
ANNEXURE 3

Human Resource Policy and Procedures of Kerala Institute of Local Administration (KILA)

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modifications**

Chapter-1

Introduction

The Kerala Institute of Local Administration (KILA), an autonomous institution under the Local Self - Government Department, Government of Kerala, is a lead capacity building and training institution of national and international recognition. The Institute builds the capacities of elected representatives, officials, civil society organizations, community-based organizations, voluntary experts, and other stakeholders of local governments through a multi-pronged intervention strategy of conducting training, seminars, workshops, research, and consultancy. The headquarters of the institute is located in Trissur, the cultural capital of Kerala. In addition to the main campus at Trissur, KILA has the Regional Centre of Human Resource Development at Kottarakkara, Kollam District, and a centre at Agali. Over the last two decades, KILA has become a centre of excellence in capacity building and training in the field of local governance and decentralized planning. KILA provides facilitative support to the Government of Kerala and the Government of India in formulating policies supportive to democratic decentralization and community-centric local governance, capacity building, documentation, and dissemination of information on good practices in these areas.

1.1. Re-organization of KILA and Institutionalizing Capacity Building

KILA was established by the GoK in 1990 as an autonomous institution under the LSGD for the capacity building and training of local government functionaries. Over two decades of functioning, KILA has become the nodal training institute for local government functionaries, both urban and rural. The capacity-building strategy and its implementation for strengthening democratic decentralization in Kerala significantly enhanced the status of KILA as a premier national level institute for the capacity building of local governments not only in the country but to other countries in Asia and Africa. Along with KILA, another training institution called the State Institute of Rural Development (SIRD) has been functioning in Kerala with the same mandate of capacity building and training of rural local government functionaries. The existence of two different training entities with the same mandate has been created a lot of overlap in their functioning and resulted in wasteful usages of public resources. Moreover, these two institutions have been working under the control of different administrative wings under the LSGD. KILA was established with the merger of two training centres that functioned under the administrative control of the Panchayat department and then attained the status of a nodal training institution under the Local Self-Government Department. The SIRD had been managed exclusively by the Rural Development Department and the key personnel of SIRD has been appointed by the Rural

Development Department. The functional domain of the SIRD had been focused on the capacity building and training of the intermediary tier of the Panchayati Raj system, the Block Panchayats even after two decades of the successful implementation of decentralization in Kerala. KILA on the other hand cater to the capacity building needs of different tiers of local governments including the intermediary tier Panchayats.

As part of the institutionalization of the democratic decentralization process and to consolidate the gains of decentralization, a good number of reform measures have been taken by the GoK. The most significant among them was the integration of the various departments functioning under the LSGD for the administrative control of different tiers of local governments. One of the key learnings of the two and half decades of experience of democratic decentralization in Kerala was the inevitability to form an integrated LSGD for common policy leadership and direction to different tiers of local governments, both urban and rural. Therefore, the GoK took the policy decision to form an integrated LSGD by integrating the five administrative departments that functioned under the LSGD such as, Panchayat, Rural Development, Urban Affairs, Town and Country Planning, and LSGD Engineering. This historic decision to form an integrated LSGD system has been taken to further strengthening decentralization and the local government system and also to re-deploy adequate human resources available with various administrative wings under the LSGD. Therefore, the creation of an integrated LSGD system was a major administrative reform in the direction of effective implementation of democratic decentralization and to make local governance more sustainable in Kerala.

Institutionalizing the gains of democratic decentralization needs the empowerment and capacity building of local government functionaries in the most effective manner. Building the capacity of the capacity building institutions of local governments is of obvious importance in strengthening local governments. Therefore, GoK has decided to reorganize and strengthen the capacity building institutional system for local governments by merging two capacity-building institutional entities such as KILA and SIRD in into a common capacity building institution called, KILA. The existence of two institutions with the same mandate engaged in similar activities created duplication of training and capacity building functions. There was no common capacity-building strategy and plan of action for these two institutions and this has resulted in wastage of human and physical resources. Considering this issue of duplication and wastage of resources, the GoK had decided to merge SIRD with KILA. Along with this decision, the GoK had also been taken to make use of the resources and facilities available with the three Extension Training Centres (ETCs) functioning under the Rural Development Department and the

Attappadi Hill Area Development Society (AHADS) located at Attappadi engaged in similar activities has also been merged with KILA.

The merger of SIRD with KILA using the resources and facilities available with ETCs and AHADS by KILA was a significant decision on the part of GoK to strengthen KILA as a nodal capacity building and training institution for local governments in Kerala. At the same time, strengthening the institutional capacity would be useful for KILA to play an enhanced role as a lead capacity building and training institution at the national and international level in the area of decentralization and local governance. The merger of two institutions into a single entity naturally created some organizational issues in personnel management and administration. Accordingly, KILA had approached the CMD to conduct an organizational restructuring study for its institutional development and management.

1.2. The New Organizational Structure in the context of merger

The CMD study proposed a new organizational structure for KILA after the merger of SIRD and AHADS-CCPRM to take a changing role in the changing context. The new organizational structure was designed by the CMD for the optimum utilization of human resources available in these three institutions/centers. At the same time, the CMD report suggested to make use of the available human resources to strengthen the various academic and research activities conducted by these three institutions centres with greater specialization in accordance with fulfilling the mission and objectives of the Institute. The CMD report also suggested strengthening certain core functions such as training management, academic, administration, and finance, and accounts to effectively function and to play an elevated role of KILA in the changing context of the merger of three institutions.

1.3. HR Policy and Rules for Integrated KILA

Kerala Institute of Local Administration (KILA) felt the need for HR Policy and Procedures to serve as guidelines to decide the course of action in its functioning including, the rights and duties of the staff. As a lead capacity building and training institute for strengthening the democratic accountability of local governments, KILA should have to follow and adhere to transparent processes and procedures in its various activities. The HR Policy document should serve as a useful means of communication between the management and staff of the Institute. A sound HR Policy conveys the guidelines to be followed both by the administration and the staff to ensure equal and fair treatment of the staff by the management. It also helps the senior management to make better decisions and to protect the interests of both the management and the staff. HR Policy and Procedures make the work process more transparent and maintain a

healthy and cordial relationship between the management and the staff. It also helps to achieve efficiency in the functioning of the Institute with the increased participation and facilitative support of the staff members.

Chapter-2

Staffing Policy and Procedures

With effect from the date of commencement of these Human Resource Policy and Rules, the officers and staff belonging to the various posts and serving KILA Thrissur, KILA – CHRD Kottarakkara and other centres (present and future) shall be constituted into a single staff entity called the staff of KILA. The officers and staff who are in service as on the date of commencement of the Human Resource Policy and Rules in KILA and in KILA-CHRD shall be treated as the officers and staff of unified KILA and treated them as common category for the purpose of promotion to the higher posts in the respective category of posts in the unified KILA. This will be applicable to any other staff in any centre of KILA (present and future).

2.1. Creation of Posts and Appointment:

2.1.1. Creation of Posts

- 1) Power to create all permanent, academic, administrative posts including Director General shall be vested with Government .
- 2) Posts proposed by various ministries and agencies/schemes will be done according to the guidelines of the respective entities. If no such guidelines are provided, the Executive Committee may decide.
- 3) Temporary posts shall be created as per the approval of Executive Committee.
- 4) Consultancy engagement shall be made as per the consultancy protocol approved by Executive Committee
- 5) Government's concurrence is needed for all projects and appointments where State Government fund is involved.

2.1.2. Appointment Authority

Government shall be the appointing authority of the Director General.

The Director-General shall be the appointing authority of all permanent posts with the approval of Executive Committee.

The Director-General shall be the appointing authority of all temporary posts and consultancy post of the Institute.

2.1.3. Upon appointment, each staff member shall receive a letter of appointment in accordance with the terms and conditions of service exist in the Institute and signed by the Director-General or by a responsible official in the name of the Director-General and the persons who are appointed on contract

basis shall execute in government stamp paper incorporating the terms and conditions of the contract engagement.

2.1.4. The appointment of a staff member shall take effect from the date on which he/she reports for duty in the Institute;

2.1.5. The duty station/centre (KILA headquarters or KILA- CHRD or KILA – Agali Campus or any other centre – present and future) shall be mentioned in the appointment letter and the person shall report for duty before the Director-General/Director of the Institute concerned;

2.1.6. The Director-General shall change the duty station or transfer a staff member from one duty station to another for administrative convenience or carrying out the objectives, functions and activities of the Institute for a definite or indefinite period;

2.1.7. The change of duty station or transfer of an employee shall in no way diminishes the rights or entitlements of the staff member or the terms and conditions of his/her appointment in the Institute;

2.1.8. The significant consideration in the appointment, transfer or promotion of the staff member shall be to secure the highest standards of efficiency, integrity and competence. Therefore, due regard shall be paid to the importance of recruiting and promoting the staff on merit and professional competency;

2.1.9. In accordance with the principles of the HR Policy and Rules of the Institute, selection of all staff members shall be made on merit basis and shall be made without any consideration as to region, politics and religion. Due regard shall be paid to the importance of recruiting staff members from women and socially excluded communities as far as practicable, based on merit and competence.

2.1.10. The selection of the staff members shall be made on open notification and the policy of reservation in the recruitment of public servants in the Government shall be followed in the selection and appointment of staff members; KILA shall follow the reservation norms practised in public appointments to ensure proportionate representation of backward and scheduled communities to the total permanent posts of the Institute. KILA will follow a Gender Affirmative Recruitment Policy.

2.2. Different types of posts, Selection and Method of Appointment

- (i) Permanent post
- (ii) Temporary post
- (iii) Consultancy engagement

2.2.1 Appointment to the permanent posts of the Institute shall be made;

- (iv) By Direct Recruitment
- (v) By Promotion
- (vi) By Deputation
- (vii) By appointment of a borrowed employee.
- (viii) By Contract
- (ix) By Temporary engagement

2.2.1.1. Direct Recruitment:

The Institute shall follow the policy of attracting meritorious and competent persons to various posts in the academic, administrative and maintenance wing and such posts shall be filled through direct recruitment. Hence, the Institute shall provide opportunity for infusion of fresh blood from time to time and not to stagnate its vibrancy. The recruitment process shall be transparent and open to all eligible persons. Notice inviting applications for selection to the permanent academic posts which have been earmarked for direct recruitment in the schedule shall be advertised in national edition of an English daily and Kerala edition of two Malayalam dailies having wide circulation and website of the Institute. In the case of all other permanent posts earmarked for direct recruitment in the schedule, notice shall be advertised in Kerala edition of one Malayalam and one English daily having wide circulation and website of the Institute. For the recruitment of the faculty posts, the Institute may open a national marketplace through lead academic journals/magazines/website of the Institute and leading online job portals and receive the applications online.

The Selection Committee/ the Screening cum Selection Committee constituted by the Executive Committee shall fix the recruitment process for the selection of potential candidates from time to time. The post of Consultants/Adjunct Professors and Honorary Professors shall also be filled through direct recruitment.

In view of exigencies, permanent posts may be filled through contract appointment or engagement on daily wages in accordance with the guidelines issued by Government from time to time in this regard till the posts are filled up by direct recruitment or promotion. Employees appointed by contract or daily wages will not have any right to regularization or absorption of service.

New posts which involves state fund shall not be created without government concurrence.

2.2.1.2. Promotion:

Appointment by Promotion

Promotion of faculty members - Career prospects and pay scales of faculty members in various disciplines will be governed by the HR policy of the Institute, adopted by Governing Council from time to time.

The Institute shall also follow the policy to engage, promote and train the existing employees and provide promotion opportunities to all. The Institute shall be intended to promote from within wherever appropriate candidates are available as a means of satisfying its requirements for maintaining high quality. In addition, the Institute encourage its employees to apply for newly advertised posts based on qualifications rather than waiting for promotions in due course of time. At the same time the Institute emphasize that the only criterion for selection or promotion should be ability and competence to do the job. The institute may provide sufficient opportunities for training the staff with the belief that the employee may be benefited by that training and learning opportunity for the discharge of their duties and for the fulfillment of the goals of the Institute.

All promotions as per schedule of the Institute shall be made by the Director-General after completing a process of evaluating the performance of the potential candidates from the eligible feeder category posts to the immediate higher category promotion posts. The Executive Committee of the Institute shall constitute the Screening cum Selection Committee for the purpose of promotion of the staff in the administrative, academic and maintenance wings from time to time.

