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HARYANA INSTITUTE OF PUBLIC ADMINISTRATION, GURGAON
(Society registered under the Societies Registration Act XXI of 1860)
HIPA Faculty Service Bye-laws, 2003

Preamble

In exercise of the powers conferred by Clause VIII & X(ii)(b) in the Memorandum of association & Rules, 1983 of the Haryana Institute of Public Administration and all other powers enabling it in this behalf, the Executive Council with the confirmation of the General Body of the Institute hereby adopt the following Bye-laws regulating the recruitment and conditions of service of the Faculty-members appointed and to be appointed to various posts in the service of the Institute.

PART I – GENERAL

I. SHORT TITLE COMMENCEMENT AND APPLICATION

- i. These Bye-laws may be called the Haryana Institute of Public Administration Faculty Service Bye-laws, 2003.
- ii. They shall come into force w.e.f. 15.7.2003.
- iii. The Faculty Service Bye-laws shall apply to all posts of Faculty members given in Schedule A (I) to these Bye-laws and any additional posts duly created by the Executive Council.
- iv. Notwithstanding any thing contained in clause (ii), the Executive Council may, by agreement with any Faculty-member make such special provisions regarding her/his conditions of service as it considers necessary and thereupon these Bye-laws shall not apply to such Faculty-member to the extent to which the said terms and condition of service are inconsistent therewith.

2. Definitions

In these rules, unless the context otherwise requires:

- 1) “Act” means the Societies Registration Act of 1860.
- 2) “Appointing Authority” means the authority empowered to make appointments to any faculty-post.
- 3) “Council” means the Executive Council of the Haryana Institute of Public Administration.

4) “Chairman” means the Chairman of the Executive Council of the Haryana Institute of Public Administration.

5) “Retirement” means every Faculty-member shall ordinarily retire from the Service on the afternoon of the last day of the month in which she/he attains the age of 58 years.

Provided that a Faculty-member whose date of birth is the first of a month shall retire from service on the afternoon of the last day of the preceding month on attaining the age of 58 years.

Provided that a Faculty-member being declared medically unfit for service by a medical board designated by the Appointing Authority shall retire from the Service from the last date of the month in which the said Authority passes an order in this regard.

Provided that a Faculty-member whom the Review Committee considers to be a fit case for being pre-maturely retired at the age of 50 or 55 shall retire from the Service on the last date of the month in which the Appointing Authority passes an order in the said regard.

6) “Institute” means the Haryana Institute of Public Administration.

7) “Direct Recruitment” means an appointment made directly by calling for candidates for a post through advertisement and making a selection by examination and/or interview excluding deputation or absorption by transfer.

8) “Director” means the Director or Director-General of the Haryana Institute of Public Administration.

9) “Termination” means ceasing to serve as a Faculty-member under the conditions of the Faculty Service Bye-laws or a contract entered-into between the Appointing Authority – and a Faculty-member otherwise than on dismissal or retirement.

10) “Dismissal” connotes removal of a Faculty-member for misconduct as a result of an enquiry duly instituted against her/him.

11) “Duty Period” means the period of service rendered by a Faculty-member which counts for pay, leave and other service benefits.

12) “Faculty-member” means a member of a faculty group of the Institute.

13) “Course Director” means a Faculty-member who is in-charge of dissemination of training for a specific course.

- 14) “Faculty Training Coordinator” means a Faculty-member chosen for coordinating training activities besides herself/himself undertaking training and research activities.
- 15) “Senior Administrative Officers” refers to the posts of Executive Director, Under-Secretary, Chief/Senior Accounts Officers, Principal of the Divisional Training Centre at Panchkula, Principal of the Secretarial Management School at Gurgaon, Principal of Divisional Training Center (Hissar), Additional Excise & Taxation Commissioner (of the Excise & Taxation School) and Excise & Taxation Officer filled from the administrative services; the incumbents whereof undertake training activities alongwith with administrative duties and any other such posts of trainers which may be created by the Executive Council, from time to time, for training-cum-administration by selection from the administrative services of the Haryana State.
- 16) “Foreign Service” means service for which an employee receives, with the approval of the Appointing Authority, her/his pay and/or allowances from any source other than the funds of the Institute.
- 17) “Government” means the Government of Haryana in the Training Department.
- 18) “honorarium” means a temporary or occasional payment granted to a Faculty-member as remuneration for special work of a temporary or occasional charter.
- 19) “Post” means a post sanctioned by the Executive Council from time to time.
- 20) “Special Posts” are posts funded by an external agency (e.g. Government of India or any other organization involved-in or supporting academic, training or research activities) for a specified period created by an agreement between the Appointing Authority and a given agency duly approved by the Executive Council.
- 21) “Faculty Group” refers to one or more posts belonging to a broad group of related specializations in different spheres of administration as contained in Schedule C.
- 22) “Promotion” means elevation of a Faculty-member of the Institute from the basic scale of an Assistant Professor to the senior-scale and from the senior-scale to the selection grade.
- 23) “Probationer” means a Faculty-member appointed against a regular vacancy and placed on probation for a specific period as provided under these Faculty Service Bye-laws.
- 24) “Recognized Institute” means any school or Institution recognized by the Haryana Government.

- 25) “Recognised University” means:
- a) Any University incorporated by Law in India, or
 - b) Any other University which is declared by Government to be a recognized University for the purpose of these Faculty Service Bye-laws.
- 26) “Selection Committee” means the Committee constituted under these Bye-laws for making selection for appointment to a post of the Institute.
- 27) “Review Committee” means the Committee constituted under these Bye-laws for reviewing cases of Faculty-members relating to pre-mature retirement at the age of 50 or 55 and taking appropriate decisions with regard thereto.
- 28) “Screening Committee” means the Committee constituted under these rules for making promotions from the basic scale of an Assistant Professor to the senior-scale and from the senior-scale to the selection-grade.
- 29) “Schedule” means a schedule to these Bye-laws.
- 30) “Appendix” means an appendix to these Bye-laws provided for purposes of illustration.
- 31) “Service” means the Faculty Service of the Haryana Institute of Public Administration.
- 32) Deputation in relation to appointment means being appointed to a post at the Haryana Institute of Public Administration by deputation from any Department of the State Government or any Statutory Board, Government Undertaking or other Agency wholly or partially controlled by it; or from any Department of the Central Government or any Statutory Board, Government Undertaking or other Agency wholly or partially controlled by the Government of India; or from any recognized University or recognized Institute.
- 33) “Transfer” in relation to appointment means absorption of a person already on deputation to the Haryana Institute of Public Administration after the Selection Committee deems the said person to be fit for absorption in writing.
- 34) “Annual Confidential Report” refers to a documentary form in which a Faculty-member makes the self-appraisal of her/his official work and allied work like publications for a given academic year (1st April of a given year to 31st March of the succeeding year) and officers meant to comment on her/his performance append their evaluatory remarks for the purpose of assessing her/his annual performance.

PART II – RECRUITMENT & CONDITIONS OF SERVICE

3. The Service shall comprise of the posts shown in Schedule A(I) to these Bye-laws:

Provided that nothing in these Bye-laws shall effect the inherent right of the Executive Council to make additions to or reduction in the number of such posts or to create any new post with different designations and scales of pay, either permanently or temporarily or to approve the creation of “Special Posts” funded by an external agency (e.g. Government of India or any other organization involved-in or supporting academic, training or research activities) for a specified period to be brought-about by an agreement between the Appointing Authority and a given agency. Such posts are shown in Schedule A(II).

4. Nationality, Domicile and Character of Candidates appointed to the Service:

(1) No person shall be appointed to any post in the service, unless she/he is:

- a) A citizen of India, or
- b) A subject of Nepal, or
- c) A subject of Bhutan, or
- d) A Tibetan refugee who came over to India before the 1st January, 1962, with the intention of permanently settling in India, or
- e) A person of Indian origin who has migrated from Pakistan, Burma, Sri Lanka, East African Countries of Kenya, Uganda, Zanzibar, Zambia, Malawi, Zaire and Ethiopia with the intention of permanently settling in India.

Provided that a person belonging to any of the categories (b), (c), (d) and (e) shall be a person in whose favour a certificate of eligibility has been issued by the Government.

(2) A person in whose case a certificate of eligibility is necessary may be admitted to an examination or interview conducted by the Selection Committee but the offer of appointment shall be given only after the necessary eligibility certificate has been issued to her/him by the Government.

(3) No person shall be appointed to any post in the Service by direct recruitment unless she/he produces certificate of character from the Principal academic

officer of the University, College, School or Institute last attended and similar certificate from two other responsible persons not being her/his relatives who are well acquainted with her/him in her/his private life and are un-connected with the University, College, School or Institute last attended.

5. Age:

No person shall be appointed to any post in the service by direct recruitment who is less than 21 years or more than 40 years for the post of Assistant Professor, 45 years for the post of Associate Professor and 50 years for the post of Professor on or before the 15th day of the month preceding the last date of submission of application to HIPA with the proviso that SC/ST/BC & OBC candidates can get a relaxation of 5 years.

6. Appointing Authority:

Appointment to the post in the Service shall be made by the Director of the Haryana Institute of Public Administration.

7. Qualifications:

No person shall be appointed to any post in the Service unless she/he is in possession of qualifications and experienced specified in column V and VI of Schedule "B".

8. Disqualification:

No person

- a. Who has entered into or contracted a marriage with a person having a spouse living, or
- b. Who, having a spouse living, has entered into or contracted a marriage with any person shall be eligible for appointment to any post in the service; provided that the Government may if satisfied that such marriage is permissible under the personal law applicable to such person and the other party to the marriage and there are other grounds for so doing exempt any person from the operation of this rule.

9. Method of Recruitment:

Recruitment to the service shall be made:-

- i. As a general norm by direct recruitment; or
- ii. In exceptional cases, to be determined in writing by the Selection Committee, by deputation of an officer already in the service of the State Government or any Statutory Board, Government Undertaking, or other Agency largely funded by it; of an officer already in the service of the Central Government or any Statutory Board, Government Undertaking or other Agency largely funded by it; as well as of a Faculty-member already in the service of any recognized University or recognized Institute; or
- iii. In exceptional cases, to be determined in writing by the Selection Committee, by transfer involving absorption of a Faculty-member already on deputation with the Haryana Institute of Public Administration.

10. Re-employment:

In exceptional circumstances, a person of outstanding merit, to be determined in writing by the Selection Committee, can be appointed to the Service of the Institute by re-employment after super annuation from the services of the Central or State Government, a recognized University or a recognized Institute.

11. Probation:

1. Person appointed to any post in the Service shall remain on probation for a period of 2 years; provided that:
 - a. A person appointed to the service in the Institute by transfer will also have a period of probation of 2 years.
2. If, in the opinion of the appointing authority the work or conduct of a person during the period of probation is not satisfactory, it may dispense with her/his service.
3. On the completion of the period of probation of a person, the appointing authority may:-
 - a. If her/his work and conduct has, in its opinion, been satisfactory:-
 1. Confirm such person from the date of her/his appointment, if appointed against a permanent vacancy; or

2. Confirm such person from the date from which a permanent vacancy occurs, if appointed against a temporary vacancy; or
 3. Declare that she/he has completed her/his probation satisfactorily, if there is no permanent vacancy and specify the tenure after which the contractual appointment will automatically stand terminated; or
- b. If her/his work or conduct has in its opinion, been not satisfactory:
1. Dispense with her/his services;
 2. Extend her/his period of probation and thereafter pass such order, as it could have passed on the expiry of the first period of probation provided that the total period of probation including extension, if any, shall not exceed beyond 3 years.

12. Seniority:

Seniority, inter se amongst members of the Service, shall be determined by the length of continuing service on any post within each Faculty Group. The various Faculty Groups are based on broad groups of related specializations in different spheres of administration and are given in Schedule C.

Provided, further, that in the case of two or more members appointed on the same date, their seniority shall be determined as follows:

- a. a member appointed by direct recruitment shall be senior to a member appointed by transfer, and
- b. in the case of members appointed by transfer from different cadres their seniority shall be determined according to pay, preference being given to a member, who was drawing a higher rate of pay in her/his previous appointment and if the rates of pay drawn or also the same, then by the length of their service in the said appointments and if the length of such service is also the same, the older member shall be senior to the younger member.

13. Liability to serve:

- 1) A member of the Service shall be liable to serve at any place whether within or outside the State of Haryana on being ordered so to do by the appointing authority.

- 2) A member of the service may also be deputed to serve under:
 - i. A company, an association or a body of individuals whether incorporated or not which is wholly or substantially owned or controlled by the State Government, a Municipal Corporation or a Local authority within the State of Haryana.
 - ii. The Central Government or a recognized institute wholly or substantially owned or controlled by the Central Government or another State Government on its request; or
 - iii. Be sent on foreign service to a UN agency. World Bank or Asian Development Bank.

Provided that no member of the Service shall be deputed to the Central Government, a recognized institute wholly or substantially owned or controlled by it, another State Government or a UN agency or any organization or body referred to in clauses (ii) and (iii) except with her/his consent and the approval of the Chairman.

