace for all (26.6.2007)
6	Local Governance (27.11.2007
7	Capacity Building for Conflict Resolution – Friction to Fusion (17.3.2008)
8	Combating Terrorism (17.9.2008)
9	Social Capital – A Shared Destiny (8.10.2008)
10	Refurbishing of Personnel Administration – Scaling New Heights (27.11.2008)
11	Promoting e-Governance– The Smart Way Forward (20.01.2009
12	Citizen Centric Administration – The Heart of Governance (30.3.2009)
13	Organizational structure of Government of India (19.5.2009)
14	Strengthening Financial Management System (26.5.09)
15	State and District Administration (29.5.2009)

The ninth report on Social Capital, the commission had explored the evolution and growth of institutions that lie at the base of Social Capital in India, with particular reference to societies, trusts/charitable, institution works and endowments, voluntary organizations at the grass roots levels such as SelfHelp Group, Self-Regulatory Authorities and Cooperatives. The commission had examined these institutions in the context of their present legal underpinning

their institutions designs, their interface with government and with other stakeholders, their respective sales and functional their strengths and weaknesses and the reform agenda that should be chartered us for these institutions. The recommendations made by the commission spell out the change required in the legal framework as well as in the administrative structure and government policies to bring about independence, integrity, transparency, credibility and dynamism to these institutions

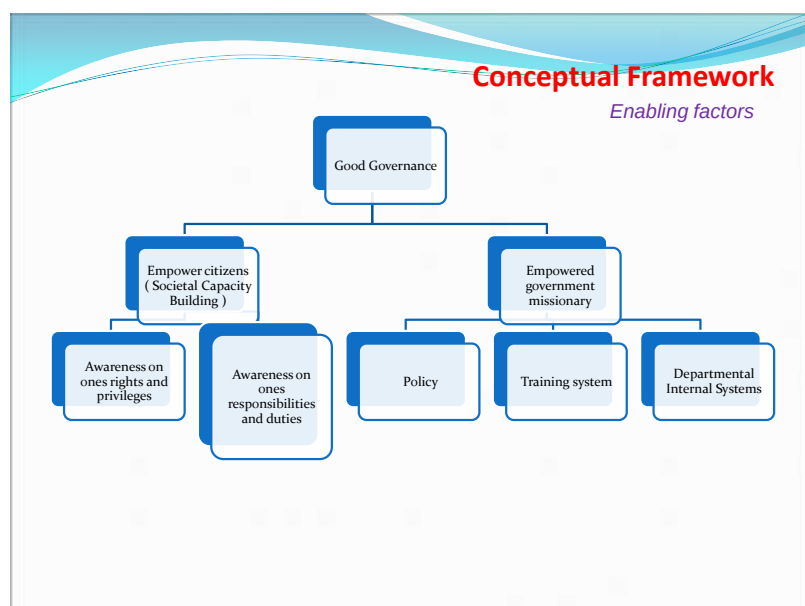
The twelfth Administrative report on Citizen Centre Administration "The Heart of Governance", The concept of good governance and citizen centric administration initially connected citizen centrically with the aim of ensuring the citizen's welfare and citizen satisfaction of any government, local, state or national which aims to provide good governance. As has been pointed out in the report the following are the pre-requisites of citizen centric governance

- i. Sound legal framework.
- ii. Robust institutional mechanism for proper implementation of laws and their effective functioning.
- iii. Competent personnel staffing these institutions and sound personnel management politics.
- iv. Right policies for decentralization, delegation and accountability

Finally taking matters further beyond principles and pre-conditions the commission had tried to examine the finer details of how governance can be made a more citizen centric with reference to the strategies and processes, the tools and mechanisms, which can be usefully employed to make the administration citizen centric these are - I. Re-engineering process to make governance citizen centric. ii. Adoption of appropriate modern technology. Iii. Right to information. iv. Citizen charters v. Independent evaluation of services VI. Grievances Redressal Mechanism Act vii citizens participations viii public private partnership.

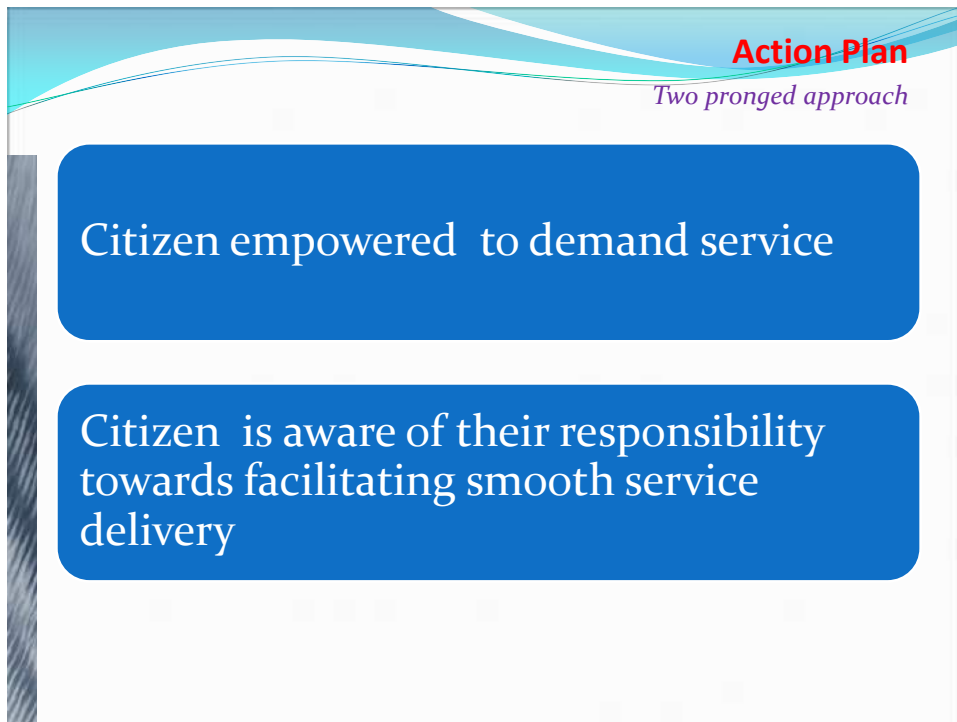
Our Approach on Societal Capacity Building

Good governance can be ensured only through societal capacity building and Institutional capacity building



While individual capacity building and institutional capacity building are easier to carry out through well-known methods, societal capacity building is complex and multidimensional. **What innovative and effective methods** of capability or competence, citizen and citizen groups need to acquire, strengthen and deploy, and **who will do it** in each district and city/town are aspects of societal progress.

As discussed, Society needs to be empowered, they need to be aware of their rights and privileges but at the same time, act as responsible citizen groups, who would partner with the service provider to ensure service delivery. Societal Capacity Building therefore is a two pronged approach as given in the figure below



Societal Capacity building Frame work developed by IMG

The first workshop was conducted at IMG Trivandrum on 2nd August 2017

Steps taken before the workshop:

Step one: Secondary data was collected through intensive literature review along with primary data .

Step Two: Identifying stakeholders. Effort was made to identify all possible client group to ensure heterogeneity. This will help in diverged thinking and also to ensure that the voice of the unheard is also taken care of. Resource persons/Participants with local expertise should be handpicked to lead the discussions. Gender representation should also be ensured in the Team.

Step Three: Venue identification.

Step Four: Direct General, Institute of Management in Government Sent invitation letters to all stake holders. They were requested to participate in the workshop and share their knowledge and experience so as to identify the Training Methodology and content to strengthen Kerala Society.

Along with the Invitation a brief note on the Theme, the methodology and the expected output and out come from the workshop was also included.

Theme	Pursuit of Total Quality Management in Governance & demanding excellence from governance
Date & Time	2 nd August 2017 (Wednesday) at 10.00 am to 5.00 pm
Venue	Barton Hill training complex of IMG Thiruvananthapuram
Proposed Methodology	Discussion, group work & presentation
Expected output	Evolve an action plan. to ensure Total Quality Management in governance and identify methods and processes that can demand excellence from governance at its different levels
Chaired by	Dr. Jacob Thomas, Director General, IMG
Participants/resource	NSS Co-coordinators from various Universities, NGOs (anti-corruption, Rural Development, Women Development, Public Health), RTI/RTS organisations, President/Secretary from District Library Councils, Directors/Professors in Environmental . studies, journalism, legal studies, Management and social work from academic institutions- TISS, National University of Advanced legal studies, Loyola College, Rajagiri Institute of Social Sciences, University of Kerala, representatives from Institutes of Journalism, representatives from apex body of Residential Associations, IMG faculty.

Workshop Methodology

The Participants / resource persons who reported at the registration table was given a one page note prepared by the workshop coordinator/DG on the theme of the work shop to trigger thinking, along with the file folder which contain the detail schedule of the work shop and the Team you would associate with during the deliberations and group discussions.

After a brief introduction and welcome the participants move to different locations/ syndicate rooms to deliberate on the practical solution to the problems and issues .The initial phase of discussion would be a careful assessment of the needs of the Community. It is to precede any effort to built Capacity. Needs assessments should help to clearly identify the objectives of Capacity Building, map relevant issues, identify who would be responsible for what, who could provide support/assistance and so on at the district level and at the panchayat or block level.

After the deliberations the teams were requested to present their ideas and submit a written copy of the same to the workshop coordinator. The presentation gave room for a lot of loud thinking and discussions and helped in firming up the solutions.

After the workshop:

STEP ONE

An action plan for the next six months to guide the institute towards the objectives set was presented and wetted before an empowered learned team.

STEP TWO

As the first step towards societal capacity building based on the input received from the resource. A Standardised Training Design/Module on Governance with an Objective to empower the Society at the grass root level was prepared.

A series of TOT is planned and scheduled to build a competent state level team of experts along with District level and sub district level teams. These teams will take the baton forward to ensure societal capacity is build at the grass root level.

Each batch of training will cover 30 participants.

Training plan with total cost

Sl no	Type of training/Batch size(30)	Number of Days	Total number of training	Total cost
1	TOT	3 days	40	1,08,00,000
2	Training design workshops	2 days	10	1,80,0000
3	Training material preparation	2 days	25	45,00,000
4	Roll out at grass root level	2 days	10	1,80,0000
Total cost				1,89,00,000

STEP THREE

Sector specific/ department specific/ service delivery specific Training design will have to be developed in the coming months through a consultative process.

Chapter 19

Institutional Capacity Building

What is Institutional Capacity Building?

Capacity building is defined as a set of coherent, deliberate strategies enacted at a whole institution or societal level to positively influence the knowledge, skills and priorities of individuals and the institutions as a collective, as together they seek to implement change (Bain et al, 2011).

“Capacity Building is the processes of transformation whereby people, organizations and society as a whole unleash, strengthen, create, adopt and maintain the capabilities to define, plan and achieve their own development, quality and well-being objectives”.

Institution Capacity Building encompasses three main activities:

1. Skill upgrading
2. Procedural Improvement
3. Organisational strengthening.

Institutional capacity building also has to do with the tangibles and non-tangibles. The tangibles include physical assets such as infrastructure, machinery, natural resources, health of the population and education, Organisational structure and systems, legal frameworks and policies. The tangible can be referred to as hard capabilities. The intangibles on the other hand have to do with social skills, experience, creativity, social cohesion, social capital, values, motivation, habits, traditions, institutional culture etc.

IMGs role in Institutional Capacity Building

Capacity building to enable good governance in Kerala and in achieving our Vision, pursuit of Excellence in governance would remain a distant dream if the focus is only on individual capacity building. IMG therefore had a relook at its

capacity building methodology and has realised the importance of incorporating the institution capacity gap as well.

Institutional Capacity Building Road Map

Workshops are being organized in IMG which are either department specific or sector specific, involving all stakeholders. Workshops were also planned and executed based on specific issue, opportunities or concerns. All the workshop ensured a participative approach as the core methodology. The current Policy of the Government also envisages a Public Service System for the State, built on people-focused management that allows the greatest room for their participation in decision making, promoting continuous innovations.

IMG has conducted workshops in the sectors of Health (Dr. R. Jayasree), Forest and Climate Resilience (Smt. Tessy P.Jose), Agriculture (Shri. A Muraleedharan), Fisheries (Smt. T.S Jayasree & Smt. A Sajitha) and Waste Management (Shri. P.V. Chandrabose).

Workshops are avenues that allow the greatest room for participation in decision making and provide opportunities for generation of innovative ideas. In addition, a workshop throws open - training needs, Capacity Building Gaps, create awareness, exchange of best practices, joint analysis and development of action plans.

It is expected that Workshops carried out in IMG achieve the following outputs.

- (i) Training Video Production: The significant extracts from the talks, presentations, group discussions, other group activities or practices will offer enough opportunities to create training videos. The Mobile phones video facility can be used for videography and later on Smart phones capable of editing, mixing, titling, etc. may be utilized in order to make training video of 30 seconds, one minute, three minutes to 5 minutes duration.

- (ii) Identification and developing a pool of Domain Experts: Some of them later can be accredited as Trainers after formal ToT.
- (iii) Issues affecting the Public and Public Interest on avenues for improvements in governance, schemes, initiatives, Government processes that require reengineering etc., are identified.
- (iv) Identify performance issues and competency gaps of civil service.
- (v) Identify the future roles of public servants and Government organizations /Departments based on the innovative ideas generated through brainstorming sessions in the workshops (Roles are sum total of the expectations from significant others)
- (vi) Build attitudes among all the stakeholders conducive to institutionalizing, citizen centric, corrupt free and participatory governance.
- (vii) Expose the public servants participating in the workshops to new trends in the socio-economic and political environment in which the civil service operates.
- (viii) Impart attitude for reengineering of Government processes, societal processes and e-Governance as part of the workshop.

Follow up action plan will be prepared by the Course Director (Facilitator) in the following Proforma and send to dg.img@kerala.gov.in on the next day of the workshop.

Sector Specific Workshop Follow up Action Plan

Theme of the Workshop :

Total No. of participants: _____ Total No. of Stakeholder Categories : _____

Total No. of Citizen or Citizen Groups: _____ Total No. of Public Servants: _____

No. of Training' videos, that can be produced. And Tentative Titles of Training videos and group of Govt. servants for whom this would be relevant	What competency or capability or knowledge or skill gaps identified And follow up initiatives planned	What are the attitude issues identified. And follow up capacity building initiatives planned	Domain experts identified with names and subjects of expertise, highest qualification, age, Phone Number	Main needs of people that are still not satisfied or not fully met by Govt. agencies and what type of Capacity Building planned to address those needs	What Departmental systems or process reengineering required; And method suggested & alternative or better process, or procedure.	Any other significant Learning from the Workshop and follow up action planned.

For successful conduct of the workshop, **adequate preparation** must be done by the Regional Directors, Faculty and Staff as **pre-workshop learning and planning** – in identifying domain experts, identifying all stakeholder categories, including true representative sample from each category in the workshop, choosing the theme/ issues for interaction.

During the workshop more care shall be given to extract maximum benefits from the participants and their interactions, get valuable insights and required outputs such as training video production, joint analysis of themes/ issues, joint action planning, competency gap identification (Training Needs), Government Process Reengineering needs, identifying domain experts who could not attend etc.

After the workshop, the group who attended and other domain experts may be maintained as a resource group of IMG for the theme/sector/ department who would be of help in follow up action.

Chapter 20

Educational Programs of IMG

The new Training Policy of 2017 envisages a few strategic objectives as part of its vision and mission. One of the objectives stated is **life long learning** for its stakeholders. Along with Training IMG is also focussing on educational Programmes in collaboration with institutes of repute within and outside India. Some of the recent developments in this field are briefed below.

1. Post graduate Diploma in e-Governance (PGDeG)

As per National e-Governance Programme (NeGP) a large number of trained professionals are required to manage e-Governance projects in Government. Based on the recommendations of the Administrative Reforms Commission on promoting e-Governance, Kerala State Government has proposed Capacity Building at the individual level by starting a Diploma / Degree programme on e-Governance. One-year full-time post Graduate Program in e-Governance offered by the Indian Institute of Information Technology & Management – Kerala (IIITM-K) and the Institute of Management in Government (IMG), aims at high standards in Information Technology, Management and Governance. The programme focuses on capacity building in e-Governance through developing foundations in IT, Management, Government Process Reengineering and Change Management.

OBJECTIVES

Generating human resources with the right skills, knowledge, aptitude and leadership qualities for effective implementation of e-Governance Projects.

- Conceptualisation of ideas and development of service delivery models for

improving the quality of service to citizen.

- To broaden the scope of e-Governance in the State through various sectors and services.
- To enhance the effectiveness of the e-Governance programmes by integrating state-of-the-art technologies and management.

2. RTI e-learning portal

An RTI e-learning portal enables the PIOs/AA to undergo online training in RTI and get certified as trainers. In view of huge response from Central Government and State Government organizations for training, the distance learning mode using Video Conferencing facility is started where bi-monthly video conference based training is launched for Revenue staff which will enable Commissioners, IMG faculty and Legal Experts to interact with officials in remote districts. This is a major milestone in the history of IMG to Institutionalise change management through RTI. During the last three years, 192 training programmes were conducted under this category.

3. Executive Postgraduate Diploma in Organisation Development and Change (EPGDODC)

Executive Postgraduate Diploma in Organisation Development and Change (EPGDODC) is a fourteen month, part time professional programme comprising of classroom teaching, training, field practice and coaching offered by Tata Institute Of Management and Institute of Management in Government.

In a dynamic environment, organisational effectiveness is a function of organisation's capability to conceptualise and implement organisation development and change initiatives which are sustainable. This programme enables managers to have an in depth understanding of strategy, policies, structures and systems and the importance of developing appropriate skills,

behaviours, attitudes and culture that will enable organisations to grow and sustain in this environment.

Who Should Apply?

EPGDODC is specially designed for Business, HR, Training/Learning and Development Managers, Learning Facilitators, OD Consultants and other Line Managers with minimum three years of experience.

Objective of the Programme

Programme covers the theoretical basis of OD and Change with a major focus on their practice and implementation in organisations. This programme prepares the participants to have a holistic view of the organisation for facilitating, conceptualising, designing and implementing OD and Change processes.

Step Forward

IMG as part of implementing the STP 2017 is on a continuous run to build a professional network with other Training and Academic institutions. All the MOUs will have a provision for educational programmes along with exchange of Faculty

Chapter 21

Publications of IMG

IMG has to its credit more than 50 Publications. Some of the important publications are listed below.

published by IMG	Name of Book
1	Janakeeyasoothranavum Sthree saktheekaranavum (Mal)
2	Vanitha Janaprathinidhikalude Anubhavakurippukal (Mal)
3	Janakeeyasoothranavum Pattikajadi Pattikavarga Vikasanavum (Mal)

Author Neena Joseph	Name of Book
1	Gender Related problems of women Women's Empowerment and Panchayati Raj
2	Customer Satisfaction: Social Justice Department

Author	Name of Book
Padma Ramachandran	
1	Issues in Indian Public Administration: A Case of Kerala
2	Some issues in Development Administration
3	Cases and Caselets in Government
4	Minorities and Secularism- A symposium
5	Public Administration in India
6	Education in India

Author	Name of Book
Padma Ramachandran, MA Oommen	
1	Some issues in Development Administration

Author	Name of Book
Ram Mohan R	
1	Compendium of Emerging Practices on Service Delivery in Kerala
2	Competency Framework for Civil Servants: ST Dept
3	Competency Framework for Civil Servants: Social Justice
4	Training: Principles and methods
5	Good Governance Practices Kerala Kaleidoscope
6	Novice Trainer Manual Book
7	Panorama of Case Studies

Author	Name of Book
Sajeev S	Service Delivery and Customer Satisfaction: Police dept

Author	Name of Book
Jaya S Anand	Customer Satisfaction on Public Distribution System in Kerala

Author	Name of Book
Leela kumari P	
1	Study to identify factors facilitating enabling environment for effective service delivery in Rural and Urban LSG Institutions in Kerala –Part I
2	Study to identify factors facilitating enabling environment for effective service delivery in Rural and Urban LSG Institutions in Kerala –Part II

Author	Name of Book
Oommen MA	
1	Issues in Teaching of Economics in Indian Universities
2	Study on land reform in Kerala
3	Economics of Indian Cinema

Author	Name of Book
John Pulparampil	
1	Training Effectiveness: An Indian Case study
2	Case studies in educational administration
3	Perspective on the Educational System

4	Management of Colleges in India Vol-1
5	Management of Colleges in India Vol-2
6	Bharana Samskaravum Pothujana Samthrupthiyum (Malayalam)
7	Managing Quality of Service
8	Forest Management : An HRD Approach
9	Handbook on Management Development
10	Training for Performance Improvement
11	Quality circle pravarthanam (Mal)
12	Bharana Samskaravum Pothujana Samthrupthiyum (Malayalam)
13	Panchayati Raj (Mal)
14	Keralathile Bharana Samskharam: Oru Vilayiruthalum Karmapathathiyum (Mal)
15	Bharana Samskaravum Pothujana Samthrupthiyum (Malayalam)
16	Udyogastharum Ulpadanakshamathayum (Mal)
17	Bharanam Nannavan (Mal)

Author	Name of Book
Oommen Philip	
1	Handbook on primary health centre management
2	Management of Hospitals: Text and Cases
3	Case studies in Health Care Management

Author	Name of Book
Prasanna A	
1	Cyber Crimes: Law & Cyber Security
2	Cyber Crimes: Law & Cyber Security
3	Forest and the law

The Hand Book of "**Duties and Responsibilities for Civil Servants at the Cutting-edge Level**" brought out by the project team led by Dr.Ram Mohan R is a logical extension of the Competency Framework documents developed for Police, Social Justice and Scheduled Tribes Development Departments. While the work on Competency Framework Document is an overarching policy research initiative that encompasses all aspects of personnel management, the Handbook of Duties and Responsibilities is a very simple ready reckoner of the duties and responsibilities of personnel at the cutting-edge level.