Appointment to the permanent posts (administrative, maintenance, support) of which the method of selection is specified as by promotion in the schedule shall be made from among employees serving in posts in the next lower grade if s/he qualifies the required department test Manual of Office Procedures and Account Test (Lower).

Every appointment by promotion to all posts shall be by selection on the basis of Merit with due regard to seniority. Promotion of Class I and Class II employees will be finalized based on the recommendation of the Screening cum Selection Committee (higher) constituted by the Executive Committee. Promotion of Class III and Class IV employees will be finalized based on the recommendation of the Screening cum Selection Committee (Lower) constituted by the Executive Committee.

The criteria for promotion will be seniority, merit and review of the on-the-job performance of the candidates and performance in the interview. If the committee find no suitable candidate for promotion to such posts, the Executive Committee of the Institute shall take appropriate decision to fill that post/s through direct recruitment.

The Institute shall follow the procedure of Career Advancement Scheme (CAS) promotion for Professor, Senior Urban Fellow, Associate Professor, Assistant Professor, Urban Fellow and Librarian stipulated in para 3.5

2.2.1.3. Deputation

Since the ownership of the Institute shall be vested with the Local Self- Government Department, Government of Kerala and the Local Self- Government Institutions (LSGIs) in the state, the Institute shall follow the principle of filling certain key posts of through deputation from the Department of Local Self- Governments and Local Government Institutions with suitable candidates having domain expertise in local governance and development. The recruitment of such candidates shall be made through a transparent selection process by the Screening cum Selection Committee constituted for such purpose by the Executive Committee of the Institute from time to time. The candidates applying for such post/s shall have at least three years of service for their retirement and those who are serving on deputation shall be under the administrative control of the Director-General of the Institute.

An employee may be appointed on deputation to any posts on such terms and conditions as governed by the deputation rules prevalent in Government.

2.2.1.4 Contract Appointment

The appointing authority may appoint any person to a permanent post on contract basis by following the procedures laid down by the Government from time to time.

2.2.1.5 Temporary engagement

The appointing authority may in view of administrative exigencies may engage any person found suitable to any permanent post in category class III and IV on daily wage basis by following the procedures laid down by the Government from time to time.

2.2.2. Temporary Engagements

2.2.2.1 Creation of Project posts and Engagements

Project posts, if required, shall be created by the Executive Committee for the successful implementation of various projects and schemes etc. The Director-

General should provide all required information such as, job description, minimum qualification required for the post, salary for the post, period of appointment, budgetary source etc. to the Executive Committee for approval.

Director General may engage persons on short term temporary basis to meet any exigencies connected to project implementation. All such engagements have to be brought to the notice of the Executive Committee.

Appointment to any temporary post shall be made by the Director General through interview, written/online test or any other mode considered suitable in view of the project/scheme being undertaken.

The contract staff/ temporary staff shall be appointed by the Director-General and they should sign an employment contract for a maximum period not exceeding one year.

Project posts and engagements are applicable only for the project funding other than state government support. For state government supported projects, project posts and engagements are to be made by following the procedures laid down by the Government from time to time .

2.2.3. Consultancy

2.2.3.1 Engagements on Consultancy basis

As mandated in rule 8(4) of KILA Rules, Director General shall prepare a consultancy and expert hiring/engaging protocol including professional fee structure which shall be renewed annually and approved by the Executive Committee

On the basis of this approved protocol the Director General shall engage/hire professional and technical advisers, consultants and experts on temporary basis to work to further the objectives and programs of the Institute and pay them such remuneration, honorarium, fees or compensation as may be deemed fit and commensurate with performance, provided same shall not exceed Rs. 1 lakh per month. For engaging such persons when the honorarium, remuneration, fees or compensation exceeds Rs. 1 lakh per month sanction of Government should be obtained.

In the case of appointment of adjunct professors, the Director- General shall constitute a search committee and invite/collect CVs and select the best available experts to meet the requirements of the Institute. In the case of other consultants, a notification shall be published in the KILA website inviting online applications. Written/online tests shall be conducted to shortlist the applicants if required. Director General shall constitute an interview board to conduct interview with the candidates and complete the selection process. The selected candidate shall be issued an offer letter which shall mention the honorarium, position, period, duties

and responsibilities and signed by the Director-General. The offer letter shall be signed and returned by the candidate accepting the offer.

Probation:

Before declaration of probation every person appointed to a permanent post under KILA shall be regularized after verifying his/her character and antecedents.

The probation of the existing employees of the institute shall be for a period of One year. For any person appointed after the approval of this policy, by direct recruitment, the period of probation shall be two years on duty within a continuous period of three years. The period of probation for persons appointed by promotion shall be one year on duty within a continuous period of two years.

The appointing authority shall extend the period of probation for a maximum period of one year to enable him to acquire special qualifications or pass the prescribed test as the case may be or to enable the appointing authority to decide whether the probationer is suitable for the post or not.

Departmental test qualification is required for declaring probation for Assistants, Accountant cum cashier by direct recruitment shall also qualify the required department test; Manual of Office Procedures (MoP) and Account Test (Lower) conducted by the Public Service Commission

Where a person appointed to a post under the Institute on probation is found unsuitable for holding that post and has not completed his period of probation satisfactorily, the appointing authority may

- i) in the case of person appointed by promotion revert him to the post held by him immediately before such appointment;
- ii) in the case of a person appointed by direct recruitment, terminate his services under the Institute by giving a reasonable opportunity of showing cause against the action proposed.

2.3. Staff Structure of the Institute

The Staff Members of KILA shall consist of the following groups and categories;

2.3.1 Group 1: Academic and Administrative wing - Serial number 1,3,4, &7(1).

Group 2: Administration wing - Serial number 2, 5, 6, 8 to 17.

Group 3: Academic wing - Serial number 18 to 35

Group 4: Maintenance wing - Serial number 36 to 51

| Sl. No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|--------|------------------|--|-----------------|--|----------------------------------|---|---|--|
| 1. | Director-General | Consolidated Pay decided by the Government | 1 | Essential:1. Master's Degree in any discipline.2. At least 10 years of experience in working in decentralization/ local governance sector.3. Experience of 5 years in capacity development of local governments. Desirable:1. PhD in local governance from a reputed university.2. Experience of working at national and international level | Upper Age Limit 55 years | Direct Appointment | Appointment by the Government | |
| 2. | Registrar | 77400-115200 | 1 | Essential: I. Master's degree in any discipline or its equivalent Grade Desirable: i. Qualification in the area of Management /Law ii. Experience in handling computerized administration/legal/financial/ establishment matters: | | Transfer posting from the cadre of not below Joint Director in the LSGD | Selection of qualified candidates is to be made by KILA and the posting of such persons shall be on deputation. | GO(R)No 402/2007/LSGD dated 07/02/2007 |

| Sl No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|------------------------------|--------------|-----------------|---|----------------------------------|--|---|--|
| 3. | Director, KILA-CHRD | 77400-115200 | 1 | Joint Director LSGD | | Transfer posting from the cadre of Joint Directors of LSGD | Selection by KILA from the cadre of Joint Directors of LSGD on deputation | G.O(MS)788/RD D Dated 18.2.1988 |
| 4. | Deputy Director | 45800-89000 | 1 | Deputy Director LSGD | | Transfer posting by selection from the cadre of Deputy Directors of LSGD | Selection by KILA from the cadre of Deputy Directors of LSGD on deputation | GO(R)No. 402/2007/LS GD dated 07/02/2007 |
| 5. | Finance and Accounts Officer | 45800-89000 | 1 | 1.Pass in CA/CMA 2. Knowledge in computerized system of accounting and finance 3. At least 5 years of service as Internal Auditor/ Financial Assistant. In case of direct recruitment 10 years' experience post qualifying CA/CMA. | 45 | By Promotion | Promotion from the cadre of Internal Auditor (From SI No. 8 and 10) with relevant qualification as mentioned. At least 10 years of experience as Internal Auditor/ Financial Assistant /Finance Officer | GO(R)No. 402/2007/LSGD dated 07/02/2007 |

| Sl No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct Recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|--|-----------------|-----------------|---|----------------------------------|--------------------------|--|---|
| 6. | System Administrator | 35700-75600 | 1 | 1. Degree from a recognized University. 2. PG Diploma in Computer Application (Government Approved) 3. Minimum 10 years' experience as Computer Programmer. In the case of direct recruitment PG Degree in Computer Application where Minimum 5 years' experience as System Administrator also to be considered. | 45 | Direct recruitment | Open selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |
| 7. | Assistant Registrar/ Assistant Director | Rs. 35700-75600 | 3 | 1. Degree in any discipline 2. Experience in handling computerized administration 3. At least 8 years of experience as Section Officer/ Secretary of LSGIs/ Personal Secretary to Director-General/ Director/ Section Officer | | By Promotion/ Deputation | 1. One post by open selection from the cadre of Secretaries of LSGIs by KILA on deputation 2. One post by deputation from the cadre of Section Officer from Secretariat 3. One post by promotion from the posts of Estate Officer HQ & (SI No. 11, 12, 13) | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 and G.O(MS)7/88/RD Dated 18.2.1988 |

| Sl. No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|--------|--------------------|--------------|-----------------|--|----------------------------------|---------------------------------|--|---|
| 8. | Internal Auditor | 35700-75600 | 1 | <p>1. Pass in CA/CMA</p> <p>2. Knowledge in Computerised Accounting/Finance.</p> <p>2. Knowledge in computerized system of accounting and finance</p> <p>3. In case of direct recruitment 3 years experience post qualifying CA/CMA.</p> | 36 | Promotion or Direct Recruitment | Promotion from the SI.No. 10, if he/she is qualified to be promoted as Internal Auditor this post shall be filled through promotion. In the absence of qualified hands open selection from qualified persons | GO(R)No. 402/2007/LSGD dated 07/02/2007 |
| 9. | Estate Officer -HQ | 35700-75600 | 1 | <p>1. Degree in any discipline from a recognized university</p> <p>2. At least three years of experience as Estate Officer/ Hostel Manager KILA_CHRD Kottarakkara, PS to Director General.</p> | | Promotion | Promotion from SI No.11 (PS to Director General) / SI No.12 Hostel Manager CHRD Kottarakkara/ SI No.13 (PS to Director) | GO(R)No. 402/2007/LSGD dated 07/02/2007 |

| Sl No | Designation | Scale of Pay | Numb er of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|--|--------------|------------------|--|----------------------------------|---------------------|---|--|
| 10. | Financial Assistant | 27800-59400 | 1 | Essential: 1. Master's Degree in commerce/ Pass in intermediate of CACMA 2. Computer proficiency in Tally software 3. Three years experience in commercial accounting in a reputed institution/firm | | Promotion | Promotion from the existing post of UD Accountant Cum cashier SI No.14 | G.O(Rt)2108/2013/LSGD dated 17.08.2013 |
| 11. | P.S.to Director General | 26500-56700 | 1 | 1.Degree in any discipline from a recognized university 2. At least 10 years of service as Assistants / Training Co- Ordinator/Data entry operator. | | Promotion | Promotion from Assistants/ Training Coordinator/Data Entry Operator.(SI No.15a ,15 b,16,17) | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |
| 12. | Hostel Manager/ Estate Officer, KILLA_CHR D Kottarakkara | 26500-56700 | 1 | 1. Degree in any discipline from a recognized university 2. At least 10 years' service as Assistant/ Training Co-ordinator/ Data Entry Operator. | | Promotion | Promotion from Assistants/ Training Coordinator/DEO. (SI No.15a ,15b,16,17) | GO(MS)No 208/2009/LSGD dated 9.11.2009 |
| 13. | PS. to Director | 20000-45800 | 1 | 1.Degree in any discipline from a recognized university 2. At least 10 years service as Assistant Selection Grade/ Senior Grade/ Grade-II/Grade-II) | | Promotion | Promotion from Assistants / Training Coordinator/D ata entry operator.(SI No.15a ,15 b,16,17) | G.O(MS)7/88/RD D Dated18.2.1988 |

| Sl. No | Designation | Scale of Pay | Numb er of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|--------|----------------------------|--------------|------------------|--|----------------------------------|---------------------|-----------------------|----------------------------------|
| 14. | UD. Accountant Cum Cashier | 25200-54000 | 1 | 1. Graduation in Commerce and proficiency in Accounting Software/Tally etc. 2. Computer Literacy – Word Processing, Spread Sheet, Presentation, , Internet-email etc. | 36 | Direct recruitment | Open selection | G.O(MS)7/88/RD D Dated 18.2.1988 |