14. Pay, Leave, Pension & other matters:

a) Pay

Each faculty post in the Institute will carry a scale of pay as decided by the Executive Council. The present scales of pay have been indicated in Schedule B. the pay in the existing scale in respect of employees working before 1.1.96 will be fixed as per procedure prescribed by the Government of Haryana in the Education Department.

A faculty-member shall on his appointment to a post in a time scale of pay, draw pay at the minimum of the time scale unless the Screening Committee decides that she/he shall draw pay at any higher scale. The faculty of the Institute shall also be entitled to such perquisites as are decided by the Executive Council from time to time.

The pay of persons, who are reemployed after retirement shall be fixed in accordance with the rules as applicable to the Haryana Government Employees from time to time.

b) Leave

The Faculty-members of the Institute will be governed by the same rules in this

regard as are applicable to Haryana Government employees from time to time.

c) Traveling Allowance

The Faculty-members of the Institute will be governed by the same rules in this regard as are applicable to Haryana Government employees from time to time.

d) Leave Travel Concession

The Faculty-members of the Institute will be governed by the same rules in this regard as are applicable to Haryana Government employees from time to time.

e) Allowances such as DA,HRA, CCA and Medical

The Faculty-members of the Institute will be governed by the same rules in this regard as are applicable to Haryana Government employees from time to time.

f) Retirement & other benefit

i. Employees Provident Fund:

Every Faculty-member shall be entitled to the benefit of EPF. The EPF shall be regulated in accordance with relevant rules under the Act as applicable from time to time.

ii. Death-cum-retirement gratuity:

Every Faculty-member of the Institute will be entitled to the payment of Death-cum-retirement gratuity on the same terms and conditions as may be applicable to Haryana Government Employees from time to time. Further, matters relating to release, withholding or recovery of death-cum-retirement gratuity (DCRG) will be governed by the same rules in this regard as are applicable to Haryana Government Employees from time to time. The powers with regard to release will be with the Director and for withholding or recovery will be with the Chairman of the EC.

iii. Leave Encashment:

Every Faculty-member of the Institute will be governed by the same rules in this regard as are applicable to Haryana Government employees from time to time.

iv. Ex-gratia:

Every Faculty-member of the Institute will be governed by the same rules in this regard as are applicable to Haryana Government employees from time to time.

g) Loans and Advances:

The Faculty-members of the Institute will be given loans from the Employees Loan Fund, a corpus created from earlier interest earnings and from 40% of the current interest earnings since 1.4.2002 subject to availability of funds earmarked by the E.C. for a given financial year for the following bonafide purposes:

- i. House Building Loan
- ii. Marriage Loan
- iii. Vehicle Loan
- iv. Computer Loan

The ELF will be governed by the same rules applicable to the Haryana Government Employees for the aforesaid items as amended by the State Government from time to time.

15. Role and Duties of the Director:

The Director shall be the Principal Executive & Training Officer and Member-Secretary of the Executive Council and is expected to guide the Institute towards excellence in training and research on the one hand and towards becoming the think-tank of the Government in relation to policy research and impact assessment on the other hand. In keeping with the provisions of the Memorandum of Association and Rules of HIPA, the duties of the Director are briefly enumerated below:

- (i) Guiding the faculty towards making the training more practical and functional while maintaining its theoretical foundation;
- (ii) Ensuring that the training is carried-out in an interactive mode and has a substantive element of experience-sharing and sensitivity analysis;
- (iii) Facilitating research in key areas of administration;
- (iv) Assessing the impact of Government policies and programmes;
- (v) Providing policy alternatives to Government in critical areas of administration;
- (vi) Maintaining a warm rapport with the Trainees;
- (vii) Ensuring continuous improvement in the quality of courses by fine-tuning them to the felt needs of Government Departments, Statutory Boards, Government Undertakings and major Agencies controlled/substantially funded by the Government;
- (viii) Ensuring a high-quality of administration;
- (ix) Building an interface with civil society through training of elected representatives, entrepreneurs and NGOs;
- (x) Promoting a spirit of entrepreneurship in the State; &

- (xi) Providing leadership in the area of good governance.

Besides the discharge of the above duties, the Director shall work as Course Director for a minimum of thirty days, prepare a case-study and guide one research study on an annual basis.

16. Duties of the Course Director:

It will be the duty of each Course Director to take all necessary steps to make a success of her/his course. In this regard, the following duties are enjoined on each Course Director:-

- i. The Course Director shall develop a Course Design in terms of : (a) Clear-cut objectives, (b) Sequenced topics for constituting the course content, (c) Interactive Training Methodology, (d) Feedback of every session in an appropriate format to be collected daily, (e) List of properly referenced chapters in Books and Articles to be supplied to trainees in the form of Course Reading Material along with Practical Exercises and Group-Study Topics, (f) Expected learning outcomes of trainees and (g) Method for evaluating the performance of trainees. A sample Course Design is given as an illustration at Appendix I.
- ii. The Course Director shall undertake the writing of a Core Paper on the main theme of the Course. A sample Core Paper is provided as an illustration at Appendix II.
- iii. The Course Reading Material for the Course included in the Course Design shall provide information regarding the Title of the Publisher and the specific pages which are being used for training. The Course Director shall ensure that in case there is any Act, Rules or Govt. Instructions relevant to the Course, suitable copies/extracts of the same are provided to the trainees.
- iv. The Course Director shall ensure that all the reputed the latest references (in appropriate extracts) on the subject are included in the Course Reading Material.
- v. The Course Director will ensure that the latest statistics pertaining to Haryana on the subject or the status of Haryana in the said regard (along with proper references regarding sources of Statistics/status) is included as an integral part of the Course Reading Material.
- vi. The Course Director shall also ensure that the performance of Haryana in relation to relevant schemes on the subject are duly discussed during various lectures in the

context of the performance other states of India and a few leading developing countries which have had a good track record in the relevant field.

- vii. At least 50% of the lectures in the Course shall be by the in-house faculty with the Course Director playing a leadership role in this regard.
- viii. The Course Director shall ensure that the Guest Faculty has a balanced representation from (a) eminent Academicians, (b) experienced Civil Servants and reputed Representatives of NGOs.
- ix. The Course Director shall send the Course Design to the Director at least seven weeks before the scheduled date of the Course along with a list of the proposed Guest Faculty to be invited giving a brief bio-data of each guest speaker in the format given at Schedule D. the Director shall then interact with the Course Director with a view to striking a desirable balance between Academicians, Civil Servants and Representatives of NGOs.
- x. The Course Director shall send the final Course Programme giving the specific topic of each session with reference to in-house and Guest Faculty members at least five weeks before the scheduled date of the Course.
- xi. The Course Director shall send the Core Paper prepared by her/him for the Course along with a complete copy of the Course Reading Material duly referenced and containing statistics about Haryana (compared to a couple of leading States) where applicable to the Director at least three weeks before the scheduled date of the Course.
- xii. The Course Director shall submit her/his Report on the Course to the Director along with evaluation of trainees (by a multiple-choice quiz or other methods) within two weeks of the end of the Course.
- xiii. The Course Director shall address letters to Heads of Departments, Heads of Boards, Corporations and other Govt. supported Agencies related to the central theme of his Course at least nine weeks before the scheduled date of the Course. Further, the Course Director shall follow up each initial letter with weekly reminders/telephone calls as well as a personal visit (if required) to ensure that at least twenty five nominations are received for the Course at least one month before the scheduled date of the Course.
- xiv. Any other duties assigned by Director, HIPA.

17. Duties of the Faculty Training Coordinator (FTC):

The Faculty Training Coordinator (FTC) will be an integral part of the Training Branch and shall perform the following duties :-

- i. The FTC shall maintain liaison with all the Course Directors and ensure that the time schedule indicated in the preceding section is followed by each Course Director.
- ii. The FTC shall ensure that persons from her/his branch shall get the Feedback Forms for each session filled by the trainees on a daily basis. The said forms will be analyzed by the Training Branch and results submitted to the Course Director within a week of the end of the Course.
- iii. The FTC will maintain a Data Bank of Guest Faculty subject-wise as well as sir name-wise involving information relating to:
 - a) Educational qualifications along with institutions from which they were secured;
 - b) Topics of M.Phil and Ph.D. dissertations in case of Academicians and other if they possess such a qualification;
 - c) References of major books and articles authored by each guest Faculty-member;
 - d) Administrative or supervisory positions held;
 - e) Title of leading papers presented at national and international seminars;
 - f) Areas of interest; &
 - g) Any other achievement which a guest Faculty-member would like to mention.
- iv. The FTC shall analyse the Report of the Course Director and submit it to the Director with her/his comments within one week of its receipt.
- v. The FTC shall send the Course Report to the Department of Personnel & Training, Government of India or any other course-sponsoring agency (where required) within one week of its receipt from the Director.
- vi. The FTC will maintain constant liaison with the Nodal Officer for Training & Research of each Department and every major Board, Corporation or Agency substantially supported by the Government.

- vii. The FTC will conduct a Training Needs Analysis (TNA) of various Departments & agencies with the Nodal Officers on a continuing basis with a view to fine-tuning the training programmes to the felt needs of our clients.
- viii. The FTC will continuously follow the Systematic Approach to Training (SAT) in collaboration with Faculty-members and Nodal Officers in terms of making the courses more need-focused; more practical exercises oriented; more interactive in terms of syndicate reports; more sensitivity analysis-based in terms of group discussions subsequently analyzed by experts; and more impact assessment-based in terms of actual implementation of new management approaches in the operations of selected Departments consequent to Training.
- ix. The FTC will prepare the draft Annual Training Report of HIPA and submit it to the Director by the 7th January of every year.
- x. The FTC will prepare the Draft Training Calendar for the next Calendar Year and submit it to the Director by the 7th January of every year.
- xi. The FTC will facilitate the training process in every possible manner for ensuring continuous improvement in the quality of training.
- xii. Any other duty assigned by the Director HIPA.

18. Minimum Productivity Standards for Senior Administrative Officers:

Senior Administrative Officers posted at HIPA shall also undertake faculty-related training duties:

- i. 40 training days in the capacity of Course Director;
- ii. one Research Project;
- iii. Preparation of one Case Study; and
- iv. Round-the-year work relating to Administrative duties. The Training Courses, research activities and administrative duties of the Senior Administrative Officers will run concurrently.

19. Minimum Productivity Standards for Faculty Members:

The minimum productivity standards for each Faculty-member shall be:

- i. 90 training days consisting of long-term courses, short-term courses, workshops and policy seminars as Course Director or Workshop/Seminar Coordinator; and

- ii. one long-term Research Project (of more than three months duration), one short-term research study (of less than three months duration) and preparation of two case studies. The research and training activities of teaching faculty members will run concurrently.

20. Minimum Productivity Standard for Faculty Training Coordinator (FTC):

The minimum productivity standard of the FTC shall be ;

- i. 40 training days in the capacity of Course Director,
- ii. One Research Project;
- iii. Preparation of one case Study and
- iv. Round-the-year work relating to coordination of training courses and research activities.

21. The Selection Committee is meant for the purpose of selection of Faculty-members and will consist of the following members:

- i. CS-cum-Chairman of the Executive Council as head of the Committee,
- ii. Director, HIPA &
- iii. Two subject-matter specialists approved by the Chairman.

22. The Review Committee is meant for reviewing cases for compulsory retirement of Faculty-members at the age of 50 or 55 and will consist of the following members:

- i. CS-cum-Chairman of the Executive Council as head of the Committee,
- ii. Director, HIPA &
- iii. Director, Higher Education, Govt. of Haryana.

The Review Committee will examine the record of the each Faculty-member prior to her/his attaining the age of 50 and 55 and take a decision with regard to continuation of service in the best interests of HIPA. The decision of the Review Committee to pre-maturely retire a Faculty-member will be final and in pursuance thereof, the Director, as the Appointing Authority, shall be competent to pass an appropriate order to give effect to the said decision.

23. The Screening Committee is meant for assessing the suitability of assistant Professors (initial scale) for receipt of senior scale and thereafter selection grade and it will consist of the following members:

- i. Director, HIPA as head of the Committee,
- ii. Nominee of the Chief Secretary &
- iii. Director, Higher Education, Govt. of Haryana.

On the basis of the recommendations of the Screening Committee and with the approval of the Chairman of the Executive Council, the Appointing Authority will promote an Assistant Professor in the initial scale to an Assistant Professor in the Senior scale and an Assistant Professor in the senior scale to an Assistant Professor in the Selection Grade.

24. Eligibility:

- A. For direct recruitment of Faculty-members : as per qualifications (essential and preferred) and minimum experience given in schedule B to the Bye-laws.
- B. For in-service Faculty-members:
 - i. Minimum length of service for eligibility to be considered for the grade of Assistant Professor (Senior Scale of Rs. 10000-325-15200) would be 4 years for those with Ph.D., 5 years for those with M.Phil. and 6 years for others at the level of Assistant Professor provided the faculty-members under consideration have cleared the National Eligibility Test (NET) for lecturers (equivalent to Assistant Professors at HIPA) conducted by the UGC, CSIR or similar test accredited by the UGC subject to relaxations made in this regard by the UGC from time to time. The candidates who have completed M.Phil degree up to 31st December, 1993 or have submitted Ph.D. thesis in the concerned subject on or before the 31st December, 2002 are exempted from appearing in the National Eligibility Test examination. In case such candidates fail to obtain Ph.D degree, they shall have to pass the N.E.T. Exam. For eligibility to be considered for the grade of Selection Grade (12000-420-18300), the minimum length of service as Assistant Professor (Senior Scale) shall be uniformly 5 years.

