



# National Institute of Technology Rourkela

## A Management Model for NIT Rourkela

### Introduction

To function and to prosper, every institution needs a “management” or “organisation” in place. In case of NITR, the structure of the higher management is defined by the NIT Act 2007, and the statutes of the Institute, leaving the details of the junior management to the local authorities. The director, appointed by the Visitor, is the Chief Executive Officer and is expected to be responsible and accountable to the Board, the Government, and to the Visitor for delivering the intended service to the nation. He is assisted by faculty holding statutory positions such as deans and heads of departments, other faculty members and full time officers. The faculty and officers also assist the director, deans and HODs through a set of formal committees whose structures and tenures have been explicitly defined by the BOG and documented for reference. Often, but not always, an HOD or a professor in charge of a TSU is the chairman of a committee looking after the affairs of the activity.

The word used here is “management” in contrast with “administration”. In common parlance of institutes of higher learning, management is distinguished from administration in 3 ways, though these definitions may not be lexicographically correct.

- Management is more towards growth while administration is more towards maintaining smooth, event-free operation.
- While managers are more self-driven decision makers, administrators rely more on rules, traditions and instructions of higher authorities.
- Management personnel may be drawn, when so necessary from academic stake holders, while administrative personnel are dedicated professionals trained for the job.

It must be noted that the distinctions stated above are a matter of degree, not of kind. The personnel running the affairs of the Institute, whether faculty members taking administrative roles on the side or full time officers appointed for the purpose, all shall constitute the management, shall be flexible in their approach while honouring every rule of the Institute in letter and spirit, shall be growth oriented, and most important of all, shall be self-motivated creating an environment of cooperation both laterally and vertically.

The phrases “Institute Administration” and “Local Administration” shall represent all operating personnel working on campus, i.e. the director, the faculty and the officers, thus distinguishing them from the higher authorities – the BOG, the Ministry and the Visitor. The Institute Administrators, of course, do “management”, not “administration”, when seen in light of the discussion in paragraphs above.

Clarity of command line and of administrative relationship is essential for successful operation of any organisation. The objective of this document is to define the administrative structure, the personnel involved, authority, accountability, financial issues and records to be maintained.

## **2. Basic Administrative Frame work**

For administrative purposes, the institute is organised in terms of a set of departments, centres, offices and TSUs (Technical Service Units). While the first two terms are commonly used in all institutions of higher learning, the latter two are less known and will be articulated later in this document. The Director, as the Chief Academic and Executive Officer of the Institute, is assisted by the Deputy Director (when appointed in future), the Registrar, the Deans, Associate Deans (if such positions are created in future), Heads of Departments and Centres and PICs of various TSUs.

A department is an academic cum administrative unit consisting of faculty with common background and specialisation. The Central Workshop is a department where the faculty are drawn from other departments on approval of director. Similar arrangement is also followed for some other units of the institute, e.g. SAC and some TSUs. Normally a department is organised in terms of "academic groups", each group containing three to five faculty members with common academic and research interest. In formative years, academic groups may consist of less number of faculty members. Every member of the faculty must belong to one, and only one, academic group. All resources and responsibilities of a department are divided among academic groups, and group in-charges are accountable to the HOD. In addition, the HOD creates departmental committees and appoints PICs to look after departmental affairs. Major departmental committees include the Departmental Academic Committee (DAC), Departmental Research Committee (DRC) and Departmental Purchase Committee (DPC). Other Departmental functionaries include PICs of seminars, information and maintenance. Normally departmental affairs including creation of committees and appointment of PICs are handled by the HOD with assistance of senior faculty; but in extreme cases the director may intervene if he feels it necessary in the interest of the institute.

A “Centre of Research” is either a subset of a department or an inter-departmental unit dedicated to research in a specific area or to another academic activity not directly related to award of degrees. Such a centre is necessarily hosted by a parent department and functions within its academic framework while enjoying substantial autonomy in its assigned function. It is like a club of faculty members with common research interest who pool their resources to be more productive. Faculty and students associated with centres of research hold common seminars, submit joint research proposals and share each other’s responsibility at times of need. The centre may have a tiny office, a dedicated

fully equipped seminar room, a notice board, a web page in the Institute web site, but not much else. The Institute supports faculty and laboratories associated with these centres to a degree greater than other activities in terms of equipment and technical man power.

In many institutes there are inter-disciplinary research centres that are more like departments except that they do not offer UG programmes. They often have their own buildings and offer own PG programmes, the heads of the centres reporting directly to the director of the institute. Experience of IITs have shown that such an arrangement is not considered healthy for the overall academic life of an institute and such centres are not envisaged to be set up at NIT Rourkela.

An Academic Support Centre, such as the Library or the T&P Centre, is an independent unit without pedagogic activity but offering significant support service to the Institute as a whole. They perform essential quasi-academic functions and are normal constituents of institutions of higher learning.