1.SCHEDULED TRIBES DEVELOPMENT DEPARTMENT

2.SOCIAL JUSTICE DEPARTMENT

3.POLICE DEPARTMENT

Procedure for future Publication

Documented Reports/Research work/Training materials which are worth publishing will be forwarded to the research Committee by members of Faculty/author. After a peer review, the recommendations will be in cooperated by the author and forwarded to DG IMG through the Management Committee.

Every year IMG will publish at Least one document

Chapter 22

Library and Knowledge Assets of IMG

As the Apex training Institute for the state of Kerala, IMG maintains an excellent collection of Books, Project reports, Training Need Analysis Reports and Training Design pertaining to the Governance sector in India and in particular the state of Kerala.

Pls find Details below;

IMG UNEP Project on Sustainable Development

The Institute of Management in Government (IMG) and United Nations Environment Programme (UNEP) have signed MOU in June 2013 to mainstream the course module on sustainable development (SD) in the administrative training programmes conducted by IMG. The collaboration also envisages conducting of standalone training programmes on sustainable development and holding of National and International workshops on Environment and Sustainable Development.

The Materials developed as part of the project are available in the IMG Web site , following links .

1. [Background material climate change meet](#)
2. [Case study on SD](#)
3. [Outcome document - CC meet](#)
4. [Reading material on SD](#)

NATIONAL CENTRE FOR LAND GOVERNANCE

National Centre for Land Governance is set up at Institute of Management in Government (IMG) as a Centre of Excellence in the area of Land Governance. It is a Government of India initiative, under the Department of Administrative Reforms & Public Grievances (DAR&PG) and forms part of its support to States for capacity building in different areas of public administration. The basic idea behind the Centre is to undertake training of officials of the Central as well as State Governments in the area of land governance. In addition to the training programmes the Centre will organize lectures, talks and seminars on current issues on land related matters by persons with experience in land administration, and governance and promote public debate thereon.

The Centre will function as a forum of knowledge brokering in the area of land administration by encouraging the practitioners, academicians, NGOs and stakeholders to come together and share their knowledge and experience in ground realities and research findings through debate and discussions to the ultimate benefit of the citizens.

List of Course Designs in IMG Library

Sl No	Title	Facilitator	Year
1	Induction and Orientation Training	Sadasivan Nair K and Others	1992-93
2	ISM dept	Radhakrishna Pillai S	
3	Motor Vehicle Dept	Sukumaran V	2005
4	Training needs of Govt Servants	IMG	2001
5	Police Dept	IMG	
6	Revised CD for Revenue Dept	Prasannakumar B R	2013
7	Store Purchase Rules	Sukumaran V	2003
8	Registration dept	Muraleedharan Pillai R	2004
9	Overview of Category wise Training Requirements	Jayasree R	2009
10	Dept of Indian system of Medicine	Mini B Nair	
11	Industrial training Dept	Anishia Jayadev	
12	National employment Service Kerala	Jayasree R	
13	Kasaragode District Administration	Sukumaran V	2004

14	Certificate programme in Project management	Sajeev S & Ram Mohan	2003
15	Task force on improving standards in higher Education	IMG & Dept of Higher education	1999
16	Revenue Dept	Co ordinators of Revenue dept	2013
17	Forest dept	Suresh kumar M	2016
18	Panchayat Dept	Suresh kumar M	2016
19	Motor Vehicle Dept	Sukumaran V	2006
20	Motor Vehicle Dept	Sukumaran V	2004
21	TNA Motor Vehicle dept	Mollykutty Louis	2009

TNA Reports available in IMG Library

Location: Reference section left side shelf labelled “**TNA, Course Mtls, GG Practice, Reports etc.**”

SL. NO	TYPE OF DOCUMENT	DEPARTMENT	PUBLISHER	DATE OF PUBLICATION
1	TNA	INDUSTRIES AND COMMERCE	IMG	2004 March
2	TNA	HIGHER SECONDARY EDN	IMG	2004 April
3	TNA	HEALTH SERVICES	IMG	2004 June
4	TNA	FOREST	IMG	
5	TNA	URBAN AFFAIRS	IMG	2004 June
6	TNA	ECONOMICS & STATISTICS	IMG	2004 July
7	TNA	CO-OPERATIVE	IMG	2005 June
8	TNA	KOZHIKODE DIST	IMG	2004 June
9	TNA	PALAKKAD DIST	IMG	2004 June
10	TNA	MOTOR VEHICLES	IMG	2004 Feb
11	TNA	LABOUR	IMG	2005 Nov
12	TNA	AGRICULTURE	IMG	2004 March
13	TNA	ANIMAL HUSBANDRY	IMG	2004 March
14	TNA	COMMERCIAL TAXES	IMG	2004 April

15	TNA	HOME	IMG	2010 June
16	TNA	ST DEVPT.	ST Devpt. Dept.	2004
17	TNA	EMPLOYMENT	IMG	2005 October
18	TNA	VOCATIONAL HIGHER SECONDARY	IMG	2004 April
19	TNA	PWD	IMG	2004 April
20	TNA	PANCHAYAT	IMG	2004 June
21	TNA	RURAL DEVPT.	SIRD	
22	TNA	TOWN & COUNTRY PLG.	IMG	2004 June
23	TNA	FISHERIES	IMG	2004
24	TNA	LOCAL FUND AUDIT	IMG	2009 Jan
25	TNA	POLICE	IMG	2004
26	TNA	PRINTING	IMG	2009
27	TNA	I&PR	IMG	2005 Aug
28	TNA	REGISTRATION	IMG	2004 May
29	TNA	DRUGS CONTROL	IMG	2009 March
30	TNA	FOOD & CIVIL SUPPLIES	IMG	2004 March
31	TNA	KASARGODE DIST	IMG	2004 April
32	TNA	FOOD & CIVIL SUPPLIES (ITP)	IMG&DoPT	2012 Nov
33	TNA	REGISTRATION (ITP)	IMG&DoPT	2012 Nov
34	TNA	SOCIAL WELFARE (ITP)	IMG&DoPT	2012 Nov
35	TNA	POLICE	IMG&DoPT	2012 Nov
36	TNA	SC DEVPT.	IMG&DoPT	2012 Nov
37	TNA	LEGAL METROLOGY	IMG&DoPT	2012 Nov
38	TNA & Course Design	MUNICIPAL CORPN	IMG&DoPT	2012 Nov
39	TNA consultancy project	LOCAL FUND AUDIT	KL Fund Audit	2012 Oct

40	TNA	HIGHER EDUCATION (FOR COMMON POOL LIBRARIANS)	IMG	2013 Jan
41	TNA	DIRECTORATE OF GROUND WATER SURVEY & DEVLPT AGENCY, PUNE	State Trg Plg & evaluation Agency	
42		MEDICAL EDUCATION	IMG	2009-10
43	TNA & Course design	INDUSTRIAL TRAINING	IMG	2012 Sep
44	TNA & Trg design proposal	FISHERIES	IMG & Fisheries	
45	TNA(trg module)	SURVEY & LAND RECORDS	IMG & the Dept.	2006
46	TNA/Course Design	REGISTRATION	IMG & the dept.	Jul 2004
47	TNA	AYURVEDA MEDICAL EDN & STATIONERY	IMG	2009 June
48		KERALA STATE LOTTERIES	IMG	2007
49	TNA (Trg modules)	DPI	IMG	2004 July
50	TNA & Trg calendar	PWD (STP)	IMG	2004 June
51	TNA workshop	MEDICAL EDN., LOCAL FUND AUDIT, CHEMICAL EXAMINER'S LABORATORY & GROUND WATER	IMG	2008 June
52	TNA	SOCIAL WELFARE	IMG	2004 June
53	TNA	INDUSTRIAL TRAINING	IMG & the dept.	
54		KOTTAYAM DIST.	IMG	2004 June
55	TNA & Course design	TECHNICAL EDUCATION	IMG	2010 Dec
56	TNA and Course Design	SCHEDULED TRIBES DEVPT (ITP)	IMG	2014 Dec

57	TNA	HOMEOPATHY	IMG	2006 Sep
58	TNA	GOVT. LAW COLLEGE, TRIVANDRUM	IMG	2012
59	TNA	OFFICE OF ADVOCATE GENERAL, KERALA	IMG	
60	TNA	ANIMAL HUSBANDRY (ITP)	IMG	2015 March
61	TNA of Senior Officers	ANIMAL HUSBANDRY	IMG	2013 Oct
62	TNA	KERALA STATE COUNCIL FOR SCIENCE, TECHNOLOGY AND ENVIRONMENT	IMG	2011 July
63	TNA	NORKA – ROOTS	IMG	2011 July
64	TNA	DEPARTMENT OF COLLEGIATE EDUCATION	IMG	2006 Aug
65	TNA	DAIRY DEVELOPMENT DEPARTMENT	IMG	2012 Nov
66	TNA	KUDUMBASREE	IMG	2006 Feb
67	TNA	SAMETI	IMG	2012 Nov
68	TNA	MILMA	ABC Consultants	2009 Mar
69	TNA+ Course Content+ Course Design	NATIONAL CENTRE FOR LAND GOVERNANCE	IMG	2013 Aug
70	Workshop on TNA	REVENUE	IMG	2013 Jan
71	TNA	INFORMATION TECHNOLOGY MISSION	IMG	2010 April
72	TNA Workshop	DRUGS CONTROL, PRISON, PORT, TECHNICAL EDUCATION, WATER TRANSPORT	IMG	2008 May
73	TNA+Course design	Excise department	IMG	2017 March
74	TNA	GOVT AYURVEDA COLLEGE HOSPITAL FOR WOMEN & CHILDREN	IMG	
75	TNA	HORTICORP	IMG	2010
76	TNA	TREASURIES	IMG	2009

77	TNA	STATE RESOURCE CENTRE		
78	TNA	KERALA STATE PLANNING BOARD& DISTRICT PLANNING OFFICES	IMG	2012
79	TNA	GOVT SERVANTS	IMG	2001
80	TNA	PANCHAYAT	IMG	2016
81	TNA	FOREST	IMG	2016
82	TNA	SAMPLE TNA REPORT FOR THE FUNCTIONARIES OF CITY VHS SCHOOL, TRIVANDRUM	IMG	2004
83	TNA	SAMPLE TNA REPORT FOR THE FUNCTIONARIES OF DISTRICT TREASURY OFFICE, TRIVANDRUM	IMG	2004
84	TNA	SAMETI	IMG	2012
85	TNA	PUBLIC INSTRUCTION DEPT	IMG	2004
86	TNA	DISTRICT AYURVEDA HOSPITAL KOLLAM	IMG	

Best Practices hard copies in library

Sl No	Title	Publisher	Year
1	PPP and Good Governance in Health	CIPS	2012
2	Database on Best Practices in Education	CIPS	2012
3	Database on Best Practices in Urban Governance	CIPS	2012
4	Detailed Project on the Best Practice"Use of IV Iron Sucrose Injection for Severe Gestational Anemia Management	CIPS	2012
5	Proceedings of the workshop Innovations in Health care	CIPS in Collaboration with IMG	2012
6	Proceedings of the workshop Innovations in Preservation of Public Properties/Land	CIPS in Collaboration with IMG	2012
7	Database on Innovative Practices E-Governance Initiatives by Karimnagar District Administration	CIPS	2014
8	Andhra Pradesh	CIPS	2013
9	Access to low cost generic medicine	CIPS	2013
10	Database on Innovative Practices Education Vol 2	CIPS	2013
11	Database on Innovative Practices Education Vol 1	CIPS	2013
12	IT @ School, Kerala	CIPS	2013
13	Madhya Pradesh Education Portal	CIPS	2013

	System for Computerised Registraion (SCORE)		
14	Bihar	CIPS	2013
15	Bridging the Divide: health care Consulting	CIPS	2013
16	Karnataka Knowledge Commision	CIPS	2013
17	Innovative Practices in School Education	CIPS	2012
18	Status Survey of School and Hospital Buildings in Guahati City & Retrofitting Solutions	Assam State Disaster Management Authority Govt of Chhattisgarh&Accounts and Pension	2014
19	New Pension Scheme	Dept of Administrative Reforms & Public Grievances	2014
20	Reaching Health care to the Tribal Population of Tamil Nadu	Tamil Nadu Health System Projects	2014
21	Cardio Vascular Diseases	Tamil Nadu Health System Projects	2014
22	Cervical Cancer: Prevention Screening and Treatment	School of Good Governance & Policy Ananlysis	2014
23	Implementation of The Scheduled Tribes and Other Traditional Forest Dwellers Act,2006 in Madhya Pradesh	Centre for Good Governance Hyderabad	2012
24	Documentation of Electronis payment and Application System of Scholarships(EPASS)	Centre for Good Governance Hyderabad	2014
25	Documentation ofOnline Recruitment Processing System of State PSC	Planning Commission ,GOI	2014
26	Social Sector Service Delivery: Good Practices resource book	Centre for Good Governance Hyderabad	2009
27	Documentation of Mobile book Keeping Initiative of Society for Elimination of Rural Poverty(SERP)	Govt of Chhattisgarh&Accounts and Pension	2014
28	e-Kosh(Online Computerisation of Treasuries, Chhattisgarh)	centre for Good Governance Hyderabad	2014
29	Documentation of MEE SEVA. Govt of Andra Pradesh	Govt of Chhattisgarh&Accounts and Pension	2014
30	e- Chellan(Online Government Tax/ Revenue Payment System, Chhattisgarh)	Centre for Good Governance	2014
31	Management of Risk of Fraud in Government	GOI	2014
32	Mtechnology for Good Governance		2014
33	e-Auction System in Karnataka State Financial Corporation	KSFC Dept of Administrative Reforms & Public Grievances	
34	Documentation of Good Governance Initiative of Tank Rehabilitation Project, Puducherry	GOI	2008
35	Compendium of Best Practices on RTI. Vol 1	Dept of IT,Govt of Punjab	2014
36	SUWIDHA:		2012
37	Flood early warning System	GOI	2012

	Removal of Encroachments of Structures of Different Religions Maintaining Communal Harmony	School of Good Governance & Policy Analysis	2012
38			
39	m-Mantra for Good Governance	GOI	2012
40	Right to Service in Madhya Pradesh	one world .net	2010
41	e-Governance: How Kerala does IT	Kerala State IT Mission Planning Commission	2010
42	Successful Governance Initiatives and Best Practices	,GOI	2002
		Dept of Administrative reforms& Public Grievances	2012
43	Chattisgarh IT for Society		
44	e-Sugam: Simple Uploading of Goods Arrival and movement	Government of Karnataka	
	Reforms and Initiatives in Chhattisgarh Public Distribution System	Government of Chhattisgarh	
45			
46	Janamaithri Suraksha Project	Kerala Police Dept	2014
	Benefit Monitoring and Evaluation: Tsunami Rehabilitation Programme		
47		GIFT	2013
		Water resources	
48	Mazhakkumundoru Kadha Parayan	Department	2012
		Kerala Livestock Development	
49	National Seminar on Better Reproduction for Sustainable Livestock Production	Department	2005
	Sujala-1 Success Story: Karnataka Watershed Development Project	Government of Karnataka	2014
50		Government of West Bengal	
51	Documentation of Janmabhumi Self Help Group Paddy Procurement System in Chhattisgarh Reforms and Initiatives	Government of Chattisgarh	2015
52		Dept of Administrative Reforms & Public Grievances	2014
53	Minor Irrigation Programme- Maharashtra		
54	Managing Soft Skills for Personality Development	Ghosh B N	
		Dept of Administrative Reforms & Public Grievances	2010
55	State Governance Toolkit	Dept of Administrative Reforms & Public Grievances	
56	Key to Success		
57	National Disaster Response Plan	GOI	2001
		Dept of Administrative Reforms & Public Grievances	2012
58	Contracting Model for Procurement- Development & Operation of GATI		
59	Planning Strategies for Migrating Urban Heat Islands in Kochi Kerala	ICCS& IMG	2015
		Dept of Administrative Reforms & Public Grievances	2014
60	Success Documentation of Bhoochetana Programme		
61	Kutch After the Earthquake	Govt of Gujarat	2005

Work Study Reports in IMG Library

62	Ideal Water Supply at Renawadi Village with active public participation	Dept of Administrative Reforms & Public Grievances	2013
63	Bagan Story of Women's self Development	ATI, Govt of West Bengal	
64	Report on Real time water and Canal Management	Dept of Administrative Reforms & Public Grievances	2014
65	Madhya Pradesh Health Sector Reform Programme	GOI	2007
66	Bihar: Road Map for Development of Health Sector	GOI	2007
67	Query: Innovative Approaches to Universalising basic education	Planning Commission ,GOI	205
68	Case Study on Monitoring of the Mid Day Meal Scheme in UP	Dept of Administrative Reforms & Public Grievances	2014
69	Garbage Lifting Truck	Dept of Commercial taxes, Karnataka	
70	Adapting HIGS framework for Munroe Island, Kerala, India	Henley Business School	2015
71	Redevelopment plan for Attingal Town Centre	Dept of Town and Country Planning	2015
72	Bhagidari Phase IV	Govt of NCT of Delhi	2005
73	Bhagidari Phase VI	Govt of NCT of Delhi	2008
74	Summer sketches: Success Stories	LSGD,GOK	2016
75	Kutch Rehagilitation After the Earthquake	Govt of Gujarat	2005
76	Electronics Regional Test Laboratory(South), TVPM	GOI	
77	New Projects at Sabarimala	District Collector, Pathanamthitta	2016
78	Activity Report on Mission Green Sabarimala	District Collector, Pathanamthitta	2016
79	Safe Sabarimala	District Collector, Pathanamthitta	2016
80	One Day Workshop on Effective Implementation of RTI, Act	GOI	2016
81	Jalgaon River Linking Project	Dept of Administrative Reforms & Public Grievances	2010
82	Compendium of Good Governance Recent BP in Gujarat	Govt of Gujarat	2013
83	Project Report on Activities Related to Sweep	District Collector, Pathanamthitta	2016
84	Improvements in Training	District Collector, Pathanamthitta	2016
85	Report on Green Election	District Collector, Pathanamthitta	2016
86	Swarnim Swanth Sukhaya Projects	Govt of Gujarat	
87	Introduction to National e-Governance Plan	GOI	
88	e-Governance Project Life Cycle	GOI	

89	Manual on Good Practices in Extension Research and Evaluation	Agricultural Extension in South Asia	2017
90	Professional Documentation on Best Practices for the project of New Pension Scheme	Govt of Chhattisgarh & Accounts and Pension	2013
91	Documentation on Best Practices for the project of e-Chellan	Govt of Chhattisgarh & Accounts and Pension	2013
92	Suvidha: Chattisgarh Administration handbook	Govt of Chhattisgarh & Accounts and Pension	2013
93	Documentation on Best Practices for the project of e-Kosh	Govt of Chhattisgarh & Accounts and Pension	2013
Sl. No.	Title	Conducted by	Year
1	Work Study on the Finance Dvn of Kerala State Beverages Corpn. Ltd.	IMG	1993
2	Work Load of Burses attached to casualties and IC Units of Medical College Hospital, Tvpm	IMG	1985
3	Works study on the Procedure of repayment of loans under the National Loan Scholarship Scheme of Directorate of Collegiate Edn	IMG	1987
4	Works Study Report on Rationalisation of work in the Admn, Finance & Prog Dvn. Of IMG	IMG	1997
5	Works Study Report on the Functioning of dairy Development Dept.	IMG	1997
6	Management Services Report on IMG Stores	IMG	1992
7	Work Study Report on the Procedure for granting scholarships to the Physically Handicapped students by social Welfare Dept.	IMG	1987
8	Work Study Repot on the Work load of staff nurses in Wards No. I & II of Medical College Hospital, Tvpm	IMG	1985
9	Work Study Report on the system s and procedures of Binding work and assessment of workload of the Binder, IMG	IMG	1993
10	Work Study Report on Gradation Cell of Directorate of Economics & Statistics Dept.	IMG	2007
11	Work Study Report on the simplification of procedures for the procurement of medicines and proper maintenance of service records of Directorate of Homoeopatya	IM	1997
12	Work Study Report on the procedure for watching recovery of House Building advance to the staff of administrative Secretariat	IMG	1984
13	Work Study Report on the Systems and Procedures in preparing Pay Bills of Non-Gazetted staff of Administrative Secretariat	IMG	1984
14	A Study of Wayanad Dist on the possibilities and constraints of delivering primary health care to the tribal communities in Kerala	IMG	1990

15	Work Study on Text Book Branch of DPI	P&ARD	1988
16	Work Study Report on the Handicrafts wing of the Directorate of Industries & Commerce	IMG	2007
17	Work Study Report on the 'N' Sec of the Directorate of Fisheries	IMG	2007
18	Work Study Report of Kerala State Pollution Control Board (Part I & II)	IMG	2013

IMG Museum

viii. Acquisition Policy

Training Museum Policy for Acquisitions of Objects for the Collection

This policy outlines the principles the Institute of Management in Government (IMG) Training Museum expect to be followed when objects are acquired for their collection. The policy complies with the Indian Museum Act 1910, Indian Museum Rules 1970 and other Government legislations, international laws and standards.

1. Purpose of Acquisitions

1.1 The Training Museum is a universal museum holding an encyclopedic collection of material from across the world and all periods of human culture and history. For the benefit of its audience now and in the future, IMG is committed to sustaining and improving the Museum's collection.

1.2 Acquisitions are made in order to:

- (i) maintain and improve the Museum's cultural and historical record of the world's cultures and civilizations and training methods, including new, recently discovered, unexplored or poorly understood fields of human history and experience;
- (ii) generate public interest in the past and present methods and materials used for training;
- (iii) create new audiences and inform, entertain and inspire the existing audience in new ways; and
- (iv) generate public understanding of differing cultural perspectives.