- ii. For being considered for the posts of Associate Professor or Professor, the minimum academic eligibility criteria would be Ph.D.
- iii. After an Assistant Professor becomes eligible to be considered for Senior Scale or Selection Grade, the Screening Committee will examine her/his Annual Confidential Reports in relation to;
 - a) Whether the faculty-member met the minimum productivity norms during her/his service with HIPA;
 - b) Quality or research publications;
 - c) Contribution to educational innovation in terms of new courses, field visits and methods of training;
 - d) Feedback by Trainees;
 - e) General willingness shown in preceding years to take-up additional responsibilities and cooperate in the development of Institute and arrive at an appropriate decision.
- iv. An Assistant Professor who is eligible by virtue of his/her qualifications and experience for the post of Associate Professor shall be permitted to appear for interview (by open advertisement for direct recruitment) for the said post. The Selection Committee will consider his/her candidature (along with open candidates appearing by virtue of advertisement) on the basis of :
 - (1) A study of her/his Annual Confidential Reports in relation to:
 - a) Whether the faculty-member met the minimum productivity norms during her/his service with HIPA;
 - b) Quality of research publications;
 - c) Contribution to educational innovation in terms of new courses, field visits and methods of training;
 - d) Feedback by Trainees;
 - e) General willingness shown in preceding years to take-up additional responsibilities and cooperate in the development of the Institute; and
 - (2) Performance at the Interview:
 - (v) An Associate Professor who is eligible by virtue of her/his qualifications and experience for the post of Professor shall be permitted to appear for interview (by open advertisement for direct recruitment) for the said post.

The Selection Committee will consider her/his candidature (alongwith open candidates appearing by virtue of advertisement) on the basis of :

- (1) A study of her/his annual confidential reports in relation to:
 - a) Whether the faculty-member met the minimum productivity norms during her/his service with HIPA;
 - b) Quality of research publications;
 - c) Contribution to educational innovation in terms of new courses, field visits and methods of training;
 - d) Feedback by Trainees;
 - e) General willingness shown in preceding years to take-up additional responsibilities and cooperate in the development of the Institute; and
- B. (2) Performance at the interview.

25. Annual Confidential Reports (ACRs) :

- (i) All the Faculty-members will give their Self-Appraisal about their performance during a given academic year (1st April of a given year to the 31st March of the succeeding year) in a documentary form and submit the same to the Director latest by 21st of April every year. The Self-Appraisal will constitute Part A of the Annual Confidential Report (ACR) and a copy of this format is given as Schedule E I.
- (ii) Thereupon, the Executive Director of HIPA as the Reporting Officer will record her/his remarks in Part B of the ACR and submit it to the Director within 2 weeks of the receipt of Part A.
- (iii) The Director HIPA as the Accepting Officer will record her/his remarks in Part C of the ACR and submit the ACR to the Chairman within 2 weeks of the receipt of Parts A & B.
- (iv) Thereafter, the Chairman as the Receiving Officer will record his remarks in Part D of the ACR within 4 weeks of the receipt of Parts A,B&C and return the ACR to the Director for safe custody. A copy of Parts B,C&D of the ACR is given at Schedule E II.
- (v) Notwithstanding anything given in clause 25 (ii), (iii) and (iv) above, in the event of the post of Executive Director being vacant, the Director of HIPA will record her/his remarks in both Parts A & B of each ACR and submit it

to the Chairman who will record his final remarks in Part D of the ACR and the said ACR will be deemed to be complete in all respects.

- (vi) Notwithstanding anything given in clause 25 (ii), (iii), (iv) and (v) above, in the event of the post of Director being vacant, the Executive Director will record her/his remarks in both Parts A & B of each ACR and submit it to the Chairman who will record his final remarks in Part D of the ACR and the said ACR will be deemed to be complete in all respects.
- (vii) The various Officers mentioned in the foregoing sub-clauses of clause 25 will record their remarks on the ACR of a Faculty-member provided they have overseen her/his work for a minimum of 90 days.
- (viii) In other matters pertaining to ACRs, the instructions issued by the EC, from time to time, will be applicable.

26. Incentive for M.Phil. and Ph.D.:

- i. Four and two advance increments will be admissible to those faculty-members who had Ph.D. and M.Phil degrees respectively, at the time of recruitment as Assistant Professors. Candidates with D.Litt./D.Sc. should be given benefit on par with Ph.D and M.Lit on par with M.Phil.
- ii. One advance increment will be admissible to the faculty-member with M.Phil who acquires Ph.D. within two years of recruitment.
- iii. An Assistant Professor with Ph.D. will be eligible for two advance increments when she/he moves into Selection Grade.
- iv. The benefit of two advance increments will be available to a Faculty-member who acquires a Ph.D. degree in her/his service career on or after 1.1.96. However, the increments would be admissible from the date of award of the Ph.D. degree.
- v. The benefit of two advance increments will not be admissible to an Asst. Professor with Selection Grade in the event that he secures her/his Ph.D. after grant of Selection Grade.
- vi. The benefit of two advance increments will not be admissible to an Associate Professor or Professor since Ph.D. is an essential qualification for the said posts.

27. Discipline, Penalty and Appeal:

In matters relating to discipline, penalties and appeals, members of the service shall be governed by the Haryana Civil Service (Punishment & Appeal) Rules, 1987 as amended from time to time;

Provided that the nature of penalties which may be imposed, the authority empowered to impose such penalties and the appellate authority of these bye-laws are specified in Schedule F.

For the purpose of this clause, the following terms wherever they occur in the Haryana Civil Service (Punishment & Appeal) Rules would mean the authority indicated opposite them:

- i. Government : Executive Council
- ii. Head of Deptt. : Appointing Authority

28. Vaccination:

Every member of the Service shall get himself vaccinated and re-vaccinated if and when the Director so directs by a special or general order.

29. Oath of Allegiance:

Every member of the Service shall be required to take the oath of allegiance to India and to the Constitution of India.

30. Conduct Rules:

Unless otherwise provided in the Faculty Service Bye-laws, the Government Employees Conduct Rules, 1966 as amended from time to time by the Government of Haryana shall apply to the Faculty-members of the Institute.

31. Termination of Service:

- 1) The service of a Faculty-member on probation may be terminated by the Appointing Authority without assigning reasons, at any time during the period of probation, without notice.
- 2) A Faculty-member appointed for a specific period against a temporary post shall terminate after the expiry of the said period.

The service of a faculty-member holding a permanent post in a substantive capacity may be terminated by three months notice or on payment of pay and allowances

for such period as the notice falls short of three months or without notice on payment of three months pay and allowances if the post to which she/he was appointed substantively is abolished.

Note:-

If such a faculty member absents himself from duty without permission during period of notice, she/he shall not be entitled to receive any pay or allowances during the period of absence besides other penalties which may be imposed by the Appointing Authority.

32. Retirement:

A Faculty-member shall retire from the service of the Institute:-

- i. On her/his being declared medically unfit for service by a medical board to be designated by the Appointing Authority in this regard; or
- ii. On the decision of the Review Committee to pre-maturely retire a Faculty-member at the age of 50 or 55; or
- iii. On her/his attaining the age of super annuation which shall be 58 years.

If the date of birth of a Faculty-member falls on the first of the month, she/he shall retire on the last day of the preceding month. If it is after this date, she/he shall retire on the last day of that month.

A Faculty-member who is declared medically unfit for service by a medical board designated by the Appointing Authority shall retire from the Service from the last date of the month in which the said Authority passes an order in this regard.

A Faculty-member whom the Review Committee considers to be a fit case for being pre-maturely retired at the age of 50 or 55 shall retire from the Service on the last date of the month in which the Appointing Authority passes an order in this regard.

33. Honorarium:

The Executive Council will frame appropriate instructions, from time to time, for payment of honorarium and sharing of consultation fees as well as remuneration for Commissioned Research Projects.

34. Trainers Development:

It is of critical significance for Faculty-members and Senior Administrative Officers posted at HIPA to continuously expand their knowledge, practical experience and communication skills. For this purpose, the Director, HIPA will make efforts to sponsor them for training courses, involve them in citizen's charter development exercises, programme-impact studies & new scheme-development exercises and facilitate their participation in seminars and conferences on important subjects of Public Administration in India and abroad.

35. Deputation, Foreign Service & Leave without pay:

The Executive Council may frame appropriate instructions to allow a Faculty-member of the service to :

- i) To go on deputation to a Department of the State Govt./Central Govt. or a Statutory Board, Corporation or Agency controlled by either of them;
- ii) To go on foreign service to the UN, World Bank, Asian Development Bank or any other international organization which it considers appropriate; or
- iii) To go on leave without pay to a reputed national or international NGO.

36. Power of Relaxation:

Where the Executive Council is of the opinion that the application of these Bye-laws or any particular provision thereof is likely to cause substantial hardship in the case of any individual Faculty-member/category or class of members, it may for reasons to be recorded, relax the operation of the Service Bye-laws or the particular provision thereof as the case may be to the extent desirable.

37. Interpretation:

Whenever the provisions made in these Service Bye-laws are found to be silent or unclear and any question arises relating to interpretation with regard thereto, the matter shall be referred to the Executive Council whose decision shall be final.

Schedule A (I)**REGULAR POSTS**

Sr. No.	Particular of Posts	Total No. of Posts	Scale of Pay
1	Professors	8	16400-450-20900-500-22400 (UGC)
2	Associate Professors	8	12000-420-18300 (UGC)
3	Assistant Professors	10	8000-275-13500 (UGC)
4	Programmer	1	8000-275-13500

Schedule A (II)**SPECIAL SCHEME POSTS**

Urban Development Faculty Posts funded by Housing & Urban Development Corporation (HUDCO) of the Central Government

Sr. No.	Particular of Posts	Total No. of Posts	Scale of Pay
1	Professors	1	16400-450-20900-500-22400 (UGC)
2	Assistant Professors	1	8000-275-13500 (UGC)

Disaster Management Faculty Posts funded by the Ministry of Home Affairs, Govt. of India.

Sr. No.	Particular of Posts	Total No. of Posts	Scale of Pay
1	Associate Professors	1	12000-420-18300 (UGC)
2	Assistant Professors	1	8000-275-13500 (UGC)

Schedule B

I FACULTY POSTS OF PROFESSORS

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
1.	Prof. Behavioural Sciences	16400-450-20900-500-22400 [⊗]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Psychology with specialization in Applied Psychology or MBA/PG Diploma recognized as equivalent to MBA with specialization in Organizational Behaviour or HRD from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{⊗⊗} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	10 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 10 years experience as practicing administrator in a responsible position in the related field	Director

[⊗] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{⊗⊗} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
2.	Prof. Public Administration	16400-450-20900-500-22400 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Public Administration/Political Science from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	10 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 10 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

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I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
3.	Prof. Economics and Development Planning	16400-450-20900-500-22400 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Economics from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	10 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 10 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
4.	Prof. Business Administration	16400-450-20900-500-22400 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Business Administration/P.G. Diploma recognized as equivalent to MBA from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	10 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 10 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
5.	Prof. Financial Management	16400-450-20900-500-22400 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Economics/Commerce or MBA/PG Diploma recognized as equivalent to MBA with specialization in Finance from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	10 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 10 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
6.	Prof. Agriculture & Rural Development	16400-450-20900-500-22400 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Agriculture/Agricultural Economics/Rural Development from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	10 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 10 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
7.	Prof. Urban Development	16400-450-20900-500-22400 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Planning/Architecture from any recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	10 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 10 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
8.	Prof. Science and Technology	16400-450-20900-500-22400 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree/M.Tech. in Pure/Applied Sciences from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	10 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 10 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

⊗⊗ Note : Criteria for determining good academic record:-

For determining good academic record a candidate should either have average of 55% marks in two of the three examinations (not below Matric or equivalent) prior to Master's degree or 50% marks in each of these two examinations separately.

The following relaxation will however operate:-

- (i) Candidate having 55% or above marks in M.A. or M.Sc. in relevant subject and possessing Ph.D. degree, the criterion of good academic record will not apply to all.
- (ii) Candidate having 55% or above marks in M.A. or M.Sc. in relevant subject and possessing M.Phil. degree, should have 50% marks in one of the lower examinations i.e. B.A., Prep or Plus 2, matric.
- (iii) Candidates obtaining first class first in the university in the relevant subject n M.A. or M.Sc. should have 50% marks in one of the lower examinations i.e. B.A., Prep or Plus 2, Matric.