While the actual academic or support activity is performed by a Department/Centre/TSU, the higher layer of management support is provided by the Registry headed by the Registrar. He is assisted by a set of deputy and assistant registrars, each of whom heads a section or an "office". For example, the Academic Section headed by the DR/AR (Acad) administers all academic issues related to curricula and syllabi, instruction and monitoring, examinations, grades and results. The P&W section supports the purchase and works activities by departments, centres and TSUs by authenticating the recommendations against the rules and handling all commercial terms with the contractors, transporters and insurers as well as all commercial issues related to taxes and duties.

Apart from teaching, research and extracurricular activities, an institution of higher learning requires a variety of services - maintenance of class rooms, lawns and gardens, guest house, telephone service, etc. Each of these support services is termed as a "technical service" and the people providing this service constitute a "Technical Service Unit (TSU)". While the operation layer of the service under "technical services" is provided by the TSUs, the higher layer of the management such as posting of advertisements, award of contracts, scrutiny of documents, maintenance of permanent records, processing of bills before payment etc. for all services is handled by the concerned Assistant Registrar assisted by the Technical Services Section of the Registry.

Every department or centre shall have the following administrative resources.

- The Head of the Department appointed by the Director as per statutes,
- An office with at least one ministerial staff,
- An allocated budget,
- A purchase committee, an academic committee (DAC) and the department academic research committee (DRC),
- Faculty in charge of various other functions as assigned by the HOD, and
- A set of stock registers and a procurement register.

This structure is not strictly applicable to TSUs; but TSUs also need a comparable administrative system, a clean command line, a pre-defined budget, personnel, accountability and pre-defined relationship among its constituents.

In a university of a developed country or even in some private universities in India, there is a well-established bureaucracy and support structure to provide services, so that the faculty spends all its time on research and teaching. Needless to say, that is the most ideal way of running a university, to achieve optimal utilisation of scarce intellectual resources. The model, however, has been tried and has visibly failed in Indian public universities. One can argue on the reasons and circumstances of this failure; but one thing is true – there is no example of a publicly funded university in India where all, or almost all, services are made available to the faculty without its own involvement. In contrast, Indian universities, specifically the IITs, have evolved a management paradigm, which has been successful in providing a decent though not an ideal work environment to those institutes. The management model proposed below for NIT Rourkela is based upon, though not identical to, this model. The following are the main features of NITR's strategy for providing technical services.

Apart from the faculty, the institute appoints a set of officers – Librarians, Scientific and Technical Officers, Doctors and Engineers. The number of these officers, however, is well below the number required, particularly considering the procedural requirement of a Government organisation and the staff sanction policy of the Government. The institute supplements the available strength of dedicated officers with part time services of its faculty and technical staff, at all levels. Apart from providing the required management manpower, this system of participatory management inspires confidence among the faculty and staff.

In this system, every such activity, called a technical service (TS) is handled, fully or partially, by one or more faculty members or officers. In some cases, they are associated by dedicated professional staff, if available. The faculty members get designations such as Dean, Associate Dean, Professor in Charge (PIC) or Committee member or often have no designation.

A Technical Service Unit (TSU) is normally headed by a designated functionary - PIC or Associate Dean [when such positions are created by the Board in future], who will work under the guidance of a Dean or the Deputy Director. Supporting staff for the TSUs are drawn from administrative units, e.g. Health Centre, Estate Unit, Safety & Security Services, to the extent available. The rest of the required personnel are drawn from the faculty and technical staff of the Departments, Centres and other services on part time or full time basis. These faculty and staff members, while retaining normal organisational relationship with their parent departments, maintain a functional relationship with their supervisors in the TSUs. Such relationships, of course, are limited to assigned duties and durations of the job.

Ministerial services for the TSUs are provided by the PIC's own department. In rare cases, when the volume of ministerial service required is large and beyond the scope of the host department, the PIC may hire the service from the market or be provided explicitly by the Registry.

### **3. Departments and Centres**

For the purpose of management, the Institute is organised in terms of units and sub-units of 5 types: Departments, Centres of Research (within departments), Academic Support Centres, Offices or Sections of the Registry, and Technical Service Units (TSU). At present, NITR has 21 Departments, 9 Centres of Research, 6 Academic Support Centres, 25 TSUs and 7 sections of the Registry. They are:

**Departments:**

1. Biotechnology & Medical Engineering (BM)
2. Ceramic Engineering (CR)
3. Chemical Engineering (CH)
4. Chemistry (CY)
5. Civil Engineering (CE)
6. Computer Science & Engineering (CS)
7. Electrical Engineering (EE)
8. Electronics & Communication Engineering (EC)
9. Humanities & Social Sciences (HS)
10. Industrial Design (ID)
11. Life Science (LS)
12. Mathematics (MA)
13. Mechanical Engineering (ME)
14. Metallurgical and Materials Engineering (MM)
15. Mining Engineering (MN)
16. Physics (PH) [ To be renamed as Department of Physics and Astronomy ]
17. School of Management (SM)
18. Central Workshop (WS).
19. Planning and Architecture (PA)
20. Food Process Engineering (FP)
21. Earth & Atmospheric Sciences (EA)