| Sl. No. | Designation | Scale of Pay | Numb er of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|---------|-----------------------|--------------|------------------|--|----------------------------------|--|-----------------------|--|
| 15. a | Assistant (Grade- II) | 19000-43600 | 11 | <p>Essential: 1. Degree in any discipline from a recognized university Desirable: Skills in computer Proficiency and familiar with office software in order to perform the job</p> | 18-36 | Direct recruitment & promotion. A ratio of 6:1 from the cadre posts of Receptionist, Library Attendant, Store Keeper, Xerox Operator, Despatcher in KILA. (SI No.38,39,42,43,44) The Ratio Promotion to be given to the qualified Assistants shall be as in State Govt Service. | Open Selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007/G.O(MS)7/88/RDD Dated 18.2.1988 |

| Sl. No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|--------|----------------------------|---------------|-----------------|---|----------------------------------|---------------------|---|--|
| 15. b | Assistant (Grade-I) | 25200-54000 | 1 | Essential: 1. Degree in any discipline from a recognized university Desirable: Skills in computer Proficiency and familiar with office software in order to perform the job | | Promotion | Promotion from the post of Assistant Grade II) SI No. 15a | G.O(MS)7/88/RD D Dated 18.2.1988 |
| 16. | Training Co-Ordinator | 19000-43600 | 1 | Post Graduate Degree from a recognized university with knowledge of DTP work in Malayalam and English | 36 | Direct Recruitment | Open Selection | G.O(MS)7/88/RD D Dated 18.2.1988 |
| 17. | Data Entry Operator/Typist | 19000 – 43600 | 3 | Degree from a recognized University with knowledge of DTP work in Malayalam and English | 18-36 | Direct Recruitment | Open Selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 and G.O(MS)271/2012/LSGD dated 19/10/2012 |

| | | | | | | | | |
|-----|---|--|---|--|-------------------------------------|--|---|--|
| 18. | <p>Professor- Decentralisation and Local Governance DLG</p> | <p>37400- 67000+ 10000 AGP</p> | 1 | <p>1. PhD in relevant discipline PG in (Urban/Regional) Planning/City Planning/Urban Policy/Governance/Urban Development or equivalent Social Sciences Public Finance/Commerce/Agriculture/ Economics/ Management/Statistics/ Political Science/Public Administration/Rural Development/Gandhian Studies/Social Work/Sociology/International Relations/Law/Education/Development Studies/Local Development and Development/Local Governance or any other subject related to DLG from a reputed institute. 3. Preferable qualification - Published Work (published work of high quality, actively engaged in research with evidence of published work). 10- 15 years work experience with some experience in leadership roles working on regional scale projects; policy advocacy, and experience in working with international agencies and National/State/ Municipal Governments in the Urban or Rural sectors. Demonstrated expertise in two of the following thematic areas: water resource management; GIS for data-driven decision making; Local governance; Climate change adaption and resilience; Local finance; Environmental planning; and/or related topics of concern to long-term climate resilience, disaster management, waste management. Excellent facilitator with good networking, convening, partnership/liasion building skills. 11 Experience in working with large data sets in added advantage. Able to communicate clearly, strategically and sensitively with internal and external stakeholders. Good analytical and knowledge management skills including.</p> | Maximum age limit 50 years | Promotion through CAS/ Direct Recruitment | Promotion from the Associate Professors and equivalent posts in KILA or Direct recruitment – The candidate should have acquired the qualifications in the relevant area through CAS promotion. If no such person is qualified to be promoted as Professor- Decentralisation and Local Governance , this post may be filled through direct recruitment - to be decided by the Executive Committee. | GO(Ms)No.10/20 20 LSGD,dated 06/01/2020. |
| 19. | | | 1 | <p>1. PhD, 2. PG in (Urban/Regional) Planning/City</p> | Maxi | Direct Recruitment | Open Selection | Go(Ms)No.101/2 020 LSGD dated |

| | | | | | | | | |
|-----|----------------------------|----------------------------------|---|--|----------------------------|---------------------------------|---|--|
| 20. | Professor - Urban Chair | 37400- 67000+ 10000 AGP | | <p>Planning/Urban Policy/Governance/Urban Development or equivalent Social Sciences (relevant to Urban Development), from reputed institute.</p> <p>3. Preferable qualification-Published Work (published work of high quality, actively engaged in research with evidence of published work). 10-15years work experience with some experience in leadership roles working on regional scale projects; policy advocacy; and experience in working with international agencies and National/ State/ Municipal Governments in the Urban sector.</p> <p>Demonstrated expertise in two of the following thematic areas: Urban water resource management; GIS for data-driven decision making; Urban governance; Climate change adaption and resilience; Urban finance; Environmental planning; and/or related topics of concern to long-term Urban resilience in Indian cities.</p> <p>Excellent facilitator with good networking, convening, partnership/liaison building skills.</p> <p>Experience in working with large datasets in added advantage. Able to communicate clearly, strategically and sensitively with internal and external stakeholders. Good analytical and knowledge management skills including writing and presentation skills.</p> <p>Experience of managing teams and budgets. Skills in MS Office and relevant planning/implementation tools</p> | Maximum age limit 50 years | | | 26/06/2020 & GO(Rt)No.1923/2020 LSGD, dated 15/10/2020. |
| | | | 1 | PhD Postgraduate in (Urban/Regional) Planning/City planning/Urban Policy/Urban Development or equivalent Social Sciences (relevant to Urban Development) from reputed institute. | Maximum age limit 45 | Direct Recruitment or promotion | Open Selection as per qualification specified. Promotion from the post of | Go(Ms)No.101/2020 LSGD dated 26/06/2020 & GO(Rt)No.1923/2020 LSGD, |

| Sl. No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|--------|---------------------|----------------------|-----------------|---|----------------------------------|---------------------|---|----------------------------------|
| | Senior Urban Fellow | 37400-67000+9000 AGP | | 10 years of relevant work experience with ability to demonstrate strong analytical skills and work across a range of relevant sectors, experience in working with municipal and preferably State Governments. Experience in two of the following thematic areas: Urban water resource management; Waste management; GIS for data-driven decision making; Urban governance; Climate change adaptation and resilience; Urban finance; Environmental planning; and/or related topics of concern to long-term Urban resilience in Indian cities. Experience in working with large data sets in added advantage. Networking and partnership/liaison building skills, and co-ordination with a variety of stakeholders and organizations. Ability to communicate clearly and sensitively with internal and external stakeholders. Good analytical and knowledge management skills including writing and presentation skills. Team player and ability to work under pressure and meeting deadlines. Problem solving attitude. Experience of managing teams and logistics. Skills in MS Office, relevant planning/implementation Tools. | years | | Urban fellow if qualifications are met. | dated 15/10/2020. |

| Sl No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|--------------|----------------------|-----------------|---|----------------------------------|---------------------|-----------------------|---|
| 21. | Urban Fellow | 15600-39100+6000 AGP | 1 | PhD/NET, Post Graduate in (Urban/Regional) Planning/City Planning/Urban Policy/Urban Development or equivalent Social Sciences (relevant to Urban Development) from reputed institute.3-5 years of relevant work experience with ability to demonstrate strong analytical skills and work across a range of relevant factors. Knowledge in climate change resilience and experience in working with large data sets is an added advantage. Ability to communicate clearly and sensitively with internal and external stakeholders. Good analytical and knowledge management skills, including writing and presentation skills. Skills in MS Office, relevant planning/implementation Tools. | Maximum age limit 39 years | Direct Recruitment | Open Selection | Go(Ms)No.101/2020 LSGD dated 26/06/2020 & GO(R)No.1923/2020 LSGD, dated 15/10/2020. |

| Sl No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|---|----------------------|-----------------|--|--|---|--|---|
| 22. | Associate Professor—Decentralisation and Local Governance - DLG | 37400-67000+9000 AGP | 1 | 1.First Class or high second-class PG in Regional Planning/City Planning/Urban Policy/Governance/Urban Development or equivalent Social Sciences (relevant to Urban Development)/ Public Finance/Commerce/Agriculture/ Industrial Economics/ Management/ Political Science/Public Administration/Rural Development/Gandhian Studies/Social Work/Sociology/International Relations/Law/ Education/Local Governance and Development/ Development Studies/ Statistics/Local Development studies/ or in subjects related to Local Governance from a reputed institute.. 2. PhD in relevant discipline. 3. Knowledge of Malayalam. 4.Preferable: Experience in activities related to Local Governance/ as a trainer for Local Body Functionaries, Publications in topics related to Decentralisation and Local Governance Working knowledge in Computer. | Maximum age limit for direct recruitment is 45 years | Promotion through CAS/ Direct Recruitment | The Assistant Professors who have acquired all the qualifications of Associate Professor as per the CAS promotion stipulated by KILA may be promoted as Associate Professor. In the absence of qualified persons this post may be filled through Open Selection. | GO(Ms)No.10/2020 LSGD,dated 06/01/2020. |

| Sl. No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|--------|--|----------------------|-----------------|---|--|---|--|---|
| 23. | Associate Professor-Decentralisation and Local Governance) | 37400-67000+9000 AGP | 1 | 1.First Class or high second-class PG in Regional Planning/City Planning/Urban Policy/Governance/Urban Development or equivalent Social Sciences (relevant to Urban Development)/ Public Finance/Commerce/Agriculture/ Industrial Economics/ Management/ Political Science/Public Administration/Rural Development/Gandhian Studies/Social Work/Sociology/International Relations/Law/ Education/Local Governance and Development/ Development Studies/ Statistics/Local Development studies/ or in subjects related to Local Governance from a reputed institute.. 2. PhD in relevant discipline. 3. Knowledge of Malayalam. 4.Preferable: Experience in activities related to Local Governance/ as a trainer for Local Body Functionaries, Publications in topics related to Decentralisation and Local Governance Working knowledge in Computer.. | Maximum age limit for direct recruitment is 45 years | Promotion through CAS/ Direct Recruitment | The Assistant Professors who have acquired all the qualifications of Associate Professor as per the CAS promotion stipulated by KILA may be promoted as Associate Professor. In the absence of qualified persons this post may be filled through Open Selection. | GO(Ms)No.10/2020 LSGD,dated 06/01/2020. |

| Sl No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|--|----------------------|-----------------|---|--|--|--|---|
| 24. | Associate Professor- Decentralisation and Local Governance DLG | 37400-67000+9000 AGP | 1 | <p>1. First Class or high second-class PG in Regional Planning/City Planning/Urban Policy/Governance/Urban Development or equivalent Social Sciences (relevant to Urban Development)/ Public Finance/Commerce/Agriculture/ Industrial Economics/ Management/ Political Science/Public Administration/Rural Development/Gandhian Studies/Social Work/Sociology/International Relations/Law/ Education/Local Governance and Development/ Development Studies/ Statistics/Local Development studies/ or in subjects related to Local Governance from a reputed institute..</p> <p>2. PhD in relevant discipline.</p> <p>3. Knowledge of Malayalam.</p> <p>4. Preferable: Experience in activities related to Local Governance/ as a trainer for Local Body Functionaries, Publications in topics related to Decentralisation and Local Governance Working knowledge in Computer.</p> | Maximum age limit for direct recruitment is 45 years | Promotion through CAS / Direct Recruitment | The Assistant Professors who have acquired all the qualifications of Associate Professor as per the CAS promotion stipulated by KILA may be promoted as Associate Professor. In the absence of qualified persons this post may be filled through Open Selection. | GO(Ms)No.10/2020 LSGD dated 06/01/2020. |

| Sl No. | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|--------|--|----------------------|-----------------|---|----------------------------------|-------------------------------|--|---|
| 25. | Assistant Professor- Sociology/ Social Justice | 15600-39100+6000 AGP | 1 | Must have completed 5 years service as Gazetted-I posting the LSGD/Persons working in executive capacity in other Development dept./Training Institution run by Government.or autonomous bodies and should have Post graduation in Sociology or MSW/ M phil. PhD/NET in Relevant subject with Computer Knowledge. Preferable qualification: Research/Action Research in Decentralisation or Local Governance in Kerala or anywhere in India | Maximum age limit 39 years | Direct Recruitment /Promotion | Those Lecturers who have acquired the qualifications of Assistant Professors as per the KILA CAS to be promoted as Assistant Professors. In the absence of qualified persons direct recruitment. | GO(Ms)No.10/2020 LSGD,dated 06/01/2020. |
| 26. | Assistant Professor- Management | 15600-39100+6000 AGP | 1 | MBA with specialization in RD/Behavioural Science/Personnel Management/Marketing with 5 years experience after acquisition of qualification. PhD/NET in Relevant subject with Computer Knowledge. Preferable qualification: Research/Action Research in Decentralisation or Local Governance in Kerala or anywhere in India | Maximum age limit 39 years | Direct Recruitment /Promotion | Those Lecturers who have acquired the qualifications of Assistant Professors as per KILA CAS are to be promoted as Assistant Professors. In the absence of qualified persons direct recruitment. | GO(Ms)No.10/2020 LSGD,dated 06/01/2020. |