I FACULTY POSTS OF ASSOCIATE PROFESSORS

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
1.	Associate Prof. Public Administration	12000-420-18300 [⊗]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Public Administration/Political Science from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{⊗⊗} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	5 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 5 years experience as practicing administrator in a responsible position in the related field	Director

[⊗] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{⊗⊗} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
2.	Associate Prof. Credit Planning & Public Finance Officer	12000-420-18300 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Business Administration/P.G. Diploma recognized equivalent as to MBA with specialization in Credit Finance or Master's degree in Economics from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	5 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 5 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
3.	Expert in System Analysis and Computer Management	12000-420-18300 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) M.C.A./P.G. Diploma recognized as equivalent to MCA or M.Tech. or M.Sc. in Computer Science/Information Technology/Information Sciences OR Masters's degree in Mathematics/Mathematical Statistics/Operations Research/Physics and P.G. Diploma in Computer Science.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	5 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 5 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
4.	Associate Prof. Organizational Development	12000-420-18300 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Psychology/Sociology/Social Anthropology with specialization in Organizational Development/Applied psychology/Industrial Psychology/Organizational Psychology/Organizational Behaviour OR MBA/P.G. Diploma recognized as equivalent to MBA with specialization in Organizational Development/Organizational Behaviour from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	5 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 5 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
5.	Associate Prof. Law & Constitution	12000-420-18300 [⊗]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Law from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{⊗⊗} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	5 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 5 years experience as practicing administrator in a responsible position in the related field	Director

[⊗] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{⊗⊗} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
6.	Associate Prof. Sociology	12000-420-18300 [⊗]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in Sociology from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{⊗⊗} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	5 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 5 years experience as practicing administrator in a responsible position in the related field	Director

[⊗] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{⊗⊗} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
7.	Associate Prof. Costs & Works Accountancy	12000-420-18300 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree in ICWA/CA/Company Secretary/Commerce with specialization in Costs and Works Accountancy from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	5 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 5 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
8.	Associate Prof. Operations Management	12000-420-18300 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>a) Master's Degree/MBA/P.G. Diploma recognized as equivalent to MBA in Operations Research/Quantitative Analysis/Statistics from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>d) A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	5 years experience in teaching to post graduate classes and successfully guiding/conducting research in the relevant field or 5 years experience as practicing administrator in a responsible position in the related field	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

⊗⊗ Note : Criteria for determining good academic record:-

For determining good academic record a candidate should either have average of 55% marks in two of the three examinations (not below Matric or equivalent) prior to Master's degree or 50% marks in each of these two examinations separately.

The following relaxation will however operate:-

- (i) Candidate having 55% or above marks in M.A. or M.Sc. in relevant subject and possessing Ph.D. degree, the criterion of good academic record will not apply to all.
- (ii) Candidate having 55% or above marks in M.A. or M.Sc. in relevant subject and possessing M.Phil. degree, should have 50% marks in one of the lower examinations i.e. B.A., Prep or Plus 2, matric.
- (iii) Candidates obtaining first class first in the university in the relevant subject n M.A. or M.Sc. should have 50% marks in one of the lower examinations i.e. B.A., Prep or Plus 2, Matric.

III FACULTY POSTS OF ASSISTANT PROFESSORS

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
1.	Assistant Prof. Organizational Behaviour	8000-275-13500 [⊗]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) Master's Degree in Psychology with specialization in Applied Psychology or MBA/P.G. Diploma recognized as equivalent to MBA with specialization in Organizational Behaviour from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{⊗⊗} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[⊗] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{⊗⊗} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
2.	Assistant Prof. Rural Development	8000-275-13500 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) Master's Degree in Rural Development/Agriculture/Agri-Economics/Rural Sociology from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
3.	Assistant Prof. Public Administration	8000-275-13500 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) Master's Degree in Public Administration/Political Science from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
4.	Assistant Prof. Financial Management	8000-275-13500 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) Master's Degree in Economics/Commerce/ Business Administration/ P.G. diploma in Business Administration recognized as equivalent to MBA with specialization in finance from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

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I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
5.	Assistant Prof. Urban Development	8000-275-13500 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) Master's Degree in Architecture/Planning from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
6.	Assistant Prof. Public Enterprises	8000-275-13500 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) MBA/P.G. Diploma recognized as equivalent to MBA/M.Com. or M.A. in Public Administration from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

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I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
7.	Assistant Prof. Management Information System	8000-275-13500 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) M.C.A./P.G. Diploma recognized as equivalent to MCA/Master's degree or M.E. or M.Tech. or M.Sc. in Computer Science/Information Technology/Information Sciences OR Master's Degree in Mathematics/Mathematical Statistics/Operations Research/Physics and P.G. Diploma in Computer Science.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

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I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
8.	Assistant Prof. Computer Applications	8000-275-13500 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) M.C.A./P.G. Diploma recognized as equivalent to MCA/Master's degree or M.E. or M.Tech. or M.Sc. in Computer Science/Information Technology/Information Sciences OR Master's Degree in Mathematics/Mathematical Operations/Operations Research/Physics and P.G. Diploma in Computer Science.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

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I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
9.	Assistant Prof. General and Faculty Training Coordinator	8000-275-13500 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) Master's Degree in Economics or MBA/P.G. Diploma recognized as equivalent to MBA in Personnel Management/HRD/Industrial Administration from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

^{®®} Please see after Serial No. 8 relating to the posts of Professors with reference to the definition of "Good Academic Record".

I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
10.	Assistant Prof. Sociology	8000-275-13500 [®]	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	<p>Essential</p> <p>a) Master's Degree in Sociology from a recognized Institute/Indian University or recognized Foreign University.</p> <p>b) Good academic record^{®®} with at least 55% of the marks or an equivalent grade of B in the 7 point scale with letter grades O,A,B,C,D,E and F at the Master's Degree or equivalent level in the relevant subject from a recognized Institute/Indian University or an equivalent degree from a Foreign University.</p> <p>c) Besides fulfilling the above qualifications, candidates should have cleared the Eligibility test (National Eligibility Test) for Asstt. Professor conducted by the University Grants Commission, Council of Scientific and Industrial Research or similar test accredited by the University Grants Commission.</p> <p>Preferred: A Doctorate degree or Fellowship recognized as equivalent to a Ph.D. in the relevant field.</p>	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

[®] Note : The UGC scales of pay for an Assistant Professor along with senior scale (10000-325-15200) and selection grade (12000-420-18300), Associate Professor and Professor will be followed as adopted and the manner in which they are adopted by the Education Department of the Government of Haryana.

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I	II	III	IV	V	VI	VII
Sr. No.	Description of Post	Scale of Pay	Mode of Appointment	Qualifications	Minimum Experience	Appointing Authority
11.	Computer Programmer ^{⊗⊗⊗}	8000-275-13500	Direct Recruitment or as stipulated by the Selection Committee in writing as per clause 9 (i) & (ii) and clause 10.	Ist or 2 nd class Master's degree in Computer Sciences/MCA OR 1 st or 2 nd class Master's degree in Mathematics/statistics/Chemistry/Physics/Economics or Graduate in Engineering with a post graduate diploma course in Computer Science with at least one year experience of working in an autonomous body/Govt. Org./Reputed pvt. Concern	Experience in ATIs/ Training Institutes/ Management Institutes will be preferred	Director

⊗⊗ Note : Criteria for determining good academic record:-

For determining good academic record a candidate should either have average of 55% marks in two of the three examinations (not below Matric or equivalent) prior to Master's degree or 50% marks in each of these two examinations separately.

The following relaxation will however operate:-

- (i) Candidate having 55% or above marks in M.A. or M.Sc. in relevant subject and possessing Ph.D. degree, the criterion of good academic record will not apply to all.
- (ii) Candidate having 55% or above marks in M.A. or M.Sc. in relevant subject and possessing M.Phil. degree, should have 50% marks in one of the lower examinations i.e. B.A., Prep or Plus 2, matric.
- (iii) Candidates obtaining first class first in the university in the relevant subject n M.A. or M.Sc. should have 50% marks in one of the lower examinations i.e. B.A., Prep or Plus 2, Matric.

⊗⊗⊗ The Post of Computer Programmer is a separate post in a scale similar to that of an Assistant Professor.

FACULTY GROUPS

Sr. No.	Professors	Associate Professors	Assistant Professors
1.	Behavioural Sciences	Organizational Development	Organizational Behaviour
2.	Public Administration	Public Administration	(iii) Public Administration. (iv) Public Enterprises
3.	Economics & Development Planning	--	--
4.	Business Administration	(I) Operations Management. (II) Cost & Works Accountancy	
5.	Financial Management	Credit Planning & Public Finance Officer	(i) Financial Management. (ii) Credit Planning
6.	Agriculture & Rural Development	--	Rural Development
7.	Urban Development	--	--
8.	Science & Technology	--	--
9.	--	Systems Analysis & Computer Management	(i) Computer Applications. (ii) Management Information Systems (iii) Computer Programmer [®]
10.	--	Law & Constitution	--
11.	--	Sociology	Sociology
12.	--	--	General & Faculty Training Coordinator

[®] Note :- The post of Computer Programmer is a separate post in a scale similar to that of an Assistant Professor.

Schedule D

Format for Brief Bio-data of Guest Faculty-Member

- 1. Name :
- 2. Designation :
- 3. Institution where employed :
- 4. Education Qualification :

Institutions/University

(i)

(ii)

(iii)

(iv)

- 5. Topics of dissertation

(i) M.Phil./M.Lit. :

(ii) Ph.d/D.Litt. :

- 6. Selected Publications (Books & Articles) :

Title of Book/Article	Book/Journal In which Article was published	Publisher	Year of Publication
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(i)

(ii)

(iii)

(iv)

- 7. Prominent papers presented at National/International Conferences

Title	Conference	Organized by	Year
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(i)

(ii)

(iii)

(iv)

- 8. Administrative or Supervisory positions held :

- 9. Areas of specialization & interest :

- 10. Any other information you would like to give :

Date:

(Signature of Guest Faculty)

HARYANA INSTITUTE OF PUBLIC ADMINISTRATION

Annual Confidential Report for the Year :

- (i) Name :
- (ii) Designation :
- (iii) Date of Birth :
- (iv) Highest Qualification :
- (v) Subject :
- (vi) Any UGC Eligibility Test Cleared during the year :
(answer only if applicable) :
- (vii) Areas of Academic Interest :

PART A

Self-Appraisal Report to be completed by the Faculty Member

1. Number of Courses scheduled in the Training Calendar (TC) or otherwise planned which you had to conduct as Course Director (CD) :
2. Number of Workshops & Policy Seminars scheduled in the TC or otherwise planned which you had to conduct as CD/Coordinator :
3. Number of Courses actually organized by you :

<u>Long-term</u>	<u>Short-term</u>	<u>Total</u>	<u>Training Days</u>	<u>Total Trainees</u>
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4. Number of Workshops & Policy Seminars organized by you :

<u>Long-term</u>	<u>Short-term</u>	<u>Total</u>	<u>Training Days</u>	<u>Total Trainees</u>
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5. Total number of Training Sessions (Session ; 75 minutes) taken by you :
6. Total Number of Training Sessions taken by in-house faculty in courses organized by you ;
7. Total Number of Training Sessions taken by eminent Academicians in your courses :

8. Total Number of Training Sessions Taken by Experienced Administrators in your courses ;

9. Total Number of Training Sessions taken by Representatives of NGOs in your course ;

10. Number of Training Sessions taken b y you in Courses organized by other Course Directors :

<u>Sr. No.</u>	<u>Brief Title of Course</u>	<u>Course Director</u>	<u>Training Sessions</u>	
			<u>Date</u>	<u>No.</u>
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

11. Details of Courses, workshops & Policy Seminars conducted by you as Course Director or Coordinator :

I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
Sr.	Brief Title of the Course/Workshop/Seminar	Scheduled Calendar date for starting	Duration (Training Days)	Date of addressing letters to HODs, MDs & CEOs	Date of Submission of Course Design.*	Date of submission of Course Programme.*	Date of submission of Core Paper & Reading Material.*	Course held or not (Yes/No)	If rescheduled, for which date	Course held on rescheduled dated (Yes/No)	Date of submission of Course Report.*

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

* These documents are to be submitted by the Faculty-member directly to the Director.

12. Research Activities ;

a. Research Project

Title	Duration	Date of Proposal-submission to Director	Date of Proposal sanction by Director/External Agency	Date of Report-submission to Director	Remarks
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b. Key Findings (give in brief) :

c. Short-term Research Study

Title	Duration	Date of Proposal-submission to Director	Date of Proposal sanction by Director/External Agency	Date of Report-submission to Director	Remarks
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d. Key Findings (give in brief) :

e. Case Studies

Title	Duration	Date of Proposal-submission to Director	Date of Proposal sanction by Director/External Agency	Date of Report-submission to Director	Remarks
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(i)

(ii)

13. Indicate use of versatile training methods by mentioning the Sr. No. in reply to Question 11 and session-date when you used any of the following methods in Courses organized by you :

	Sr. No. in Question 11	Case-Studies	Role-Plays	Trainee Presentations	Group Reports	Panel Discussion	In-basket Exercises	Simulation Exercises	Sensitivity Analysis	Any Other
1.										
2.										
3.										
4.										
5.										
6.										
7.										
8.										
9.										
10.										

Note: give Session-date in the various columns according to actual use of different training methods.