**Centres of Research [ Host Department]:**

1. Centre for Industrial Electronics & Robotics– ER [EE]
2. Centre for Industrial Refrigeration & Airconditioning– RC [ME]
3. Centre for Cryogenic & Superconducting Engineering – SE [ME]
4. Centre for Development of Nanomaterials – NM [CR]
5. Steel Research Centre – ST [MM]
6. Tissue Engineering Centre – TE [BM]
7. Centre for Renewable Energy Systems – RE [EE]
8. Centre for Computer Vision & Pattern Recognition – CV [CS]
9. Laxman Rao Peri Centre for Advanced Analytics & Decision Sciences – LP [CS]

More centres of research are proposed to be added with time as faculty gains more experience and confidence. The Board shall create more such centres when the critical volume of expertise and experience are available in the institute. Some of these centres are recognised as “centres of excellence” by external funding agencies. Among them are the following:

1. Tissue Engineering Centre – TE [BM] – recognised by TEQIP
2. Centre for Renewable Energy Systems – RE [EE] - recognised by TEQIP
3. Centre for Orthopaedic Tissue Engineering, a part of the Tissue Engineering Centre of the Institute– recognised as COE by MHRD under FAST programme

In due course other centres are expected to be recognised as centres of excellence by external agencies such as MHRD, DST, DBT, BRNS, ISRO etc. The Institute, however, has no scheme of declaring any centre of research as a centre of excellence, because the institute's target is to achieve excellence in every field of effort.

**Academic SupportCentres :**

1. Biju Patnaik Central Library – BPCL
2. Computer Centre – CC
3. Training & Placement Centre – TP
4. Student Activity Centre – SA
5. Centre for Alumni Relations – AR
6. Centre for Technology Innovation and Industry Relations (TIIR) – TR

**4. Technical Service Units (TSUs)**

An institution of higher learning requires many services to function. Some are common across many institutes, while some are unique to a particular institution depending on its historical and social traditions. At NIT Rourkela, these services are provided by a set of Technical Service Units (TSUs), which may have their own full time staff or are managed by drawing staff from departments and centres at both management and worker level, the latter being the rule rather than exception. The word “Technical” in “Technical Service” should be interpreted in generic term, instead of being associated with a vocational trade. A list [not exhaustive] of technical service units (TSUs) and their management attributes are listed in the table below. Additional TSUs can be created and listed ones can be reorganised at the discretion of the director.

The PICs or Associate Deans will have the status of HOD in their respective TSUs. Some of the TSUs will be issued procurement and stock registers, or only the direct purchase registers as per Table-1 of this document, which can be amended from time to time on approval of Director. The Technical Services Section of Registry will provide support to all TSUs just as the P&W and Establishment Sections support the Departments and Centres without taking over their work.

The Institute will appoint PICs (or Associate Deans in future) and technical staff on additional charge basis for the TSUs, on approval of Director. Normally both the PIC and the technical staff will spend a reasonable fraction of their time on the work of TSUs, doing operation and maintaining records. The PICs will remain fully accountable to the supervising Deans and higher authorities for their administrative and financial decisions and maintenance of records. Wherever necessary, the Department of the PIC will provide, on priority basis, the ministerial and technical services required by a PIC or Dean belonging to that department. The HOD may seek additional funds and/or manpower from the Institute funds, but the extension of facilities will not wait for sanction of this fund.

All Departments, Centres and TSUs will be routinely monitored by the Institute's Internal Audit unit for examination of records and for physical verification of fixed assets if any. They will also be subject to CAG audit. All HODs and PICs will be fully accountable to the Institute management for their administrative and financial actions, or inactions. PICs and technical staff looking after TSUs are not entitled to any supplementary remuneration. Their accountability to the Institute shall be at the same level as that for the work of the parent department.

**Table 1:** Technical Service Units (TSUs) at NIT Rourkela: Administrative arrangement, subject to change as per need and availability of resources, on approval of director.