2. The Collection

2.1 The Museum's Collection is held within eight curatorial sections:

- (i) Sculptures and Training Models
- (ii) Ancient Training Practices in Kerala and Other States of India;
- (iii) Ancient Training Practices in other Asian Countries;
- (iv) Coins, Stamps, Awards and Medals;
- (i) Training Equipment;
- (vi) Training Materials
- (vii) Audio-Video Collection
- (viii) Paintings, Drawings and Photographs

2.2 TheIMG expect:

- (i) priorities for acquisitions by these curatorial sections to be set out in an acquisitions strategy for the Museum, which takes account of the published collecting policies and strategies of other museums and other India-based organisations existing for public benefit and collecting in fields or areas the same as or related to those of the Museum. The strategy should define areas of specialism, in order to avoid unnecessary duplication in national collections and wasteful application of resources; and
- (ii) the acquisitions strategy and decisions made pursuant to it to be subject to consultation with the above organisations in order to mitigate conflicts of collecting interest.

3. Acquisition Principles

3.1 Objects will only be acquired for the Museum's collection if:

- (i) they are legally available for acquisition and
- (ii) there is no reasonable cause to believe they were wrongfully taken from a lawful owner; looted from archaeological sites or museums; or wrongfully exported or imported.

3.2 Objects acquired for the Collection should have a documented legal history; which, where applicable, should extend back before November 14th 1970; however, objects without documented histories may be added to the collection, if paragraph 3.1(i) applies and:

- (i) the objects were lawfully seized by Customs and Revenue;
- (ii) the objects would otherwise be at risk of destruction;
- (iii) the Museum acts as a repository of last resort (especially where it may reliably be inferred that the objects originated within India and any payments made to acquire to them could not reasonably be interpreted as condoning or encouraging illicit excavation); or

- (iv) paragraph 3.1(ii) applies; and
 - a. the standards set by the Government guidelines Combating Illicit Trade: Due Diligence Guidelines for Museums, Libraries and Archives on Collecting and Borrowing Cultural Material (2005) are met by other means; or,
 - b. the objects are minor items, for which no, or only limited, documentary legal history exists.

3.3 Objects are not normally acquired that are made of, or including in their composition, parts or derivatives of wild fauna or flora included in any appendix to the CITES Convention, where that object has been traded in contravention of the Convention since 1973.

3.4 Treasure finds from England should normally be acquired by regional museums; and, in general, Treasure finds will be acquired either when those museums are unable to proceed with the acquisition or, in the case of finds of major significance, only with the support of the appropriate regional museum.

3.5 Objects will not be bought for the Collection unless full funding has first been secured and the purchase price represents value for money.

3.6 Objects are normally acquired only after the costs of acquisition, conservation, storage and display have been taken into consideration. Objects in very poor condition (or in such condition that they are inherently liable to deteriorate and cannot be reliably stabilised by conservation treatments) are not normally acquired.

3.7 Objects acquired to be vested in the Collection will be given a collection registration number on transfer and will be entered on the Collection database as soon as possible thereafter.

3.8 Gifts into the Collection are not accepted subject to conditions which are unreasonable or unduly onerous, such as restrictions on the loan of an object or its display.

3.9 The transferor of an object acquired for the Collection will normally be expected to also supply all records and other contextual information about it.

3.10 The transferor of an object acquired for the Collection will normally be expected to also supply an assignment of subsisting intellectual property rights in it or the rights holder's licence to reproduce the object for the Museum's general purposes.

3.11 As the Museum holds and intends to acquire archives, including photographs, digital images and printed ephemera, it will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (third edition, 2002).

3.12 Acquisitions outside this policy will only be made in very exceptional circumstances, and then only after proper consideration by the Museum's Authorities, having regard to the interests of other museums.

This is the draft Policy prepared on 22 November 2017 and has to be reviewed and approved by IMG.

PROCEDURE TO UPDATE THE KNOWLEDGE ASSETS AND RESOURCES IN THE LIBRARY

All officers in IMG are required to submit a copy of important documents/Reports available with them so that the library will be a reference point for any Learner who would visit IMG Library. A copy of all these documents would be made available at IMGs two regional Centres as well.

All Faculty members would develop audio/video documents of best practices in areas they associate with during Training Programmes/workshops.

Faculty members will identify and initiate purchase of Books/Reports which they understand would benefit the Learning experience of both the internal and external stakeholders.

The e-Journal subscription would be enhanced to reposition IMG Library as the best reference library in Kerala for any Administrator or student in Governance.

Chapter 23

List of Training videos and Training Materials, Titles of IMG

List of Course Materials

Sl No	Title	Department	Year
1	Training Programmme on Public Relations and organisational effectiveness for executives of public sector enterprises	Panicker K J	1991
2	Induction and Orientation Programme for Secretariat Assistants	Sarala K G	2001
3	Training Programmme for the assistants of Govt Secretariat	Ramachandran Pillai S	2000
4	Training Programme on Good Governance for assistants	Ram Mohan R	2003
5	Training under Good Governance Programme for assistants of Secretariat	Sukumaran V	2003
6	Training for officers of KSRTC	Panicker K J & Vijayan K S	1991
7	Management Development Programme for College Principals	John Pulparampil	1992
8	Four week Training Programme for IAS Officers	Krishnan Nair N& Sadasivan Nair K	1988
9	Training Programme for officers of Indian Administrative Service	Sadasivan Nair K & Narayanan Nair	1994
10	Training programme on Gender issues in Rural Development Programme	Menon T A	2001
11	Training Module on Gender Issues in Development	Menon T A	
12	Vertical interaction course for IPS Officers	Krishnamoorthy V & Panicker K G	1992
13	Training Prigramme on Management in Government	Ramachandra Rao N& Panicker K J	1988
14	Management Development Programme for officers of all India/Central services	Panicker K J	1994
15	National level programme on Finance for Non Finance Executives	Jaya S Anand	1998
16	All India Training Programme on Public distribution system	George Mathai	1987
17	Achieving effectiveness in college Administration	John Pulparampil	1991
18	Training programme on Project management for Engineers of Kerala State Nirmithi Kendra	Panicker K J	1993
19	Induction and Orientation Programme for LDCs/ UDCs of various departments	Sarala K G	2001

	Special training programme for the Grade I Assistants of Kerala State Beverages Corporation	Padmanabhan Nair P	
20	Training Programme on Empowerment of Women	Menon T A	2001
21	Induction training for veterinary surgeons	Prakasam R	1983
22	TP on Performance Budget for Development Administration	Edwin T & Panicker K J	1987
23	Ninth Course on Management in Rural Development & District Administration	NIRD	1984
24	Training course on performance budgeting	IMG	1982
25	Induction and orientation Training Programme for Assistants of Financial department	Narayanan nair V P	1996
26	Vertical interaction course for IPS Officers	Panicker K J	1992
27	Reading materials on Court Procedure	Venugopalan V M	1997
28	Training programme on Non faculty members of IMG	Chandraprasad Sreedhar	
29	TP on Performance effectiveness for the teachers of VHSE	IMG	
30	TP on Disaster Management for members of District, block and Grama Pachayat	George Mathai Tharakan	1998
31	Supervisory Development programme for sections officers of Secretariat	Sarala K G	2001
32	Programme on Behaviour in Administration	IMG	1984
33	TP on Public Distribution System	Geoge P S & Morly Mohanlal	1987
34	Training module on Gender / empowerment of women draft	Menon T A	
35	Training programme on gender& Development	Menon T A	1994
36	National level programme on Gender Mapping	Radha S	1994
37	Factors contributing to Effectiveness of Primary Health Centres in IPP Districts of Kerala	Menon T A & Radhakrishnan	1993
38	Training Programme on Administrative Vigilance/ Departmental Proceedings for Senior Officers	Mukundan	2004
39	Vertical interaction course for IPS Officers	Panicker K J	1994
40	Office procedure for the chief Medical officers of Homeopathy Dept	Mukundan	2003
41	Trainer Development programme for District Administration	Prakasam R	
42			

	Training on Disciplinary Procedure for Officers of Kerala State Beverages Corporation Ltd	Mukundan	2001
43	GOI programme on Electronic Governance & Internet	Ram Mohan R	2006
44	Training Programme on Monitoring and evaluation of Anti-Poverty Programmes	Morley Mohanlal G & George VK	1987
45	TP for Clerical staff of Food and Civil supplies Dept	Anishia Jayadev	2008
46	Training Programme on Disciplinary Procedure	Sarala K G	2001
47	Training Programme on IT and TQM	John Pulparampil	2001
48	Management Training programme for Doctors	Mytheen Pillai, Ram Mohan & Oommen Mathew	
49	TP on Rural development Administration and administration of anti-poverty programmes	Morley Mohanlal G & Radha S	1990
50	Training Programme on Good Governance	Ram Mohan R & Ramachandran Pillai S	2003
51	Trainers Training on Multi purpose service centres/ job clubs for the dept of national Employment service	Jayasree R	
52	Training for junior public health nurse on Women nutrition	Anishia Jayadev	2008
53	National Level programme on gender in human development	Anishia Jayadev	2009
54	Training Programme on auditing and Budgetting	Sukumaran V	
55	Special training programme of department test for SC/ST employees	Rajeev R	2007
56	Induction Programme for newly recruited Agricultural Officers	Jaya S Anand	2005
57	TDP for Ground Water dept	Premarajan K	2009
58	Inservice training for Surveyors & Draughtsmen of Survey & Land Records Departments	Anishia Jayadev	2009
59	Training Programme on Project Preperation, Plan proposals and Budget		
60	Preperation for I & PRD	Gose G	2008
61	Management Development Programme for officers of Kollam Corporation	Anishia Jayadev	2008
62	Trainer Development programme for the ICDS Supervisors of Social Welfare Dept	Radhakrishna Pillai	2005
63	Gender Sanitation Programme for Middle level officers	Anishia Jayadev	2006
64	Domestic Violence Prevention Act 2005	Anishia Jayadev	2005
65	Flagship Tarining Programme on Protection of Women from Domestic Violence	Anishia Jayadev	

66	Special Coaching programme for Departmental test for Sc/ST	Moidunni VV	2011
67	Induction programme for the LD Clerks of Agricultural dept	Jaya S Anand	2008
68	Flagship Tarining Programme on Gender Awareness to Munsifs and Magistrates	Neena Joseph & Anishia Jayadev	2009
69	Vertical interaction course for IPS Officers	Alexander P J & Panicker KJ	1992
70	Inservice training for Surveyors & Draughtsmen	Mini B Nair	
71	Training course on Integrated rural energy Planning	Chidambara Iyer S	1989
72	TP for IAS Probationers T P on Leadership and Motivation fpr senior officers of Pondicherry	Rathan U Kelkar & Mini B Nair	2009
73	Administration at Mahi	Chandraprasad Sreedhar	2000
74	Inservice training for surveyors & Draftsmen Survey & Land Records Dept	Mini B Nair	2008
75	Leadership training programme for women in Co operatives	Jaya S Anand	
76	Pre Service tarining for Municipal Secretaries	Suresh Kumar C	
77	National level training programme on stress management for women	Jayasree R	2008
78	MDP for Officers of Co-operative Department	Jaya S Anand	2008
79	TDP for the Dept of Animal Husbandry	Prakasam R	2004
80	Training Programme on RTI Act 2005	IMG	2005
81	Trainer Development programme TP on Public Distribution System and effective public relationships for the	IMG	
82	Staff of Civil Supplies Department Subject matter training on Leadership for Co ordinators of Animal Husbandry	Anishia Jayadev	
83	Dept Training Programme for Senior Superintendents of Industrial Training	Prakasam R	2006
84	Department Training Programme on introduction to	Anishia Jayadev	2009
85	Financial Management	Jayasree R	2008
86	Ministerial supervisory Development Programme	Sivaprasad MK	1994
87	Vertical interaction course for IPS Officers	Panicker KJ	1997
88	TP on Public Distribution system Performance Improvement through	Abraham Koshy & Paniker K J	1988
89	Quality Circle	John Pulparampil	
90	Induction Training Programme for Scheduled Caste Development Officers	Mini B Nair	2008
91	Training programme on compating corruption in Govt	Sreekumar P S	2007

92	Readings in Forestry Extension Training programme on auditing	Oommen Mathew	
93	procedure for internal auditors Quality Circle way for Performance	Sivaprasad MK	1993
94	improvement Induction training for veterinary	John Pulparampil	1992
95	surgeons Induction training for veterinary	Prakasam R	1993
96	surgeons Handbook on Primary Health Centre	Prakasam R	2003
97	Management	IMG	1987
98	Management of small industries	George V K	
99	Training programme on Human rights National level programme on structural	Sadique M K	2008
100	adjustment and women	Radha S	1993
101	Management information system	Prakasam R	1993
102	Workshop on Citizens Charter Convergent workshop for District level	IMG	2004
103	Officers Financial management of small scale	Kumaran K P	1993
104	industries Training Programme on Good	George V K	1993
105	Governance for assistants Inservice Training course for IAS officers	Ram Mohan R	
106	with 6-9 years of service T P on Office Procedure for Dairy	Alexander P J & Panicker KJ	1986
107	Development Dept./Health dept Workshop on Service Delivery for event	Sukumaran V	
108	Managers of MGP Training of Trainers on Gender issues in	Ram Mohan R & Anishia Jayadev	2005
109	Development	Menon T A	2004
110	Training policy for the DPI	John Pulparampil	2004
111	Training Manual for health services Training programme on auditing	Ram Mohan R	2002
112	procedure for internal auditors	Sivaprasad MK	1995
113	Time Management	Mini B Nair	2005
114	Self- Management and Yoga	John Pulparampil	2005

Good Governance Practice

Government of India Films available in IMG Library

Training Modules in IMG Library

1	Animal Husbandry	2004
2	Citizen Charter	1997

Sl. No.	Title of the CD	Matter relating	State	Language	Presented/ produced by	duration	In IMG library	Type of CD
1	SCORE	E-Registration (revenue) in Bihar	Bihar	English	Dept of Administrative Reforms and Public Grievances	21 min	Counter side shelf	Audi & video
2	E SEVA	The one stop shop-providing various services of Government	Andhra Pradesh	English	“	21.13	“	“
3	Child Tracking System in Orissa	Improving the delivery system of education in Orissa	Orissa	English	“	25	“	“
4	Village Health & Nutrition	Village health and nutrition through community mobilisation on convergence mode	Tripura	Hindi with subtitle english	“	14.45	“	“
5	e-Sugam	Transformation of Commercial Tax Regime in Karnataka	Karnataka	Hindi with subtitle english	“	14	“	“
6	Surguja	Surguja – where success knocked - the fashion of development	Chhattisgarh	English	“	24.45	“	“
7	Reducing maternal mortality and female infanticide	Reducing materials mortality and female infanticide - primary health care	Tamilnadu	English	“	20.50	“	“
8	Chiranjeevi	A film on safe motherhood and child survival programmes – a blessing for living long life	Gujarat	English	“	13.30	“	“
9	Slum Sanitation Project	Slum Sanitation Project in Pune	Maharashtra	English	“	27.30	“	“
10	Radical Improvement in Delhi Govt. School	Steps for over all improvement of Government Schools in Delhi	Delhi	English	“	24	“	“
11	Computerisation of Paddy Procurement and Public Distribution Ssystem	Implementation of end to end computerisation of paddy procurement and Public Distribution System	Chhattisgarh	English	“	18.40	“	“
12	Our Forest My Land	Plan for protection of forest	Madhya Pradesh	English	“	20	“	“

13	Kudumbhashree	Functions of Kudumbasree	Kerala	English	“	3.2	“	Video & P/P presentation
14	Asraya – the hope	Providing shelter & Poverty Radiation Programmes of State Poverty eradication mission - Kudumbasree	Kerala	English	“	25	“	Audio & video
15	BMTC – a Turnaround story	Services of Public transport undertaking- Bangalore Metropolitan Transport Corporation	Karnataka	English	“	51.43	“	“
16	Removing Religious Encroachments	Removal of religious encroachment for the well being of the people	Madhya Pradesh	English	“	25	“	“
17	Caring with the Cause	A Film on protected area management of Uttarakhand	Uttarakhand	English	“	21	“	“
18	Sugar cane Information System	Functions of Sugarcane development Societies	Uttar Pradesh	Hindi with subtitle English	“	18		
19	Participatory Scientific Watershed Management Programme	Watershed management programme of watershed management agency of Gujarat State	Gujarat	Hindi with subtitle English	“	15	“	“
20	Samadhaan ke path par	Sustainable plastic waste management	Himachal Pradesh	Hindi with subtitle English	“	28	“	“
21	Ek Kadam aur	Liberation manual scavengers and moving towards total sanitation	Uttar Pradesh	Hindi with subtitle english	“	15	“	“
22	Khushiyan ko manjil	Integrated Odisha Treasury	Orissa	Hindi with	“	15	“	“

		Management System (IoTMS)		subtitle English				
23	Silent Transformation	Eradication of Infant mortality and maternal mortality, functioning of ASHA, ANM & AWW programme & Software Aarogyam- country's first end to end digital health mapping	Uttar Pradesh	Hindi with subtitle English	"	15	"	"
24	Doosari Harith Kranthi ki thaiyyari	A film on Crop Pest Surveillance and Advisory Project –a new initiative under National Agriculture Development	Maha-rashtra	Hindi with subtitle English	"	14	"	"
25	Health Management Information Systems in Tamilnadu	Programmes and functions of Tamilnadu Health System Project	Tamil-nadu	Hindi with subtitle English	"	15	"	"
26	e-SLA	e-Monitoring Service Level Agreement (Delhi – Right of citizen to time bound delivery of service Act 2011) Public participation in government	NCT of Delhi	Hindi with subtitle English	"	13.33	"	"
27	Pragathi ke path par	Revolutionary changes in the life rural women of Bihar through Jeevika, a project of Bihar Rural Livelihood Promotion society	Bihar	Hindi with subtitle English	"	15	"	"
28	Meghdoot	A film on Cloud telephony and IVRS based daily monitoring system	Uttar Pradesh	Hindi with subtitle English	"	14	'	"

		of Mid-day meal in UP						
29	e-Aws Sugam Niwas	A film of Government Accommodation Management System – functions of Directorate of Estates	Delhi	Hindi with subtitle English	“	14	“	“
30	Anokhi Fasal	Help to farmers through Agricultural Information Service Network of Tamiladu	Tamil-nadu	Hindi with subtitle English	“	14	“	“
31	Vikas ka naya sooraj	A film on initiative of strengthening CSR spending in Raigarh Dist. Of Chattisgarh	Chattisgarh	Hindi with subtitle English	“	11	“	“
32	Humrahee	A film on Geo-spatial ICT solutions to monitor MGNREGS. Ministry of Rural Development & Govt. of Gujarat	Gujarat	Hindi with subtitle English	“	14	“	“
33	Pancha Tantra	Grama Panchayat Online System A web based centrally available database and accounting solution	Karnataka	Hindi with subtitle English	“	15	“	“
34	Skill, Will & Zeal	Functions of Gujarat's Directorate of Employment and Training called Kaushalya Vardhan Kendra	Gujarat	Hindi with subtitle English	“	11	“	“
35	Nanhi Kali Rahe Khile	A film on initiative tackling the problem of adverse sex ratio in dist. Admn. Punjab	Punjab	Hindi with subtitle English	“	11.40	“	“
36	Ek Naya Adhyay	A film on education initiatives	Chattisgarh	Hindi with	“	12	“	“

				subtitle English				
37	Unnathi ke path par Sikkim	Programmes of Rural Management & Development Dept. of Sikkim & improvement activities such as Dhara, Chaar dham, Chief Minister Rural Housing Mission	Sikkim	Hindi with subtitle English	“	11	“	“
38	Magic of e- governance	A successful story on e-governance of Pimpri Chinchward Municipal Corpn. (PCMC) of Maharashtra – one window solution for all problems- an excellent online system	Maha- rashtra	Hindi with subtitle English	“	14	“	“
39	Transformed picture	A film on saving open space and urban lakes of Karnataka	Katna- taka	Hindi with subtitle English	“	11	“	“

3	Homoeopathy	2014
4	Survey & Land Records	2006
5	Dept. of Public Instructions	2004
6	Local Fund Audit	2009
7	Local Fund Audit	2013
8	Town and Country Planning	2004
9	TOT on Gender Issues in Development	2004
10	GOI (on National Security)	2002
11	Higher Secondary Education	2004
12	TOT for Distance Training	2004

Chapter 24

Rewards, Incentives and Sanctions

Introduction

The Institute of Management in Government has been firmly committed to providing efficient and effective service delivery to the citizenry/stakeholders. To actualize this commitment, strong emphasis has been placed on productivity and performance improvement. A key element in performance management is rewarding of exemplary performance and sanctioning of poor performance within a framework that also supports the objective to attract, nurture and retain qualified and highly productive staff.

A Performance Management System puts into sharp focus the performance of an individual employee and the subsequent contribution to institutional performance in achieving intended results. This Performance Rewards and Sanctions Framework for the Public Service creates a centralized framework with clear criteria for rewarding exemplary performance and sanctioning poor performance. In so doing, institutional arrangements have to be put in place to administer rewards and sanctions in the public service

This chapter outlines various Rewards and Sanctions. It is envisaged that successful implementation of these rewards and sanctions will improve service delivery, motivate public officers and reward exemplary performance while sanctioning poor performance. Application of rewards and sanctions at the managerial and employee levels will be based on the extent of managers' and employees' contribution to the institutional performance. This means that evaluation of the institution performance and individual employee performance should be explicitly linked. In this case, there should be mutually reinforcing monitoring and evaluation mechanisms.

Guiding Principles for Rewards and Sanctions

A highly effective and productive Public Service requires proactive human resource management and development policies and strategies to attract, nurture, develop and retain high performing employees. The objective is to ensure high levels of staff motivation on a sustainable basis, encourage excellence, discourage mediocrity and address poor performance. The implementation of Rewards and Sanctions Framework will be guided by the following principles:

- i) Performance Standards: Guidelines for setting realistic and measurable standards of performance and for supporting employees to achieve the standards set should be established
- ii) Fairness: The administration of Rewards and Sanctions should be consistent, prompt, impartial, and reasonable and applied without discrimination;
- iii) Natural justice: Administration of sanctions should be guided by the principles of natural justice;
- iv) Equal opportunities: Equal opportunities should be availed to all employees;
- v) Timeliness: Application of rewards and sanction should be done in a timely manner in accordance with existing regulations;
- vi) Right of appeal: An employee should have a right of appeal against unsatisfactory sanction or reward;
- vii) Effective Communication mechanisms: To ensure provision of regular feedback on employees' performance;
- viii) Coaching and mentoring: Mechanisms should be put in place to mentor and coach employees for performance improvement;
- ix) Professionalism: Uphold professional ethics and standards.