14. (I) With the objective of ensuring that a large number of Trainees study the Course Reading Material, kindly indicate the number of Courses (organize by you) where under a multiple-choice Evaluation Quiz was administered :
- (II) Kindly indicate the number of Courses organized by you in which any other written end-of-course test for evaluating Trainees was administered :

15. Please list Books or Articles to your credit during the year under consideration :

Sr. No.	Title of Book/Article	Title of Book/Journal in which Article was published	Name of Publisher	Year of Publication

16. (I) No. of training Modules prepared by you for DOPT or HIPA :
- (II) If you have introduced any training innovation during the year, please describe it briefly :

17. Details of Training of Trainers Programmes, Conferences & Seminars attended ;

18. Any other achievements which you would like to mention :

Date :

Signature of Faculty-Member

Norms of Faculty Members

(Selected Parameters indicated in the Faculty Service Bye-Laws)

I **Duties of the Course Director** (*Ref. Clause 16 of the Bye-Laws*)

1. Letters to HODs, MDs, CEOs – 9 weeks before the starting date of the Course indicated in the Training Calendar.
2. Submission of Course Design to Director – 7 weeks before the starting date of the Course indicated in the Training Calendar.
3. Submission of Course Programme to Director – 5 weeks before the starting date of the Course indicated in the Training Calendar.
4. Submission of Core Paper & Reading Material to Director – 3 weeks before the starting date of the Course indicated in the Training Calendar.
5. Submission of Course Report to Director – 2 weeks after the date of completion of the Course.

II **Minimum Productivity standards for Faculty Members** (*Ref. Clause 19 of the Bye-Laws*)

1. 90 training days consisting of long-term courses, short-term courses and workshops or policy seminars as Course Director or Workshops/Seminar Coordinator; and
2. One long-term Research Project (or more than three months duration), one short-term research study (of less than three months duration) and preparation of two case studies. The research and training activities of teaching faculty members will run concurrently.

PART B

(To be filled by the Reporting Authority)

1. Percentage of courses organized with reference to courses allotted :
2. Percentage of Courses re-scheduled to total courses held :
3. Percentage of courses in which the submission of Course Design, finalized Course Programme, Core Paper or Course Reading Material was delayed (In the context of norms given in clause 16 of the Bye-laws) with reference to
 - (a) total courses allotted and :
 - (b) total courses organized :
4. Number of Training Days organized as Course Director :
5. Ratio of Training Sessions taken as CD to total courses organized :
6. Percentage of courses in which Trainee Evaluation Tests were organized at the end of the Training with reference to total courses organized :
7. Number of courses in which four or more innovative training methods were used other than lectures and trainee presentations :
8. Number of short-term & long-term studies conducted and case-studies prepared :
9. Comment regarding the feedback of Trainees based on the analysis of feedback :
10. Whether the Faculty-member is punctual :

11. Whether the Faculty-member is generally available in the Institute during the office-timings :
12. Comment on the relations of the Faculty-member with administrative staff and colleagues :
13. Whether the Faculty-member cooperated with you in the various activities and functions of the Institute :
14. Comment regarding the Integrity of the Faculty-member :
15. General Remarks regarding the overall efficiency, timeliness and team spirit of the Faculty-member :

Date ;

(Signature of the Reporting Officer)

PART C

(To be filled by the Accepting Officer)

1. Assessment about the quality of Training courses organized by the Faculty-member in the context of fulfillment of client needs :
2. Do the Course Designs of the Faculty-member represent a Systematic Approach to Training :
3. How would you rate the Faculty-member's verbal and presentational skills :
4. How would you rate the Faculty-member's writing skills as demonstrated in the Core Papers prepared by him :
5. Comment on the Faculty-member's publication record :
6. Assessment about the Faculty-member's capacity for designing and using innovative training methods with a premium on trainer-trainee interaction :
7. Capacity of the Faculty-member to secure sufficient nominations for his courses at his own level :
8. Capacity of the Faculty-member to secure the cooperation of administrative employees and colleagues :
9. Capacity of the Faculty-member to invite outstanding Academicians, Administrators and Representatives of leading NGOs to the courses organized by her/him and to strike a harmonious balance amongst them :
10. Whether the Faculty-member has played a positive role in the development of the Institute :

Over all Remarks & Assessment (in terms of Outstanding, Very Good, Good, Average or Below Average)

Date :

(Signature of the Accepting Authority)

PART D

(Remarks of the Reviewing Officer)

Date :

(Signature of the Reviewing Authority)

Schedule F

Sr. No.	Designation of Post	Appointing Authority	Name of Penalty	Authority empowered to impose penalty	Appellate Authority	Second and final Appellate Authority, if any
1.	Professor	Director	a) Warning with a copy on personal files;	Director	Chairman of EC	
2.	Associate Professor					
3.	Assistant Professor					
4.	Computer Programmer					
			b) Censure	Director	Chairman of EC	-
			c) Withholding of increments of promotion, including stoppage at an efficiency bar, if any;	Director	Chairman of EC	-
			d) Recovery from pay of the whole or part of any pecuniary loss caused, by negligence or breach of orders, to the Government employee is/was on deputation;	Director	Chairman of EC	-
			e) Reduction to a lower post or time scale or to lower stage in a time scale;	Director	Chairman of EC	Executive Council
			f) Removal from the service which does not disqualify from future employment	Director	Chairman of EC	Executive Council
			g) dismissal from the Service which does ordinarily disqualify from future employment.	Director	Chairman of EC	Executive Council

COURSE DESIGN OF THE HCS INDUCTION TRAINING PROGRAMME*

I. RATIONALE

In the administrative structure of a State Government, the State civil service occupies a critical, mediating position between the Indian Administrative Service and the departmental services. Officers of the Haryana Civil Service upon induction are posted as SDMs, GMs in Roadways, Deputy Director/Joint Directors in specialist departments, Under Secretaries at the Civil Sectt., Estate Officers in HUDA, Executive Officers in Municipal Committees and similar critical positions in the administrative hierarchy. The age-group of these officers is generally between 25 and 40. Many of them have worked as lecturers, advocates, tehsildars and middle level functionaries in various govt. institutions or have been employed at the middle management level in the private sector. Keeping in view their educational and service background as well as taking cognizance of the service-entry status of trainees, this Course has been designed to fulfill two needs: providing a *general overview of administration and core administrative inputs* relating to jobs the trainees are likely to perform in the first 10 years of their careers.

II. OBJECTIVES OF TRAINING

In view of the foregoing rationale of training, the objectives of the HCS Induction Training Programme can be classified into two broad divisions:

- a) General Overview of Administration.
- b) Core Administrative Inputs relating to a 10-year Perspective.

A. GENERAL OVERVIEW OF ADMINISTRATION

The general objectives of the HCS Induction Programme in the context of providing an overview of administration are given below:

- a) An introduction to the *Geography, History and Culture of Haryana*;

* Prepared by Dr. H.S.Anand, IAS.

- b) An overview of the critical *challenges and issues faces Haryana's economy*;
- c) Basic principles of *personnel administration*
- d) An overview of the theoretical premises and functional *principles of good governance*;
- e) Basic principles of *leadership, team-work* and innovation;
- f) Essential principle of *ethics in administration*;
- g) An introduction to a dynamic perspective on *infrastructure development*;
- h) Spotlight on *land reforms* as an instrument of egalitarian rural development;
- i) Basic *sensitization to gender issues*;
- j) Critical principles and practices of social development with special reference to *Health and Educational Administration*;
- k) Haryana's achievement and future development in relation to *tourism development*;
- l) The *role of technical education* in enriching the fabric of Haryana's economic prosperity; &
- m) Social efficiency and *social security* as a means of improving economic competitiveness.

B. CORE ADMINISTRATIVE INPUTS RELATING TO A 10-YEAR PERSPECTIVE

On the basis of potential postings of HCS officers in the first 10-years of their service, the core objectives of the training are given below:

- a) Insight into in the *institutional framework of district administration* with special emphasis on both regulatory and administrative functions;
- b) Nature of the normative parameters which should determine the relationship *between the Magistracy, Police and Judiciary* at the district level;
- c) The broad structure and function of the *poverty alleviation programmes* being implemented at the district level;
- d) The basic tenets of *democratic decentralization* and the problems being experienced in the field;
- e) The *structure and function of cooperative institutions* at the district level;
- f) The role of Lead Banks and *preparation of district credit plans*;
- g) The principles and practice of *agricultural extension*;

- h) The critical principles of *micro-enterprise development* and its promotion at the district level;
- i) Salient features of a city's *master plan and its enforcement*;
- j) The framework of *Bus Transportation in Haryana*, current practice and possibilities of public-private partnership; &
- k) Approach to the Tenth Five Year Plan and *Haryana's planning in the context of Human Development Parameters*.

III. CONTENT OF THE PROGRAMME

The content of the HCS Induction Training Programme has been divided into two spheres: General Overview of Administration divided into 8 segments and Core Administrative Inputs relating to the first 10-years of service of HCS officers divided into 7 segments. The topics covered in both the spheres in the context of the 15 segments are given below:

GENERAL OVERVIEW OF ADMINISTRATION

The eight segments subsumed under this sphere and the various topics covered within each segment are given below:

- a. **History, Geography and Culture of Haryana**
 - 1. Haryana : A Society in Transition.
 - 2. Making of a Civilization – A Holistic View of the History & Geography of Haryana.
- b. **Economy and Infrastructure**
 - 3. Economy of Haryana : Issues and Challenges.
 - 4. New Approaches for Infrastructure Development : Transparency, Accountability and Economic Viability.
 - 5. Power Sector Reforms – The Haryana Model and other interesting models.
 - 6. Irrigation Network in Haryana : Current Status & Future Vision.
- c. **General Public Administration with special focus on Personnel Administration**
 - 7. Good Governance : Putting People at the Centre Stage of Government Activity.

8. Approach to the Tenth Five Year Plan and Haryana's Plan vis-à-vis HDR Parameters.
9. Citizen's Charter.
10. Grievance Redressal System in Haryana.
11. Office Procedures and Promotion of Efficiency.
12. Employees' Conduct Rules ; Do's and Don'ts of Administration.
13. Service Rules – Probation, Efficiency Bar, Promotion & Allied Matters.
14. Disciplinary Proceedings.
15. Art of Writing ACRs.
16. Organizing Elections.
17. Canons of Financial Propriety.
18. Purchase procedures in government with special emphasis on e-supply chain.
19. Responsibilities of DDOs.
20. Information Technology as an instrument of better monitoring.
21. Administrative Commitment and Efficiency.

d. Organizational Behaviour

22. Team-Building at the District Level through the Inculcation of Synergistic Values.
23. Improvement in Productivity is the task of the leader.
24. Ethics in Administration : A Role Play.

e. Gender Sensitization

25. Re-defining Gender in the context of the falling sex-ratio in Haryana.
26. Participative Processes in promoting rural development with special focus on Gender Mainstreaming.

f. Informal Sector, labour and Social Security

27. Social Efficiency and Social Security as a measure of economic competitiveness in the context of International Labour Conventions.

g. General and Technical Education

28. Current Status of Haryana on different Educational Parameters : Problems faced and strategies for making the Sarva Shiksha Abhiyan a success.
29. Promotion of Vocational and Technical Education as a Vehicle of Haryana's Progress.

h. Provision of Health Services

30. The epidemiological profile of Haryana : Alternate Structures and strategies at the primary, secondary and tertiary levels.
31. Health Sector Reforms in Haryana with special emphasis on Primary Health Services.
32. Making a traditionally patriarchal society more gender sensitive : A new approach and methodology for Haryana's family planning programme.

CORE ASPECTS OF ADMINISTRATION

The seven segments subsumed under this sphere and the various topics covered within each segment are given below:

A. District Administration

1. Changes in the Framework of District Administration in the context of 73rd & 74th Constitutional Amendment.
2. Decentralized Planning as an Instrument of true Democracy.
3. Efficient Management of the Public Distribution System.
4. Preparation of District Credit Plans within the Institutional Banking Framework.
5. Basic Principles of Efficiently combating natural and man-made disasters at the District level as well as undertaking special measures to alleviate marginalisation.
6. Legal Framework of Civil Administration at District Level : Principles and Practices.
7. Role of Deputy Commissioner in Regulation and Development.

B. Poverty Alleviation and Employment

8. A Dynamic Approach to Employment Generation in Haryana.

9. Implementation of SGRY in Haryana : Performance with examples from Haryana.
10. Provisions of Urban Basic Services & Urban Poverty Alleviation are two sides of the same coin.

C. Promotion of cooperatives

11. Principles and Practices of the Cooperative Movement with special reference to Haryana and the role of Co-operative movement in Haryana's Development.
12. Principles of Cooperative Finance in Haryana's Development.
13. Best Practices in the Co-operative movement in India and Abroad.
14. Improving the Recovery of Co-operative Loans by Primary Cooperative Societies with a view to improving the performance of District Cooperative Banks.

D. Agricultural and Allied Rural Development

15. Land Reforms as an Instrument of Equality and Development.
16. Changing Face of Rural India by capacity building of farmers through KVK, effective rural extension and agro-industries.
17. Improved Cattle breeding practices, efficient milk collection and diversification in milk products.

E. Urban Development

18. Urban Development in Haryana : Concepts, Practices and Legislations.
19. Regulatory Role of the Town and Country Planning Organization.
20. What, Why and How of a Master Plan in Context of Regional Planning with specific reference to Gurgaon and NCR.
21. Private Sector Investment in Urban Development.
22. Improving Municipal Finance through Reforms and Recovery.
23. Concept of Science Parks : Relevance to Haryana.