Sl. No.	Name of TSU		Head of the unit	Overall supervision		Stock Registers	Committee(C) and Dedicated Staff (S)
	Short form	Long form		Permanent	Till DD is appointed		
1.	HC	Health Centre	Sr. MO	Dy. Director	Director	EQ,CM, PR, DP	S
2.	SS	Safety & Security Unit	SO	Dy. Director	Director	DP	C, S
3.	GH	Guest House	Manager	Dy. Director	Director	EQ,CM, PR, DP	C, S
4.	EM	Estate Unit (Civil & Electrical)	EU (C/E)	Dean(PD)	Dean(PD)	EQ,CM, PR, DP	C, S
5.	CS	Civil Construction Unit	PIC	Dean(PD)	Dean(PD)	DP	C, S
6.	ES	Electrical Construction Unit	PIC	Dean(PD)	Dean(PD)	-	C, S
7.	CA	Central and distributed Air-conditioning Unit	PIC	Dean(PD)	Dean(PD)	EQ,CM, PR, DP	C, S
8.	TN	Telephone Network	PIC	Dean(PD)	Dean(PD)	EQ,CM, PR, DP	S
9.	CF	Common class rooms & facilities (including projection equipment)	PIC	Dy. Director	Dean (SR)	EQ,CM, PR, DP	C
10.	BS	Academic Building Maintenance Unit (Including cleaning, water fountains & sanitary services)	PIC	Dy. Director	Dean (SR)	-	C
11.	LG	Lawns, Gardens & Plantation	PIC	Dy. Director	Director	-	C
12.	TS	Transport Services	SO	Dy Director	Director	CM, DP	S
13.	FR	Furniture Procurement & Maintenance	PIC	Dy. Director	Director	-	C
14.	CA	Central Auditoriums & Related Facilities	PIC	Dean(SW)	Dean(SW)	-	-
15.	CB	On Campus Business	PIC	Dean(SW)	Dean(SW)	-	C
16.	CM	Community Centre	PIC	Dy. Director	Dean(FW)	-	C
17.	WP	Places of Worship	PIC	Dy. Director	Dean(FW)	-	C
18.	PB	Institutional Information & Publicity	PIC	Dy. Director	Dean(AR)	-	C
19.	OA	Office Automation & Web Site	PIC	Dy. Director	Director	-	C, S
20.	CV	Convocation	PIC	Dean(AA)	Dean(AA)	CM, DP	C
21.	EQ	Major Equipment Management	PIC	Dy. Director	Director	-	C
22.	BP	Book Purchase by Students	PIC	Dean(SW)	Dean(SW)	-	-
23.	SM	Institute Seminars & Distinguished Visitors	PIC	Dean(SW)	Dean(SW)	DP	-
24.	RP	Research Promotion & IPR	PIC	Dean(SR)	Dean(SR)	-	-
25.	TX	Technical Excellence (NITRITE, NITRIIB)	PIC	Dean (SW)	Dean (SW)	-	-

**EQ:** Equipment Register; **CM:** Consumable Register; **DP:**Direct Purchase Register; **PR:** Procurement Register; **S:** Own Staff; **C:** Committee; **PIC:** Faculty/Officer in-charge

## 5. The Registry:

The Registry is a major constituent of an institute, unique to centres of higher learning. It is an administrative entity, very close in its structure to a department or a centre. It is headed by the Registrar whose position is identical to that of a HOD or HOC. He is supported by a team of Deputy and Assistant Registrars, superintendents, accountants and clerical staff. Its domain of operations spans over all units of the Institute and covers all issues related to personnel, finance and accounts, procurement and contracts and maintenance of permanent records.

These functions are to be clearly distinguished from the activities carried out by the Departments, Centres and Technical Service Units of the Institute having similar or identical description. This distinction can be articulated as follows:

While the Departments, Centres and TSUs are responsible for the activities and operations and take initiatives and decisions through the due process of law, the Registry will handle all the downstream operations, such as:

- Checking compatibility of a decision and the procedure followed with higher laws and precedence, and authenticating the decision before it is implemented,
- Handling all commercial terms and operations, wherever applicable,
- Maintaining permanent records,
- Interfacing with external agencies,
- Handling all finance, accounts and audit matters,
- Handling all personnel issues – recruitment, records, salaries, pension, leave records, pension and provident fund,
- Managing estate issues – land records, residential quarters allotment and rents, except maintenance and technical matters,
- Managing student admission and maintaining student records,
- Handling all legal matters, court cases and disciplinary issues,
- Handling internal and external mail system,
- Providing administrative guidance to implementing departments, centres and TSUs by publishing well defined regulations and guidelines.
- Estate administration – house allotment, electricity and water bills, encroachment and eviction, land taxes, and related issues

The list of functions enumerated above is not exhaustive, but should give an understanding of the nature of the functions of the Registry. In an operation, whether it is offering a course, publishing a paper, constructing a building, managing a guest house or keeping the class rooms clean, the operation itself requires some specialised knowledge or skill, and therefore, will be the job of the concerned department, centre or TSU, while the higher end of the operation involving administrative and clerical services will remain in the domain of the Registry. Officers of the Registry will be supported exclusively by a team of ministerial staff – superintendents, accountants and assistants while departments, centres and TSUs will be supported by technicians, laboratory and technical assistants. The staff of the Registry will work from their offices and will normally not have any responsibility that requires operation in the field. The Departments, Centres and TSUs will be supported by the Registry through a small number of ministerial staff posted in the Department/Centre or TSU to maintain departmental records and to interface with it.