List of Award winners in IMG during the past three months (From the personal records)

I. Cash Awards

1. Shri.Y Dillac, Gardener
2. Shri.Y Kuttappan, Gardener (DW)
3. Shri.W Prakash, Gardener (DW)
4. Shri.Hareesh Babu, Driver (DW)
5. Shri.Rahul K P, Assistant System Administrator
6. Shri.Sukesh P D, Research Assistant
7. Shri.Amritha, Research Assistant
8. Shri.Afsheer, Research Assistant
9. Smt.Moly L, Peon (DW)
10. Smt.Mini B Nair, Assistant Professor
11. Dr Anishia Jayadev, Assistant Professor
12. Shri.Ajo Paul, Caretaker
13. Smt.Lathakumari B, CA

II. Goods Service Entry

1. Smt.Mini B Nair, Assistant Professor
2. Dr Anishia Jayadev, Assistant Professor
3. Shri.Ajo Paul, Caretaker
4. Smt.Lathakumari B, CA
5. Shri.V H Venkitachalam, SO
6. Shri.Manoj Kumar S, Campus Manager
7. Dr M. Suresh kumar
8. Dr S.Sajeev

9. Dr. N Krishnakumar
10. Dr. Jayasree
11. Dr. Jaya S Anand
12. Smt. Hazeena Kalliath
13. Smt. TS Jayasree and Smt. A. Sajitha
14. Shri. A. Muraleedharan
15. Shri. P Chandrabose

III. Letter of Appreciation

1. Shri. Rahul K P, Assistant System Administrator
2. Shri. Suresh P D, Research Assistant
3. Shri. Rajesh John Mathew, Research Assistant
4. Smt. Amrita, Research Assistant
5. Shri. Afsheer, Research Assistant
6. Smt. Moly L, Peon (DW)
7. Smt. Mini B. Nair, Asst Professor

Rewards, Incentives and Sanctions Initiatives

At the Institute level

Employee of the month award – Constituted to recognize exemplary service and excellence in performance rendered by any member of IMG Family. The selection criteria including Parameters of selection and implementation process are explained in Circular 12/2017 dated 14th November 2017.

At the State Level

As the head of the Training function for the State of Kerala, Director General Training has planned to initiate an award to the Best Trainer of Kerala.

Nominations will be called in from all Training Institutes within Kerala. The parameters and indicators will be worked out in the coming weeks.

The suggested indicators can be

Number of Trainees trained

Feed back/Evaluation of the class

Testimony on the impact in Performance improvement leading to better service delivery

Use of Innovative training methodology ie.Trainee centered approach.

Advanced/innovative Training material prepared.

Annexure I

Perspective Plan **INSTITUTE OF MANAGEMENT IN GOVERNMENT**

Introduction

The Government of Kerala have already established the Kerala Institute of Public Administration at Trivandrum, with Centres at Ernakulam and Calicut. Steps have already been taken to assemble a certain amount of physical facilities and to recruit faculty and supporting staff. A few training programmes on Government rules, regulations and procedures are being conducted for some departments of the Government.

2. With a view to discuss the possibilities of developing KIPA into a full-fledged management institute for the State, a meeting of the Secretaries to the Government was convened on the 19th of June, 1978, which was presided over by the Chief Secretary. Professor N.S. Ramaswamy, Director of the Indian Institute of Management, Bangalore, spoke on the role and importance of management sciences to the various departments and administrative functions of the Government. Though various opinions were expressed, regarding the scope and nature of training to be imparted, the majority view of the meeting was that a comprehensive Institute would be of great value in improving the operational efficiency and morale of the various functionaries in the Government Departments.

Perspectives

3. Based on the experience of other similar institutions in the country, the following broad guidelines for the development of KIPA are proposed.

(a) In-Service Institute

The institute shall primarily be an in-service institution for imparting management education and training to serving officials of the various Government Departments and their agencies.

(b) Apex Institution

It shall be an apex institution for the State in all aspects of management inputs providing services, setting standards and regulating management inputs by other agencies, etc.

(c) Programmes

It shall provide expertise and facilities for management education and training programmes, policy and operations research, consultancy and extension, seminars and conferences, etc. for all aspects of the State's economic and social life where management science can play a useful role.

(d) Areas of Activity

Its programmes and activities shall cover all sectors of the economy and social life, departments, of the State Government and their agencies:

- i. Public Policy and Public Administration.

- ii. Agriculture and Rural Development, including Forestry, Fisheries and Animal Husbandry.
- iii. Transportation and Communication.
- iv. Mass Media.
- v. Tourism and Public Relations.
- vi. Irrigation and Power.
- vii. Education and Health Services.
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- viii. Banking, insurance and co-operative credit.
- ix. Business and Industry.
- x. Financial and Industrial Development Institutions.
- xi. Entrepreneurial Development
- xii. Municipal administration, Water Supply and Sewerage systems.
- xiii. Legal Systems, Police Administration.
- xiv. Urban Studies, Environment, Habitat.
- xv. Appropriate Technology, Non- organized Sector etc.

(e) Policy and Planning Studies

It shall assist in studies for the evolution and formulation of Public Policies, including man-power Planning, development planning and implementation, futurology, organizational policies, taxation, resource mobilization, industrial promotion, etc.

(f) Collaboration with other institutions

Depending on the subject and problem, it shall work in conjunction with the University System, Departmental Agencies, Planning Board, etc.

(g) Complementary to other institutes

It shall be complementary to the management training agencies existing within the State as well as outside.

(h) Social Relevance

Its resource allocation and priorities shall be such that its activities and programmes shall be highly socially relevant and productive.⁶

(i) Autonomy

It shall have sufficient autonomy in order to enable it to function as a professional institution capable of innovation and initiative as well as to exercise discretion and flexibility.

(k) Resources

Its manpower, physical and financial resources shall be adequate to enable it to discharge its objectives and functions effectively in keeping with its perspectives. Such resources shall compare with the All- India Institutions of management in the country.

(l) Compensation

In order that the Institute shall attract the best of talents available in the country and elsewhere, the system of compensation- Salary scales, cadres, terms and conditions of service, working conditions, systems, procedures, etc, - shall be entirely professional to suit the needs of the Institute, rather than following set patterns existing in the State or elsewhere.

Programmes and Activities

The Institute shall engage in the following kinds of programmes and activities:

- a) Educational Programmes- Both short-term and long-term, formal and informal.
- b) Training Programmes – Both short-term and long-term on techniques, functional and sectoral subjects.
- c) Research – On policy and operations problems.
- d) Consultancy and Extension
- e) Publications.

Details of the types of programmes envisaged under the above categories are given below:

(a) Educational Programmes

- i. A Two-year post-graduate programme for technical Officers and general administrators with 2 to 5 years' experience, chosen from the various departments of the Government and its agencies. The first year of the course will be devoted to general management subjects and in the second year, specializations will be offered, such as:
 - a) Public Policy and Control.
 - b) Development Planning and Management.
 - c) Public Finance, Development Finance, Development Banking.
 - d) Administration including Municipal Administration, Police, Legal Systems, Taxation, etc.
 - e) Transportation, Power, Irrigation, Agriculture, Communication, Education, Health, Rural Development etc.
- ii. A one year accelerated programme on the above subjects for senior persons.
- iii. A.P.H.D level programme may be offered to a few candidates who have undergone the above course and have shown competence, merit and aptitude.
- iv. A Teacher Training Programme to develop teachers in management who will in turn handle management subjects in university systems and other Training establishments of the Government.

(b) Training Programmes

Training programmes of duration, ranging from 1 week to 3 months, may be offered on such management subjects as:

- i. *Techniques*: Inventory Control, PERT/CPM, O & M Computer Systems, Industrial Engineering, Operations Research Marketing, Incentives Systems, M. B. O, etc.
- ii. *Human Relationships*: Leadership, Organisational Behaviour, Morale, Motivation, General Management, T Group etc.

iii. *Functional Areas of Management* : Production, operations, Finance, Taxation, Purchasing, R & D, Industrial Relations, etc.

iv. Development Planning and Implementation, Manpower Planning, Public Policy and Control, Resource mobilization Taxation. Law and order, Police, District Administration, Land Reforms, Export Policies, Industrial Promotion, Management of Finance Institutions etc.

v. Entrepreneurial development, feasibility studies, Economic Studies, Social Cost Benefit analysis.

vi. Appropriate Technology, non-organised sector trade unions and management, Labour Participation in Management, Productivity and Trade Unions.

vii. *Public Relations* - The Meeting of Secretaries pointed out the specific need to impart attitudinal skills and values to technical personnel and general administrators in order that they may become aware of the need to improve behavioural patterns with the public. It may be noted that, unlike business and industry utilities, services and public administration are in direct contact with the public at large, in their daily functions. Revenue and Municipal Officials, District Administrative functionaries, Police, Sales tax officials, etc., have regular dealings with the public. The Public image of the Government is judged by the lay- man in terms of the response he receives from the public servant as well as the service he gets, such as water, power, education, health care etc. Since the Institute's orientation is more on sectors other than business and industry, it will have adequate complement of staff for imparting public relations training. The concept that public relations can be discharged by an official specifically kept apart for the purpose will be discouraged. The concept that every official ought to be a public relations man shall be implemented in the training programmes. For this purpose, every programme will contain elements of public relations subject. In addition, through publications, announcements, exhibitions, documentaries, etc., the Institute shall try to improve the mass communication in the State, which will be complementary to the conduct of individual officials of the Government and their agencies.

viii. *Sectoral Programmes* - Sectoral programmes on the application of management science to sectors such as, Transport, Power, Education, Health, Agriculture, Irrigation, Rural Development, Tourism, etc., shall be offered to the respective sectors. Sectoral Programmes can be of duration ranging from 3 days to 3 months, depending on the level of participants and subjects covered. These programmes may cover any one or more of the management topics mentioned in para 6(i) to (iv) above. Seminars and conferences may also be held where study reports will be discussed to formulate State Policies on sectoral development.

(c) Research

7. The University system in the State is not attuned to research work of contemporary significance; also they are not focused on specific problems and issues. The Centre for Development Studies have made an excellent beginning to fill up the gap. With the increasing participation of the State in the economic and social life, the State has to assess problems every day and has to extend to the problems their appropriate policies and action. They do not now have an agency on which they can count for field studies and formulation of policy alternatives. For instance, the impact of land reforms on cashew production, migration of industries to neighbouring states with higher labour cost, impact of mechanisation on employment in the coir industry, assessment of facilities required for promoting tourism, assessment of industrial potential by using local materials, illiteracy and productivity, study of the education system for making it job oriented, provision of

facilities to facilitate manpower migration to Middle East, entrepreneurial development in hoteliering, effect of multiple trade unions, Police and the public, taxation on Semi-plantation crops, etc., are only a sample of literally hundreds of issues which require field studies. Availability of data on such issues will provide the Government with golden opportunities to formulate alternative policies.

8. Being located at one end of the country, Kerala is, perhaps, not in the mainstream of national activities; it may be said that the State loses the benefit of locational advantages. What goes on outside the State is not brought to the attention of the State due to the absence of an appropriate agency. Research work and studies can perhaps fill up this gap.

9. Two kinds of research may be undertaken:

a) Policy Research to help the Government in evolving policies and assessing impact of policies on implementation.

b) Operations Research to improve efficiency and productivity at unit level (e.g. studies such as traffic survey, impact of social infrastructure, cost benefit studies location, impact of industrialisation, employment, land reforms, etc.)

10. One- third to half the time of the total faculty time may be devoted to research studies; some faculty will be exclusively working on research. While others will be largely doing training work. Bulk of the faculty will do both research and training.

(d) Consultancy and Extension

11. *Consultancy* :-The Institute shall function as an in-service consulting agency for the various governmental departments and their agencies. Presently, the State Government have to depend on private organizations, or on the Institute of Management and the Staff College, for this purpose. It so happens that most of the consulting institutions do not have any expertise in public administration and sectoral management. They are largely concerned with business and industrial operations. Since this Institute would be developing expertise deliberately in public administration and sectoral management, it should be able to provide unique consulting services not only to the Kerala State Government but also to other State Governments who might be needing it.

12. When projects are to be assessed for international or other funding agencies such as the U.N, World Bank, W H O, F A O, UNIDO, etc. such agencies insist on the participation of consulting, agencies in the formulation, evaluation and assessment of projects seeking funding assistance. The systems and procedures currently in use in the various sectoral activities of the Government at the Secretariat and field levels would not be acceptable to the funding agencies, as such systems and procedures are largely inhibiting operational efficiency.

13. Consulting assignments, together with the expertise of the officers trained in current management systems and techniques, would bring about a great change in the efficiency and morale of regulatory and operational departments of the Government. On the other hand, the teachers of the Institute would, themselves, gain first-hand experience of live problems at the field level, which they could take to the class room for instructions purpose, by way of case materials, teaching materials, etc. Such studies would also be of great value to the Government for formulation and evaluation of sectoral policies.

13. A. Consultancy assignments would be of various kinds. One such assignment could be for the improvement of efficiency, particularly for organizations such as sick industrial undertakings, hospitals, electricity and transport undertakings, which, it is well-known need improvement in efficiency and service quality. While a certain part is beyond the control and purview of the Institute, such as the attitude of Labour, political processes, etc., the professional strength and caliber of these organization could be considerably improved, which will, in turn, improve morale and efficiency.

13. B. Consultancy studies will be on investment analysis, marketing research, inventory control, project implementation, work load studies, incentive systems, value engineering, organization re design, methods improvement, planning, traffic studies, cost benefit analysis, forecasting, budgeting, information systems, economics of mechanization, employment generation, area development, resource analysis, co-ordination, etc.

14. *Extension* – Traditionally, an education institution functions from one place, and expects the world of work to come to it. If the Institute's work is to permeate into the core of the Village life both for studies as well as for extending the benefits of such studies – it would have maximum facility to participate in the social processes at work in the Village life. This can be achieved only through taking an arm of the Institute to the field. This is proposed to be achieved through extension work, by way of non-formal training, exhibitions, demonstrations, seminars in Villages, Village adoption schemes, Social marketing schemes, etc.

15. Besides the sectoral and Public Administration work, the Institute may also give special emphasis to non-organised sector and appropriate technology. In the context of the general direction of thinking in the country today, issues such as rural development, rural industry, service to the rural areas, non-organized labour, appropriate technology for transportation (bullock-cart), maintenance of village tools and implements, skill formation in the villages, etc, have assumed greater importance. Management science can effectively contribute to these areas through extension activities, such as exhibitions, demonstrations, seminars, etc.

(e) Publications

16. The Institute may undertake the publication of research studies, case development, etc.

Other Activities

17. *Centre- State Relations* – In order to understand the economic and social impacts of various legislation at the Centre and in the State, and to evolve policies of Centre- State relations on the numerous issues which arise, and which impinge on the economic and social activities of the State, the Institute shall also engage in their study, and evaluation to facilitate the process of policy formulation, and assessment.

18. *Tourism and Migration* – Due to high cost of the labor attitude, risk capital has not come to the State from outside. Most of the large industries in the State are capital intensive and continuous production where employment potential is low and skill formation meager. Also, there is very little of multiplier effect. Intermittent production industries, such as Engineering, provide employment and opportunities for skill

formation. Unfortunately, high cost of labour rules out possibilities of Kerala competing in all-India markets in products which are also made elsewhere.

19. Therefore, Kerala will have to concentrate on products to be consumed by the State, as well as products which are based on raw materials for which it has a monopoly, such as coconut, arecanut, spices, tapioca, teak, sea foods, cashew, bananas, bamboo, rare earths, etc.

20. Since Kerala is densely populated, the model ought to be to enable entrepreneurs and skilled labourers to migrate to other states and abroad together with their skills. The outstanding example would be small hoteliering and restaurants, where Keralites can do an excellent job with low capital and high employment and ready manpower skills. They can bring in income for the State; and as they will be entrepreneurs, there will be no problem of antipathy from other States,

21. *Tourism* – The other example to be quoted here is tourism. In spite of its enormous potential, not even a fraction of a fraction has been tapped. With low investment tourism can give maximum benefit without the ill-effects of industrialization.

22. The above examples show the kinds of problems and issues to be studied by the Institute for evolving models for the development of the State. The beaten track is to be avoided and innovations have to be identified. For all this, an intellectual facility should be readily available for the State, on which it can lean for ideas, concepts, models, techniques, etc. as well as for policy formulation. By assembling a multi-sectoral and multi-disciplinary faculty, the Institute can provide such expertise.

23. The above programmes and activities are only illustrative of the kinds of exercises the Institute can undertake. If it develops into a real intellectual base, it can also involve itself in macro level model building for the State as well as a sounding instrument to assess the impact of the various Governmental policies. With these concepts in view, the resources required for the Institute are as proposed below.

Resources

Manpower

24. The core of the Institute will be the academic and technical staff consisting professors, research and technical personnel at various levels. The academic staff shall be of four categories:

i. Faculty for functional areas, such as Production, Finance, Marketing, Personnel and Industrial Relations, Taxation, etc.

ii. Faculty for sectoral areas, such as Agriculture, Transport, Power, Education, Irrigation, Health, Rural Development, etc.

iii. Faculty for disciplines, such as, Economics, Politics, Sociology, Anthropology, Statistics, Public Administration, Communications, etc.

iv. Faculty for techniques, such as Industrial Engineering, O & M, Operations Research, Computer Systems, Development Planning, etc.

25. The most difficult problem that the Institute may have to face in the beginning will be to locate and assemble the academic staff. In order to assemble a critical mass of faculty within a reasonable time of 2 to 3 years, the following guidelines are proposed:

- a) The academic and technical staff (the professional staff) should be recruited at the all India level, strictly on merit and not on other considerations, such as regional, communal, etc.
- b) The salaries and terms and conditions of service offered to such professionals should be comparable to those obtaining in the All India Institute of Management.
- c) With regard to other facilities such as housing, TA/DA, etc., the relevant rules should be made flexible and beneficial enough to attract faculty from other regions in India and abroad. Foreign based faculty may be given international travel and moving allowance.
- d) Recruitment systems to be such as to give enough flexibility and discretion to the appointing authority, in order to get the right kinds of people and to avoid delays, this might involve procedures and rules outside the normal Governmental systems.
- e) The size of the faculty should be such as to have a critical mass for each function, discipline and sector. A multi- disciplinary, multi- functional and multi-sectoral development should be encouraged; and departmentalization should be avoided.
- f) The concept of building up programmes and studies around competent faculty available should be introduced. The fixing of a specific number of posts for each discipline, function, sector, and awaiting the arrival of suitable faculty to fill these posts should be avoided. This is because there are not enough suitable trained and experienced management faculty readily available at present.
- g) Mobility between the world of work, such as Government, Industry, etc., on the one side and the Institute on the other, should be encouraged through suitable facilities.
- h) Privileges such consultancy, Sabbatical leave, Visiting Professorship, etc., should be introduced to attract experienced faculty, who may be enjoying such facilities elsewhere.
- i) The Institute should attempt to assemble a professional staff of about 100 during the first phase, i.e. 4 to 5 years, for purposes of planning and budgeting. Out of this number, about 60 percent could be for functions, disciplines and techniques, and the rest for sectors.

26. Faculty in disciplines, techniques and functional areas may be drawn from other institutes and universities in India and abroad, from Industry, Government Service, Academia etc. They could be engaged on contract basis, on deputation or on regular employment as deemed expedient. It may be possible to get some persons with practical experience with some academic orientation, in sectors such as Agriculture, Transport, Town Planning, Power, etc. But the bulk of the faculty for the sectors may have to be trained from within. For this purpose, technical personnel and administrators should be selected, from the various departments of the State Government to undergo a teacher training programme, at the M.Phil level, which should be of two years duration. The IIM Bangalore may be in a position to conduct such a programme either at Bangalore or at Trivandrum. Initially, about 24 candidates,- 1 to 2 each from departments such as, Agriculture, Forestry, Fisheries, Animal Husbandry, Health and Hospital Administration, Rural Development, Co-operatives, Public Administration, Development Planning,

Transportation, Power, Education etc., - should be chosen, on the basis of merit and aptitude, to undergo such a course. Their seniority, promotion, etc., should be protected in order that they may have motivation to join the programme, as well as to serve the Institute later. Some of these teacher trainees could also be encouraged to take up Ph.D .level work at the IIMB or in Universities. They could be given opportunities to go abroad for higher studies, research work, etc., through Government Scholarships, visiting fellowships, deputation, etc.

Administrative and Supporting Staff:

27. For a professional institute, the supporting staff should be of high calibre. The personnel policy of the Institute should be such as to attract the best. Generally, 3 administrative- cum-technical staff would be required for every professional staff. Some of the top level officer cadre and the middle-level functionaries could be taken, initially, on deputation from Government Departments and sister institutions. Open recruitment may be adopted wherever necessary.

28. The Institute will be functioning on a professional basis, starting its operations early in the morning at 8 am and continuing till late in the evening. There may also be pre-dinner and post-dinner sessions for programmes. After every case study discussion, the comments of the participants will have to be typed out and mimeographed and made available the following morning for review. Classes can neither be cancelled nor changed since time contracts have to be met. To ensure such high level of training and intensive co-ordination administrative support should be adequate and appropriate. It is well known that the existing educational systems in the country suffer a great deal due to lack of administrative and logistic support. Whatever be the quality of the professional staff, if appropriate administrative, technical and logistic support are not available, the professional output of the institution will be considerably affected. Studies have shown that due to lack of communication, mobility, transport facility, secretarial assistance, etc., professional staff waste a great deal of their time. The culture and norms in the country today are not at all designed to provide adequate facilities to the professional staff. Therefore, the Institute should ensure that the professional staff are well equipped with adjunct support to discharge their responsibilities efficiently.