F. Industrial Development and Environment

24. Policies and strategy for industrializations in a Globalizing world with special reference in Haryana.

25. Maintaining the Ecological Balance for Sustainable Development : Afforestation and Anti-Pollution Strategies.

G. Public Transportation and Tourism

26. Haryana's Bus Transport System.
27. Alternate Models of Haryana's Bus Transport System.
28. Highway and Week-end Tourism – Haryana's Achievement and Future.

The detailed Training Programme of this induction training linking the various topics with eminent speakers is given at Appendix – I.

IV. METHODOLOGY OF THE PROGRAMME

The salient features of the methodology of instruction are given below :

- a) *Emphasis on interaction* between the Guest Lecturers and the trainees. In this respect a conscious effort is being made to allocate time for an open-house debate on each of the topics being taught.
- b) Inculcating a spirit of academic camaraderie amongst the trainees by constituting them into Syndicate Groups and allocating a specific topic to each group for study. Different Faculty Members of HIPA have been assigned to different Syndicate Groups for preparation of reports. The topics selected for Syndicate Reports are given below :
 - i) A dynamic approach for *employment generation* in Haryana;
 - ii) *Land reforms* as an instrument of equality and development;
 - iii) Policy and strategy for enhanced performance on *human development parameters*;
 - iv) *Public-private partnership as a means of infrastructure development* in Haryana.
- c) Preparation of Individual Reports by each trainee. Each trainee has been allocated a topic to prepare a report after spending time in the library and consulting individual faculty members. The topics selected for Individual Assignments are given below :
 - i) A vision and strategy for improving the status of female education in Haryana;

- ii) Haryana's status vis-à-vis Gender Development Index (GDI) parameters and a plan of action for mainstreaming women in the development process;
 - iii) The way to solve the unemployment problem of Haryana;
 - iv) Justice delayed is justice denied – A road map for improving the disposal of cases in Haryana.
 - v) A blueprint for public – private partnership in infrastructure development in Haryana.
 - vi) How should Haryana cross the digital divide : using IT for economic growth;
 - vii) Family Planning in Haryana: Current status and an innovative plan for reducing the net birth-rate;
 - viii) Power sector reforms in Haryana: current scenario and an effective strategy for the future;
 - ix) The role that the Cooperative Movement can play in strengthening Haryana's prosperity;
 - x) Implementation of rural and urban poverty alleviation programmes : A dynamic plan and strategy;
 - xi) Plan and methodology for strengthening the agrarian economy of Haryana through enhanced and diversified production-cum-processing of agricultural, horticultural, floricultural, piscicultural and milk products;
 - xii) A vision and road-map for strengthening the industrialization of Haryana;
 - xiii) A plan and strategy for strengthening municipal finance and improving the public-private partnership in urban development;
 - xiv) Improving organizational forms;
 - xv) Promoting pluralism through NGOs and
 - xvi) Cultural forms as a means of strategizing development.
- d) Interaction between eminent administrators, judges and trainees through a panel discussion on a major theme of administration. A panel discussion has been organized on *“Interface between Magistracy, Police and Judiciary – Synergy in Administration.”*

- e) Social bondage between the faculty and the trainees. Two social functions are being organized where the trainees will present some culture items with a view to strengthening the social bondage between the faculty and the trainees.

V. CONCLUSION

The foregoing analysis provides the broad contours of the Course Design. Selection of eminent experts from the academic sphere and experienced civil servants from the administrative sphere is expected to provide *the right blend of theory and practice*. Use of case studies and administrative experiences by both the in-house and guest faculty is being encouraged with a view to highlighting the critical issues and challenges likely to be faced by the HCS Officers when they take-up their substantive administrative assignments.

HARYANA INSTITUTE OF PUBLIC ADMINISTRATION: GURGAON

INDUCTION PROGRAMME FOR HCS OFFICERS PHASE I

(SEPTEMBER 9-8TH OCTOBER, 2002)

Day & Date	10.00 – 11.15 a.m.	11.45 – 01.00 p.m.	02.00 – 03.15 p.m.	03.30 – 04.45 p.m.
Monday 09.09.02	General Orientation & Haryana : A Society in Transition - <i>H.S.Anand</i> & - <i>Sukhbir Singh</i>	Haryana : A Society in Transition - <i>Sukhbir Singh</i>	Making of a Civilisation – A Holistic View of the History & Geography of Haryana - <i>K.C.Yadav</i>	Making of a Civilisation – A Holistic View of the History & Geography of Haryana - <i>K.C.Yadav</i>
Tuesday 10.09.02	Administrative Commitment & Efficiency - <i>H.S.Anand</i>	Administrative Commitment & Efficiency - <i>H.S.Anand</i>	Urban Development in Haryana: Concepts, Practices and Legislations - <i>M.R.Kulkarni</i>	Regulatory Role of the Town and Country Planning Organization - <i>M.R.Kulkarni</i>
Wednesday 11.09.02	Decentralized Planning as an Instrument of true Democracy - <i>Suresh Misra</i>	Office Procedures and Promotions of Efficiency - <i>B.B.Lall</i>	Employees' Conduct Rules: Do's and Don'ts of Administration - <i>B.B.Lall</i>	Principles of Cooperative Finance in Haryana's Development - <i>T.Duhan</i>
Thursday 12.09.02	Insights into Human Development - <i>Vandita Dar</i>	Rules of Business of the Haryana Govt. - <i>V.P.Batra</i>	Working of Committees of the Vidhan Sabha - <i>V.P.Batra</i>	Social Development in Haryana : issues and Challenges - <i>Rekha Shrivastava</i>
Friday 13.09.02	Participative Processes in promoting rural development with spl. Focus on Gender mainstreaming - <i>G.Anupama</i>	Service Rules – probation, Efficiency Bar, Promotion & Allied Matters - <i>C.L.Pasricha</i>	Grievance Redressal System in Haryana - <i>C.L.Pasricha</i>	Citizen Charter - <i>Suresh Misra</i>

HARYANA INSTITUTE OF PUBLIC ADMINISTRATION: GURGAON

INDUCTION PROGRAMME FOR HCS OFFICERS PHASE I

Day & Date	10.00 – 11.15 a.m.	11.45 – 01.00 p.m.	02.00 – 03.15 p.m.	03.30 – 04.45 p.m.
Monday 16.09.02	Changes in the Framework of District Administration in the context of 73 rd & 74 th Constitutional Amendment - <i>S.P.Verma</i>	Art of writing ACRs - <i>Urvashi Gulati</i>	Organising Elections - <i>Urvashi Gulati</i>	Good Governance : Putting People at the Centre stage of Governmental activity - <i>H.S.Anand</i>
Tuesday 17.09.02	Policies & Strategy for industrializations in a Globlizing world with special reference in Haryana (9.30 – 11.30 a.m.) - <i>M.C.Gupta</i>	Disciplinary Proceedings - <i>Rajni Sekhri Sibal</i>	Ethics in Administration: A Role Play - <i>Rajni Sekhri Sibal</i>	Improving Municipal Finances through Reforms & Recovery - <i>K.K.Pandey</i>
Wednesday 18.09.02	Power Sector Reforms- The Haryana Model and other interesting models (9.30 – 11.30 a.m.) - <i>Meenaxi Anand Chaudhary</i>	Team-Building at the District Level through the Inculcation of Synergistic Values - <i>H.B.L.Vohra</i>	Improvement in Productivity is the task of the leader - <i>H.B.L.Vohra</i>	Principles and Practices of the Co-operative Movement with special reference to Haryana and the role of Co-operative movement in Haryana's Development - <i>S.S.Dhillon</i>
Thursday 19.09.02	Best Practices in the Co-operative movement in India and Abroad - <i>R.L.Bhatla</i>	Preparation of District Credit Plans within the Institutional Banking Framework - <i>T.Duhan</i>	Efficient Management of the Public Distribution System (12.30p.m.- 1.30p.m.) - <i>Mallika Arya</i>	Legal Framework of Civil Administration at District Level: Principles and Practices. (3.30p.m.- 5.30p.m.) - <i>Rekha Shrivastava</i>
Friday 20.09.02	Approach to the Tenth Five Year Plan and Haryana's Plan vis-à-vis HDR Parameters (9.30 – 11.30p.m.) - <i>Firoza Mehrotra</i>	Private Sector Investment in Urban development - <i>S.B.Verma</i>	Concept of Science Parks: Relevance to Haryana - <i>S.B.Verma</i>	Re-defining Gender in the context of the falling sex-ratio in Haryana - <i>Madhumita Sarkar</i>

HARYANA INSTITUTE OF PUBLIC ADMINISTRATION: GURGAON

INDUCTION PROGRAMME FOR HCS OFFICERS PHASE I

Day & Date	10.00 – 11.15 a.m.	11.45 – 01.00 p.m.	02.00 – 03.15 p.m.	03.30 – 04.45 p.m.
Monday 23.09.02	HOLIDAY			
Tuesday 24.09.02	Role of Deputy Commissioners in Regulation in Development <i>-L.C.Gupta</i>	Canons of Financial Propriety <i>-C.P.Malhotra</i>	Responsibilities of DDOs <i>- C.P.Malhotra</i>	Preparation for Individual Assignments/Library hour
Wednesday 25.09.02	Improving the Recovery of co-operative Loans by Primary Coop. Societies with a view to improving the performance of District Coop. Banks <i>-J.P.Yadav</i>	Implementation of SGRY in Haryana: Performance with examples from Haryana <i>- Wilfred Lakra/Ankur Gupta</i>	Highway and Week-end Tourism-Haryana's Achievement and Future <i>- Navraj Sandhu</i>	Individual Assignments Presentations <i>-Sarita/Veena/Jagdeep/Satpal/Ranjit</i>
Thursday 26.09.02	What, Why and How of a Master Plan in Context of Regional Planning with specific reference to Gurgaon and NCR <i>- R.C.Aggarwal</i>	Individual Assignments Presentations <i>i. Mohinder/Kuldhir/Mahabir/ Mukesh/Susrinder/Munish</i>	Maintaining the Ecological Balance for Sustainable Development: Afforestation and Anti-Pollution Strategies <i>- K.C.Varshney</i>	Promotion of Vocational and Technical Education as a vehicle of Haryana's Progress <i>- Promilla Issar</i>
Friday 27.09.02	Haryana's Bus Transport System <i>- Rajan Gupta</i>	New Approaches for Infrastructure Development: Transparency, Accountability and Economic Viability <i>- J.Goerge/Manveen</i>	Alternate Models of Haryana's Bus Transport System <i>-Rajan Gupta</i>	Individual Assignments Presentations <i>-Kamlesh Vatsal/Jag Niwas/Sujit/Satish</i>

HARYANA INSTITUTE OF PUBLIC ADMINISTRATION: GURGAON

INDUCTION PROGRAMME FOR HCS OFFICERS PHASE I

Day & Date	10.00 – 11.15 a.m.	11.45 – 01.00 p.m.	02.00 – 03.15 p.m.	03.30 – 04.45 p.m.
Monday 30.09.02	Basic Principles of Efficiency combating natural and man-made disasters at the District level as well as undertaking special measures to alleviate marginalisation - <i>Abhay Shrivastava</i>	Economy of Haryana: Issues and Challenges - <i>Vandita Dhar</i>	Health Sector Reforms in Haryana with special emphasis on Primary Health Services - <i>K.B.Singh</i>	Policy & Strategy for enhanced performance on Human Development Parameters - <i>Sarita Malik/Mahender Pal/Kuldhir Singh/Jag Niwas</i>
Tuesday 01.10.02	The epidemiological profile of Haryana: Alternate Structures and strategies at the primary, secondary and tertiary levels - <i>B.S.Dahiya</i>	Current status of Haryana on different Educational Parameters: Problems faced and strategies for making the Sarva Shiksha Abhiyan a success - <i>Govind</i>	Improved Cattle breeding practices, efficient milk collection and diversification in milk products - <i>A Banerjee</i>	A Dynamic Approach to Employment Generation in Haryana - <i>M.R.Kulkarni</i>
Wednesday 02.10.02	<i>Holiday</i>			
Thursday 03.10.02	Making a traditionally patriarchal society more gender sensitive: A new approach and methodology for Haryana's family planning programme - <i>N.K.Sethi/Geeta Bansal</i>	Public-Private Partnership as a means of Infrastructure Development in Haryana <i>i. Surinder Kumar/Kamlesh Kumar/Mahavir/Sujit</i>	Changing Face of rural India by capacity building of farmers through KVK, effective rural extension and agro-industries - <i>Prof. Suhag, Director Extension, HAU</i>	Interface between Magistracy, Police and Judiciary-Synergy in Administration: Panel Discussion <i>ii. Koshy Koshy/S.H>Mohan/Rao</i>
Friday 04.10.02	Social efficiency and Social Security as a measure of economic competitiveness in the context of International Labour Conventions - <i>H.S.Anand/Satbir Silas</i>	Information Technology as an Instrument of better monitoring - <i>Keshni Anand Arora</i>	Purchase procedures in government with special emphasis on e-supply chain - <i>Keshni Anand Arora</i>	Land Reforms as an Instrument of Equality & Development - <i>Ranjit Kumar/Vatsal Vashist/Munish Nagpal/Satish</i>

HARYANA INSTITUTE OF PUBLIC ADMINISTRATION: GURGAON

INDUCTION PROGRAMME FOR HCS OFFICERS PHASE I

Day & Date	10.00 – 11.15 a.m.	11.45 – 01.00 p.m.	02.00 – 03.15 p.m.	03.30 – 04.45 p.m.
Monday 07.10.02	<i>Holiday</i>			
Tuesday 08.10.02	Irrigation Network in Haryana: Current status & future Vision <i>-Anil Kumar</i>	Provision of Urban Basic Services & Urban Poverty Alleviation are two sides of the same coin <i>-H.S.Anand</i>	Evaluation & Feedback <i>- H.S.Anand/Vandita Dar</i>	Valediction

Appendix II

(For an illustrative purpose only)

GOOD GOVERNANCE PARADIGM FOR PUTTING PEOPLE AT THE CENTRE OF WHAT GOVERNMENTS DO*

Conceptual Context

As the processes of democratization and liberalization gathered momentum across the world during the later half of the 20th century, the issue of good governance came to the forefront of public administration. The Social Contract of Rousseau has evolved beyond the concept of the State *being the protector of life and property to being a guardian of the most deprived* through various forms of social security and *further onto being the provider of good governance* with a view to creating enabling conditions for citizens to realize their intrinsic potential.