| Sl. No. | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct Recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|---------|--|----------------------|-----------------|---|----------------------------------|--|---|---|
| 27. | Assistant Professor (Public and Local Finance/Public Administration) | 15600-39100+6000 AGP | 1 | 1. Post Graduate degree in Public Administration/ Public Finance or MBA in Finance /Organizational Development from a recognized University (Regular Course) 2. PhD/NET in the related area 3. Working knowledge in computer. Preferable qualification: Research/Action Research in Decentralisation or Local Governance in Kerala or anywhere in India | Maximum age limit 39 years | Direct Recruitment | Open Selection | GO(Ms)No.10/2020 LSGD,dated 06/01/2020. |
| 28. | Lecturer-Rural Economics/Livelihood Skills | 35700-75600 | 1 | M.A degree in Economics/Econometrics /Rural development / Development studies with atleast 55% marks from recognized University or equivalent qualification. Computer Knowledge is essential. Atleast 5 years teaching experience or trainer experience/ 5 years' experience secretary above in LSGD. Preferable qualification: Research/Action Research in Decentralisation or Local Governance in Kerala or anywhere in India | 39 years | 1. Direct Recruitment 2. Selection by KILA from the cadre of Deputy Directors of LSGD on deputation | Those Research Associate (SI No.32) who have acquired the qualifications of Lecturer in the relevant area with at least 10 years' experience maybe promoted as Lecturer. In the absence of qualified persons direct recruitment | GO(Ms)No.10/2020 LSGD,dated 06/01/2020. |

| Sl. No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|--------|-----------------------------|--------------|-----------------|--|----------------------------------|-------------------------------|---|--|
| 29. | Lecturer- Rural Development | 35700-75600 | 1 | M.A /MSc. Degree in Social Science/Agricultural/Rural Development /Local Development /Local Governance and Development/Development studies from recognized University or equivalent qualification. Computer Knowledge is essential. Atleast5yearsteaching experience or trainer experience/ 5 years' experience secretary above in LSGD. Preferable qualification: Research/Action Research in Decentralisation or Local Governance in Kerala or anywhere in India | Maximum age limit 39 years | Direct Recruitment /Promotion | Those Research Associates (SI No.32) who have acquired the qualifications of Lecturer in the relevant area with at least10yearsof experience maybe promoted as Lecturer. In the absence of qualified persons direct recruitment | GO (Ms) No.10/2020 LSGD, dated 06/01/2020. |

| Sl No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|--|--------------|-----------------|--|----------------------------------|--------------------------------|--|---|
| 30. | Lecturer- Information Technology | 35700-75600 | 1 | B.Tech in Electronics and communications / IT/Computer Science / MCA (regular course) after graduation in Maths/ Science with mathematics as one subject. Preferable Qualification: M.Tech | Maximum age limit 39 years | Direct Recruitment / promotion | Those Research Associate (SI No.32) who have acquired the qualifications of Lecturer in the relevant area with at least 10 years' experience may be promoted as Lecturers. In the absence of qualified persons direct recruitment. | GO(Ms)No.10/2020 LSGD,dated 06/01/2020. |
| 31. | Lecturer- Gender Justice/Women and Child Development | 35700-75600 | 1 | Essential- Post Graduate in Women Studies / Gender and Development/ similar courses. Desirable- PhD/NET in the related areas, publications in good journals, other work experience in the related field. Preferable qualification: Research/Action Research in Decentralisation or Local Governance in Kerala or anywhere in India | Maximum age limit 39 years | Direct Recruitment /Promotion | Those Research Associates who have acquired the qualifications of Lecturer in the relevant area with at least 10 years of experience may be promoted as Lecturer. In the absence of qualified persons direct recruitment. | GO(Ms)No.10/2020 LSGD,dated 06/01/2020. |

| Sl No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|---------------------|--------------|-----------------|---|----------------------------------|---------------------|-----------------------|--|
| 32. | Research Associates | 29200-62400 | 2 | Essential: - Post Graduate Degree in Public Administration/Political Science / Rural Development / Regional Planning / Area Planning/Mathematics/Statistics/in any other subject but with first class Graduation in Mathematics or Statistics. Experience in collection of data and survey. Certificate in data science and analytical programme with course not less than 3 months or the PG curriculum should include the topic. Desirable- M Phil. Publication of papers/articles, Proficiency in Data base Management/ Software/Big data Analytics Data Mining Past experience in Data Processing/Data Analysis. Computer proficiency, knowledge and experience in using statistical package or statistical software | Maximum age limit 39 years | Direct Recruitment | Open Selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |

| Sl No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|------------------------------------|-------------------------------|-----------------|---|----------------------------------|--------------------------------|---|--|
| 33. | Librarian | 15600-39100 + 6000AGP | 1 | Essential: Bachelor's Degree with any subject with Master's Degree in Library Science with at least second class. Minimum 3 years Experience in a leading library, Desirable: Computer experience and experience in Documentation | 39 years | Direct Recruitment / Promotion | Promotion from Assistant Librarian (SI No.34) if he/she is qualified and having at least five years experience as Assistant Librarian. In the absence of qualified persons open Selection | GO(MS)27/2015 LSGD dated 12/02/2015. |
| 34. | Assistant Librarian | 26500-56700 | 1 | Bachelor's Degree with Degree in Library Science. Desirable: Experience in a leading library | Maximum age limit 39 years | Direct Recruitment | Open Selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |
| 35. | Adjunct Professors and Consultants | Fixed by the Director General | | High ranking experts at various levels working on various thematic areas relevant to local governance and development | Maximum age limit 65 years | Direct Recruitment | Open Selection. Selection from among experts with high track record through a search committee. | |

| Sl. No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|--------|-------------------------|---------------|-----------------|---|----------------------------------|------------------------|---|--|
| 36. | Overseer Electrical | 26500-56700 | 2 | Diploma in Electrical Engineering. Desirable: Experience as Overseer in Government/ Quasi - Government organizations/Academic Institution. At least 10 years as overseer in other Organisations. | Maximum age limit 36 years | Direct Recruitment | Open Selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |
| 37. | Audio-Visual Technician | 17500-39500 | 1 | SSLC with ITI Electrical Trade Working knowledge in computer Desirable: Experience as Electrician in Government/Quasi Government Organizations/Academic Institutions. | 36 years | Direct Recruitment | Open Selection | GO (MS)81/2018/LS GD DATED 08/06/2018 |
| 38. | Receptionist | 19000 - 43600 | 1 | Degree from a recognised University and Post Graduate diploma in Hotel Management. Five years experience as receptionist in Government Organizations/ semi government organizations/ Academic institutions. Working knowledge in English and Hindi. Computer proficiency especially in managing hospitality related software. | 36 | By direct recruitment. | Open selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |
| 39. | Library Attendant | 19000 - 43600 | 1 | SSLC Desirable: Experience in leading library. | --- | Promotion | Promotion from Store keeper, Xerox Operator and Despatcher (Sl.No.42,43,44) | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |

| Sl. No. | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|---------|------------------------------|---------------|-----------------|---|----------------------------------|---------------------|---|---|
| 40. | Electrician cum AV Assistant | 18000-41500 | 2 | SSLC with ITI, electrical trade Desirable: experience as electrician in Government /quasi government organization/academic institution | 18-36 | Direct recruitment | Open selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |
| 41. | Driver-cum-Attendant | 19000 - 43600 | 6 | 1.SSLC or equivalent 2. Must possess a Motor Driving License (LDV License) of atleast 10 years standing and Driver's Badge 3.Proficiency in driving Light and Heavy-Duty Motor Vehicle 4. Heavy Duty Motor Vehicle Driving License 5.Working knowledge of Malayalam, Hindi and English | 18-36 | Direct Recruitment | Open Selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 and G.O(MS)7/88/RD D Dated 18.2.1988 |
| 42. | Store Keeper (Care Taker) | 18000-41500 | 1 | SSLC with 10 years experience as Multi-Task Worker/Hostel Boy or Gardener or Full time Sweeper | | Promotion | Promotion from Multi-Task Worker/Hostel Boy or Gardener or Full time Sweeper SI No. 46,48,49) | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |
| 43. | Despatcher | 18000-41500 | 1 | SSLC with 10 years experience as Multi-Task Worker/ Hostel Boy or Gardener or Full time Sweeper | | Promotion | Promotion from Multi-Task Worker/Hostel Boy or Gardener or Full time Sweeper SI No. 46,48,49) | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |

| Sl. No. | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|---------|------------------------------|--------------|-----------------|---|----------------------------------|---------------------|---|--|
| 44. | Xerox Operator | 18000-41500 | 1 | SSLC with 10 years experience as Multi-Task Worker/ Hostel Boy or Gardener or Full time Sweeper | | Promotion | Promotion from category Multi-Task Worker/Hostel Boy, Gardener, Full time Sweeper (Sl No. 46,48,49) | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |
| 45. | Plumber cum Campus Assistant | 18000-41500 | 1 | SSLC with ITI (Plumbing) Trade Desirable: 1. Experience as Plumber in Government /Quasi- Government Organizations /Academic Institutions | 18-36 | Direct Recruitment | Open Selection | GO(Rt)No. 402/2007/LSGD dated 07/02/2007 |
| 46. | Multi-Task Worker/Hostel Boy | 16500-35700 | 18 | 1.SSLC or equivalent 2.Should know cycling and have good physique Desirable: Experience as Khalasi /Peon in Government Organization /Academic Institution | 18-36 | Direct Recruitment | Open Selection | G.O(MS)7/88/RD Dated 18.2.1988 |
| 47. | Cook | 17000-37500 | 1 | Supernumerary Post | | | | |
| 48. | Gardener | 16500-35700 | 6 | Supernumerary Post | | | | |
| 49. | Full Time Sweeper | 16500-35700 | 5 | VII Class Experience as Sweeper | | | | GO (Ms) No 190/2009/LSGD dt. 20/09/2009 GO (Ms) No. 507/2012/Fin dated 19/09/2012 |
| 50. | Kitchen Helper | 16500-35700 | 1 | Supernumerary Post | | | | |

| Sl No | Designation | Scale of Pay | Number of Posts | Qualifications | Age Limit for Direct recruitment | Mode of Appointment | Method of Appointment | Order by Which posts are created |
|-------|--|--------------|-----------------|--------------------|----------------------------------|---------------------|-----------------------|---|
| 51. | Part Time Sweeper/ Hostel Room Cleaner | 8200-13340 | 6 | Supernumerary Post | | | | GO (Ms) No 190/2009/LSGD dt. 20/09/2009 GO (Ms) No. 507/2012/Fin dated 19/09/2012 and G.O(MS)7/88/RD D Dated 18.2.1988 |
| 52. | | | 104 | | | | | |

2.4. Placement and Transfer of Staff

2.4.1. Exclusive Posts of KILA Headquarters

The following posts in shall be treated as exclusive posts of KILA headquarters, Thrissur;

- (i) Director - General
- (ii) Registrar
- (iii) Deputy Director
- (iv) Finance and Accounts Officer
- (v) Estate Officer HQ
- (vi) System Administrator
- (vii) P.S.to Director General
- (viii) Professor- Urban Chair
- (ix) Professor – Decentralisation and Local Governance
- (x) Librarian

The following posts shall be treated as exclusive posts of KILA- CHR D, Kottarakkara;

- (i) Director
- (ii) P.S. to Director

2.4.1.1. Other than the exclusive posts earmarked for KILA Headquarters and KILA-CHRD campus, all other posts are transferable and the Director –General of the Institute shall issue orders to shift any of the posts presently existing in KILA and KILA-CHRD to any o fthe centres of KILA and transfer the staff from one institution to another for administrative convenience, academic requirements and effective management of the Institute and assign duties and responsibilities and shall protect their pay and allowances.