Physical Facilities

29. *Land and Building* – If the Institute were to be located in one place, it would require about 100 acres. As it is now being planned to be located at three places, the main campus should have about 50 acres and the other two campuses together should have 50 acres. This should be sufficient to provide instruction rooms, seminar halls, Syndicate hall, Conference halls, Library, Computer room, administrative block, hostels, executive development blocks, students amenities, guest house, exhibition room, laboratories, residential accommodation for essential professional and Administrative staff, infrastructure facilities, etc.

30. Alternatively, the city campus concept could also be worked out, wherein the requirement would be about 10 acres in each location. High rise buildings could be resorted to in these cases.

Library

31. The Institute should collect about 10,000 books per year during the first phase of 5 years and should subscribe to about 300 to 500 journals and newspapers.

Teaching aids:

32. A complement of teaching aids and equipment, such as:

- a) Slide Projectors, movie projectors, overhead projectors;
- b) Cameras, dark room equipment;
- c) Video tapes and close circuit TV Systems;
- d) PA system and conference equipment;
- e) Photo copying and printing machines;

- f) Recorders of various kinds;
- g) Calculators;
- h) Visual aids, flannel board, field projector built into vans;
- i) Data Processing Equipment and Computer systems etc.

Furniture and Office Equipment

33. Furniture for instruction rooms, library, hostel, administrative offices, residential accommodation, etc.

34. *Office Equipment*: Typewriters, duplicators, etc.

Vehicles

35. A transport fleet of staff cars, jeeps, Vans, students buses, motor cycles, bicycles, etc., will be required.

Organisation

36. The Institute will be administered by a Board of Governors, with a Chairman, Vice-Chairman and consisting of about 15 members representing various user departments of the Government (such as, Agriculture, Industry, Power), professionals, academic, trade union, business, commerce, etc. The Institute will be headed by a Chief Executive, who will be assisted by a Joint Director in charge of administration, planning and campus development. Each of the other centres will have a Deputy Director. Each programme will be under the charge of a Dean. There will also be a Registrar in charge of administrative details and finance. He will also be the Secretary to the Board.

Location

37. In keeping with the present concept of having 3 Centres for the Institute, it is proposed that the Main Campus and Headquarters be located at Trivandrum, with the other campuses at Cochin and Calicut. There could also be extension centres working with the education system, such as the University of Agricultural Sciences in Trichur or any other teaching institution with whom the Institute may find it necessary and advantageous to have collaboration.

38. *Distribution of activities*: A tentative allocation of professional and sectoral activities amongst the three Centres of the Institute is given below:

TRIVANDRUM (HEADQUARTERS)

- a) Public Policy and Public Administration
- b) Development Planning and Management
- c) R & D Management
- d) Education and Health Management
- e) Rural Development, Co-operatives, Municipal Administration, Police, Urban Studies, etc.

COCHIN

- a) Business and Industry
- b) Entrepreneurial Development
- c) Power Management and Transportation Management

- d) Communications
- e) Agriculture and Fisheries

CALICUT

- a) Forestry
- b) Plantations
- c) Regional Planning and Development
- d) Junior level training on rules and regulations, etc. (Teacher Training for management inputs only).
- e) Tribal Welfare.

Revenue

38A. The Institute's revenue /income may arise out of the following:-

- a. Fixed annual grants from user departments of the Government for development and research work in the respective departments.
- b. Training grants from user departments who sponsor candidates for training in the Institute.
- c. Government departments, Boards and corporations may assign consultancy work and research studies on specific projects, for which the Institute shall charge fees appropriately.
- d. External grants from the Government of India and funding agencies, both Indian and International.
- e. Donations from Private Institutions, foundations, etc.,

Budget

Level of Operations- Programmes

39. The following level of programme operations is envisaged during the first phase of 5 years;

- a) Two- year programme, consisting of 40 to 50 students.
- b) One-year programme, consisting of 40 to 50 students, or equivalent, 1 to 3 months duration programmes (4 Nos.)
- c) Short- term programmes of 1 to 3 weeks duration (average 2 weeks). There will be 120 course weeks in a year, with an average of 60 batches, each batch composed of 30 participants. The total participants in a year would be about 1,800.
- d) In addition to the long term and short term courses, there will also be seminars and conferences, etc. Number of students and participants for the above long term and short term programmes, at any one time, would be about 160 to 200. Besides there will be studies, research, consultancy and extension work.

Manpower

40. To provide the professional and logistic support for the level of operations as given above, the proposed requirement of manpower would be as follows: Period	Academic Staff (including Faculty & Research)	Administrative, Technical and Supporting Staff
1st Year	40	120
2nd Year	55	165
3rd Year	70	210
4th Year	85	255
5th Year	100	300

Annexure II

DIRECT TRAINER SKILLS COURSE

Introduction

Organisations need to continuously grow and develop. Moreover, they must be prepared to face the challenges of entering into the 21st century. Training is an instrument to help the organisation meet the twin challenges of continuous improvement and demands of change. It is therefore essential that it is delivered effectively. Thus, it is necessary to recognise the change in the role of the training from being a provider to a facilitator, the learning being the pivot. This principle has been followed throughout this course.

Aim

The aims of the course are: • To provide opportunities for the development of basic instructional skills. • To create and manage a learning environment. Designed for • Individuals who as part of their duties have some training functions and responsibilities. • Trainers who wish to review their instructional skills. • Individuals who undertake training duties.

Facilitators

The facilitators who are certificated as “Master Trainers” and “Recognized Users” by the Training Division of the Department of Personnel and Training, Government of India, and are experienced in this field will conduct this course.

Style of the course

This is a short, intensive course with plenty of activity. With emphasis on practice within small groups, where there will be a maximum of 6 participants to one facilitator. Participants will be encouraged to share their learning experiences with others, and to give and receive support and feedback. A comprehensive range of reading material will be given to participants to support their course activities. This material will also provide a long-term source of information and guidance. Video films are used to illustrate and review aspects of direct training. The course requires full-time commitment for the full five days, including some evening study. We therefore assume that course participants will be either residential or within easy commuting distance. Participants are required to use equipment or materials brought with them, which will be used for their coaching session. They need to do no other preparation and resource materials will be provided.

Objectives

By the end of the course participants will be able to: 1. Distinguish between education, training and learning. 2. Describe the four stages in Systematic Approach to Training. 3. Review the role of a trainer within Systematic Approach to Training. 4. Apply the concept of Learning Unit to training activities. 5. Write training objectives. 6. Plan training activities, using the four ways of learning. 7. Describe the use and benefits of visual aids and devise visual aids. 8. Plan, prepare, implement and practise the following training methods: • Coaching • Lecture • Discussion Leading • Group Exercise. 9. Explain the process and importance of feedback in training.

Assessment The priority during the course is to help participants to develop their instructional skills. Assessment is therefore concerned with informal feedback and advice to individual participants

List of DTS qualified Trainers in Kerala

GOI- Certified Master trainer/Recognised Trainers

Dr. K.K.Jayan- Master Trainer

Smt.Mini B Nair-Recognised Trainer

Dr AnishiaJayadev- Recognised Trainer

Smt.Reetha S Prabha-Recognised Trainer

TDP-DIRECT TRAINER SKILLS FOR VARIOUS DEPARTMENTS (14-18 May 2012)

Sl No	Name and Address	Phone Number	E-mail ID
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13	DrSanthosh G S, Assistant Professor in ENT, Govt Medical College, Thrissur	9447304959	dr.sanths@gmail.com

14	DrSathidevi VK, Associate Professor of Anatomy, Govt Medical College, Thrissur	9446435566	sathidevivk@gmail.com
15	DrSabu P Samuel, Associate Professor in Physical Education (HOD), Govt Medical College, Kozhikode	9446300694	
16	Dr Anil Kumar T V, Professor of Psychiatry, Medical College, Trivandrum	9447180886	
	Resource Persons		
1	Shri.Ravikant, Gautami, Project Director, O/o the Director General, Barti, Queens Garden, Pune	9823338260	ravikant.gautami2011@gmail.com
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Trainer Development Department-Direct Trainer Skills for Various Departments

Conducted Period 04-02-2013 to 08-02-2013

Sl No	Course Code	Name and Official Address	Pen/SPARK	Mobile	E-mail ID
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2		Dr T Rajan, Professor, Govt Ayurveda College, Trivandrum	629648	9847007284	drtrajan@yahoo.in
3		DrAnithaSen , Assistant Professor, Radiodiagnosis, Directorate of Medical	133184	9447455442	dranithasen@hotmail.com

		College, Kottayam			
4		Dr M S Deepa, Associate Professor, Govt Ayurveda College, Trivandrum	663742	94461715 68	dr_deepadg@yahoo.co.in
5		DrBindu, Assistant Professor, Govt Law College, Trivandrum	546236	99470992 51	bindusarojini@yahoo.com
6		Smt.Vini K G, LD Clerk, O/o the Assistant Director of Fisheries (Training), East Kodungalloor , Aluva, Ernakulam	699073	99955119 91	vinikg75@gmail.com
7		Smt.Syamala K S, Dairy Extension Officer, Dairy Development Department, Trivandrum	604223	94461746 79	kssyamala.syamala5@gmail.com
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**Experiential Learning Tools Course
(Sponsored by Government of India)
(12.7.2010 to 16.07.2010)**

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4	DrLeelakumari P, Faculty Member, State Institute of Rural Development (SIRD), ETC PO, Kottarakkara, Kollam District, Kerala	9447248494	sirdleela@gmail.com
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9	Smt.SreedeviAmma C, Associate Professor, Govt College of Nursing, Medical College P O, Trivandrum 11	9495192481	sreedeviammac@yahoo.com
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11	DrAnishiaJayadev, Lecturer, Institute of Management in Government, VikasBhavan P O, Trivandrum	9497571803	maithrimanoj1@yahoo.com anishiamanojjayadev@gmail.com

12	Smt.Prasanna S, Assistant Professor, Govt Nursing College, Medical College P O, Trivandrum	9446072741	sparasanna63@yahoo.com
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**PARTICIPANTS ATTENDING DTS TRAINING IN THE 1ST WEEK
(4-8 JANUARY 2010)**

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3	Shri.K C Philipose, Administrative Assistant, Govt Law College, Ernakulam	9446462353 0484-2762353	
4	Shri.Siddaraju, Vice Principal, DTI, Kolar	9242299409(M) 08023307946(R)	
5	Shri.A C Diwakara, Faculty, ATI, Mysore	9448783202 (M)	
6	Dr R Krishnakumar, KrishiVinjan Kendra, Kottayam	9447048733 (M) 0471-2348733	rrrkk@rediffmail.com
7	Dr K J Joseph, Professor & Programme Co-ordinator, KrishiVinjan Kendra, Kottayam	9447103916 0481-2529631(O) 0481-2529715(R) 0481-25213120(F)	josephkochu@sify.com
8	Shri.Jose Ebenezer, Assistant Director, Regional Power Training Institute, Chackai, Pettah P O, Trivandrum	9447133530 (M)	joseebenezer@yahoo.com
9	Shri.C R Vinod Kumar, Reader, Govt Polytechnic, Kaduthuruthy, Kottayam	947573445 (M) 04829-215987	drcrvkumar@yahoo.co.in
10	Dr J B Rajan, Assistant Professor, Kerala Institute of Public Administration, Thrissur (PRT)	9447817042 (M)	Jbrajan07@gmail.com
11	Smt.Mini B Nair, Lecturer, Institute of Management in Govt (PRT)	9447836600 (M)	Minibnair2000@yahoo.co.in
12	DrAnishiaJayadev, Lecturer, Institute of Management in Govt, (PRT)	9497571803 (M)	anishiamanojjayadev@yahoo.com facultyingdrajdev@gmail.com

13	Shri.SankarNandy, Joint Secretary (Finance), Govt of Assam Secretarial Complex, Guwahati (Master Trainer)		
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**INSTITUTE OF MANAGEMENT IN GOVERNMENT
THIRUVANANTHAPURAM
DTS (18-22 January 2010)
List of participants**

Group I

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1	Shri.Shiju Joseph, Lecturer, Govt College for Women, Trivandrum	9447391643	pjosephshiju@gmail.com
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3	Shri.Kochumman Y, Demonstrator, Govt Women's Polytechnic College, Kottakkal	9496329214	rejicet@gmail.com
4	Smt.Prasanna S, Assistant Professor, Govt Nursing College, Trivandrum	9446072741 0471-2444290 (O)	
5	Shri.T V Samjyoth Kumar, Lecturer, Govt Polytechnic College, Kasargod	9497061162 0497-2790994	samjyoeachur@rediffmail.com
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**INSTITUTE OF MANAGEMENT IN GOVERNMENT
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2	Smt.Bindu K, Lecturer in Music, Govt College for Women, Trivandrum		
3	Shri.Wellington T, Workshop Superintendent, Govt Polytechnic College, Periya, Kasargod	9895348734	
4	Shri. C Gopi, Lecturer, Govt Polytechnic College, Periya, Kasargod	9446344997	cgopi56@yahoo.in
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**INSTITUTE OF MANAGEMENT IN GOVERNMENT
THIRUVANANTHAPURAM
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(18-22 January 2010)
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6	Shri.SKusalakumar, Demonstrator, Women's Polytechnic, Kottakkal	9947844450	kusalkumar@gmail.com

Trainer Development Programme –Direct Trainer Skills

11th to 15th November 2014

List of Participants

1. Mr.A.Unnikrishnan, Joint B.D.O. , Block Development Office, Panthalayani, Kozhikode

2. Mr.Binoy, Librarian, Valappatanam, GP
3. Mr.U.V.Baburaj, Extension Faculty, KILA
4. Mrs.Lekha, ICDS Supervisor, ICDS Project Urban II, Thiruvananthapuram
5. Mrs. Rima Jose, Training Associate, RGPSA, KIL,
6. Dr.G.S.Sreedaya, Assistant Professor, Department of Agriculture Extension, College of Agriculture, Vellayani, Thiruvananthapuram
7. Shri.R.S.Baiju, Special Tahsildar, O/o the Special Tahsildar, Land Conservancy Unity, Travancore Devaswom Board, Nanthancode, Thiruvananthapuram
8. Shri.Sanilkumar.S, Deputy Tahsildar (HQ), Taluk Office, Varkala
9. Shri.B.S.Sureshkumar, Junior Superintendent, Collectorate, Civi Station, Kudappanakunnu, Thiruvananthapuram
10. Smt.SulaikhaBeevi.S, Junior Superintendent, Collectorate ,Inspection Section, Thiruvananthapuram
11. Smt.S.Sathikumari, Head Draftsman, Collectorate, Thiruvananthapuram
12. Shri.GBalachandran Pillai, Village Officer, K.D.H. Village Office, Devikulam, Idukki
13. Shri.G.Biju, Village Officer, Taluk Office, Kannur
14. Shri.SachinTamrakar, Assistant Manager, Godawari Power and Limited, CSR
15. Shri. Sulaiman, AO, Local fund Audit
16. Shri.VinodSreedhar, Audit Officer (HG), Local Fund Audit Department.
17. Shri.S.Sureshkumar, Lay Secretary & Treasurer, Govt.AyurvedaPanchakarma Hospital, Poojappura
18. Shri.S.Mahesh Narayanan, Dairy Extension Officer, Dairy Training Centre, Kottayam
19. Dr.P.R.Jaya, Senior Medical Officer (NC), Government Ayurveda Dispensary, Poojappura
20. Shri.K.Sisupalan Nair, Commercial tax Officer, O/o the CTO, 3rd Circle, Thiruvananthapuram
21. Dr.A.S.Lakshmi, Additional Professor, Anatomy Department, Medical College (Govt), Trichur
22. Dr.Mohan Roy, Professor, Psychatrista, Physician, Medical College, Trivandrum
23. Dr.Usha.K.K., Assistant Professor of Anatomy , Thrissur
24. Shri.Jayasankar C, Commercial Tax Officer, O/o the Commercial Tax Officer, Works Contract, Thiruvananthapuram

Details of participants who attended ToT on DTS (new)

Name	e-mail	Subject domain	Address district	TOT attended
Shri.Rajasekhar S	raajasekhars@gmail.com	Training Methods	Trivandrum	August 2017
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Smt.Mary Thomas	ftcpandalam@gmail.com	Training Methods	Pathanamthitta	August 2017
Shri.P R Santhosh,	puliyoor74@gmail.com	Training Methods	Thrissur	August 2017
Shri.C John	Johnkurisumala@gmail.com	Training Methods	Trivandrum	August 2017
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Shri Ajith Kumar S	ajithvakkom@gmail.com	Training Methods	Thiruvananthapuram	August 2017
Smt. L Sheela		Training Methods		August 2017
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SmtSoosy Elizabeth Thomas	Soosyjean1963@gmail.com	Training Methods	Kottayam	August 2017

Annexure III

Details of participants attended “Trainer Accreditation Programme “

Sl. No	Name	e-mail & whatsapp number	Subject domain	Address district & Job	Main qualifications
1	Shri Ashick K P	ashickkp@gmail.com 9895857450	- Good Governance - Ethics & Values in Administration	Calicut Principal, Rahmaniya VHSS (Aided)	M.Phi, M.Com, HDC, SET
2	Shri Vipin Raj K	kvipinraj@gmail.com 9961856932	Good Governance	Calicut Announcer, AIR	MBA
3	Dr. Deepa Rasheed,	deeparasheed@yahoo.co.uk 9947866551	- Social Welfare - Behaviour Science Management	Ernakulam NIL	MSW, MBA, Ph.D
4	Shri Vinesh P	pvinesh@gmail.com 953907227	Strategic Tools for training	Wayanad Self employed	B.Tech, MBA
5	Shri Nidhin Krishna	nidhinkrishna83@gmail.com 9544781717	Performance Management through customer centric approach	Kottayam Talentus HR Solutions Pvt. Ltd.	MBA
6	Shri Anoop M R	mr.anoop@gmail.com 9446045963	- Good Governance - Govt. Process Reengineering	Trivandrum Section Officer, Govt. Sectt.	B.Sc, PGDCS, PGDeG
7	Dr. R Ramya	ramyarajeswaran@yahoo.com 9946985656	- Women empowerment - Gender Studies	Thrissur Asst. Professor Sri.C.Achutha Menon Govt. College, Thrissur	MA, Ph.D
8	Shri Charles K Solomon	charlesksolomon@gmail.com	Anti-corruption	Alappuzha CPO, VACB	MA, MBA

		9633708171	• Good Governance		
9	Shri Prasanth M D	prasanthmd@gmail.com 7736633136 9562510042	• Stress Management and Good Governance	Kollam Padmavathy Medical Foundation	MBA, PGDCA
10	Dr. Kunjikannan R	kunjikannanr@gmail.com 9497270408	• Health & Fitness Management	Trivandrum CET	MPE, NET, Ph.D, LLB, MBA
11	Shri Dhanesh Kumar R J	rjdhaneshkumar@gmail.com 9847042827	• Disabled friendly governance	Calicut Executive Director & Group Head, Padfent Pvt. Ltd., Kochi	Bachelor in Audiology & Speech Language Pathology
12	Dr. Raghul V Rajan	raghulvrajan@yahoo.co.in 9846536592	• Empathise in citizen centricity	Malappuram AMU centre, Cherukara P.O	M.Phil, Ph. D
13	Smt. Tessy Juby Plackat	tesjuby@gmail.com 8547729229	• Management	Kozhikode NIL	MBA (Finance)
14	Smt. Sreeja K	adv.sreejak@gmail.com 9747186997	• Local Governance youth • Solid Waste Management	Kozhikode Research Scholar, RGNID, Chennai	MA, LLB
15	Shri Basil M G	mgbasil@gmail.com 9961205510 8547443150	• Cyber Security • e-Governance	Ernakulam NIL	September 2017
16	Dr. Guinness Madasamy	madasamy74@gmail.com 9946090356	• Human/child rights	Idukki SPM, Elappara	B.Sc, DCA, D.Litt
5 – 7 October 2017					
17	Dr. Abdul Azeez N P,	abdulazeeznp@gmail.com 9446909545	• Time Management	Malappuram Asst Professor Aligarh Muslim University	Ph.D
18	Shri Sanesh C	sanucholakkad@gmail.com 9847436385	• Financial Planning & Budgeting	Thrissur	M.Com, MBA, UGC NET
19	Dr. Sumod S G	sgsumodh@gmail.com 9746445455	• Physics • Space Physics	Ernakulam Asst. Professor	M.SC, M.Phil, Ph.D

				SH College, Thevara	
20	Smt. Sandhya S Nair	sandhyaamalmuthu@gmail.com 9847777351	- Managing people - Time Management	Trivandrum Head, Unique Centre, Statue	MHRM, PGDHE
21	Dr.Ayona Jayadev	sureshayona@gmail.com 9446054281	Environmental Science	Trivandrum Asst. Professor All Saints' College	M.SC, Ph.D, PDF
22	Shri S J Vijayadas	sj.vijayadas@gmail.com 9447240404	- Project Management & Public works - Sustainable Infrastructure Management	Trivandrum (home) Superintending Engineer (BSNL Civil Wing), Chennai	M.Tech, MBA Ph.D (doing)
23	Smt. Vijaya S Uthaman	su.vijaya@gmail.com 8129006810	- e-Governance service quality - Communication skill - Team Building	Trivandrum Research Scholar (Ph.D) IMK	MBA, M.Phil Ph.D (doing)
24	Shri K Santhosh	santhosh1600@gmail.com 9447663820	- Behavioural Science - Citizen centricity & Team building	Kollam HAS, Govt. Model HSS, Clappana	M.A (Lit.), M.Sc (Appl. Psychology), B.Ed, SET
25	Dr.A.Vijayakumar	ssusdylib@gmail.com 8129333563	- Libraries & information Communication Technologies - Electronic Journals & Electric Books and its use - Use of Libraries in Modern Era	Ernakulam Dy. Librarian Sree Sankaracharya University, Kalady	MA, M.LiSc, M.Phi, Ph.D
26	Shri Abdul Nazar K	drugsanalyst@gmail.com 8547886346	Quality Management and ISO 17025	Trivandrum Analyst, Drugs Control Dept.	B.SC, B.Pharm