Let us examine the concept of Governance from different perspectives. One perspective emphasizes the aspect of ‘managing public resources.’ According to the UNDP:

“Governance is the exercise of political, economic and administrative authority to manage a nation’s affairs....Governance embraces all of the methods – good and bad - that societies use to distribute power and manage public resources and problems (UNDP, 1997:9).”

In case, the public resources are managed in a manner which *optimizes the welfare of the people*, governance can be deemed to be imbued with the quality of ‘goodness.’

Another approach to governance is to focus on the way power is exercised. The ADB defines Governance as “ the manner in which power is exercised in the management of a country’s social and economic resources for development (ADB, 2000: 1).”

* Prepared by Dr. H.S.Anand, IAS.

In a similar vein, the International Institute of Administrative Sciences describes Governance as the process “whereby elements in society wield power and authority, and influence and enact policies and decisions concerning public life, economic and social development (I.I.A.S., 1996:6).”

Louise Frechette, Deputy Secretary General of the UN at the World Conference on Governance distinguished between Government as the wielder of the power of the State and Governance involving the whole society in the management of public affairs :

“Governance is not something the state does to society, but the way society itself, and the individuals who compose it, regulate all the different aspects of their collective life (From Government to Governance 1999:5).”

Another perspective on Governance distinguishes between meeting the needs of the people and creating enabling conditions for their fulfillment by the citizens themselves: “the important distinction between government acting to meet a need for people and government acting to create an enabling setting within which people can be more effective in meeting those needs for themselves (David Korten 1984:302).” “To enable,” according to Korten, is to make changes in the law and incentive structure and to develop local capacity rather than to manage resources or to deliver services directly (ibid p. 303).

Yet another perspective considers the progressive achievement of ‘the common good’ as the quality which imbues *governance with goodness*. The Directive Principles of State Policy in the Indian Constitution stipulate certain principles of policy. The State shall, in particular, direct its governance : towards securing: (a) that the citizens, men and women equally, have the right to an adequate means of livelihood: (b) that the ownership and control of the material resources of the community are so distributed as best to sub serve the common

good; and (c) that the operation of the economic system does not result in the concentration of wealth and means of production to the common detriment. (the Constitution of India 1999 : 16 Article 39).”

A different interpretation of ‘the common good’ is given by Yves R. Simon who in his work “Philosophy of Democratic Government” opines that “the common good refers to a comprehensive set of goods in which the entire society participates (Simon: 1993).”

Interestingly, ‘the common good’ finds reference in the Indian epic, the Mahabharat written by the seer Ved Vyas. In Mahabharata, Utthya says to King Mahendra: “the all-pervading One has instituted Dharma for the common good of all beings (Dwivedi O.P. 1998 : 255).” In other words, ‘Dharma’ or the Law of Creation stipulates the common good of all.’

In a sense, the modern concept of good governance goes beyond the concept of the Welfare State as the guardian of the welfare of the people to the setting-up of certain key standards for the activities of the government; the promotion of basic human values sub-serving those standards; and the creation of certain enabling conditions under which citizens can devise their own initiatives for fulfilling their intrinsic potential.

Normative Framework of Values

It will be useful, at this stage, to describe the normative framework of critical human values necessary for enabling the organs of the State in collaboration with society to achieve Good Governance:

The first value of this normative framework is leadership based on a strong capability for empathy. Empathizing with the critical needs of various segments of society is vital for enlightened policy formulation. The second

critical value is teamwork. Teamwork at different functional levels of a given organization is essential for achieving high operational standards. Responsiveness is the third important value of this framework and involves the capacity of an organization to respond swiftly and effectively to the problems of users of various governmental services. The fourth critical value is a high level of honesty and integrity amongst the elected representatives and members of the civil services. This value has many dimensions. At one level, integrity implies that recruitment to various positions is made with complete objectivity and without fear or favour. At another level, it implies that contracts are given on the basis of established criteria after open advertisement and proper assessment of technical and financial bids. At yet another level, integrity involves provision of grants to states, semi-autonomous bodies and NGOs on the basis of properly laid-down criteria. The fifth value is complete transparency in the working of the Government except in special areas such as internal law & order and external security. The sixth value of this framework is accountability of Ministers and civil servants to a duly elected legislature and through it to the common man on the street. The seventh value pertains to a high level of managerial competency amongst civil servants and executing agencies. The eighth value emerges from the relationship between academic/research organizations and potential beneficiaries of development projects in the form of action research professionalism. Participant observation and statistical rigor are significant attributes of this professionalism. Democratic decentralization is the ninth value of this framework whereby appropriate administrative and financial powers are devolved from the national level to states (federating units) or area

administrative units and further from state governments to urban and rural local bodies. In fact, a fourth tier of devolution is desirable in terms of ward committees and neighborhood committees with appropriate representation for women, minorities and socially disadvantaged groups like scheduled castes and scheduled tribes. The tenth value refers to openness in administration based on the right to information. The eleventh value pertains to strictly observing established canons of financial propriety in the process of governance. The twelfth set of values pertain to the relationship between trade-unions, employers organizations and government in the form of observance of core ILO conventions relating to fair wages, essential social security as well as provision of safe and healthy working conditions. The thirteenth set of values refer to equality before law and judicial impartiality as borne-out from effective implementation of the rule of law and its continuance through public interest litigations and other forms of vigilance by the general public. The fourteenth value refers to freedom of expression with special reference to the mass media in focusing attention on areas of governmental authoritarianism or apathy and moulding public opinion. The role of 'the fourth estate' is universally recognized as a sine qua non of a virile democracy. The fifteenth value of this normative framework refers to partnerships in the service of the people between government at various levels and various organs of civil society such as NGOs citizen's groups, international donors and the media.

Good Governance Paradigm

The various values listed as integral constituents of the normative framework of good governance will only be a pie in the sky until they are operationalised in the

form of appropriate organizational structures which validate the said values in terms of implementation. A Good Governance Paradigm has been developed in this respect and is presented in tabular form the following pages.

A perusal of the paradigm shows that there are various instrumentalities or organizational structures which influence the nature of governance. There are rules of business of the Government which serve as a critical dividing line for demarcating the roles of the political executive and the permanent executive in the form of the civil service. If these rules are well designed and supported by appropriate conventions, the relationship between Ministers and civil servants is likely to be marked with a high degree of teamwork and can be considered conducive to forging an appropriate framework for Ministers to play a leadership role in policy formulation. The role of the civil service is to assist the Minister in policy-making and to effectively implement the policies adopted through well-designed programmes. The critical dividing line between a Minister and members of the civil service is well-defined in New Zealand. "The Minister has nothing to do with the appointments, transfers, supervision and promotion of any staff member of the Ministry (C.N.Ray 1998 : 804)."

GOOD GOVERNANCE PARADIGM

S.No. I	Instrumentalities or Organizational Structures II	Relationships III	Rules of the Game IV	Values V	Negative Values VI
1.	Critical Dividing Line (CDL) defined by the Rules of Business	Ministers & Senior Civil Servants	Rules of business of the Govt. with clear demarcation of roles of the political executive and the permanent executive	Leadership & Teamwork	Rudderless & Infighting
2	People's Leadership	Urban: Municipal Councillors, Ward Committees, Municipal employees & Constituents Rural : Rural area boards or Panchayati Raj Institutions, employees an constituents	Acts, rules and regulations of urban and rural local bodies	Accountability & Decentralisation & People's Participation	Law onto itself & Centralized Authoritarianism
3	Autonomous Agency	Ministry – Agency's relationship	Memorandum of Understanding or Contract	Managerial competency	Red-Tape & Adhocism
4	Citizen's Charter & Right to Information Act	Govt. Departments or Agencies and the citizen's as users/clients	Stipulations of the Charters with reference to normative standards and compensation for non-fulfillment of standards	Responsiveness, Transparency & Openness	Inaccessibility & Secretiveness

5.	Mess Academia & Smith	Academic and societal relationships: University Deptts., Research and Training Organizations & potential beneficiaries of Development Projects	Stipulation in Action Research Projects	Action Research Professionalism	Academic amateurism
6.	Comptroller & Auditor General's Audit/Statutory Audit	Ministers, Departments, Agencies & Statutory auditors	Auditory law, rules & regulations	Financial Propriety	Financially Porous
7.	National Labour Conference	Workers' Representatives, Employers organizations & Govt.	ILO Conventions and National Laws based on them	Fair Wages, social security as well as Safe & Healthy Working Conditions	Subsistence Wages, Insecurity, Unsafe & Unhygienic working conditions
8.	Rule of Law & P.I.L.	Judiciary, Executive Magistrates, Police & the Public	Acts, Rules, regulations and conventions	Equality before Law & Judicial Impartiality	Status differentiation, Nepotism & Partiality
9.	Ombudsman (Sweden) Lok Ayukt-Lok Pal (India)	Ombudsman, Government, Investigation Agency & the Public	Acts, Rules, regulations and conventions	Honesty & Integrity	Dishonesty & Corruption
10.	Ceaser-Civil Society Partnership & Strengthening "the fourth estate"	Administration, NGOs, International donors, Media	Contractual obligations, Norms and Conventions	Freedom of expression with special reference to the mass media Partnerships in the service of the People	Self-serving

Another instrumentality for ensuring good governance is devolution of powers to lower levels of the administrative hierarchy with a view to strengthening people's leadership. The rules and regulations for setting-up and strengthening urban local bodies and rural local bodies as a medium for local governance are significant in this regard. Municipalities and rural area bodies which have access to substantive financial resources can play a significant role in provision of public health, education, social security and allied services to the residents of the said areas. The critical values supported by these structures are decentralization, people's participation and greater accountability of elected representatives to local constituents;. Bata K.Dey describes this aspect of governance succinctly; ".....time has come to 'people-ise' government and power. Unless people can share real power in the government – not in the mechanical sense of sending representatives once in five years.... Democracy needs citizens, not clients. Real democracy means real empowerment. Government is not business; it is service born in sympathy and empathy (Dey 1998:423)." Further, within the ambit of popular participation, gender – mainstreaming is of crucial significance : “ for those who advocate the equity agenda, their role involves both knowing the mechanisms underlying the masculine embeddedness in State structures and at the same time identifying the points of opportunity and the mechanisms of change that make successful strategies possible (Tremblay & Kumtakar 1998:466)".

An innovative functional structure which is conducive to good governance is to have small Ministries and get the substantive work of public management performed by autonomous agencies. In this form of administration, the concerned Ministry enters into a memorandum of understanding with an agency for provision of specific public facilities or services. The head of the agency is generally selected through a

public process and is given substantive independence in choosing his team. The agency is then required to perform in accordance with the objectives and commitments set-out in an MOU with a periodic review being undertaken for appraising performance. The core quality of this form of organizations is managerial competency. Attention, here, is drawn to the approach of 'new public management' described aptly by Jan-Erik Lane:.... The 'new public management' focuses on management, not policy and on performance appraisal and efficiency. It deals with converting public bureaucracies into agencies which deal with each other on a user-pay basis. It also uses quasi-market and contracting out to foster competition. It is a style of management which aims at cutting cost, reducing public expenditure and a style of management which emphasizes on output and providing monetary incentives to increased performance and empowering managers (Lane J-E 1995: 160-63).”

Another instrumentality of good governance is to get different departments to formulate citizen's charters. These charters contain normative standards relating to the provision of specific services and ideally stipulate compensation to the public for non-fulfillment of standards. The charters also specify the grievance redressal machinery available to citizens in cases of default. The critical values supporting this form of organization are prompt responsiveness to public needs and transparency in the working of government offices. The British Government has carefully spelt-out the key elements of a good citizen's charter :

1. “Standards: Setting, monitoring and publication of explicit standards for the services that individual users can reasonably expect...”
2. Information and Openness : Full, accurate information, readily available in plain language...