2.5. Selection and Promotion Policy of Faculty Members and Librarian

2.5.1. KILA shall adopt the principles of the UGC Regulations 2018 on Minimum Qualifications for Appointment and Promotion of Professor, Associate Professor, Assistant Professor and Librarian contextualized to suite the requirements of a training institute for local governance for the maintenance of excellence in standards of the functioning of the Institute. Therefore, strict measures shall be followed for the maintenance of the academic and professional standards of a national level institution in the selection/promotion process. KILA shall ensure the relaxation specified in the UGC Regulations for Scheduled Castes, Scheduled Tribes, Other Backward

Classes (Non- creamy layer), and Differentially abled categories in the selection of faculty members and other academic staff.

2.5.2. The selection of all faculty members such as, Professor, Associate Professor and Librarian and the promotion of Urban Chair Professor, Professor, Senior Urban Fellow, Associate Professor, Assistant Professor, Urban Fellow and Librarian will be under the Career Advancement Scheme (CAS). Promotions shall be based on the recommendation of the Selection Committee and the Screening cum Evaluation Committee respectively, constituted by the Executive Committee for this purpose from time to time. The Selection Committee and the Screening cum Evaluation Committee shall follow the procedure for selection and the screening cum evaluation for CAS promotion stipulated by the UGC Regulations 2018 contextualised to the KILA requirements. For this, the Executive committee should approve the criteria and guidelines prepared by the Screening cum Evaluation committee which will be applicable for the year or for a period decided by the Executive committee.

2.5.3. The composition of the Selection Committee/ Screening cum Evaluation Committee for the selection of Urban Chair Professor, Professor, Senior Urban Fellow, Associate Professor, Assistant Professor, Urban Fellow and Librarian and the promotion of Professor, Senior Urban Fellow, Associate Professor, Assistant Professor, Urban Fellow and Librarian under the CAS scheme consists of the following members;

- i) The Chairperson of the Executive Committee shall be the chairperson of the committee;
- ii) The Director General of the Institute
- iii) An eminent academician not below the rank of Professor to be nominated by the Executive Committee
- iv) Two experts in the subject concerned nominated by the Executive Committee.

Note: The quorum for the meeting of the Selection Committee/the Screening cum Evaluation Committee shall be three which will include one subject expert and the Director General of the Institute.

2.5.4. The Selection Committee with the same composition may also act as the Screening cum Evaluation Committee for CAS promotion of Professor, Senior Urban Fellow, Associate Professor, Assistant Professor, Urban Fellow and Librarian. The Selection Committee/ Screening cum Evaluation

Committee for CAS promotion scheme may, if required, fix additional qualifications required for maintaining higher standards of the Institute as a centre of excellence in capacity building and training and in the selection and promotion of faculty members and other academic staff.

2.5.5. The Screening cum Evaluation Committee shall finalize the Academic Performance Indicators (API) for the promotion of Professor, Senior Urban Fellow, Associate Professor, Assistant Professor, Urban Fellow and Librarian, based on which the verification/ Evaluation grades can be worked out following an Assessment Criteria and Methodology. The committee is to be entrusted with this task also. The committee may design this based on the the Assessment Criteria and Methodology Proforma of the UGC Regulations 2018 and customized in accordance with the nature of activities suited to the functioning of a capacity building and training institution. The specific nature of functions of the Institute and to maintain its high standards of professional competence such as, improvement in teaching and learning process in training programmes, designing training courses, development of training modules, development of useful and user-friendly handbooks, feedback of training participants as part of training evaluation etc. are taken in to consideration in designing the proforma for evaluation of the academic performance of each category of academic personnel. This may be revised from time to time as per the direction of the Executive Committee.

As a transitional mechanism, the committee may design an assessment framework to be made applicable only for the current year 2021-22 considering that the existing candidates for promotion are assessed based on their present way of functioning, activities and performance.

Chapter- 3

General Employment Policies and Procedures

3.1. Equal Opportunity Policy

3.1.1. The Institute shall ensure equal opportunity to all staff members without regard to religion, caste, sex, gender identity, political affiliation, disability, age or any other status. The policy of the Institute reflects and affirms the organization's commitment to the principles of fair employment and the elimination of all discriminatory practices. The Institute is strongly encouraged to prohibit any kind of discrimination by the management and staff members against others. The Institute prohibits discrimination or harassment on the basis of religion, caste, sex, gender identity, political affiliation, disability and age and take steps to ensure equal employment opportunity in the workplace. The Institute shall follow affirmative action plan for women and individuals with disabilities.

3.1.2. The Institute shall protect equal opportunity to all staff members and makes all employment decisions without regard to religion, caste, sex, gender identity, political affiliation, disability or any other status protected by the public service rules of the state government. This policy applies to all terms and conditions of employment, including appointment, regularization, promotion, transfer, leave of absence, training and termination. The Institute makes decisions concerning employment strictly based on an individual's qualification and ability to perform the duties and responsibilities, the comparative qualifications and abilities of other applicants or staff members and the individual's past performance within the Institute.

3.1.3. If a staff member believe that an employment decision has been made that does not conform with the Institute's commitment to equal opportunities, a staff member is free to bring the matter to the attention of the Director-General and the complaint will be promptly and impartially investigated and considered on the basis of its merit. There will be no retaliation against a staff member who files a complaint in good faith, even if the result of investigation produces insufficient evidence to support the complaint. But making unfounded and malafide complaints with the intension of discrediting the Institute shall be taken as improper behaviour on the part of the staff member who makes such complaints.

3.2. Obligations of Staff Members

3.2.1. The efficient functioning of the Institute requires that the staff members should carry out their duties and responsibilities within certain generally applicable standards and norms. The staff members should adapt with the changing demands of the organization and they should adapt to meet the changing needs and circumstances.

3.2.2. The nature of work of the Institute requires of staff with high degree of commitment and integrity and greater concern for protecting its interests. The staff members should maintain good rapport with all stakeholders of the organization. Moreover, the staff members of the Institute should have a special responsibility to avoid situations and activities that might adversely affect the image of the organization. Therefore, staff members shall discharge their duties with utmost sincerity and commitment to protect the interest and objectives of the Institute.

3.2.3. The staff members shall cherish and uphold the values of the Institute which enshrined in its vision and mission. The staff should conduct themselves at all times in a manner befitting their status as employees of an institution of national and international recognition. They shall not engage in any activity that is incompatible with the successful discharge of their duties and responsibilities in the Institute. They shall avoid and refrain from any activity or any public pronouncement that would adversely affect the status or reputation of the Institute.

3.2.4. The staff members shall refrain from any kind of improper behaviour or disclosure of any information which adversely affects the functioning of the Institute through the social media or the print or visual media. Any complaint against the functioning of the Institute shall be lodged by the staff members within the Institute's platforms or the authorities concerned.

3.2.5. The rights of any works produced by the staff members as part of their official duties and responsibilities shall be vested with the Institute unless such rights are explicitly relinquished by the authority concerned.

3.3. Recruitment and Promotion Policy

3.3.1. The contract appointments and temporary appointments, including to the post of consultants/ adjunct professors as part of implementing various projects and programmes can be made by the Director General which should be informed to the Executive Committee. The Director- General should provide all

required information such as, job description, minimum qualification required for the post, salary/ honorarium for the post, period of appointment, budgetary source etc. to the Executive Committee for information.

3.3.2. In the case of appointment of consultants/ adjunct professors the Director-General shall constitute a search committee and invite C. Vs and select the best available experts to meet the requirements of the Institute. The Director - General shall make an interview with the candidates before giving an offer letter to any of them. The offer should be in writing and mention the gross salary, position, duties and responsibilities and signed by the Director-General and the candidate.

3.3.3. The contract staff/ temporary staff shall be appointed by the Director-General and they should sign an employment contract only for a maximum period of one year.

3.3.4. The Institute's primary goal when recruiting new staff is to fill vacancies with persons who have the best available qualifications, skills, abilities and experience needed to perform the duties and responsibilities of the Institute. Decisions regarding selection, regularization and placement of staff are made on the basis of job-related criteria. Some of the category of staff positions are filled through directly recruitment or open selection. Some of the category of staff positions are filled through deputation from the LSGD staff. Some of the category of staff positions are filled through promotion from the existing qualified staff of the Institute through promotion.

3.3.5. The minimum qualification standards of each category of staff are given in chapter-III as part of the staff system of the Institute. The minimum qualification standards are determined on the basis of which category of staff or applicants can be able to satisfactorily perform the functions and responsibilities in the positions that to be occupied in the Institute. The educational qualification, experience or other requirements included in the qualification standards responsibilities in a position with an appropriate level of competence.

3.3.6. The minimum qualification standards should include educational qualification, experience or a combination of two.

3.3.7. The qualification standard of various category of staff members are given in Chapter -III of the HR Policy and Rules. The Executive Committee of the Institute in consultation with the Director -General can fix new or revised standards of qualification for each category of staff from time to time before issuing notification for recruitment of such post/s. If new qualification is added or revised, the existing permanent staff shall be protected from disqualification or if new qualification is added for promotion, necessary time shall be given to those in the feeder category to acquire the relevant qualification

3.3.8. The experience required for different categories of staff members are described in Chapter-III of the HR Policy and Rules. Some of the experiences are mandatory or essential and some of them are desired experiences needed to perform the duties and responsibilities as mentioned in the occupational work chart or position. In addition, the required qualification and experience, the abilities to perform particular work should be supported with certification requirements.

3.3.9. The recruitment for the faculty positions of the Institute shall be based on the proven ability in professional credentials such as, publication of books and articles, documentation innovative experience of local governments, evaluation studies, research reports etc. as described in Chapter -III of the HR Policy and Rules to determine their academic credibility.

3.4. Termination Policy

1. In the case of permanent employees termination from service shall be effected following the procedures laid down for initiating disciplinary procedures.

i) During the period of probation following the first appointment and after such period of probation, at any time, by a notice of one month in writing on either side or at any time without notice on payment of one month's pay.

2. The service of the temporary employee may be terminated by the appointing authority for sufficient reason provided. In the case of contract appointments, termination will be according to the terms of the contract.

i) In case of a temporary employee appointed for a work in any research project the manner of termination and the period of notice as specified in the appointment order.

Without prejudice to the provisions of clauses (i), the service of a temporary employee shall terminate;

- i If his/her appointment is made for a specific period, on the expiry of such period; or
- ii If his/her appointment is made against a temporary post, on the abolition of post or on the expiry the period for which the post is created or the project is closed or the provision for such positions are taken back by the supporting agency.

3.5. Performance Evaluation Policy

3.5.1. New appointments in the Institute shall be made on the basis of the evaluation of the qualification, experience and performance in the interview of the candidates. The Screening Committee and the Selection Committee constituted by the Executive Committee for this purpose will evaluate the performance of the candidates applied for new positions in the Institute.

3.5.2. The existing staff members' performance shall be evaluated by the Screening Committee/ the Selection Committee concerned for the promotion of the eligible candidates for changing their cadre and responsibilities. Therefore, the promotion of the staff members shall be made not strictly based on seniority alone. The required job-related qualifications, skills or responsibilities of the existing staff shall be considered as a criteria for promotion from a lower cadre to a higher cadre of staff position in the Institute.

3.5.3. The work performance of the staff in different categories, including the faculty members shall be evaluated annually by their immediate supervisors and the authorities concerned with the help of objective criteria designed for this purpose and published by the Institute in the form of an Annual Performance Appraisal Report. The Annual Performance Appraisal Report shall be maintained for each person irrespective of category. Whenever a promotion post arises in the Institute the Director- General will invite application from the staff working in the feeder category posts. The Screening Committee/ Selection Committee will evaluate the work performance on the basis of the Performance Appraisal Report and assess the qualification, skills and experience required for the high-quality performance of the staff in the promotion post. The immediate supervisor of the staff member concerned shall prepare an evaluation report in the prescribed Performa to provide an evidence of his/her quality of work. The immediate supervisor should show the evaluation report to the staff member and discuss with him/her on the contents. The immediate supervisor should evaluate the subordinate staff fairly and providing evidence of the poor quality of work and the required performance level. The performance evaluation report should be signed by the staff member after discussion with the immediate supervisor as evidence that the staff member was given the opportunity to discuss the official review with the supervisor, and by the supervisor.

3.5.4. The summary of the performance evaluation report shall be submitted to the Screening Committee/ Selection Committee by the Director-General and if needed, the candidate/s may be called for an interview. Based on the performance evaluation and performance of the candidate in the interview the

Committee shall determine the eligibility for promotion of the existing staff to a higher cadre promotion post.

3.5.5. The Screening Committee/ Selection Committee can reject the promotion of the existing staff member on the basis of the performance evaluation report and interview performance but with providing justification for rejection.