			• Accreditation of Testing Laboratories		
278	Shri Unnikrishnan O V	nambiar30@gmail.com 9562299303	• Project Engineering Management • Construction/Environmental Management • Corporate Management	Mumbai CE (Consulting Director) Private Sector	B.Tech, MBA
28	Shri P B Pavithran	argtalappilly@gmail.com 9037914561	<i>Main area :</i> • Institutional & Staff capacity building <i>Sub area:</i> • Time Management	Thrissur Office Inspector O/o Asst. Registrar (G)	B.Com, MBA
29	Shri K P Jaseer	jaseerindia@gmail.com 9846489846	• Soft Skill • Sanitation	Kannur Village Extension Officer Gr. I, Block Devpt Office	M.Com, MBA
30	Shri Govindankutty K	kggovindankutty@gmail.com 7907233886	• Anti-corruption • Organisational behaviour	Palakkad Civil Police Officer, VACB	M.Com, MBA
31	Dr. Vinod S	vinodkottukal@gmail.com 9400050475	• Participatory Planning/Decentralisation • Good Governance • TQM • Centre & State sponsored schemes	Kollam Lecturer in Sociology KILA-CHRD, Kottarakkara	M.Phil, Ph.D & PDF
32	Shri Shaijan Joseph	ejshaijan@gmail.com 9495572129	• Law, Law related topics in Administration	Cochin Advocate	MA, LLB

33	Shri M Aji Kumar	vrindavanamaji@gmail.com 9447591237	• Good Governace • Anti-corruption	Pathanamthitta Sr. CPO, VACB	MA, LLB
34	Shri Abdul Noor C K	aamynoor@gmail.com 9946105780	• Behaviour change Communication • Documentation • Life skills	Ernakulam Consultant	MSW
35	Shri Rajan M Karakkattil	rkarakkattil@gmail.com 9846159915	• Civic consciousness • Public Accountability	Trivandrum NIL	MA, MARD, M.Phil
19-21 October 2017					
36	DR Manoj Kumar T	manojkumarbathery@gmail.com 9447458430	• Professional excellence and e-Governance and Pedagogical analysis of teaching	Wayanad GSVHSS Sulthan Bathery	PH.D., M.Ed, M.Com, SET M.Phil
37	Shri Dileep Kumar M B	dileep.ckcl@gmail.com 8589021462	• Child Right • Local Governance • Good Governance • Human Rights	Trivandrum Clean Kerala Co. Ltd (work at Pathanamthitta)	MSW, PG Diploma in Public Relations
38	Shri Anil Bose A	anilbose3@gmail.com 9447358647	• Career Guidance • Social responsibility • Life Skills, Education • Attitude change • Good Governance	Pathanamthitta Teacher, Govt. LPS Paruvar, Mannadisala	MBA
39	Smt. Rajasree M R	rajasreemukalikkal@gmail.com 9048953372	• Tribal Governance • Gender	Chennai Rajiv Gandhi National Inst. Of Youth Development, Sriperumbudur	MSW, M.Phil Ph.D (doing)
40	Shri Sanoj N T	sanojsanunt@gmail.com	• Child Rights	Chennai	MSW, ME Ph.D (doing)

		7736937420	• Organisational documentation, Research • Life Skills • Participatory approaches (PRA & PLA)	Rajiv Gandhi National Inst. Of Youth Development, Sriperumbudur	
41	Shri Tomy Jacob	tomyji@gmail.com 9447838768	• Local Governance • Gender • Child Rights	Kannur Asst. Professor St. Joseph's College, Pilathara	MSW
42	Shri Sasikumar C	chenons@gmail.com 9447374598	• Documentation • Participatory devpt. Process • Microlevel planning • Monitoring & Evaluation • Project Planning	Kannur Asst. Professor St. Joseph's College, Pilathara	MSW, Ph.D (completed)
43	Shri Sunil Kumar A	sunil.k.ayyappan@gmail.com 8301865723	• Project Management • Project Finance • Contract Management • Public Private Partnership • Procurement	Trivandrum Independent Management Consultant (9B, Cordial Arcade Appartment, Pongumoodu)	B.Tech PGDM (Finance & Operations)

44	Shri Krishna Prasad A Prabhu	krishnaprasadprabhu@yahoo.co.in 9447703917	Financial Planning Budgeting Cost management Project Management Capital Budgeting Soft Skills	Ernakulam Chief Manager The Catholic Syrian Bank Ltd.	ACMA (India), CFA, MS (Finance), ACMA (UK), CAIIB
45	Shri Ratheesan K	rksmega@gmail.com 9847506664	Public Administration Law & Legal Awareness Management – HR Area,	Kannur South Bazar MIM	MBA, LLM, M.Com, MHRM, MPM, M.Phil, Ph.D doing
46	Shri Abdul Razak C	razakcheruvanasery@gmail.com 9995826799	Management Rural Development Leadership & Motivation Collectives in Agri-Sector – importance Entrepreneurship	Kannur Thejaswini CFPC Ltd., CP II-376 K7, Thattassery Bldg., Cherupuzha	MBA, NET PGDSRD
47	Smt.Smitha N	smitharajunamboodiri@gmail.com 9496842469	Behavioural Management and Life Skills Communication Empowerment	Malappuram Non Vocational Teacher in GFC GVHSS Nellikath	M.Com B.Ed
48	Smt. Yasmin L Rasheed	yasmin7j@gmail.com 8593027987	Ecology & Environment GIS & Remote Sensing Agriculture/Water shed Management Motivation & Softskills	Trivandrum Dy.Director (SS) Kerala State Land Use Board	M.Sc (EVS)
49	Shri Mansoor K	manchukolot@gmail.com 9809666906	Decentralization & Participatory Governance Rural Development Education	Kasaragod Kolot (H) Muliya P.O	MA LLB (doing)
50	Dr.Ajith James Jose	ajithjamesjose@gmail.com 9847559522	Efficient Manager Home Management & Office Management Skills for an effective employee	Asst. Professor SB College, Changanassery	M.Sc. Ph.D
51	Dr.Sudheeran T S	sudheerants@gmail.com 9447375808	Mental Health Service Delivery Issues of Elderly & Gender	Kottayam Dept. of Psychiatry, General Hospital	MBA, Ph.D
52	Smt.Sandhya Rajan S	sandhyamuttada@gmail.com	E-Governance	Trivandrum	MCA, PGDeG

		9446552633	Software Engineering Computer Programming Language	Govt. Central Press	
53	Shri Jibin George	jibingeorge.t@gmail.com 9447117233	Risk Management Behavioural Techniques Decision Making Motivation techniques Critical Thinking	Kottayam Dept. of Treasuries	MBA, IPGD
54	Fr. Paul Thomas Kalathil	shimonpaul@gmail.com 9446995834	Stress Management Personality Development PRA Techniques Behavioural + Motivation Techniques	Thrissur KIDS, Kottapuram	MA, M.Phil in Social Work

Annexure IV

The broad objectives of E-governance in Kerala are (Information Kerala Mission, 2005):

- To make Kerala a leader among states in India in using ICTs to achieve economic and social development, environmental and cultural promotion, and benefits to its people.
- Delivery of high-quality citizen-focused services.
- Improving overall performance as measured through better policy outcomes. The focus would be streamlining and re-engineering government processes and routines so as to obtain measurable benefits.
- Improving efficiency in revenue mobilization and public expenditure.

List of e-Governance Trained Persons in Kerala

INDIAN INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT- KERALA

PGDeG 2009 - 2010 Batch

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3	EGOV09D003	Anil C V	anil.cv-egov1*
4	EGOV09D004	AnjanaJanardanan	anjana.janardanan-egov1*
5	EGOV09D005	ArunBabu C K	arun.babu-egov1*
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7	EGOV09D007	Bobby Mathews Joseph	bobby.mathews-egov1*
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19	EGOV09D019	Rejeetha R	rejeetha.r-egov1*
20	EGOV09D020	ShabanaShajahan	shabana.shajahan-egov1*
21	EGOV09D021	Shelly Nabu Kumar	shelly.nabukumar-egov1*
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23	EGOV09D023	Srinath T.K.	srinath.tk-egov1*
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25	EGOV09D025	Sunitha T.	sunitha.t-egov1*
26	EGOV09D026	Suresh Kumar B	suresh.kumar-egov1*
27	EGOV09D027	Unnikrishnan K. S.	unnikrishnan.ks-egov1*
28	EGOV09D028	Vinod Raj V	vinod.raj-egov1*

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4	Anju B Nair	EGOV10D004	anjub-egov2*
5	AnjuParvathy V	EGOV10D005	anjup-egov2*
6	Ashish P	EGOV10D006	ashish-egov2*
7	Ashwathy MS	EGOV10D007	aswathy-egov2*
8	Aswathi John K	EGOV10D008	aswathijohn-egov2*
9	Ayappan Nair T	EGOV10D009	ayappan-egov2*
10	Berkmense F.	EGOV10D010	berkmense-egov2*
11	C. Balamurugan	EGOV10D011	balamurugan-egov2*
12	Deepak George	EGOV10D012	deepak-egov2*
13	G. Prasanna Kumar	EGOV10D013	prasanna-egov2*
14	Gayatri KA	EGOV10D014	gayatri-egov2*
15	Harijith P	EGOV10D015	harijith-egov2*
16	Jiju Krishnan K	EGOV10D016	jiju-egov2*
17	Jyothis B. Nair	EGOV10D017	jyothis-egov2*
18	Nowshad P. M	EGOV10D018	nowshad-egov2*
19	Rahul M	EGOV10D019	rahul-egov2*

20	Remya A R	EGOV10D020	remya-egov2*
21	Remyasree M	EGOV10D021	remyasree-egov2*
22	Riaz B	EGOV10D022	riaz-egov2*
23	Riza M.M.	EGOV10D023	riza-egov2*
24	Roopan L	EGOV10D024	roopan-egov2*
25	SamalaManohar	EGOV10D025	manohar-egov2*
26	Sangeetha K G	EGOV10D026	sangeetha-egov2*
27	Satyabrat Das	EGOV10D027	satyabrat-egov2*
28	Sreelatha S	EGOV10D028	sreelatha-egov2*
29	Subhash G	EGOV10D029	subhash-egov2*
30	Sujith Kumar V.K.	EGOV10D030	sujith-egov2*
31	SwathyGirijadevi	EGOV10D031	swathyg-egov2*
32	Ullas V.S	EGOV10D032	ullas-egov2*
33	Vasudevan P.V	EGOV10D033	vasudevan-egov2*
34	VenkataRamanaGurudu	EGOV10D034	venkat-egov2*
35	Vijay Wills	EGOV10D035	wills-egov2*
36	VinayAnumalla	EGOV10D036	vinay-egov2*
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PGDeG 2011 - 2012 Batch

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Post Graduate Diploma in e-governance 2012-13 Batch

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INDIAN INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT-KERALA

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Postgraduate Diploma in E-Governance(PGDEG) 2015-2016 Batch

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Postgraduate Diploma in E-Governance (PGDEG) 2016-2017 Batch

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17	Anoop Kumar T.K	anoopk.egov8*
18	Deepesh Raj	deepesh.egov8*
19	Ramesh K	ramesh.egov8*
20	Sreeprekash S	prekash.egov8*

Sl.	Title	Name	Designation	Department	Mobile N Official
1	Mr.	A. K. Ajayakumar	Preventive Officer	Excise Department	999511147
2	Mr.	Ajeesh Raj	Assistant Engineer	Public Works Department	964509631
3	Mr.	Ajil Kumar. S. V	Officer	Commercial Taxes Department	989548909
4	Dr.	Anil S. K	MEDICAL OFFICER	Homoeopathy Department	940005058
5	Mr.	Anil Sreenivas	DSP	Police Department	949799031
6	Mr.	Anilkumar V. R	Assistant Registrar of Cooperative Societies	Co-operative Department	944626009
7	Mr.	Hareesh. P. R	Education Officer	General Education (Pareeksha Bhavan)	903773526
8	Mr.	Harisuthan Pillai. K	Education Officer	General Education (Pareeksha Bhavan)	994777496
9	Dr.	Jayadeep. K. S	Revenue Inspector	Land Revenue Department	944778756
10	Mr.	K. Omershareef	Senior Clerk	State Insurance Department	854784029

11	Dr.	K. R. Binuprasanth	VETERINARY SURGEON	Animal Husbandry Department	944644374
12	Mr.	Mahesh. T.	Agriculture Officer	Agriculture Department	949626788
13	Smt.	Manju M	Senior Clerk	Directorate of Public Instruction	944644316
14	Smt.	Manju Somanadh	Assistant Engineer	Kerala Water Authority	949554090
15	Mr.	Nikhil Scaria	Motor Vehicles Inspector	Motor Vehicles Department	944779135
16	Dr.	P. B. Gangadharan	Deputy Director	Scheduled Caste Development Department	808901720 854763000
17	Mr.	Pradeep. S	Motor Vehicles Inspector	Motor Vehicles Department	858901194
18	Mr.	Pramod B.	Senior Clerk	Directorate of Public Instruction	996146595
19	Dr.	Rayne Joseph	Disease Investigation Officer	Animal Husbandry Department	944745101
20	Mr.	Sajith Kumar S. S.	Junior Inspector	Co-operative Department	938871005
21	Mr.	Santhosh Kumar. A	IT Coordinator	Land Revenue Department	974439041
22	Mr.	Shaji. T	Section Officer	Commercial Taxes Department	949511775
23	Smt.	Shyni. T.	Agricultural Officer	Agriculture Department	945581389
24	Mr.	V. Aneesh	Senior Clerk	Harbour Engineering Department	944730598
25	Smt.	V. G. Sheeja	Assistant Director	Agriculture Department	974777340
26	Mr.	V. K. Sujith Kumar	e-Governance Manager	Harbour Engineering Department	989537375
27	Mr.	Vinod Raj. V	Assistant Director	Dairy Development Department	974510774

e-governance Project Life Cycle-01 from 10/08/2016 to 12/08/2016

1. Shri P K Madhavan, Additional Director/Special Officer, SUIIT Kerala, ITI Campus Kazhakkuttam (absent on 12/8/2016)
2. Smt A S Sheeja Beevi, Jr. Superintendent, Directorate of Scheduled Caste Development Dept., Vellayambalam, Tvpm (absent on 12/8/2016)
3. Smt S Chandrika, Sr. Superintendent, Directorate of Scheduled Caste Development Dept., Vellayambalam, Tvpm
4. Shri Jayakrishnan S, Head Clerk, O/o the Chief Engineer, Harbour Engineering, Kamaleswaram, Tvpm
5. Shri S Jayakumar, Dairy Extension Officer, Dairy Extension Service Unit, Kilimanoor
6. Shri B Sreekumar, Dairy Extension Officer, Dairy Development Dept., Pattom, Tvpm
7. Shri Mathew AJ, Sr. Superintendent, Civil Supplies Dept, District Supply Office, Kollam (11.8.2016)
8. Dr.Meera Unwin Antony, Asst. Director (CSO), Directorate of Animal Husbandry, Thiruvananthapuram
9. Dr Rayne Joseph, Disease Investigation Officer, Chief Disease Investigation Office, Palode, Tvpm
10. Shri G Subhash, Trade Test Officer, Trade Test Wing, Directorate of Training, Chackai, Tvpm
11. Shri S Mohanachandran Nair, Jr. Superintendent, Directorate of Panchayat, Public Office Building, Tvpm
12. Shri. S.S Saju, Employment Officer, Directorate of Employment, Tvpm
13. Smt Sabeena N, Jr. Geophysicist, Directorate of Ground Water Dept., Ambalamukku, Tvpm
14. Shri Abhilash K V, Research Assistant, Directorate of Economics and Statistics, Vikas Bhavan, Tvpm

15. Shri.Pavithram.R, Town Planner, O/o the Chief Town Planner, Dept. of Town & Country Planning, Thiruvananthapuram
16. Shri.Prasanth B.R.Statistical Assistant Gr.I, Directorate of Economics & Statistics, Thiruvananthapuram
17. Smt.Assa P Nair, Head Clerk, Sub Registrar Office, Balaramapuram, Thiruvannanthapuram
18. Shri.Anilkumar. N, Junior Superintendent, O/o the Inspector General of Registration, Thiruvananthapuram
19. Smt Vanaja L, Sr. Clerk, o/o the Chief Engineer, Harbour Engineering Dept., Manacaud
20. Shri Joy G, Asst. Executive Engineer, Directorate of Ground Water Dept., Ambalamukku, Tvpm
21. Smt.Indira R, Technical Assistant, Survey & Land Records, Re-Survey office, Kottayam
22. Smt.Sreerekha C.I, Survey Superintendent, Survey & Land Records, Re-Survey Office, Sreekantapuram
23. Shri. Abdul Hameed A, Superintendent, District Jail, Kollam
24. Shri.Sam Thankayyan, Superintendent, Open Prison & Correctional Home, Nettukaltheri
25. Shri.Biju Sebastian, Senior Geologist, Directorate of Mining and Geology, Kesavadasapuram, Pattom Palace PO, Thiruvananthapuram
26. Shri.D.R.Anil, Junior Superintendent, Directorate of Collegiate Education, Tvpm
27. Shri.M.S.Sudheer, Senior Superintendent, Directorate of Collegiate Education, Tvpm
28. Shri.Ayyappan Nair T, Asst. Registrar, Registrar of Co-operative Societies, Tvpm
29. Smt Sreelatha K, Asst. Taluk Supply Officer, Taluk Supply Office, Krunagappally (absent on 11th AN & 12th August, 2016)
30. Shri. Satish Karunakaran, Junior Employment Officer, Directorate of Employment, Tvpm
31. Smt S S Bijji, Jr. Superintendent, Directorate of Panchayat, Public Office Building, Tvpm

**e-governance Project Management Programme for various Departments
13/12/2016 to 23/12/2016 (10 days).**

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3	Mr.Shibu R. S, Joint Director, General Education
4	Mr.Manoj .P. K, Senior Superintendent, General Education
5	Mr.C. C. Balakrishnan, Manager ,ST Development
6	K. K. Mohandas, Site Manager, ST Development
7	Dr. Winny Joseph, Senior Veterinary Surgeon, Animal Husbandry
8	Dr. V.R.Rajesh, Senior Veterinary Surgeon, Animal Husbandry
9	Dr. S. P. Shajiprabha, Junior scientific officer, Chemical Examiner's Laboratory
10	Dr. P. K. Sobha, Junior scientific officer, Chemical Examiner's Laboratory
11	Mr.Jyothi Kumar. M, Head Clerk , Registration
12	Mr.Sajeesh. M. K, Senior Clerk , Registration
13	Ms.Sarika. C. M, Clerk , Fire & Rescue Services
14	Mr.Rageshkumar. R. R, Lower Division Clerk , State Water Transport
15	Ms.Sheeba. S. P, Lower Division Clerk , State Water Transport
16	Mr.Abhidasan.P, Exercise Inspector , Excise
17	Mr.P. Sureshkumar, Exercise Inspector , Excise

18	Ms.Vinodini. T, Junior Superintendent , Revenue
19	Ms.Sobha. V, Senior Clerk , Revenue
20	Mr.Murali Sankar. G, Senior Clerk , Revenue
21	Mr.Sudeep. M. S, District Stationery Officer, Stationery Department
22	Mr.Sirajudeen. A, State Core Team Member , Police (CCTNS)
23	Mr.Joshy A. L, State Core Team Member , Police (CCTNS)
24	Mr.Shibu. R, Senior Superintendent, Backward Communities Development
25	Mr.Sreejith P. V, Senior Superintendent, Backward Communities Development
26	Mr.G. Sabu, District Ophthalmic Co-ordinator, Health Services
27	Ms.Haripreetha, Sub Editor, Health Services
28	Ms.Archana Krishnan, Clerk , Prisons
29	Mr.G.Santhosh Kumar , Assistant Superintend , Prisons
30	Mr.Sadanandan .N.T , Deputy Prison Officer , Prisons
31	Mr.Biju. M , Clerk , ISM dept
32	Ms.Suja Kumari. V. S , Clerk , ISM, dept
33	Mr.Gerosh Kumar. V, Asst Cartographer, Hydrographic Survey Wing, Ports Department

**e-governance Project Management “eGPM-PRINCE2” (sponsored by NeGD-NISG)
from 20/02/2017 to 04/03/2017.**

List of Participants

1. Shri Binukumar AL, Senior Clerk, Agriculture Dept.
2. Shri Naveesh E, Agricultural Assistant, Agriculture Dept
3. Shri Brunan Pereira, Senior Superintendent, Food& Civil Supplies
(absent on 24th, 27th and 28th Feb, 2017)
4. Shri Shibu A, Rationing Inspector, Food& Civil Supplies
5. Shri Mathew AJ, Senior Superintendent, Food& Civil Supplies
6. Shri Anoop Kumar TK, Senior Clerk, Food& Civil Supplies
7. Smt Geetha TR, Junior Superintendent, Directorate of Collegiate Education
8. Shri Ramesh K, Assistant Professor, Directorate of Collegiate Education
9. Shri Sree Prekash, Senior Clerk, Directorate of Collegiate Education
10. Shri Sreekumar BK, Senior Superintendent, Directorate of Collegiate Education
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11. Smt Sree Kala S S, Dairy Farm Instructor, Dairy Development
12. Smt Sheeja R Nayar, Dairy Farm Instructor, Dairy Development
13. Shri Vijayan C, Senior Superintendent, Dairy Development
14. Shri Aji S, Drug Inspector, Drug Control
15. Shri Jyothi Kumar, Regional Drugs Inspector, Drug Control
16. Shri Murugan A, Assistant Director, Economics & Statistics
17. Shri Vijayakumar V, Assistant Director, Economics & Statistics