3. Choice and Consultation: The Public sector should provide choice wherever practicable. There should be regular and systematic consultation with those who use services....
4. Courtesy and Helpfulness : ... Services available equally to all who are entitled to them and run to suit their convenience....
5. Putting Things Right : If things go wrong, an apology, a full explanation, and a swift and effective remedy to be offered.
6. Value for Money : Efficient and economical delivery of public services within the resources, the nation can afford. And, independent validation of performance against standards. (U.K. Foreign & Commonwealth Office 1992:6).”

Another instrumentality of good governance which has proved successful in complicated areas of public administration is a symbiotic relationship between academic or research institutions and potential public beneficiaries through the institution of action research projects. Action research projects are undertaken as pilot projects in difficult areas of public administration. Eminent academicians and researchers are encouraged to step-out of their ivory tower to solve the problems of Mr. Smith on the road.

The activities of Govt. departments/agencies and the expenditure incurred their-on is audited in many developing countries through appropriate institutional frameworks. In India the office of the Comptroller and Auditor General conducts a statutory audit of ministries and departments of the Government and serves as a watch-dog of proper utilization of public revenues. The cardinal value of this instrumentality is observance of strict canons of financial propriety. Appropriate acts, rules and conventions determine the framework within which the CAG or other auditory bodies operate.

Just as the International Labour Organization meets every year for developing a consensus amongst employers, workers and governments regarding norms for regulating the relationships between employers and employees in the form of

Conventions; representatives of national unions, employers' organizations and Government meet in most countries under the aegis of the National Labour conference. The objective of the national labour conference in each country is to develop a consensus on implementation of various ILO Conventions through the formulation of national laws as well as to ensure harmonious working relationships between employers and employees. In the public and private sectors of the economy. The critical values related to this functional structure are the right to livelihood in the form of fair wages, provision of appropriate social security in situations of undeserved want and provision of safe and healthy working conditions. There are significant core labour conventions relating to elimination of the worst forms of child labour and bonded labour, discrimination against women at the work place as well as discrimination on the basis of caste, color and creed. Juan Somavia, Director-General of the ILO, places critical emphasis on provision of "decent work" to both women and men in the informal sector: "the ILO must be concerned with workers beyond the formal labour market – with unregulated wage workers, the self-employed, and homeworkers. The participation of the informal sector in total employment has reached almost 60% in Latin America. In Africa, the informal economy accounted for over 90% of new urban jobs during the past decade (Somavia 1999:4)." As on 1.7.1997, the Indian Labour force was estimated to be 362 million out of which 92% or 326 million were in the Informal Economy (Ray, PK 2000:38).

Further, upholding the rule of law constitutes a significant instrumentality of good governance. The instrumentality involves a good working relationship between the Judiciary, the Legislature, the Executive in the form of Executive Magistrates and the Police as well as the general public. Equality before law and judicial impartiality

are two fundamental values determining good governance in relation to the effective operation of the rule of law in any country. Moreover, public interest litigations (PILs) are another medium available in some countries for effectively enforcing the rule of law.

The Ombudsman of Sweden or similar organizational structures in other countries constitute a significant instrumentality of good governance. In India, the Central Vigilance Commissioner and the proposed Lok Ayukt and Lok Pal seek to provide such a functional structure. Such structures are meant to look into cases of corruption, negligence and dereliction of public duties. In case a member of the public makes a complaint against any government office, the Ombudsman or his equivalent in that country is expected to conduct a prime-facie enquiry regarding the veracity of the complaint in case there is reasonable evidence about the validity of the complaint, to order a full fledged enquiry alongwith steps for redressal of the grievance. Honesty and integrity are critical values which normatively preside over this form of organization. Similarly, the Independent Commission Against Corruption (ICAC) was set-up in Hong Kong in 1974 and according to N.Vittal "...the ICAC was able to systematically bring down corruption by taking all stakeholders into confidence and discussing with them to initiate a number of processes to check corruption, (Vittal, N 1999:6)."

The last and cardinal instrumentality of good governance is a synergistic relationship between the Government and civil society through the medium of NGOs, international donors and the media. These relationships are organized in terms of contractual obligations, MOUs, project documents and conventions. Partnership in the service of the people is the core value characterizing this form of relationship. In fact, partnerships help to build consensus in society. This aspect is beautifully

expressed by Louise Frchette: “Most of all good governance is based on the will of the people : on the legitimacy gained through regular, free and fair elections; on popular participation in decision-making; and on consensus building in society (2000:26).”

The Good Governance Paradigm described in the preceding paragraphs correlates organizational structures or instrumentalities of good governance with corresponding relationships, rules of the game and values required for pragmatically translating the ideals of good governance into reality on the ground.

Another interesting way of looking at good governance is to examine it from the perspective of administrative accountability. Bruce Stone of the University of Western Australia has identified five different notions of administrative accountability- parliamentary control, managerialism, judicial and quasi-judicial review, constituency relations and the market (Stone, B. 1995 : 511). The relationships within these systems are illustrated in Table 1.

TABLE 1 RELATIONSHIPS WITHIN ACCOUNTABILITY SYSTEMS

Type of Accountability	Basis of Relationship	Analogous Relationship (controller-Administrator)
Parliamentary Control	Supervision/command	Superior-subordinate
Managerialism	Fiduciary/contract	Principal-agent
Judicial/Quasi-Judicial Review	Individual rights/procedural obligations	Appellant-respondent
Constituency relations	Representation/ responsiveness	Constituent-representative
Market	Competition/consumer	Customer-entrepreneur

Source: B.S.Romjek and H.J.Dubnik, “Accountability in the Public Sector : Lessons from the challenger Tragedy”, Public Administration Review, Vol.47, No. 227, 1982, p.36, Bruce Stone

Goals of Good Governance

Having looked at good governance from the perspective of a normative framework of values and the organizational structures that 'functionalise' those values in practice; it will be useful to examine the over-arching goals and strategies that give a philosophical and ideological underpinning to this vision.

In the domain of goals-sort of beacons of administrative endeavour – the first-goal that needs to be set is to 'enfranchise' the people in terms of socio-economic empowerment rather than just a political right to elect representative once in four or five years. This is only possible if they are not only consulted in decision-making at different levels but they are actually involved in the 'pie functions'- planning implementation and evaluation-at the appropriate levels. In a nutshell, each citizen must feel that he has a 'pie in the sky' by virtue of opportunities for participation in public affairs. Democracy, beginning from the grass-roots, must inform decision-making at all critical levels of governance. According to Minocha, good governance "is equivalent to purposive and development oriented administration which is committed to the improvement of quality of life of the people. It implies high level of organizational effectiveness. It also relates to the capacity of.... Political and administrative systems to cope up with the emerging challenges of the society... In simple terms, good governance may be considered as citizen friendly, citizen caring and responsive (Minocha O.P., 1997)."

The second goal of good governance is the *raison d'etre* of the social contract between the people and the coercive power of government : inter-group social discipline and harmony combined with internal-external peace and cooperation. The security of the country and the safety of all citizens regardless of gender, caste, colour or creed based on rule of law are vital for governance. This

process of governance gets imbued with the warmth of goodness when justice-political, social and economic – is available to all citizens promptly and at an affordable cost with the State acting as an impartial facilitator. Given the fact that the world has become a global village, this justice is feasible only if good neighbourliness informs the relationships of countries geographically clustered together and peace combined with economic cooperation characterizes international relations.

The third goal of good governance is separation of powers between the Executive, Legislature and Judiciary calibrated by effective checks and balances so that the sovereign power of the State is not monopolized by the Executive. A symbiotic relationship between the three organs of the State must be modulated by freedom of association and expression fortified by a free and independent mass-media. The fourth estate, namely the mass-media, must be allowed and encouraged to function as a watchdog of democracy.

The fourth goal of good governance refers to a concept called 'Antyodhya' made famous in India by the social reformer Vinoba Bhave. 'Antyodhya' implies caring and empowering the weakest and most disadvantaged citizens. This goal seeks to focus the spotlight of governance on the underprivileged, the hitherto socially ostracized, the physically and mentally challenged, the distressed and the poor. In many countries this goal is sought to be achieved by schemes of social security, by public supported health and educational facilities and by special programmes aimed at strengthening the educational, technical and income-generation capabilities of the weakest sections of society. Focus on the weakest of the weak is germane to good governance. This sentiment is echoed by Dolly Arora : "The need is to revitalize the political space and create possibilities of reshaping the

political agenda, making it possible for it to be not only sensitive to but also inspired by people who constitute the wider society and yet continue to be marginalized under the present dispensation (D.Arora 1998:397).”

The fifth goal of good governance refers to the scourge of negligence and corruption. Here, institutions like the Ombudsman, consumer courts, vigilance commissions, judicial activism through public interest litigations, frameworks for operationalising the right to work, citizens charters and citizens-watch organizations can play a useful role. The Civil Society must enforce accountability on government through institutionalized frameworks and conventions.

The sixth goal of good governance is institutional framework for continuous soul-searching within and between government-related organizational structures for improving the quality of governance. This can be operationalised through a clear demarcation between the functions of the political and permanent executives, public consultative committees of ministries and departments, committees of the legislature, the tripartite members of the National Labour Conference viz. unions, employers’ representatives and government law commissions examining issues related to judicial reform, independent institutions overseeing the functioning of administrative law and administrative reform commissions. Initiatives like ‘new public management’ must emerge from such instrumentalities.

The seventh and last goal of good governance is to institutionalize and strengthen pluralism in society with a view to enabling society to control the State. This implies encouraging academics and research institutions to get involved in developmental projects ; NGOs to play a constructive role in delivery of governmental services; plurality of newspapers and media channels to report on public affairs; and citizens’ groups to monitor pledges and promises of ministries and

departments. The goal is to deftly and swiftly put government on the mat whenever it oversteps its brief. Further, it is essential to weld partnerships between different instrumentalities of civil society such as government, private sector, unions, employers organizations, universities, citizens' groups and other NGOs. The challenge of the new millennium is to devise ways by which unequal and exploitative inter-relationships can be turned on their head by strong partnerships stressing symbiotic development. At this juncture, it would be desirable to dwell on what constitutes the barometer of quality in relation to a partnership. According to Samavia: "Let us begin by examining the notion of partnership. One, very simple, first step is to run the 'litmus test of values-in-practice on each relationship. If we say that the integrity and worth of the human person is at the center of our endeavors.... How does this translate into individual people's lives? (Somavia 1999:51)."

Strategy for Good Governance

Let us, now, move on from goals to strategy. Strategy is about 'ways of perceiving and doing things. First and foremost, good governance is more and more about being a catalyst and a facilitator rather than provider. Peter Drucker draws our attention to his concept that government is not doing, it could be inducing or making it easy for others to do (of Sengupta, B 1996:P.vii)."

Secondly, it is meaningful in the context of being a catalyst, that a government should reduce its size to a level where it represents the essential minimum of a well-trained, professional and competent workforce. This can be done by substantially reducing the size of Ministers and allocating the work of programme implementation to agencies. Agencies can bring-in managerial professionalism to the work of government and can reduce the red tape associated with a full-time, over-secure bureaucracy. David Osborne and Ted Gaebler in their work 'Reinventing

Government' have emphasized "mission-driven and market-oriented Government (Osborne & Gaebler, 1992)."

Thirdly, good governance involves achieving chosen goals with a high qualitative content at minimal cost. Public funds are born-out of taxation and other forms of raising public resources and must be utilized carefully in accordance with the most stringent norms of financial propriety. A user-fee should invariably be charged for services provided. The fee-structure should be egalitarian with the well-to-do paying more than the poor through innovative forms of cross-subsidization. Most departments should restrict salaries and operational expenses to about 15% of the total budget and spend the remainder on high-quality provision of facilities and services. The system of provision of facilities and services should be in consonance with market conditions and should progressively demonstrate creative forms of public-private cooperation.

Fourthly, good governance should view citizens as 'customers' and government or its agencies as 'providers' with the former having full rights as citizens to progressively expect higher levels of consumers satisfaction. In the event of inadequate provision of facilities and poor standard of services, the citizens as customers should have full recourse to damages compensation through consumer courts. Jane-Erik Lane expresses a similar view when he writes about "moving from rule to result orientation, from systems to enterprise, obedience to reward, inaction to action, centralization to decentralization and from the duties of administrators to the rights of citizens (Lane J-E 1995 : 1-13)."

Fifthly and finally, good governance should be seen from the perspective of inter-locking partnerships between different organizational structural of society all aiming at creating enabling conditions where-under each citizen can optimally realize

his potentialities as a responsible and creative member of civil society. A similar view has been expressed by Ghoshal & Bartlett with reference to the corporate sector “Today’s complex and dynamic environment demands collaborative problem solving, cooperative resource sharing and collective implementation (Ghoshal & Bartlett, 1998).”

To sum up, good governance has four pillars : a normative framework of values, a paradigm which functionalises these values through organizational structures, a set of over-arching goals which provide philosophical premises and a set of strategic approaches which facilitate the achievement of chosen goals. It is both a science and an art. It is about how civil society can convert its idealistic aspirations and hopes into pragmatic policies and programmes by weaving structural-functional processes around the organs of the State for achieving democratic, egalitarian and creative goals subserving the common good combined with optimal opportunities for individual fulfillment.

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