The Registry is organised in terms of offices or sections, each section being headed by a deputy or an assistant registrar. At present there are seven sections: (1) Academic, (2) Establishment including estate administration and legal matters, (3) Finance & Accounts, (4) Purchase & Works, (5) Sponsored Research, Industrial Consultancy & Continuing Education (SRICCE), (6) Technical Services and (7) Internal Audit. Legal Matters and In future, depending on need, heterogeneous sections such as SRICCE and Establishment may be further divided; but that is not recommended. The Technical Services Section of Registry should be distinguished from the TSU – Technical Service Unit. While a TSU is responsible for the implementing jobs in the field, the TS section is responsible for making regulations, examining proposals, handling commercial terms and processing bills. The TS section does no field job except those of the Registry itself, e.g. procurement of stationery and printing of publications.

A section may contain one, two or more officers. When there are two or more officers in a section, the seniormost officer shall be the section-in-charge. Similarly when there is a shortage of officers, one officer shall look after more than one section, maintaining separate identity for each office. [No additional remuneration is admissible for such dual responsibility.] A section shall be further subdivided into "Groups"; a typical group being headed by a Superintendent who is assisted by one or more assistants. The seniormost superintendent may be given overall supervisory responsibility of a section.

The Registry is not expected to have any technical staff except for a skeleton staff to handle its own office equipment – computers, photocopiers, scanners and furniture. Because the skill set needed to function as a ministerial staff is common (except for accounting) across all departments and sections of the registry, they can be, and should be, transferred across desks all over the institute, while technical staff can be transferred within a much smaller set of posts with common skill sets.

The Registrar shall report to the Director, the Chief Executive Officer; but the Registry shall not be subservient to the Director or any functional authority appointed by him in matters of rules. It has the sacrosanct duty of upholding the rule of law. It enjoys autonomy to the extent of quoting the rules and analysing every decision against them. In case of difference in interpretation of a rule, the Registry puts on record the possible alternatives, and the decision of the Director or a higher authority shall be final and binding. The Registry authenticates, but does not initiate nor approve an administrative action except for its own department. No decision of an approving authority involving personnel or finance can be implemented unless authenticated by the Registry.

A purchase or administrative proposal necessarily originates in a department chaired by a HOD or a service unit chaired by a PIC. The Registry examines it against the rules, does fund booking, adds commercial terms, obtains approval of competent authority and prepares and despatches the purchase or work order. Similarly when stores and bills are received, the stores are examined and accepted by the Department or the PIC and certified bills are sent to the Registry for further processing, maintaining records, making payment and preparing accounts statements. The key principle is that all decisions are taken by an executive (Director, Dean, Associate Dean, HOD, HOC, PI or PIC), the Registry handling the papers from that point onwards, particularly from legal and procedural angles. The Registrar, however, remains responsible for maintenance of his own Department and the Sections within it [Accounts, Academic, Establishment,

Purchase & Works, SRICCE, Technical Services and Internal Audit] and functions as the Head of the Department of Registry.

## **6. Organisational vs. functional Relationships**

The departments and centres, as well as the Registry have a rather straight forward administrative structure. Every individual employee reports to only one authority that tells him what to do, evaluates his performance, sanctions leave and depends on him for his own performance. The situation is somewhat more complex in case of TSUs, where the personnel are drawn from departments, centres or other TSUs. An institute employee serving a TSU has, in most cases, dual affiliation – one to his substantive post and the other to the assigned TSU. The former is defined as the “organisational” relationship while the latter is a “functional” relationship. Table-2 articulates most of the organizational and functional relationships between components of the Institute.

The supervisor in the substantive post will approve leave and deal with all service matters. It is, however, a matter of courtesy on the part of the employee to keep his functional supervisor informed at all times. Both supervisors, organisational and functional, as well as the employee should mutually work out the schedules of the employee in good faith and in a spirit of cooperation. In case of irreconcilable differences, they may take the help of Deputy Director and Director.

A unique scenario represents the function the two offices – Academic Section and SRICCE. The two sections are headed by officers of the Registry – Deputy or Assistant Registrars. Organisationally the two officers report to the Registrar and take instruction from him. But functionally they report to Dean (Acad) and Dean (SRICCE) respectively and implement their directions directly without routing them through the Registrar. This scenario can be seen as one where the Registry has essentially loaned the services of its officers to Dean (Acad) and Dean(SR) while still retaining administrative control over them. In a similar manner the Establishment section provides administrative support to Deputy Director and Dean (FW) in discharge of their duties in relation to personnel matters – recruitment, promotion, training, deputation etc. Deputy and Assistant Registrars will interact strongly with Dy Director and Dean (FW) to ensure smooth administration. Dy/Assistatn Registrar (TS) will provide administrative service to the deans and PICs in appropriate cases.

A similar functional relationship exists between civil and electrical engineers reporting to PICs of Civil and Electrical construction while still retaining their organizational identity within the Estate Department. The director, at his discretion, may assign similar functional relationships for other activities, e.g. Dean (FW) supervising faculty selection or confirmation, Chairman BOT supervising PF withdrawals, PICs of civil and electrical maintenance supervising engineers in estate.