3.5.6. Any promotion to the cadre of administrative, academic and maintenance posts shall be given based on proper review of work performance of the staff periodically and at the time of promotion. A detailed grading system for performance evaluation should be designed by the Institute based on specific qualification and competency factors. The grading system should be based on points for educational qualification, experience, attending training and development programmes, knowledge, skills and ability to work properly, commitment to the goals and values of the Institute.

3.5.7 Seniority:

3.5.8 The seniority of employees of the Institute in each category will be determined by the order of merit in which they were selected for appointment to the category. In case more than one person is appointed by a single order they shall be ranked in the order of seniority in the select list.

3.5.9 If more than one person has been regularised in the service of the Institute without specific mention of rank or seniority then their inter se seniority shall be reckoned based on the date of Birth, senior in age being considered as senior in the service.

3.5.10 The seniority shall not be calculated of persons by reckoning prior service in State Government or Central Government/Public sector Undertaking (PSU)/ Autonomous institutions under Government. Whereas, his/her service benefits shall be considered.

3.6. Retirement Policy

3.6.1. An employee shall retire from the service of the Institute:

On attaining the age of sixty years in respect of Academic staff and on his/her attaining the age of fifty-eight years in respect of Administrative staff (those joined before March 2013 who is having the KILA pensionary benefit) and on his/her attaining the age of Sixty years in respect of Administrative staff under NPS scheme as per the existing Government Orders. The age of retirement of administrative staff (Permanent) of erstwhile SIRD shall remain as 60 years as per the existing Government Order.

3.7. Salary Structure and Other Allowances

3.7.1. The Institute functions as an autonomous institution under the Local Self Government Department (LSGD). Therefore, the salary structure of the Institute is fixed in conformity with the scale of pay and other allowances admissible for state government employees of Kerala. At the same time the Institute intends to adopt certain flexibility in fixing the travel allowances of staff as part of their travel for field studies and research activities within the state. The Institute uses a salary structure and establishes a salary scale fixed by the Government of Kerala on the basis of the recommendation of the State Pay Commission from time to time. All the administrative and maintenance staff of the Institute and the non-UGC scale faculty members come within the salary structure of the state government employees. The faculty posts of Professors, Associate Professors, Assistant Professors and Librarian come within the UGC Scale salary structure. The staffs of the Institute are also eligible for getting time bound Grade Promotions and fix their salary accordingly. The faculty members who are eligible for getting UGC Scale of pay get all benefits ensured by the state government for college and university teachers in the state.

3.7.2. Any revision in the salary scale of the existing staff of the Institute shall be made only on the basis of the prior approval of the Government of Kerala. The salary/ honorarium of the temporary staff shall be fixed at par with the salary fixed by the state government for the temporary staff of state government. The salary/ honorarium of the Consultants/ Adjunct faculty members shall be fixed by the Director General following the guidelines approved by the Executive Committee.

3.7.3. For revision of the existing salary scale of the staff members of the Institute, the Director-General shall prepare a detailed proposal for salary revision and provide justification on the basis of compliance with the State Pay Commission recommendation and submit to the Government for approval. All the revised salary range shall be approved by the Government.

3.7.4 Increment

An increment shall be drawn in the timescale of pay unless it is withheld as part of disciplinary action or for want of successful completion of probation.

3.7.5 -Rules of Fixation of Pay and Sanctioning of Increment

Unless otherwise specified in the pay revision orders issued for the employees of KILA by Government, the rules of fixation of pay in Kerala service rules as amended from time to time will be applicable to the employees of KILA.

- i. The following provisions prescribe the conditions on which service counts for increment in a time scale;
 - i. All duty in a post on a time scale counts for increments in that time scale.
 - ii. All leave, except leave without allowances taken otherwise than on medical certificate, count for increments in the time scale.
 - iii. Period spent on study leave (for such study leave where the institute has deputed him/her), subject to a maximum of 3 years shall count for increments applicable to a post in which the employee holds a lien.
 - iv. The Executive Committee shall have the power to declare a period of leave without allowance to count for the annual increment.

3.8. Transfer Policy

3.8.1. The Institute shall transfer the staff members to meet the needs of the organization from time to time with due consideration of their cadre, staff position and qualification of the staff members concerned. The Director-General is the competent authority to assign duties and responsibilities of the staff to work from one centre to other centres of the Institute.

3.8.2. The staff of the Institute shall be transferred from one centre to another or from the headquarters to any of the other centres whatever may be his/her current cadre and position in the Institute for administrative convenience and for carrying out the effective functioning of the Institute. In order to transfer the staff from one centre to another the existing posts in the centre shall be upgraded or downgraded for the easy movement of the staff through transfer. The staff cadre, the salary and other emoluments shall be protected in case of a transfer from one centre to another centre of the Institute.

3.9. Resignation of Staff.

An employee appointed to a permanent post may resign from the service of the Institute by giving in writing a notice of three months to the Appointing Authority.

Any person appointed to a consultancy post may resign from the service of the Institute by giving one month notice to the Appointing Authority in writing.

3.9.1. The authority competent to accept resignation in the Institute is the Director-General, the appointing authority of the Institute. The Institute shall not retain an unwilling staff in service. Therefore, resignation from service should be accepted by the Director-General after settling the liabilities outstanding against a staff member. The Director-General shall make alternative arrangement for filling the post with other staff temporarily and notify the post for fresh appointment subsequently.

3.9.2. The Director-General should decide the date with effect from which the resignation should become effective. Where a staff member is on leave, the Director-General should decide whether he/she will accept the resignation with immediate effect or with effect from the date following the termination of the leave.

3.9.3. The authority competent to permit withdrawal of resignation of a staff member is the Director-General. A resignation becomes effective when it is accepted and the staff member is relieved of his/her duties. Where a resignation has not become effective and the staff member wishes to withdraw it, it is open to the Director-General either to permit the staff member to withdraw the resignation or to refuse the request for such withdrawal.

3.10. Hours of Work

3.10.1. Office hours of the Institute is from Monday to Saturday, and from 10.00 a.m. to 5.00 p.m. and there is one-hour lunch break starting from 1.00 p.m. to 2.00 p.m. Being a training institute, this normal working hours and work schedules will vary as required and decided by the Director General. Subject to the approval of the Director-General, the Director of the respective centre shall determine the hours of work that best suits the needs of the work to be done by the individual staff member.

3.10.2. The officers in the administrative wing and the faculty members should be available for service on call by the Director-General as and when required. The Director-General in consultation with the staff can change the working hours if the administration view that the change in the working hours is good for the Institute's interest.

3.10.3. Punctuality and regular attendance are expected of all staff members and considered as a key factor in their job performance. All the maintenance staff members are expected to report duty sufficiently earlier and ensure their functions without any fail. If the staff members are absent for any reason or plan to arrive late or leave early, they will have to take permission from the authority concerned as far, in advance, as possible, not later than one hour before the start of the scheduled work.

3.10.4. The faculty members and training programme co-ordinators should report their absence to the Director-General and the Directors of the centre at least three days prior to the start of the scheduled programme and make alternate arrangements by themselves and ensure successful conduct of the programme without any fail.

3.10.5. The travel time from the working station to another place as part of duty or training is working time if travel is as part of the duties of the work. But no

journey off after finishing the travel is allowed for the staff and it should not be considered as part of duty.

3.11. Leave Policy

3.11.1. The types and number leave eligible to permanent employees of the institute shall be governed by the provisions of Kerala Service Rules as amended from time to time. The leave of a staff member, including casual leave cannot be claimed as matter of right. When the exigencies of the public service so require, discretion to refuse or revoke leave of any description is reserved to the competent authority empowered to grant it within the organization.

3.11.2. The nature of the leave due and applied for by a staff member cannot be altered at the option of the sanctioning authority in the Institute and while it is open to the sanction authority to refuse or revoke the leave due and applied for, it is not open to the sanctioning authority to alter the nature of such leave.

3.11.3. Leave ordinarily begins on the day on which transfer of charge is affected and ends on the day preceding that on which charge is resumed in the Institute. When the day immediately preceding the day on which a staff member's leave begins or immediately following the day on which his leave expires is a holiday or one of a series of holidays, the staff member may leave his/her station at the close of the day before, or return to it on the day following such holiday or series of holidays.

3.11.4. The staff of the Institute are eligible for all the "ordinary leave" admissible for state government employees such as, casual leave, earned leave, half- pay leave, commuted leave, leave not due and leave without allowance.

The staff of the Institute are also eligible for "special leave" such as, disability leave, study leave, paternity leave maternity leave and hospital leave as are admissible to state government employees.

3.11.5. The staff members, in case of availing casual leave due to illness and unable to report to duty, that should be reported to his supervisory officer or another designated person as early as possible prior to the start of the workday. The faculty members who are in charge of scheduled training programme, workshop, seminar etc. shall avail casual leave only after making alternate arrangement for the successful conduct of such events and report the matter to the Director -General or the Director of the centre prior to the start of the workday.

3.11.6. Excessive and unauthorized absences or failure to take the functions and responsibilities of the Institute by the staff members without proper notice and permission shall lead to disciplinary action.

3.12. Training and Development Policy

3.12.1. The Institute shall be committed to develop a strong learning and development culture, in which the staff would be able achieve their full potential and to support their career development. Therefore, the Institute shall be committed to provide excellent training and development opportunities for the staff members. The training and development policy of the Institute focus on the operational and strategic objectives of the organization, as well as the individual leaning needs and aspirations.

3.12.2. The Institute shall provide opportunities to meet the training and development needs of staff members and to improve its work performance and to protect the interest of the organization. The entire staff members of the Institute should provide opportunities to attend useful training and career development programmes at least one programme in a year. Participation in the training and development programme should be one of the criteria for performance assessment of the staff members for promotion.

3.12.3. The Institute shall establish procedures for the periodic review of the work performance of the staff members and identify the critical training and development needs in order to promote the most effective use of their expertise and professional service for protecting the interest of the organization.

3.12.4. The Institute shall also establish programmes and arrangement for staff training and development for the purpose of updating and improving the soft and hard skills of the staff members to meet the changing needs of the organization.

3.12.5. The Institute shall ensure that all staff training and development activities are managed and delivered with due regard to fairness and equity. All the requests from the staff for staff training and development activities will be considered on merit and relevance.

3.12.6. It is the responsibility of the staff members to take initiative for identifying and attending the relevant training and development events and to seek appropriate authorization from the Director-General or other competent authority. Attending training and development programmes in computing skills and ICT application shall be mandatory for all administrative, and academic staff of the Institute.

3.12.7. Attending training and development programmes shall be one of the criteria for assessing the performance evaluation of staff of the Institute for promotion and other career advancement related placements.

3.13. Grievance Redressal Policy

3.13.1. In order to ensure transparent, accountable, democratic and responsive work culture in the Institute and a process driven approach based on these

values the organization will have to set up mechanism for grievance redressal so that the staff members would be able to express or record their grievances and seek redressal. Grievances such as, unfair or unequal treatment, delayed services, delayed/ non-payment of remuneration or other benefits and issues adversely affecting their service etc.

3.13.2. The Institute shall set up a Grievance Redressal Committee with not less than three members consisting of one senior faculty member, one senior officer in the administrative wing and one staff representative selected by the Director-General. One of them shall be a woman and the senior faculty members shall be chairperson of the committee. The Director -General shall appoint and designate one of the staff members as the Grievance Handling Officer to support the Grievance Redressal Committee.

3.13.3. Grievance Handling Officer is responsible for receiving complaints and issuing acknowledgement with date of receipt of the grievance.

3.13.4. The Grievance Redressal Committee shall convene its meeting once in three months and resolve the grievance of the staff members. In case of any serious grievance which cannot be resolved by the Grievance Redressal Committee such matters shall be brought before the attention of the Director-General and get it resolved with the help of the Director-General.

3.13.5. The Grievance Redressal Officer shall compile and keep all the data and grievance redressal information with him/her.

3.14. Internet Usage Policy

3.14.1. The Institute will provide the following ICT equipment to staff members for their official use, as per requirement and decided by the Director General.

- a. Personal Computing Devices (Desktop and Laptop)
- b. Computer Peripherals (Printer, Scanner, Photocopier, Fax Machine, Keyboard, Mouse, Web Camera, Speaker, Modem etc.)
- c. Networking Equipment and Supplies (Router, Switch, Antenna, Wiring, etc.)
- d. Cell phones
- e. Biometric Devices

3.14.2. The Institute shall follow all the procurement rules and procedures for the purchase of new equipment for official purposes. The Director-General or the authority concerned will take initiative for the purchase of the ICT

equipment required for the Institute from time to time. The authority concerned for procurement will have to maintain a small inventory of standard PCs, software and equipment required frequently for the Institute to minimize delay in fulfilling critical orders.