18. Shri RK Jose, Junior Superintendent, Education Dept.
19. Shri Pramod VR, Section Officer, Electronics& IT Dept.
20. Shri Shine G, Civil Excise Officer, Excise Dept.
21. Shri Gokul Krishnan GN, Civil Excise Officer, Excise Dept.
22. Shri Robert Francis, Under Secretary, General Administration dept
23. Shri Nagin N, Assistant Section Officer, General Administration dept
24. Shri Shanavas Khan E, Section Officer, General Administration dept.
25. Shri Babu S, Junior Superintendent, General Education dept.
26. Shri Anoop MR, Section Officer, Govt. Secretariat
27. Smt Deepa TV, Section Officer, Higher Education dept
28. Shri Jagadees D, Under Secretary, General Administration (absent on 20.2.17)
29. Shri Nishad S N, System Administrator, IMG
30. Shri Rahul KP, System Administrator, IMG
31. Shri Vinod Kumar R, Group Instructor, Industrial Training dept.
32. Smt Sreeja V, Under Secretary, Information & Public Relations dept.
33. Smt R Raji, Senior Clerk, Kerala Fire and Rescue Services
34. Shri Deepesh Raj S, Clerk, Kerala Municipal Common Service
35. Shri Sirajudeen A, SCPO, Kerala Police
36. Shri Prasad MR, Civil Police Officer, Kerala Police
37. Shri Stephen VA, Asst Registrar (Under Secretary to Govt.), Kerala State Commission for SC/ST
38. Shri Jayesh Kumar MK, Joint regional transport officer, Motor Vehicles Dept
39. Shri Biju James, Joint RTO, Motor Vehicles Dept
40. Shri Sajith Nazar, Senior Clerk, Panchayat dept.
41. Shri Sebastian PJ, Senior Clerk, Revenue dept
42. Smt Reena O, Section Officer, SC/ST Dept
43. Shri Sudhis Kumar K, Assistant Director, Soil Survey & Soil Conservation
44. Shri Shaji K Panicker, Head Surveyor, Survey & Land Records
45. Shri Dinesh P, Under Secretary, Taxes Dept
46. Shri Muhammed Rijam Y, Section Officer, Taxes Dept
47. Shri Jahangeer S, Municipal Secretary, Urban Affairs
48. Smt Subhalekshmy R, Finance Officer, Vocational Higher Secondary Education
49. Shri Premanathan, Sr. Superintendent, Directorate of ISM dept.
(absent on 20th Feb, 1st, 2nd & 3rd March 2017)
50. Shri Devasia KD, Jr. Superintendent, Directorate of Collegiate Education (absent on 23rd 24th, 28th Feb, 3rd & 4th March, 2017)
51. Shri Honey Sam, Motor Vehicles Dept , Trivandrum

e-governance Project Management (eGPM) from 24th October to 5th November, 2016

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03	Shri Suresh K, Agricultural Officer, Agriculture dept.
04	Dr J. Balachandran, IT Officer, Animal Husbandry dept.
05	Dr Lijith. K.M, IT Officer, Veterinary Surgeon, Animal Husbandry dept
06	Dr Shabu. S. J, e-Governance Coordinator, Collegiate Education
07	Shri Krishnakumar. R.D, Head Accountant, Co-operative Department
08	Shri Biju Prasad. S, Special Grade Inspector Co-operative Department
09	Shri Jasmin. S. J, Senior Clerk, Co-operative Department
10	Smt Sasikala. V, Head Clerk, Dairy Development
11	Smt Sagarakumary. T. S, Head Clerk, Dairy Development
12	Shri V. Komalan, Excise Inspector, Excise Dept
13	Shri Surendran S, Excise Inspector, Excise Dept
14	Shri K.Karthikeyan, Excise Circle Inspector, Excise Dept
15	Shri Arjunlal M K, Senior Clerk, Factories & Boilers dept
16	Shri Basheer K.M, Clerk, Fire & Rescue
17	Shri Premraj. K. S, Junior Superintendent, Fire & Rescue
18	Shri Harish.H, Head Clerk, Fire & Rescue
19	Shri Raji. R, Senior Clerk, Fire & Rescue
20	Shri Dinesh Sankar. M, Assistant Executive Engineer, Harbour Engineering
21	Dr Binoy. S. Babu, Junior Administrative Medical Officer, Health Services
22	Dr. Anu. M. S, Assistant Director, Health Services
23	Dr Manu Varghese M, Medical Officer, Homoeopathy
24	Dr Rejikumar. R, Medical Officer, Homoeopathy
25	Smt K.T.Geetha, Head Clerk, Indian System of Medicine dept.
26	Shri Lathesh Kumar C. P, Senior Clerk, Indian System of Medicine dept
27	Shri Sunil.S, Senior Clerk, Indian System of Medicine dept
28	Shri Sreekanth. K. C, Senior Clerk, Irrigation dept
29	Shri Rakhi. N, LD Clerk, Irrigation dept
30	Shri Rajith R, Senior Clerk, Lotteries dept
31	Shri Noushad A, Junior Superintendent, Lotteries dept
32	Shri Shinoj T.V, Assistant Engineer, Local Self Government Department (LSGD)
33	Shri N.A.Vinayadas, Assistant Engineer Local Self Government Department (LSGD)
34	Shri Sreerag R. K, Assistant Engineer, Local Self Government Department (LSGD)
35	Shri Sunil Wilson, Junior Superintendent, Police dept
36	Shri Bipin. R, Clerk, Police dept
37	Smt Preetha. B, Clerk, Police dept
38	Sajesh N.S, Civil Police Officer, Police dept
39	Shri Vishnunarayanan M.R, Clerk, Police dept
40	Smt Shilpa. B. A, Clerk, Police dept
41	Shri Gireesh Kumar. I, SI of Police, Police dept
42	Shri Subhash Kumar G, SI of Police, Police dept
43	Shri Sajith. S, Senior Clerk, Police dept`
44	Shri Jeevanand. M, Assistant Engineer, Ports
45	Shri Gopakumar. S, Senior Clerk, Prisons
46	Shri Anil Kumar. R, Senior Clerk, Prisons
47	Shri Riza M.M. Head Clerk, Registration dept
48	Shri Rajan. P, Head Clerk Registration dept
49	Smt Bindu K. Pillai, Audit Officer, State Audit Dept

50	Shri Deepu. J. T, Senior Grade Audit, State Audit Dep
51	Shri Muraleedharan T.P. Junior Superintendent, Stationery dept
52	Smt Sree Ranjini. S, Child Development Project Officer
53	Smt Anju. S. G, Junior Superintendent, Social Justice

Annexure V Good Governance

Introduction

In any discussion on good governance, attention must be focused on the primary responsibilities of the government. These must include the maintenance of law and order, administration of justice, and welfare of economically and socially weaker sections of society in terms of provision of safety net for them. Here again it is seen that, in its anxiety to do thousand and one other things, these primary responsibilities have been neglected over the years. It can truly be said that he who governs the least governs the best! If this principle had been followed in governance all these years, India would not have presented a picture of such squalor, filth, illiteracy and poverty even fifty years after Independence. The main question is whether we are prepared to learn lessons for the future from our experience of the past. At the outset, it needs to be appreciated that the concept of good governance is much larger than mere administrative reforms in the conventional sense of the term. In fact, it covers much more ground and substance than administrative reforms. Good governance has much to do with the ethical grounding of governance and must be evaluated with reference to specific norms and objectives as may be laid down. It looks at the functioning of the given segment of the society from the point of view of its acknowledged stakeholders and beneficiaries and customers. It must have firm moorings to certain moral values and principles. Good governance, as a concept, is applicable to all sections of society such as the government, legislature, judiciary, the media, the private sector, the corporate sector, the co-operatives, societies registered under the Societies Registration Act, duly registered trusts, organizations such as the trade unions and lastly the non-government organisations (NGOs). Public accountability and transparency are as relevant for the one as for the other. The five basic principles of good governance as given by the United Nations Development Programme are as given in the Box 1.

Five Principles of Good Governance

The Five Good Governance Principles

The UNDP Principles and related UNDP text on which they are based

1. Legitimacy and Voice

Participation – all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of association and

speech, as well as capacities to participate constructively.

2. Direction

Strategic vision – leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

3. Performance

Responsiveness – institutions and processes try to serve all stakeholders. Effectiveness and efficiency – processes and institutions produce results that meet needs while making the best use of resources.

4. Accountability

Accountability – decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organizations and whether the decision is internal or external.

Transparency – transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.

5. Fairness Equity – all men and women have opportunities to improve or maintain their well being.

Rule of Law – legal frameworks should be fair and enforced impartially, particularly the laws on human rights.

1. Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users

1.1 Being clear about the organisation's purpose and its intended outcomes for citizens and service users
1.2 Making sure that users receive a high quality service
1.3 Making sure that taxpayers receive value for money.

2. Good governance means performing effectively in clearly defined functions and roles

2.1 Being clear about the functions of the governing body

2.2 Being clear about the responsibilities of non-executives and the executive, and making sure that those responsibilities are carried out

2.3 Being clear about relationships between governors and the public

3. Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour

3.1 Putting organisational values into practice

3.2 Individual governors behaving in ways that uphold and exemplify effective governance

4. Good governance means taking informed, transparent decisions and managing risk

4.1 Being rigorous and transparent about how decisions are taken

4.2 Having and using good quality information, advice and support

4.3 Making sure that an effective risk management system is in operation.

5. Good governance means developing the capacity and capability of the governing body to be effective

5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well.

5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.

5.3 Striking a balance, in the membership of the governing body, between continuity and renewal

6. Good governance means engaging stakeholders and making accountability real

6.1 Understanding formal and informal accountability relationships

6.2 Taking an active and planned approach to dialogue with and accountability to the public.

6.3 Taking an active and planned approach to responsibility to staff

6.4 Engaging effectively with institutional stakeholders

Conclusion
To achieve Good Governance the Government shall be on a mission to follow clarity, conviction, compassion and consistency in governance which are prerequisites to achieve the principles and vision of good governance. Clarity promotes transparency, participatory and efficient governance. Conviction

promotes accountable and effective governance. Compassion promotes consensus oriented, equitable and inclusive governance.

Consistency promotes responsive governance, follows the rule of the law and modernizes itself according to the needs and changes of the society upholding the guiding principles of the Constitution. The Government shall act as a facilitator for the people, market and civil society and remain a prudent regulator to ensure social equity and fair competition in the society. The changes in the role of the Government will be carefully defined and communicated so that the people will understand that changes are in their interest. Decentralization is an essential part of the government to make more efficient and responsive. The Government shall strengthen local government and management by devolving administrative and economic powers and responsibilities. The Government will directly involve people in the management of the services they use. The Government is committed to minimize citizen interface with the Government Departments by introducing the Internet, Web and groupware technologies will be used to create national electronic highways and networks at all points of contact between the people and the Government. The primary task of the government shall be to ensure efficient and responsive services, making it easy for the people to gain essential information from the government and ensure that they have recourse to mechanisms that punish wrongdoing. Charters shall be introduced to improve the quality and effectiveness of public services.

References

1. REPORT OF THE ONE MAN COMMITTEE ON GOOD GOVERNANCE DR. MADHAV GODBOLE JULY 2001.
2. The good governance standard for public service delivery by the Independent commission in public services.
3. Principles for good governance in the 21st century- Policy Brief
4. No.15- August 2003 By John Draham et al.

Annexure VI

List of significant achievements of IMG since 1981

IMG won Kerala State e-Governance Award during the year 2014-2015 under the category of e-Learning

Chief Minister's Award for Innovations in Public Service

In keeping with Government's policy of giving topmost priority to improve Public Service Delivery, Government have constituted Chief Minister's Award for Innovations in Public Service. It is awarded annually in four (4) areas

1. *Personal Management*
2. *Public Service Delivery*
3. *Developmental Interventions*
4. *Procedural Interventions*

IMG has been authorized to identify innovations and select the best institutions through a transparent process, including the setting up of an eminent jury, constituted by the Government every year, with The Director General IMG as the Convener. The award carries a cash prize of ₹ 5 Lakh each, a Citation and a Certificate.

**Annexure VII:
Awards/Recognition Received by IMG or its staff**

**Annexure VIII:
Qualifications and Competencies of Faculty
and Officers of IMG**

Faculty Team

1	Dr.Jaya S Anand, M Com.Phd Professor –IMG Thiruvananthapuram, Mob: 9446546289, email: facultyimgjaya @gmail.com Areas of Interest: Corporate finance, Administrative Reforms, Rights Based legislation and Micro Finance
2	Dr.R.Ram Mohan, B.Tec,MBA,Phd Professor –IMG Thiruvananthapuram, Mob: 9447128555, email:facultyimgm@gmail.com Areas of Interest: Governance, Innovations and Administrative Reforms
3	Dr.R.Jayasree, MA,MBA,Phd Professor –IMG Thiruvananthapuram, Mob: 9400537926, email:facultyimgdrj@gmail.com Areas of Interest: Organizational Behavior, Human Resource Management and Human Resources Development
4	Dr.S.Sajeev, M.Com, Phd Associate Professor –IMG Thiruvananthapuram,. Mob: 9446238843, email:facultyimgssdr@gmail.com Areas of Interest: Financial management, Project management, Sustainable Development and Human Resource Management
5	Dr.AnishiaJayadev,MA, NET (Sociology),Phd Assistant Professor –IMG Thiruvananthapuram Mob: 9497571803, email:facultyimgdrajdev@gmail.com Areas of Interest: Gender, Governance, Service delivery and Trainer Development Programmes
6	Smt. Mini B Nair, MBA,NET(Management) Assistant Professor –IMG Thiruvananthapuram Mob: 9447836600, email:facultyimgmbn@gmail.com Areas of Interest: Training Need Analysis, Organization Development, Training of Trainers, Soft Skills
7	Dr.N. Krishnakumar,LLB,Phd Associate Fellow–IMG Thiruvananthapuram Mob: 9846115326, email:drnkrishna@gmail.com Areas of Interest: Court Procedure, Munsiff-Magistrate Training, RTI, Human Rights, Environment, Research Methodology and Personality Development
8	Dr. M. Suresh Kumar , Associate Fellow –IMG Thiruvananthapuram Mob: 9447125463, email:facultyimgmsk@gmail.com Areas of Interest: Project management, Decentralized planning and planning for the marginalized

9	Dr. P. Leelakumari Assistant Professor –IMG Thiruvananthapuram Mob: 9447248494, email:facultyimgplk@gmail.com Areas of Interest: Gender and Development, Decentralized Governance, Social development and Human resource Development
10	Smt. M. Sheela Associate Fellow –IMG Thiruvananthapuram Mob: 9400986528, email:facultyimgms1@gmail.com Areas of Interest: Service Rules
11	Shri. Rajasekhar. S Associate Fellow–IMG Thiruvananthapuram Mob: 9846115326, email:drnkrishna@gmail.com Areas of Interest: Court Procedure, Munsiff-Magistrate Training, RTI, Human Rights, Environment, Research Methodology and Personality Development
12	Muraleedharan A Associate Fellow –IMG Thiruvananthapuram Service rules
13	Shri. P. V .Chandrabos Associate Fellow -IMG Kochi Mob: 9497366502, email:facultyimgpvc@gmail.com Areas of Interest: RTI & RTS, Disciplinary Proceedings, File management, Office communication, Official Language and Legal Topics
14	Dr.Jacob Varghese, Associate Fellow -IMG Kochi Mob: 9447654073, email: facultydrjv@gmail.com Areas of Interest: General Management
15	Smt.AmbiliAnand Associate Fellow -IMG Kozhikode Mob: 9847409896, email:ambilianand72@gmail.com Areas of Interest: Soft skills
16	Smt Sajitha Associate Fellow -IMG Kochi Legal Topics
17	Shri. V. Sreekumar Senior Programmer - IMG Thiruvananthapuram Mob: 949702558, email:sreekrv@gmail.com Areas of Interest: IT and e-Governance
	Regional Directors
1.	Smt T.S. Jayasree Regional Director -IMG Kochi
2.	Shri.G.Ram Prakash Regional Director -IMG Kozhikode Mob: 9495746573, email:facultyimgdmm@gmail.com

	Areas of Interest: Administrative Reforms, Soft Skills, Personality Development
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Officers

1	Shri. C. Krishnan Nair Section Officer- Admin Dn. Mob: 9446041912 Tel:0470 -2304229 (Extn: 806) email:imgsoadmin@gmail.com
2	Smt.K. Jayasree Section Officer, Finance Mob: 9495688703 Tel: 0471-2304229 (Ext: 807)
3	Smt Vijaya Devi Section officer, programme
4	Shri. V. Udayakumar Security Officer Mob: 9496196615 Tel:0470 -2304229 (Extn: 866) email:udayavasudev@gmail.com

Annexure IX

Sanctioned staff and Faculty strength of IMG and selection Procedure

DETAILS OF SANCTIONED, EFFECTIVE STRENGTH AND VACANCY POSITION OF ADMINISTRATIVE STAFF OF IMG AS ON 30/6/2017													
Name of post	No. of sanctioned post				Effective Strength				Vacant				
	Tvpm	Kochi	KKD	Total	Tvpm	Kochi	KKD	Total	Tvpm	Kochi	KKD	Total	Remarks
Director	1			1	1			1					
Secretary	1			1	1 (on dpn)			1					
Assistant Director	1			1	1 (on dpn)			1					
Accounts Officer	1			1	1 (on dpn)			1					
Security Officer	1			1	1 (on dpn)			1					
Assistant Engineer	1			1					1			1	
Work Superintendent	1			1					1			1	
Programmer	-	1	1	2						1	1	2	
Programming Assistant	1			1	1			1					
Senior Programmer	1			1	1			1					

Section Officer	3	1	1	5	3	1	1	5					
Assistant	12	3	3	18	9	2	1	12	3	1	2	6	
Confidential Assistant	14	2	1	17	10	2		12	4	-	1	5	
Typists	4	1	1	6	3			3	1	1	1	3	
PRO	1			1		-	-	-	1			1	
Caretaker (Campus manager/hostel Manager /Caretaker)	2	1	1	4	2	1	1	4					
Binder	2			2					2			2	
AVEO_Cum-Electrician	1	1	1	3	1	-	1	2	-	1	-	1	
Librarian	1			1		-	-		1			1	
Librarian Gr.II, Gr.III Gr.IV	2	1	1	4	1		1	2	1	1	-	2	
Reprographic Operator	1			1		-	-		1	-	-	1	
Reception Officer	1			1	1	-		1		-	-	-	
Roneo Operator	2	1	1	4	-	-		-	2	1	1	4	
Clerical Assistant	1	-	1	2	1	-		1	-	-	1	1	

Peon	13	5	3	21	1	2		3	12	3	3	18	
Driver	5	1	2	8	2	-	1	3	3	1	1	5	
Cleaner	1			1					1	-	-	1	
Watchman	9	3	3	15	6	-	-	6	3	3	3	9	
Gardener	6	3	2	11	3	2	1	6	3	1	1	5	
Sweeper	4	3	3	10	2	1	1	4	2	2	2	6	
Room boy	2	-	-	2	-	-		-	2	-	-	2	
Sanitary Worker	2	1	-	3	-	-	-	-	2	1	-	3	
Total	98	28	25	151	52	11	8	71	46	17	17	80	

Sanctioned post of Faculty in 1MG

S1.No	Category	Sanctioned strength	Effective Strength	Vacant
1	Professor	4	3	1
2	Associate Professor	6	1	5
3	Assistant Professor	22	2	20
	Total	32	6	26

Selection Procedure

INSTITUTE OF MANAGEMENT IN GOVERNMENT

Barton Hill,
Trivandrum - 37.

PROCEEDINGS

IMG - Administrative Staff - Promotion Policy -
Orders issued

No. 122/87/IMG

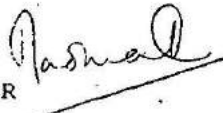
14 August 1987

The question of evolving a promotion policy for the administrative staff of IMG has been under consideration for some time past. The matter has been considered in detail with particular reference to the organisational set up of IMG, avenues of promotion, similar benefits available elsewhere.

Suggestions were also invited from the employees and those received were duly taken into account.

The rules prescribing qualifications, method of appointment and promotion etc., thus finalised are attached. These rules shall come into force from 1st August 1987.

Authority: Decision of the Executive
committee dated 28-7-1987.


DIRECTOR

The Asst. Director (Admn.)
The Asst. Director, IMG Regional Centre,
Cochin/Calicut.
The Accounts Officer.
Admn. Division/Finance Division
Library/Notice Board

R U L E S

1. These Rules shall be called IMG (Recruitment & Promotion) Rules.
2. These Rules shall come into effect from such date as may be specified in this behalf.
3. a) These rules shall apply to the different posts in IMG classified in Appendix A.
b) The posts in each category shall consist of three grades viz. second grade, first grade and Senior Grade.
c) A person shall initially be recruited to Grade II of a post. On completion of four years' service he/she shall be entitled to I Grade and on completion of 8 years of service in Grade I, he/she shall be entitled to Senior Grade.

Provided that he/she shall be eligible for higher grade only if he/she has satisfactorily completed his/her probation in the lower grade and on his/her possessing the qualifications prescribed for the post in these rules. Provided further that for the purpose of grade promotion, the general qualifications shall not apply to a person who was already holding a post on a regular basis on the date of coming into force of these rules. The period of probation shall be one year on duty within a continuous period of two years.

Note: 'Service' for the purpose of the above rule shall include only the period spent on duty, deputation to other organisations treated as duty and the period spent on leave with full salary.

4. Notwithstanding anything contained in these rules, recruitment by Public advertisement, shall be resorted to only if suitable and sufficient candidates are not advised by the Employment Exchange twice consecutively.
5. The qualifications, methods of appointment, etc. to the various posts shall be as shown in Appendix A to these rules.
6. Notwithstanding anything contained in these Rules, any post can be filled up by deputation of suitable persons from Government or any autonomous body, for any specified period as the Director deems fit.
7. Age for direct recruitment

The minimum age for recruitment shall be 18 years and the maximum age shall be 35 years, with relaxation of 3 years in the upper age limit to candidates belonging to OBC and 5 years to candidates belonging to Scheduled Castes and Scheduled Tribes. Age for this purpose shall be calculated as on 1st July of the year in which applications are invited or vacancies are notified.