The examples given above illustrate the distinction between organisational and functional relationships. Officers and staff, while remaining within the organisational jurisdiction of their respective parent departments, functionally report to the Head of the operation unit. The situation is akin to the scenario where a firm providing outsourced service to a client places its officers at the latter’s disposal while retaining organisational

control over them in matters of salary, increment, leave, training etc., their day to day duties being assigned to them by the client.

Whether it is organisational or functional relationship, a supervising officer or faculty shall have the responsibility of assessing the performance of a subordinate without prejudice on the type of responsibility. Similarly, faculty and staff having supplementary responsibilities are expected to respect all duties equally without prejudice to organisational or functional relationships.

### **The Administrative Approach:**

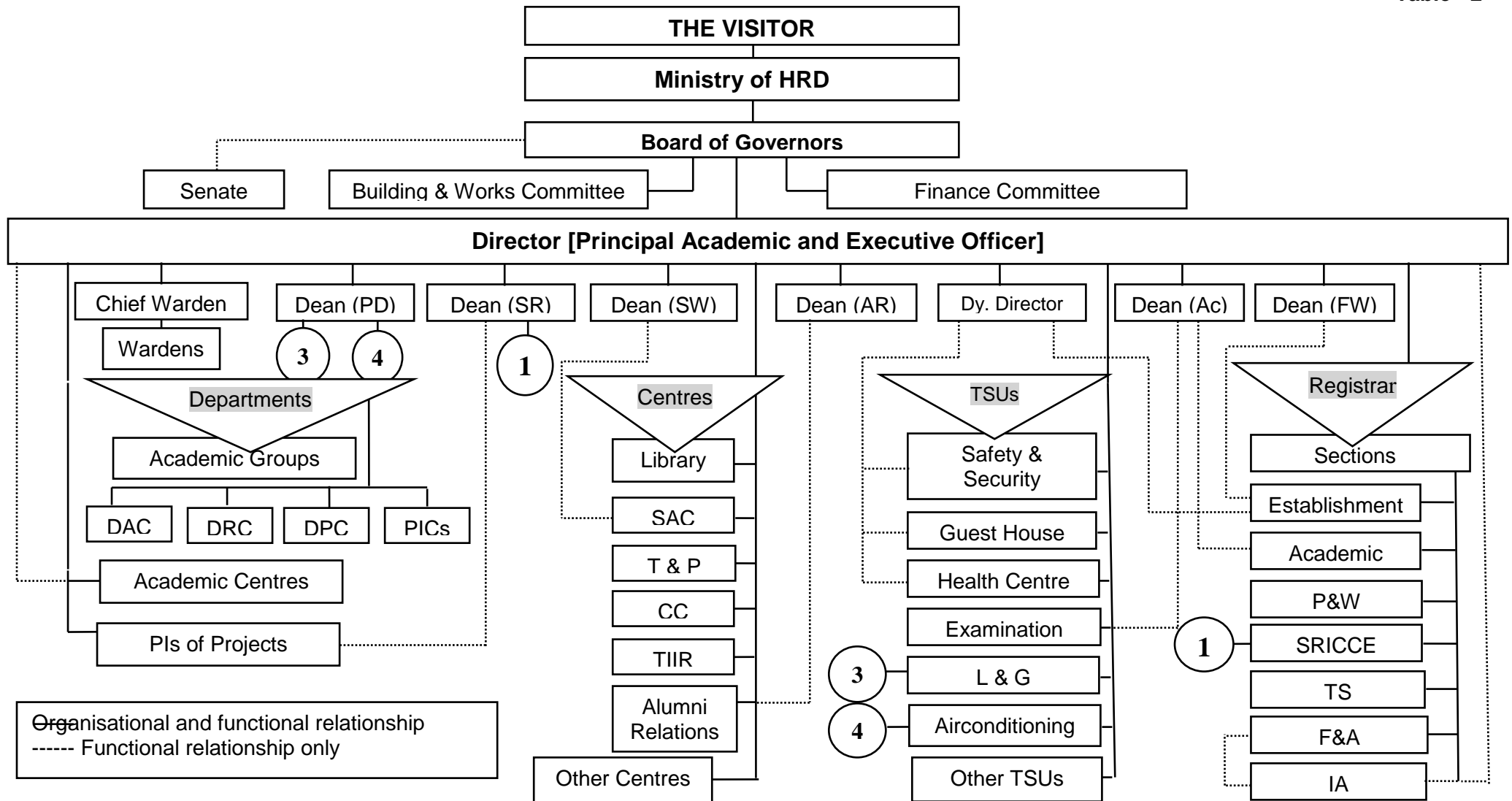
NIT Rourkela's administrative philosophy is based on plain common sense with no unique or un-intuitive feature. Still, it needs to be articulated in this document for the benefit of new comers who are accustomed to different, often more evolved principles. The following are a few elements of NITR's administrative philosophy.