3.14.3. The authority concerned designated by the Director-General is responsible for maintaining an inventory of all technological assets, software and tangible equipment purchased by the organization. The following information is to be maintained as part of the inventory of ICT assets;

- a. Item
- b. Brand/ Company Name
- c. Serial Number
- d. Basic Configuration (e.g. HP Laptop, 120 GB HD, 2 GB RAM etc.)
- e. Physical Location
- f. Date of Purchase
- g. Purchase Cost
- h. Current Person In-Charge

3.14.4. Proper information about all technological assets provided to a centre, project and wing shall be regularly maintained in their respective Inventory Sheets by a staff member authorized/ designated by the Director-General or Director of the Centre on a regular basis. The information thus maintained must be shared with the designated authority as and when requested.

3.14.5. When an Inventory Sheet is updated or modified, the previous version of the document shall be retained. The date of modification shall be mentioned in the sheet. All technological assets of the Institute shall be physically tagged with codes for easy identification. Periodic inventory audits will be carried out by the ICT personnel to validate the inventory and make sure that all assets are up-to-date and in proper working condition as required for maximum efficiency and productivity.

3.14.6. All staff members shall be responsible to ensure careful, safe and judicious use of the equipment and other assets allocated to and/or being used by them. Proper guidelines or safety information shall be obtained from designated staff in the ICT Dept. before operating any equipment for the first time. Any observed malfunction, error, fault or problem while operating any

equipment owned by the organization or assigned to you must be immediately informed to the designated staff in IT Dept.

3.14.7. Any repeated occurrences of improper or careless use, wastage of supplies or any such offense compromising the safety or health of the equipment and people using them will be subject to fixing financial liability to the person concerned and /or taking disciplinary action. In case of the allocated computing device is malfunctioning or underperforming and it needs to be replaced or repaired, then written approval from your immediate supervisor is required for the same.

3.14.8. The malfunctioning device needs to be submitted to the ICT Dept. for checking, maintenance or repair. The ICT Dept. staff member concerned will have to give a time estimate for repair/maintenance. In case of any excessive delay or dissatisfaction about the repair or maintenance performed by the ICT Dept, the issue will be resolved by the immediate supervisor in consultation with the ICT Dept. Head

3.14.9. The landline phones should be strictly used to conduct official work only. No personal calls shall be made using landline phones owned by the organization. Long distance calls shall be made after careful consideration since they incur significant costs to the organization. The staff members shall follow telephone etiquette and be courteous while representing themselves and the organization as and when using the organization's phone services.

3.14.10. The internet usage in the Institute shall be strictly restricted to official use. The organization reserves the right to monitor, examine, block or delete any/all incoming or outgoing internet connections on the organization's network. The organization has to install an Internet Firewall to assure safety and security of the organizational network. Any employee who attempts to disable, defeat or circumvent the Firewall will be subjected to strict disciplinary action

3.14.11. All staff members shall be provided with a Username and Password to login to the Internet network in the office and to monitor their individual usage. Staff members should not share their Username and Password with another staff members, visitors or guests. The official visitors or official guests who wants to use the office Internet will be given a Guest Username and Password. A requisition format dully filled and recommended by the controlling officer shall be submitted to the ICT Dept for getting this service.

3.14.12. The organization reserves the right to approve or disapprove which electronic messaging systems and chat platforms would be used for official

purposes. It is strictly advised to use the pre-approved messaging systems and platforms for office use only. An employee who, upon joining the organization, is provided with an official email address should use it for official purposes only. With the termination, resignation or retirement of a staff member from the organization, the organization will deny all access to electronic messaging platforms owned/provided by the organization.

3.14.13. The official electronic messaging system used by the organization is the property of the organization and not the employee. All emails, chats and electronic messages stored, composed, sent and received by any employee or non-employee in the official electronic messaging systems are the property of the organization.

3.14.14. Proprietary, confidential and sensitive information about the organization or its employees shall not be exchanged via electronic messaging systems unless pre-approved by the Director-General or any designated authority.

3.14.15. Official Email platforms or electronic messaging systems, including chat platform should not be used to send messages containing pornographic, defamatory, derogatory, sexual, racist, harassing or offensive material. These platforms should not also be used for personal work, personal gain or the promotion or publication of one's religious, social or political views. Spam/bulk/junk messages should not be forwarded or sent to anyone from the official email ID unless for an officially approved purpose.

3.14.16. The staff of the Institute is not allowed to use Internet for non-official purposes using the Internet facility in office. They are solely responsible for the content accessed and downloaded using Internet facility in the office. Playing online games, downloading and/or watching games, videos or entertainment software or engaging in any online activity which compromises the network speed and consumes unnecessary Internet bandwidth are prohibited in the Institute's internet network.

3.15. Disciplinary Policy and Procedures

3.15.1. The staff members shall attend the Institute or centres concerned punctually and carry out their assigned duties and responsibilities punctually and without any fail. Disciplinary action shall be taken against those who are habitually late without taking permission from the designated authority or fail to give rational justification.

3.15.2. A staff member who fails to observe the standards of conduct stipulated by a public servant in the Public Service Rules of the state government and fails to establish the principles and values of the organization, who engages in misconduct, or who refuse or neglects to perform assigned task by the supervisory personnel or the Director-General without reasonable excuse, shall be subjected disciplinary action by the authority concerned.

3.15.3. Depending on the seriousness of the offense and other related factors of reasonable excuse, the disciplinary action taken in a particular case may be suspension from duty, cutting of increment with cumulative or without cumulative effect, recovery from any reduction, removal from service etc. according to the nature of disciplinary/ gravity of the offence or misconduct. A staff member may also be suspended from service, pending enquiry of a charge against him/her. The regularization of the period of suspension, dismissal, removal and sanctioning pay and allowances for the period will be in accordance with rules in KSRs in this regard.

3.15.4. The staff member has the right to be notified in writing of the grounds for disciplinary action and shall give opportunity to hear from him/her. Staff members have the right to get fair treatment in matters relating to disciplinary proceedings. As part of taking any disciplinary measures against staff members, they have the right to get full opportunity to present their case without fear of reprisal.

3.15.5. The Director-General shall constitute a Grievance Redressal Committee with staff participation to assist the authorities concerned to resolve disputes, if any within the Institute.

3.15.6. The Director-General shall constitute a Staff Consultation Platform within the Institute to represent the views of the staff in matters concerning the staff and to discuss in detail the efficient functioning of the organization with the support and cooperation of the staff members. The views of the staff shall be given due consideration in taking decisions related to day to day administration and strategic policy issues. This Platform consists of representatives of all categories of staff selected by them and recognize the rights of the staff to hear them in matters which affect their service or changes in personnel policies, conditions of employment, matters of staff welfare and amendment or revocation of human resource policies and procedures.

3.15.7. The Institute shall fully protect the rights of the staff members and appreciate them for reporting misconduct that may threaten the successful functioning or goodwill of the organization. The Institute shall provide protections and safeguard the interest of staff members who report such misconduct or who provide information during the time of enquiry or investigation.

3.16. Travel policy and Procedures

3.16.1 The Employee of the Institute shall be entitled to travelling allowance and daily allowance etc. on the same rates and conditions as are applicable to employees of the Government of Kerala from time to time. Considering the special nature of being a training institute of national and international stature, special travel policy and procedures have to be developed and approved separately. In the case of employees/consultants engaged under Projects, research studies, localized trainings etc. the eligible DA and TA shall be fixed as per the provisions in the project. Wherever the state funds are used, the government policy and procedures have to be followed. However, the Director-General can reimburse the actual fares of travel as part of their official journey which is made by the staff with prior-permission from a competent authority. The proof of actual expenditure incurred as part of official journey performed and the means of transportation in connection with the journey shall be produced in the concerned authority for reimbursement of conveyance charges.

3.16.2. Generally, the staff members on official tour are entitled to daily allowance at the rate admissible for state government employees within the state or as per the proposed framework of travel policy and procedures mentioned above.

3.16.3. If a staff member is provided with both boarding and lodging free of cost by the host institution in which he/she is invited, he/she will not be entitled to draw dearness allowance from the Institute as per the guidelines mentioned above. A staff member who attend a training and development programme as part of their career advancement and the boarding and lodging is provided as part of the training by the host institution he/she is not entitled for any dearness allowance and in such cases the entitlement is restricted to travel allowance only.

3.16.4. A staff member proceeding on official journey may be granted an advance to meet the expenses towards travelling allowance to the tune of 75 % of the anticipated travel fares for journey admissible and anticipated amount towards daily allowance. The request for advance shall be made on the prescribed form and duly approved by the competent authority.

3.16.5. An account of advance for an official journey shall be settled by the staff member within 15 days after completion of the journey along with producing all documentary evidence of utilization of the amount of advance for travel, accommodation and other expenses incurred.

3.16.6. In case of failure to produce documentary evidence to settle the account of advance as required the advance sanctioned shall be recovered from the staff

member's salary in the ensuing month. Settlement of travelling allowance and dearness allowance, wherever applicable, must be supported with adequate proof of the amount of expenditure incurred such as copy of the ticket, boarding pass, cash receipt etc. in the prescribed proforma.

3.16.7. Every travel claim shall be preferred in the prescribed proforma, duly countersigned by the immediate supervisor/ Director -General/ designated authority, within a period of 15 days from the date of completion of the journey(s), beyond which it will not be entertained normally. However, Director-General may relax the time limit for a further period of 15 days with rational justification of the staff member who has made the claim for travelling allowance.

3.16.8 The terms and conditions/GOs/circulars issued by the Government from time to time regarding the grant of Travelling Allowance including air journey shall be applicable to employees of KILA for the funds utilized from the State Government Funds.

3.17. Staff Welfare Policy and Procedures

3.17.1. The staff members shall be allowed to avail salary advance that may not exceed one third of his/her net pay after 15th of every month, in condition that salary advance will be deducted from the salary of next month' Salary advance claimer should fill out a Salary Advance Form and sign on it, forwarded to the Accounts Department with the approval of the immediate supervisory officer.

3.17.2. The Employees of the Institute joined before 01.04.2013 are entitled to the retirement benefits as per the "KILA Employees Pension Rules" approved by Government. The Employees who joined on or after 01.04.2013 are entitled for National Pension Scheme.

3.17.3. The Institute shall provide all health care and medical reimbursement benefits eligible for all the state government employees of the state government. All staff members of the Institute will have to join the health insurance scheme approved for the state government employees and other state public sector undertakings in the state.

3.17.4. The Institute is committed to provide benefits of all social security programmes established by the Government of Kerala for the state government employees from time to time.

Chapter- 4

Job Description and Responsibilities of Key Personnel of KILA

4.1. Director-General

4.1.1. Leadership Responsibilities

- Lead the Institute team with the mission, vision, and values of the organization
- Take the initiative to convene the meeting of the General Council and the Executive Committee in consultation with the chairpersons concerned.
- Prepare the draft agenda note for the General Council and Executive Committee meetings.
- Develop the strategic plan for the growth and development of the Institute
- Identify and develop the potential resources needed for achieving the status of the Institute as a national and international centre of excellence.
- Co-ordinate the functions of all centres which come under the administrative control of KILA.
- Provide leadership in developing organizational and financial plans with the support of the General Council and Executive Committee
- Implement the decisions of the General Council and Executive Committee and carry out the plans and policies authorized by the GC and EC.
- Co-ordinate the different wings of the Local Government Department and formulate policies supportive to decentralization and local governance.
- Identify, assess and inform the Local Self -Government Department and the Government of the practical issues and operational problems of local governments and give facilitative support to resolve these problems.
- Build and maintain a relationship with policymakers and other key stakeholders of local governments, including leaders of community level organizations and non-governmental organizations.
- Provide facilitative support to the Government of Kerala for taking policy decisions supportive to strengthen democratic decentralization and local governance in Kerala.
- Take initiative for signing MoU with national and international institutes/organizations for collaboration and partnership in conducting training programs, studies, and research
- Publicize the activities and programs of the Institute and strengthen its trust and support among the key stakeholders and the general public.

4.1.2. Capacity Building and Training Responsibilities

- Disseminate the policy priorities of the Government of Kerala on democratic decentralization and local governance through capacity building and training programs.