8. Where an approved rank list for recruitment to any category of posts exists on the date of coming into force of these rules, the provisions contemplated in these rules relating to appointment to that category shall be applied only after appointments are made from that list during the period of validity of that list.
9. The posts included in Appendix A of these rules shall have the scales of pay shown in Appendix B.
10. Interchangeability will be allowed only within category III to posts borne on the same scale of pay, that too when a selective list for appointment to a post is not available, and when the persons possess the qualifications prescribed for the posts. Provided that a person will not be allowed to count his past service for purpose of qualifying service for higher grade in the new post to which he is recruited.
11. Assistants Grade II will be given two years' time to pass the prescribed tests for promotion to Grade I and they will be given provisional promotion during the period, if otherwise eligible. But they will not be given their further increments unless they pass the tests.

1	2	3	4
3) Binder Grade II	Direct recruitment	1) S.S.L.C.	
		2) Book binding (Lower) KGTE/MGTE	
Grade I	Promotion from Grade II		---
Senior Grade	Promotion from Grade I		---
4) Audio-visual Equipment Operator cum Electrician	Direct Recruitment	1) S.S.L.C.	
		2) (a) National Trade certificate of Electrician or any equivalent qln.	
		(b) 3 years experier in operating fil projectors and other audio- visual aids.	
Grade I	Promotion from Grade II		---
Senior Grade	Promotion from Grade I		---
5) Roneo Operator Grade II	Direct Recruitment	1) Pass in standard VII or III form	
		2) Experience in operating Roneo machine	
Grade I	Promotion from Grade II		---
Senior Grade	Promotion from Grade I		---
6) Library Assistant Grade II	Direct Recruitment	1) S.S.L.C.	
		2) Certificate course in Library Science	
		3) Experience for 2 years	
Grade I	Promotion from Grade II		---
Senior Grade	Promotion from Grade I		---

	2	3	4
7) Clerical Assistant Grade II	Direct Recruitment	1) S.S.L.C. 2) Three years of experience in any reputed organisation.	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	
8) Driver Grade II	Direct Recruitment for Light duty vehicle	1) A pass in standard VII or III form 2) Driving licence (light) 3) Experience for a minimum period of 3 years.	
	for Heavy duty vehicle	1) A pass in standard VII or III form 2) Heavy duty licence 3) Experience for a minimum period of 3 years after taking heavy licence.	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	
9) Gardener Grade II	Direct Recruitment	1) Literacy 2) Experience in a well established nursery Govt. or quasi Govt. for a minimum period of years.	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	

APPENDIX B

Category	Name of post	Scale of pay
I	1) Assistant Grade II	Rs. 675-20-975-25-1125*
	Grade I	Rs. 780-20-880-25-1080-30-1320
	Senior Grade	Rs. 975-25-1100-30-1400-40-1720
	2) Confidential Assistant	
	Grade II	Rs. 675-25-1100-30-1340*
	Grade I	Rs. 850-25-1100-30-1400-40-1600
	Senior Grade	Rs. 1050-30-1200-40-2000
	3) Steno Typist	
	Grade II	Rs. 675-20-975-25-1125*
	Grade I	Rs. 780-20-880-25-1080-30-1320
	Senior Grade	Rs. 975-25-1100-30-1400-40-1720
	4) Typist Grade II	Rs. 675-20-975-25-1125
	Grade I	Rs. 780-20-880-25-1080-30-1320
	Senior Grade	Rs. 975-25-1100-30-1400-40-1720
	5) Librarian	
	Grade II	Rs. 950-25-1100-30-1400-40-1640
	Grade I	Rs. 1050-30-1200-40-2000
	Senior Grade	Rs. 1250-50-1600-60-1900-75-2500
II	1) PABX Operator	
	Grade II	Rs. 675-20-975-25-1125
	Grade I	Rs. 780-20-880-25-1080-30-1320
	Senior Grade	Rs. 975-25-1100-30-1400-40-1720
	2) Caretaker	
	Grade II	Rs. 640-15-820-20-1000
	Grade I	Rs. 740-20-920-25-1245
	Senior Grade	Rs. 825-25-1100-30-1430
	3) Binder	
	Grade II	Rs. 600-10-650-15-830-20-950
	Grade I	Rs. 675-20-975-25-1125
	Senior Grade	Rs. 780-20-880-25-1080-30-1320
	4) Audio Visual Equipment Operator cum Electrician	
	Grade II	Rs. 600-10-650-15-830-20-950
	Grade I	Rs. 675-20-975-25-1125
	Senior Grade	Rs. 780-20-880-25-1080-30-1320

1) Grade II and Steno-typists Grade II will start
 at Rs. 775/-, while C.A.'s Grade II will start at Rs. 775/-
 2) Those who are holding the posts of Confidential Assistants Grade II
 and Steno-Typists Grade II on the date of coming into force of

1	2	3
5) Roneo Operator		
Grade II		Rs. 600-10-650-15-830-20-950
Grade I		Rs. 675-20-975-25-1125
Senior Grade		Rs. 780-20-880-25-1080-30-1320
6) Library Assistant		640-15-820-20-1000
Grade II		Rs. 600-10-650-15-830-20-950
Grade I		Rs. 675-20-975-25-1125
Senior Grade		Rs. 780-20-880-25-1080-30-1320
7) Clerical Assistant		740-1245
Grade II		Rs. 600-10-650-15-830-20-950
Grade I		Rs. 675-20-975-25-1125
Senior Grade		Rs. 780-20-880-25-1080-30-1320
8) Driver Grade II		Rs. 600-10-650-15-830-20-950
Grade I		Rs. 675-20-975-25-1125
Senior Grade		Rs. 780-20-880-25-1080-30-1320

III 1) Gardener		
Grade II		Rs. 575-10-645-15-900
Grade I		Rs. 640-15-820-20-1000
Senior Grade		Rs. 740-20-920-25-1245
2) Peon-cum-Roomboy*		
Grade II		Rs. 550-10-650-15-800
Grade I		Rs. 575-10-645-15-900
Senior Grade		Rs. 640-15-820-20-1000
3) Cleaner Grade II		Rs. 575-10-645-15-900
Grade I		Rs. 640-15-820-20-1000
Senior Grade		Rs. 740-20-920-25-1245
4) Sweeper Grade II		Rs. 550-10-650-15-800
Grade I		Rs. 575-10-645-15-900
Senior Grade		Rs. 640-15-820-20-1000
5) Scavenger Grade II		Rs. 550-10-650-15-800
Grade I		Rs. 575-10-645-15-900
Senior Grade		Rs. 640-15-820-20-1000
6) Watchman Grade II		Rs. 550-10-650-15-800
Grade I		Rs. 575-10-645-15-900
Senior Grade		Rs. 640-15-820-20-1000

* The existing Room boys will continue to enjoy the existing scale of pay drawn by them at present.

APPENDIX A

Category 1	Name of the post 2	Method of appointment 3	Qualifications 4
I	1) Assistant Grade II	Direct Recruitment <i>Recruitment by category change in the ratio 1:1</i>	Graduation in Arts, Science or Commerce from any recognised University or equivalent qualification.
	Assistant Grade I	Promotion from Grade II	Pass in the test on Office procedure and Service Rules conducted by IMG.
	Assistant-Senior Grade	Promotion from Grade I	---
	2) Confidential Assistant Grade II	Direct Recruitment	1) Graduation in Arts Science or commerce from any recognise University or equivalent qualification. 2) Typewriting English Higher & Malayalam Lower (KGTE, MGTE or equivalent qln.) 3) Shorthand English Higher (KGTE, MGTE or equivalent qln.)
	Grade I	Promotion from Grade II	--
	Senior Grade	Promotion from Grade I	--
	3) Steno-typist Grade II	Direct Recruitment	1) Graduation in Arts Science or commerce from any recognise University or equivalent qualification. 2) Typewriting English Higher & Malayalam Lower (KGTE, MGTE or equivalent qln.) 3) Shorthand English Lower (KGTE, MGTE or equivalent qln.)
	Grade I	Promotion from Grade II	---
	Senior Grade	Promotion from Grade I	---

1	2	3	4
4) Typist Grade II	Direct Recruitment	1) S.S.L.C. 2) Typewriting English Higher & Malayala Lower (KGTE, MGTE equivalent)	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	
5) Librarian Grade II	Direct Recruitment	1) S.S.L.C. 2) Pass in certificate course in Library Science 3) Experience for a minimum period of 5 years in a Library	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	
1) PABX Operator Grade II	Direct Recruitment	1) S.S.L.C. 2) Proficiency certificate in Telephone Operation from a recognised Institution. 3) Experience for one year in operating PABX in any reputed organisation.	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	
2) Caretaker Grade II	Direct Recruitment	1) S.S.L.C. 2) 2 years experience as Manager/Caretaker in a hostel 3) Fluency in English, Hindi & Malayalam.	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	

apstt.
as per

up N.
MG dt 9/88

1	2	3	4
2) Peon-cum-Roomboy Grade II	Direct Recruitment	1) Pass in Standard VII 2) Knowledge in cycling	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	
3) Cleaner Grade II	Direct Recruitment	1) Literacy	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	
4) Sweeper Grade II	Direct Recruitment	1) Literacy	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	
5) Scavenger Grade II	Direct Recruitment	1) Literacy	
Grade I	Promotion from Grade II	---	
Senior Grade	Promotion from Grade I	---	

⑥ watchman

INSTITUTE OF MANAGEMENT IN GOVERNMENT

Vikas Bhavan P.O.,
Thiruvananthapuram - 33

PROCEEDINGS

**IMS (Recruitment and Promotion) Rules Amendments
Issued.**

No.63/91/IMS

1 April 1991

**Read: 1. Proceedings No.132/87/IMS dated, 14.8.1987.
2. Proceedings No.192/88/IMS dated, 19.11.1987.**

**The following Amendments are made to the IMS
(Recruitment and Promotion) rules issued in the
proceedings first cited.**

**The following Note shall be introduced below
Rule 10 of the above rules.**

**Note: Appointment by category change and by direct
recruitment to the post of Assistant Grade II
in IMS will be made in the ratio of 1:1.**

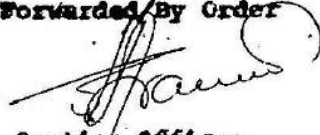
**(Authority: Executive Committee decision
dated, 10.1.1991)**

**84/-
DIRECTOR**

To

**The Assistant Director (Admn)
The Assistant Director, IMS RC Kozhikode
The Associate Professor in charge of Admn.,
IMS Regional Centre, Kochi
The Accounts Officer
Finance Division
Library/Notice Boards
Proceedings file**

Forwarded By Order


Section Officer

INSTITUTE OF MANAGEMENT IN GOVERNMENT

Barton Hill,
Trivandrum - 37

PROCEEDINGS

IMG (Recruitment and Promotion) Rules -
Amendments - issued

No. 25/88/IMG

19 February 1988

Read: Proceedings No. 122/87/IMG dated 14-8-1987.

The following amendments are made to the IMG (Recruitment and Promotion) Rules issued in the proceedings cited.

1. After Rule 1, the following shall be added as Rule 12 namely:

12. If more than one qualified and suitable hands are available for promotion to any post, the person having longer service will be given preference.

2. In appendix A, after Sl. No. 5 in Category III, the following Sl. No. and entries against it shall be added in column 2, 3 and 4 respectively:

6) Watchman, Gr. II	Direct Recruitment	Literacy
Gr. I	Promotion from Grade II	
Senior Grade	Promotion from Grade I	

Note: Preference will be given to Ex-servicemen & Ghorkhas

3. For the entries in column 3 relating to the method of appointment for Grade II of all the posts coming under category II, the following shall be substituted, namely

- (i) By promotion from any post under Category III
- (ii) In the absence of qualified hands for promotion, by direct recruitment.

Sd/-
Director

To

The Asst. Director (Admn.)
The Asst. Director, IMG Regional Centre, Cochin/Calicut.
The Accounts Officer.
Finance Division.
Library, Notice Board.
Proceedings file.

Forwarded/By order

[Signature]

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INSTITUTE OF MANAGEMENT IN GOVERNMENT
THIRUVANANTHAPURAM

PROCEEDINGS

IMG – Estt – Faculty Recruitment and Promotion Rules – Amended – Orders
issued-

ADMINISTRATION DIVISION

No.369/A3/2015/IMG

6th August 2015

- Read: 1. G.O(P)58/2010/H.Edn dated 27.3.2010,
2. G.O(MS)No.13/2011/P&ARD dated 17.5.2011
3. G.O(MS)No.35/2011/P&ARD dated 29.11.2011
4. Proceedings No.493/2011/IMG dated 23.12.2011
5. Decision of the meeting of the 121st Executive Committee held
on 27.12.2012
6. Proceedings No.472/A3/2013/IMG dated 29.10.2013
7. Decision of the 124th, 126th & 127th meeting of the Executive
Committees held on 8.7.2014, 9.12.2014 & 3.3.2015

ORDER

As per G.O(P)58/2010/H.Edn dated 27.3.2010, the 6th UGC Scheme has been adopted and implemented by Government of Kerala for the teachers in Colleges and Universities. The Scheme also been extended to the faculty IMG as per G.O(Ms)No.13/2011/P&ARD dated 17.5.2011, subject to certain specific conditions. Even though specific and elaborate schemes are envisaged for career advancement in UGC Scheme no specific orders were issued by Government for Career Advancement for IMG Faculty Members. This necessitated modification or amendment in the existing Rules for the Recruitment and Promotion Rules to IMG Faculty.

The 121st Executive Committee constituted a three member committee to examine the existing faculty promotion rules and UGC norms and to submit recommendations for further action in the matter.

The 126th meeting of the EC approved the new IMG Faculty Recruitment and Promotion Policy and the DG was authorized to finalize the proposal based on the observations. Accordingly the proposal was placed in the 127th meeting of the E.C which confirmed the Academic Performance Indicator and revised the Faculty Recruitment & Promotion Rules.

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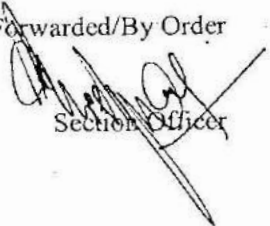
In the circumstances, IMG Faculty Recruitment and Promotion Rules is appended as revised.

Sd/-
PK MOHANTY IAS,
DIRECTOR GENERAL

To

All Faculty Members
Deputy Director/Accounts Officer/Finance Division A & B
Planning & Programme Division/Computer Division
Regional Director IMG, RC, Kochi/Kozhikode
CA to Director General/CA to Secretary

Forwarded/By Order


Section Officer

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IMG FACULTY RECRUITMENT AND PROMOTION RULES

1. The rules may be called The IMG Faculty (Recruitment and Promotion) Rules

2. Constitution

The faculty shall consist of the following positions:

- a. Professor
- b. Associate Professor
- c. Assistant Professor

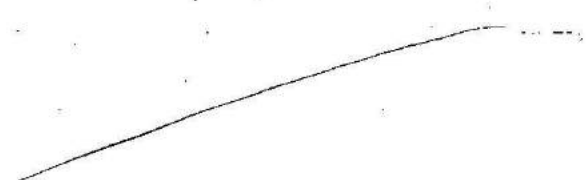
3. Method of Recruitment

i. Recruitment to all positions of the faculty shall normally be made on the basis of merit through all India advertisement.

ii. The Selection of candidate shall be done by a Committee constituted by the Executive Committee. The selection committee consists of the Director and two members of the Executive Committee and at least two subject experts of whom one shall be from a reputed Institution outside the state.

iii. Faculty members in the service of the Institute shall be eligible to apply for any post of faculty advertised for recruitment and they will be eligible for relaxation in the prescribed age limit provided that if selected, such faculty members would have at least two years of service in the new post.

iv. In exceptionally deserving cases, where the Selection Committee feels that the age limit and or/experience prescribed be below may be relaxed in order to get suitable candidates. The Executive Committee will be empowered to give such relaxations.



		for Ph.D as mentioned in (iii) above (G.O(Ms)No.597/2013/H.Edn dated 3.9.2013 Age limit: Should not have completed 35 years of age on the date of notification for recruitment. Relaxation in age limit for 5 years for persons belong to SCs/STs and 3 years of OBCs.
2	Associate Professor	i. Good academic record with a Ph.D degree in the concerned/relevant disciplines ii. 55% of the marks, or equivalent grade where grading system is followed at the Master's Degree level. iii. A minimum of five years of experience of teaching and/ or research in an academic/research position equivalent to that of Assistant Professor in a University /College or Accredited Research Institution/Industry excluding the period of Ph.D research with evidence of published work and a minimum of 5 publications as books and/or research/policy papers in indexed/ISBN/ISSN numbered books/journals and Universal developed – ISBN/ISSN list of journals hosted in the website of the concerned University iv. Contribution to educational innovation, design of new curricula and courses, and technology – mediated teaching learning process with evidence of having guided doctoral candidates and research students.

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		(iii) Contribution to education innovation, design of new curricula and courses, and technology-mediated teaching learning process. (iv) A minimum score as stipulated in the Academic Performance Indicator (API) bases on Performance Based Appraisal System (PBAS) approved by the Executive Committee of IMG. OR (b) An outstanding professional with established reputation in the relevant field who has made significant contribution to knowledge. Age limit: Should not have completed 50 years of age on the date of notification for recruitment. This is not applicable for career advancement of existing faculty members. Relaxation in age limit for 5 years for persons belonging to SC/STs and 3 years for OBCs.
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5. Career Advancement for Faculty Members

- (i) The minimum period for considering for promotion to the next cadre will be as per the norms, fixed by UGC time to time.

Sl.No.	Designation	Category to be promoted and norms for promotion to next stage
1	Assistant Professor – Entry Post (15600-39000) with AGP 6000	<u>Assistant Professor with AGP 7000</u> 4 years, if Ph.D holder; 5 years, if M.Phil degree or post graduate degree in professional courses approved by the relevant statutory body;

5	Professor with AGP 10000	Professor with AGP 12,000 1. An incumbent completed 10 years of service in Professor Post 2. Publication in peer reviewed/referred Research Journals (Min.10 Nos) 3. Post-doctoral work of a high standard 4. Sufficient API score 5. 10% of the total number of Professors with AGP Rs.10000 may be considered for the post of Professor with AGP of Rs.12,000. If the number is not an integer, it may be rounded off to the next higher integer.
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- (ii). Promotion to the next cadre will be based on an evaluation process done by a Sub Committee with the profile of members in the sub-committee decided by the Executive Committee in consultation with the DG and keeping in consideration of the requirements of the position to which promotion is due. Subject experts may be included in the sub committee if required.

An academic Performance Indicator (API) is suggested (annexure) for evaluation of the Performance of Faculty members which will divide the activities to three areas ie

- (a) Training
- (b) Research
- (c) Organization Development

Faculty promotion in IMG will be based on sufficient numbers of verifiable norms proposed as per Annexure - I - API

After scoring the required API, faculty members shall submit their application when the promotion is due. If any faculty member has become

Academic Performance Indicator (API for Faculty Promotion / Evaluation)

Category C - Contribution to Organization Development

In the following activities relating to Organisational Development, every Faculty Member is to achieve atleast 250 points in this category which is equivalent to achieving 25% of the total API.

Sl.No	Description	Points	Unit	Total Points
1	OSP programmes conducted	20	Per Course of 3 day duration + 5 points for each additional day	
2	Consultancy assignments undertaken	10	Day	
3	Chairmanship in Committees (Programme Committee, Planning & development Committee)	20/month	month	
4	Convenership in Committees (Programme Committee, Planning & development Committee)	25/month	month	
5	Membership in internal Committees	10/month	month	
6	Certificates / Awards conferred	25	Certificate /Award	
7	Additional courses passed	10	Course	
8	Radio talk	25	Talk	
9	TV Programme	25	Programme	
10	Representing IMG in Meeting outside state with DARPG/DoPT	50	Meeting	
11	Secretary to Govt. constituted Jury - scrutiny of awards and related works.	200	Award	
12	Membership in committees constituted by Govt. like ECs etc.	50	Per year /Committee	
13	Membership in professional organizations	10	Membership	
14	Preparation of Project report/proposal	50	Proposal	
15	Preparation of guidelines	50	Guideline	
16	Preparation of reports	100	report	
17	Panelist in interview	25	Interview	

Sanctioned post of Faculty in IMG

Sl.No	Category	Sanctioned strength	Effective Strength	Vacant
1	Professor	4	3	1
2	Associate Professor	6	1	5
3	Assistant Professor	22	2	20
	Total	32	6	26

9. Power to interpret Rules

In all decisions pertaining to faculty recruitment and career advancement, the decision of the Executive Committee shall be final. The EC may consult Government if it finds it necessary.

If any doubt arises in regard to the interpretation or application of any of the provisions of these rules, the matter shall be referred to the Executive Committee where decision thereon shall be final.

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The work of the permanent faculty-members in IMG spans three broad areas-Training related , Research (academic & policy) & Consultancy related and Organizational Development activity . Due to the acute shortage of trained and informed faculty at IMG and due to the compulsion to organize training activity in compliance with STP and other GoI programs, the faculty members do place more onus on training than on research , and Organizational Development activities.

Based on the present work allocation, the weightage on Training, Research and Organizational Development is 50: 25: 25 and the faculty could be evaluated on this basis. However considering the institutional priorities and requirements , the Institute ought to provide and strengthen faculty to enable them undertake the activities with a revised focus viz., stress/time allocation on training to research to OD would be 40: 35: 25 by 2018-19 and this could be reflected in faculty evaluation in the subsequent years. Faculty need to achieve a minimum of 2000 points across all three components and should have scored at least 60 per cent in the three components. The APIs are spread over three categories viz. Training, Research & consultancy and Contribution to Organisational Development.

Every faculty member has to acquire an overall minimum of 2000 points across all three components and should have successfully scored a minimum of 60% cited in at least two of the three components. In circumstances where any faculty member is not able to secure minimum points for one particular year due to unforeseen reasons, excess points secured by him/her during succeeding or preceeding years may be carried over to the year in question.