- a) Every employee (Faculty, officer, technical or ministerial staff) is accountable equally for all his assignments, whether primary (e.g. teaching, research, ministerial work, lab work) or secondary (e.g. a TSU or hostel assignment). Any performance evaluation, including annual assessment, will take into account performance in all assigned responsibilities.
- b) Officers and faculty constitute a class apart from the ministerial and technical staff. Their enhanced accountability is not a matter of degree, but of kind. There is quantum jump in expectation and accountability between officers and other staff. Faculty and officers are expected to be self-motivated and to take initiative. For them, while disobeying orders without recording a valid reason remains an offence, "only obeying orders" does not constitute adequate service to the institute. Faculty and officers are expected to create their own work, and to create work for their subordinates. On the other hand, lower staff will not normally be penalized for idling after finishing assigned duties.
- c) Officers are expected to educate, monitor and evaluate the work of their subordinates; every officer will be evaluated on the basis of the gross output of his section. That also including the output of all subordinates, his personal efforts being given credit for the team performance.
- d) Absence or lethargy of an intermediate officer or staff shall not slow down a work. It is the sacred duty of every higher officer or supervisory staff to take over the job of his subordinate when the latter is unavailable, incapable, lethargic or plain non-cooperative. No chain is stronger than the weakest link; the chain of command at NITR shall have no weak link, for a stronger link above it will take over the job expected from it.

A by-passed officer or supervisor shall not complain for being sidelined, but shall strive to make himself so valuable that he will be serving the institute even from the side line, and no superior will think of side-lining him in future.

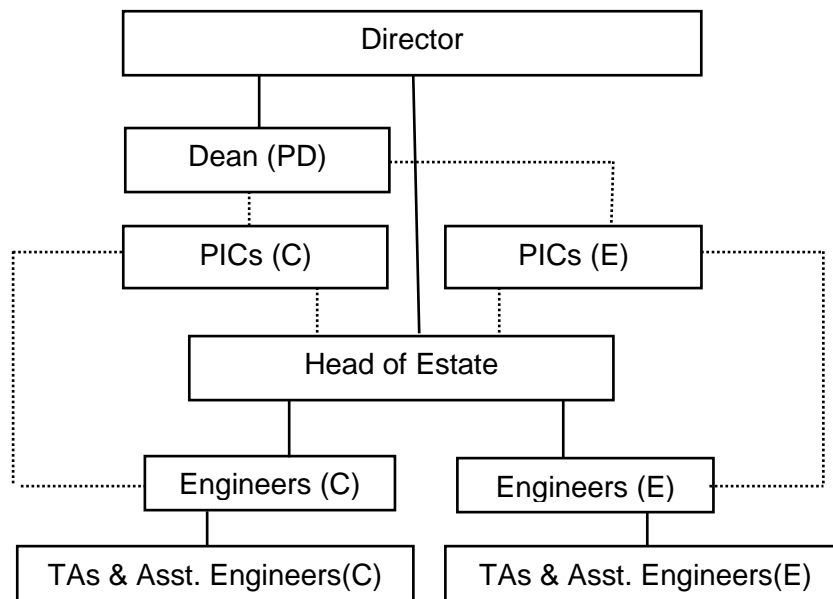
# Organisation Structure of Institute Management

Table - 2



- Note:**
1. Till Dy. Director is appointed, his responsibilities will be distributed among the Deans at the discretion of Director
  2. All residual responsibilities remain with the Director which he may delegate to a Dean, HOD or PIC.
  3. Assignments of responsibility can be changed any time at the discretion of the director depending on the need.

**Table 3:** Detailed Organisational & functional relationships in Estate (Maintenance) Unit



**Notes:**

- There will be up to 4 PICs, 2 for Civil and 2 for Electrical work (Construction and Maintenance) . One PIC may hold dual responsibility.
  - Head of Estate shall be at EE or SE level. Engineers (C) and Engineers (E) will be at EE or Engineer level, each given independent responsibility under the supervisory control of Head, Estate.
  - Officers at Engineer or higher levels will be given reasonable independence and accountability in their assigned projects for ensuring speed of management.
  - Each TA and AE will report to one Engineer or Executive Engineer, as decided by Head of Estate, and be given responsibility accordingly.
- e) Depending on need, higher officials may communicate directly with every person under their command, no matter how many steps below; but notes originating at a lower level need to move up only through the “proper channel.”
- f) It will be the duty of every employee to save time of his superior. Normally, junior officials will prepare proposals and put up to higher authorities for approval. Approval may be accorded or denied or be returned for modification. Junior functionaries shall never complain that their time was wasted.
- g) Senior officials shall not insist on a note to originate from a lower level for initiating a work. In case of possibly controversial ideas, proposals must originate from senior officers, the highest officer convinced of the merit of the proposal. This will insulate subordinate officers from the burden of defending decisions of higher authorities, and decisions they may not be subscribing to.