- Provide facilitative leadership and co-ordinate the development of the capacity building and training policy of the Institute.
- Provide facilitative leadership and co-ordinate the development of an annual training plan and training calendar for the Institute
- Provide facilitative support to prepare new capacity building and training projects and research proposals
- Provide facilitative support to identify experts and potential trainers to design training programs and to develop training modules.
- Provide facilitative support to the delivery of excellent training and oversee the training activities of the KILA headquarters and various centres.
- Co-ordinate the capacity building and training institutes of other Line departments closely associated with local governments and facilitate decentralized local development and governance.
- Provide leadership to prepare and submit capacity building and training proposals and projects to the Government of India and other national and international organizations.
- Provide facilitative support to conduct training needs assessment of various functionaries of local governments, design useful training programs, identify potential trainers, implementation of training programs, and evaluating learning effectiveness and impact assessment of training programs.
- Establish good relations with other national and international capacity building and training institutions and provide opportunities for experiential learning and knowledge sharing.
- Provide facilitative support to organize national and international level training and study visit programs, conferences, and workshops in the area of democratic decentralization and participatory planning.
- Provide leadership to document innovative practices of local governments and disseminate these local-level innovations through conducting experiential training programs.
- Ensure the quality of different publications of the Institute including, handbooks, training modules, workshop/seminar proceedings, documentation reports, etc., and make them gender friendly.

4.1.3. Administrative Responsibilities

- Oversee the work of the faculty members and administration and ensure that responsibilities are delivered dynamically, systematically, and effectively.
- Prepare detailed responsibility map and work chart for the faculty members, administrative staff, and maintenance staff and oversee their functions and responsibilities in a time-bound manner.

- Conduct staff meeting periodically and hear the grievances and complaints of the staff members and resolve them to the possible extent.
- Oversee the functioning of different internal committees and ensure that these committees are delivering the assigned functions and responsibilities.
- Fix the timelines for carrying out different tasks of the Institute and facilitate them to manage the work within those deadlines.
- Oversee the maintenance of official records and documents of the Institute
- Ensure compliance with the rules and regulations of the state governments in procurement, public works, and contract with external organizations.
- Ensure discipline and punctuality of the staff and if needed take punitive action against staff members.
- Provide facilitative support to recruit, select and fill the vacancies of the Institute and place staff that have the right academic, administrative and technical abilities in various posts.
- Oversee the implementation of the human resource policies and procedures including the job description of staff members.
- Establish a positive and healthy working environment following the mission, vision, and values of the Institute.
- Provide initiative for strengthening the infrastructure facilities of the Institute including, ICT infrastructure and facilities.
- Maintain good rapport with the key policymakers of the LSGD and heads of different wings of the LSGD and bring their attention to different operational level issues of local governments and facilitate to resolve these issues from time to time.

4.1. 4. Financial Responsibilities

- Give facilitative support and leadership to prepare the annual budget of the Institute and place it before the Executive Committee and General Council for approval.
- Overseeing the expenditure of the Institute in line with the budgetary allocations and guidelines.
- Ensure to maintain sound financial practices in accounting and auditing in the Institute.
- Provide leadership for preparing and submitting funding proposals to various government and non-government agencies for raising funds and additional financial resources for the development of the Institute.
- Extend financial support and other facilitative support to various Local Government Associations for greater policy advocacy on democratic decentralization.

- Provide initiative to discuss with auditing personnel on the rationale of fund utilization and clarify the audit objections raised by the audit personnel.
- Take timely action on the suggestions and recommendations included in the audit report and ensure economic and efficient utilization of public resources with greater result orientation.

4.2. Directors of other Centres of KILA

4.2.1. Administrative Responsibilities

- Administration and management of the efficient and effective functioning of the centre in tune with the mission, vision, and values of KILA.
- Plan and implement the development activities of the centre in consultation with and direction of the Director-General.
- Oversee the upkeep and maintenance of the infrastructure facilities of the centre.
- Prepare and issue the office order on the duties and responsibilities of the staff members working in the centre.
- Maintain discipline and punctuality of the staff members working in the centre.
- Prepare the plan and budget proposals for the development of the centre in consultation with the Director-General.
- Report the vacancies and superannuation of the staff members of the centre and take facilitative leadership to fill the vacancies in time.
- Represent the Director-General to various meetings/ workshops/ conferences convened by the GoK or other government or non-governmental agencies.
- Maintain continuous communication with the KILA headquarters administration and ensure the effective functioning of the centre.
- Maintain the service register of the staff members of the centre and update the same as when needed.
- Sanction the casual leave of the staff members working in the centre.

4.2. 2. Capacity Building and Training

- Extend support to the Director-General to formulate the capacity building and training policy of KILA.
- Extend support to the Director-General to prepare the annual training plan and schedule of KILA.
- Extend support to the Director-General to implement the training policy, training strategy, and training programs publicized by KILA.
- Co-ordinate the faculty members working in the centre and ensure effective implementation of various training programs, workshops, and consultation meetings.

- Extend support to the Director-General for identifying the training needs and operational issues of different functionaries of local governments and other valuable inputs for designing the training programs.
- Extend support to the Director-General to Identify innovative development and governance practices at the local level.
- Extend support to the Director-General for the preparation of handbooks and other training materials for conducting various training programs.
- Send periodic report to the Director-General on the implementation of training programs and other inputs needed for the preparation of the administrative report of KILA.
- Send the relevant information to the Director-General on LA interpellation as and when needed.

4.3. Deputy Director at KILA

4.3.1. Administration and Management of KILA Campus

- Extend facilitative support to the Director-General for the effective administration and management of the Institute.
- Manage the estate-related functions of the Institute such as infrastructure development, maintenance, and upkeeping of the property and equipment of the KILA campus.
- Oversee the effective functioning and upkeeping of the hostels and canteen and ensure better service delivery to the training participants at KILA.
- Oversee the functioning of the administrative and maintenance staff and co-ordinate their duties and responsibilities efficiently and effectively.
- Prepare the detailed responsibility mapping and job chart of the administrative and maintenance staff and ensure its operationalization.
- Administer all the establishment related matters of the staff members including the faculty members.
- Maintain discipline and punctuality of the administrative and maintenance staff in the KILA campus.
- Coordinate the functions of the administrative staff and effectively manage the office functioning and record-keeping of the Institute.
- Provide facilitative support to the Director-General to maintain good relations with the LSGD and Government of Kerala.
- Extend support to the Director-General to manage the procurement of all goods and services required for the functioning of the Institute.
- Sanction the casual leave of the administrative staff and maintenance staff and in the absence of any staff make substitute arrangement for the effective functioning of KILA.
- Oversee and ensure to send training communication in time to the training participants.

- Oversee the scheduling of the training programs as per the training plan and training calendar at KILA.
- Prepare detailed job chart and responsibility mapping of the other administrative and maintenance staff and issue the office order in consultation with the Director-General.

4.4. Finance and Accounts Officer

- Oversee the financial strategy and financial health of the Institute and coordinate the accounting and financial personnel in the administrative wing of the Institute.
- Ensure efficient financial planning and financial practices and extend support to the growth strategy of the Institute.
- Extend support to the Director-General to prepare the annual budget of the Institute
- Extend support to the Director-General and faculty team to prepare the financial/resource plan of various projects funded by external agencies.
- Oversee the authenticity and propriety of all payments of the Institute and keeping the bills paid.
- Oversee all the accounting functions based on sound accounting principles and provide and financial information to the Director-General from time to time.
- Oversee the periodic progress of the receipts and incoming payments of the Institute and take initiatives to receive the money in time.
- Ensure that all the expenditures of the Institute have adequate budget appropriation, if not get sanction for reappropriation from the authority concerned.
- Ensure and oversee the disbursement of salary and other eligible payments of the staff members in time.
- Oversee the process and procedures of sanctioning advances to the staff members and its settlement.
- Prepare the financial statements and reports and submit them to the Director-General and the audit personnel.
- Maintain good relationships with vendors and make sure that everyone gets their payments on time.
- Provide initiative to explain the rationale of spending public money and propriety of the expenditure incurred before the audit personnel and clear the audit objections.
- Extend support to the Director-General to take appropriate action based on the audit observations in the audit report of the Institute.
- Ensure the efficient and effective use of the financial resources of the Institute and keep an eye on opportunities to save money.

- Ensure periodic tracking of the pending advances and other receivable amounts to the Institute and report to the Director-General and take initiative to collect/ settle such amounts.
- Fix the salary and other emoluments of the staff members and make payments on time.
- Prepare the Financial Statements as part of the Annual Administration Report for onward submission to the Government of Kerala and other agencies.
- To bring the attention of all the financial issues to the Director-General on time and resolve such issues.
- To identify the best investment opportunities and inform the Director-General and optimize the financial gains of the Institute.
- Oversee all the tax deductions and tax filing responsibilities of the Institute and do such responsibilities on time.
- Prepare detailed job chart and responsibility mapping of the other staff in the accounts section and issue office order in consultation with the Director-General and Deputy Director of the Institute

4.5. Faculty Team: Professors, Associate Professors, Assistant Professors, Lecturers, and Research Associates

4.5.1. Training Functions

4.5.1.1. Training Needs Assessment;

- Identify the training needs and capacity deficits of various local government functionaries
- Identify the systemic issues and operational level problems of local governments
- Identify the policy priorities and flagship programs of the central and state governments on local governance and development and induct them into the training needs

4.5.1.2. Designing the Training Programmes;

- Designing useful training programs to effectively address the training needs and improving the performance of local governments
- Innovate useful training methods and prepare relevant educational aids and materials
- Develop appropriate training techniques for effective training delivery
- Develop training modules for various training programs

4.5.1.3. Design and Implement Training of Trainers' Programmes;

- Design the ToT program as part of implementing various training programs

- Identify the potential resource team and training team for training implementation
- Conduct of the ToT program
- Assessment of the effectiveness of training delivery of potential trainers
- Fine-tuning and finalizing the training design and training module

4.5.1.4. Development of Handbooks and Training Materials

- Preparation of handbooks/ handouts/guidebooks and other study materials for training participants
- Identification of the potential resource team for the preparation of training materials
- Development of other training tools and instructional materials for conducting training programs
- Consolidation, editing, and finalization of handbooks and other training materials
- Preparation of the E-learning materials for the various training program

4.5.1.5. Implementation of Training Programmes

- Oversee the progress of sending training communication to participants and the faculty team
- Oversee the setting up of training venue and training equipment
- Oversee the arrangement for setting up of training records, including Performa for training evaluation
- Conduct the training program as per the training design and module

4.5.1.6. Evaluation of the Training Programmes and Preparation of the Training Report

Report

- Design the evaluation Performa for collecting the feedback of training participants after each session
- Consolidation of the feedback of training participants after completing the training programs
- Fine-tuning the training module and faculty team after conducting the pilot batch/ batches
- Conduct of faculty meeting to share the feedback of training participants and to make interim arrangement for further improvement of the training programs
- Design and conduct studies for assessing the impact of training on the individual and institutional functioning of local governments
- Preparation of training reports

4.5.2. Research Related Activities

4.5.2.1. Conducting Policy Supportive Research

- Identify the areas for doing policy supportive research to strengthening the local government system

- Presentation of the research proposal in the Academic Committee
- Conduct the policy supportive researches approved by the Academic Committee
- Conduct filed level studies and action researches approved by the Academic Committee
- Conduct research on innovations in training methods and learning process
- Conduct field level studies/ research on evaluating the implementation of developmental programs at the local level
- Conduct action research in partnering with local governments
- Documentation of innovative development practices for dissemination and learning

4.5.2.2. Conduct Workshops, Seminars, Webinars, and Conferences

- Organize, coordinate and conduct workshops, conferences, seminars, and webinars on local governance and development at the national and international level
- Preparation of the reports of the workshops, seminars, webinars, and conferences

4.5.2.3.

Administrative

Responsibilities

- Preparation of training proposals/project proposals for various national and international agencies
- Preparation of training and capacity building policy of the institute
- Preparation of training plan and annual training calendar
- Extend support and co-ordinate the functioning of the Academic Committee
- Attend various meetings convened by the state government, union government, and other agencies and represent the Director-General of the institute in these meetings
- Preparation and submission of the annual budget proposals of the institute
- Extend support for the preparation of the annual administrative report of the institute

4.5.2.4. Other Responsibilities

- Extend support to the functioning of various internal committees of the institute
- Other responsibilities assigned by the Director-General from time to time.

These responsibilities of all categories will be revised from time to time as per the requirements arising.