- h) Employees will not be held personally liable for loss or theft of goods under their care or for collateral loss to the institute resulting from an honestly taken wrong decision. Of course, every employee will be accountable for deliberate mischief, conscious negligence of duty or plain theft.
- i) There shall ordinarily be no extra compensation for doing the duties normally handled by a superior or junior officer, nor for handling another desk in addition to one's own. Nor, there shall be a deduction in pay if, in the opinion of one's superiors, a desk is lightly loaded. Every employee will give his best to the Institute without counting hours and minutes.
- j) Faculty and officers shall normally, but not necessarily, not be required to sign attendance registers, while all other staff will. With advancement of technology, biometric attendance shall be introduced when other physical arrangements are done.

## **7. Compliance with Act and Statutes**

The following statutory provisions, extracted from the NIT Act 2007 and the Statutes of NIT Rourkela are relevant to the management model proposed in this document.

1. [NIT Act, Clause 17(2)] The Director shall be the principal academic and executive officer of the Institute and shall be responsible for the proper administration of the Institute and for the imparting of instruction and maintenance of discipline therein.
2. [Statutes, Clause 19(1 & 2)] The Institute shall establish not more than six Deanships. The Director shall appoint the Deans with intimation to the Chairperson, Board of Governors.
3. [Statutes, Clause 17(14)] The Director may, at his discretion, constitute such committees, as he may consider appropriate for smooth functioning of the Institute.
4. [Statutes, Clause 17(16)] The Director may, with the approval of the Board delegate any of his powers, authorities or responsibilities vested in him by virtue of the Act and Statutes to one or more members of Academic or Administrative Staff of the Institute.
5. [Statutes, Clause 17(3)] Subject to the budget provisions made for the specific purpose, the Director shall have the power to incur expenditure in accordance with the procedure as may be laid down in the ordinances.
6. [NIT Act, Clause 18(1)] The Registrar of every Institute shall be appointed on such terms and conditions as may be laid down by the Statutes and shall be the custodian of records, the common seal, the funds of the Institute and such other property of the Institute as the Board shall commit to his charge.
7. [NIT Act, Clause 18(3 & 4)] The Registrar shall be responsible to the Director for the proper discharge of his functions. The Registrar shall exercise such other powers and perform such other duties as may be assigned to him by this Act or the Statutes or by the Director.

Some additional observations that are not articulated in the Act or the Statutes are relevant in context of the Management Model.

1. The Director shall, in all likelihood, come from the faculty cadre of an institute which mutatis mutandis implies that faculty members in their career need to be exposed to a good fraction of the executive functions in their parent institutions. The proposed model by distributing planning and executing responsibilities among many faculty members through departments, centres and TSUs not only saves time of the higher authorities, but gives opportunity to a hundred faculty members to many executive experience in a progressive manner.
2. The NIT is a publicly funded, autonomous organization. To maintain accountability and public trust, it is highly desirable that every file relating to an executive or financial action is seen by at least two independent sections of the institute. Therefore the management model proposed here casts most jobs as combination of four steps – (i) a planning and proposal step initiated by a department, centre or TSU, (ii) a scrutiny step performed by the Registry, (iii) an approval step done by the Director, a Dean or an HOD, and finally (iv) an audit step done by the Internal and CAG audit units. Combining two job functions into one, for example, assigning planning + scrutiny to a department or the Registry will be less trusted by the stake holders.
3. The BOG is a high level authority whose time is limited and not readily available for day to day jobs. Except the most vital and long lasting policies, all other decisions need to be taken at the Institute level through a process of collective decision making.

In view of the above observations, the following overall model emerges:

- a) The Board creates broad policies such as the overall Management Model (this document) and Academic & Non Academic regulations, which are widely circulated and are readily available ;
- b) The Director, with assistance of Deans, HODs, faculty, officers and technical staff manages all day to day issues including matching people with jobs dynamically without being constrained on the details; and
- c) The Registrar, through his team of Deputy and Assistant Registrars, and ministerial staff, scrutinizes every step of execution against regulations and handles all administrative functions (e.g. bringing out formal orders, examining fiscal issues, dealing with commercial agencies and tax authorities, maintaining both short term and permanent records etc.) without physically executing the actions; and.
- d) The Audit unit examines the whole process to ensure that the execution steps do not deviate from approved policies.

Retaining distinct identity of the different authorities BOG, Director (+ faculty & officers), Registrar (+ Registry) and Internal Audit is very desirable.

## **8. Conclusion:**

The provisions of this management model are based on decades of experience within the IIT/NIT system. The institutions offer high quality education at low cost, with limited man power and constraints of Government regulations. It is believed that a formal document articulating the management model will give confidence to faculty and officers and will speed up the operation at all stages. As time proceeds, new departments, centres and TSUs will be added and existing units will be strengthened by providing dedicated resources. The NIT Act squarely puts the responsibility of day to day administration on the shoulders of the director; he also remains accountable for his omissions and commissions to the Board and to the Ministry. Therefore, notwithstanding anything prescribed in this document, the director shall have the responsibility of distributing responsibilities among his colleagues as he thinks fit in consultation with senior faculty members and officers of the Institute.