

**DIRECTOR'S SECRETARIAT****INTER OFFICE NOTE****POLICY : MEASURES TO ATTRACT AND RETAIN  
BETTER FACULTY AT AIT, PUNE**

1. Further to this office ION No AIT/0023/Retn Faculty/Adm dt 29 Apr 11. P-49
2. Para 5(a) of subject policy fwd vide this office under reference may please be amended as under:-


**For**

(a) **Para 5(a) Sentence 1.** Local Management Committee of AIT is empowered to create additional college management appts like Dean of R & D activities, Dean of Academics and Dean of Students Welfare as per NBA norms to retain AIT faculty completing PhD.

**Read**

(b) **Para 5(a) Sentence 1.** With prior approval of HQ AWES, AIT is empowered to create additional college management appts like Dean of R & D activities, Dean of Academics and Dean of Students Welfare as per NBA norms to retain AIT faculty completing PhD.

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Lt Col (Retd)  
Offg Jt Director  
For Director

**POLICY: MEASURES TO ATTRACT AND RETAIN  
BETTER FACULTY AT AIT PUNE**

**Introduction**

1. A Sub-committee consisting of Maj Gen Rajeev Datt, AVSM, VSM, Dy Comdt CME (Academic Advisor, AIT), Maj Gen PN Monga (Chairman, AIT), Brig (Retd) SK Lahiri (Director, AIT) and Dr VP Gosavi (Principal, AIT) examined the issues related to measures for attracting / retaining better senior teaching Faculty at AIT in a holistic manner to promote 'Quality Education'. The case was analysed based on the following factors:-

- (a) Hygiene (maintenance) factors.
- (b) Motivators.
- (c) Morale building factors.

2. This policy letter has been approved by HQ AWES vide their letter Nos B/45806/Pay/AWES dt 13 Jan 11 and even No dt 28 Mar 11.

**Hygiene Factors**

3. These are the factors which represent the need to avoid pain in the AIT environment i.e they are preventive measures that remove source of dissatisfaction for the teaching faculty. Important hygiene factors are analysed below:-

- (a) **College Policy and Administration.** It was felt that AIT provides an adequately transparent policy on promotions, appraisal system and regular administration with adequate reinforcement from serving Army officers.
- (b) **Salary.** Remuneration acts as a great demotivator if there is a sense of relative deprivation / injustice . Fortunately, AIT is following the Pune University norms and 6<sup>th</sup> Pay Commission has been implemented with effect from 01 July 09 as announced by AWES.
- (c) **Job Security.** AIT provides better job security to teaching Faculty than any other private engg college, at par with government colleges.

**Motivators**

4. Whereas hygiene factors generate negative feelings about the organization in employees, motivators are required to generate above average positive feelings for the organization thus generating the urge for 'Quality Education' in employees. The key to motivation lies in structuring challenging jobs that provide increased opportunities for achievement, responsibility, growth and recognition. Teaching jobs are already structured

as per AICTE norms and only good leadership at the Director's, Principal's and HODs level can make some meaningful difference, which no doubt has to be ensured by the management. However, some institutional measures will definitely contribute towards build-up of Faculty motivation level in the following two aspects:-

- (a) Scope for advancement and growth.
- (b) Reward and Recognition.

5. **Scope for Advancement and Growth.** AIT being an AWES institution there is limited scope for expansion unlike other engg colleges like VIT and MIT which have expanded to more than triple AIT's batch strength in a very short span of time providing ample avenues of vertical growth for their teaching staff and can derive the inherent advantage of economies of scale. Following growth measures are recommended for AIT :-

- ② (a) **College Appointments.** Local Management Committee of AIT is empowered to create additional college management appts like Dean of R & D activities, Dean of Academics and Dean of Students Welfare as per NBA norms to retain AIT faculty completing PhD. College appointment of Asst Profs as CAS promotees for deserving cases only will be with prior approval of HQ AWES. Further details of CAS appointees are as under:-

(i) The appointment and promotions of teaching faculty are governed by Govt of Maharashtra GR No NGC 2009/(243/09)-UNI-1 Mantralaya, Mumbai -400032 dt 12 Aug 2009 in conjunction with AWES guidelines as updated from time to time. The said regulation and directions of AWES are implemented in the college with following recommended guidelines:-

(aa) Permanent on scale appointments will be made only with approval of University of Pune based on vacancies and reservation policy.

(ab) As regards Reserved Vacancy, if in case suitable candidate is not available to fill up the vacancy, suitable candidate from open category may be selected by Selection Committee from University of Pune. Such appointment will be treated as 'Temporary Appointment' valid only for the period of approval as per approval letter by University of Pune. The services of such faculty will be terminated on expiry of approval period. In case the services of the same faculty is required by the college, a fresh approval of University of Pune will be taken as per procedure within the existing

Amended vide  
letter No  
AT/0023/Retn  
Faculty/ADM  
dated 03 Jun 11.  
(See P-51).

vacancy or the said faculty may be given an adhoc appointment on consolidated salary. The consolidated salary will be accordingly decided to protect last salary drawn.

(ac) In house – on scale faculty if given appointment against Reserved Vacancy on promotion/higher pay scale through University of Pune approval will remain on the said pay scale /appointment only for the period of approval. On termination of period of approval, said faculty will revert back to original pay scale /appointment as applicable and no extended advantage of appointment against Reserved Vacancy will be granted. Such faculty will not be given college appointment to protect pay scale/appointment.

(ad) There will be no college appointment given. In the case of requirement of retention of qualified and good faculty prior sanction of AWES will be taken for such appointments with following conditions:-

- Such appointments may be termed as 'Management Appointment'.
- Management Appointment will not have any legal standing with reference to promotion and seniority and applicability of rules and regulations of Govt of Maharashtra and University of Pune.
- Regular appointee through University of Pune will always be senior to Management Appointment.

(b) **Sponsorship for PhD.**

- (i) Upto two faculty from each department i.e Mechanical, E&TC, Computer and IT only.
- (ii) Faculty will have to sign bond of five years (or Rs 5.00 lacs penalty for non-compliance).
- (iii) Candidate will get one day 'on duty' per week on Saturday.

(iv) Candidates will also draw 50% of salary upto a maximum of six months PhD contract period, to be given after completion of PhD.

(v) Candidate will get five years on registration for PhD and signing of an agreement with AIT.

(vi) No additional faculty will be employed in lieu of candidate doing PhD to complete the syllabus.

(c) **Sponsorship for ME.**

(i) Sponsorship will be provided to those candidates who sign a bond of two years (or Rs 2.00 lacs penalty for non-compliance).

(ii) Candidates will get one day 'on duty' per week.

(iii) Candidates will get three years period from the date of signing an agreement.

(iv) Maximum upto two faculty from each discipline including ASGE Dept.

(d) Increments for PhD/M Tech and other higher educational qualifications as laid down at Para 7 of the GR dt 12 Aug 2009 will be granted to the faculty on submission of an agreement on stamp paper confirming continuity of services with AIT as specified above. This policy will be in vogue for a period of five years wef Academic Year 2011-12 and will be reviewed by AWES, New Delhi in 2015-16.

(e) Incentives for participation in AICTE approved seminars and workshops and paper presentations :-

(i) **Participation in Seminars and Workshops.** Up to twice a year with reimbursement of 50 percent of Registration charges and full TA/DA as per AICTE norms within India only.

(ii) **Paper Presentations.** Up to thrice a year with reimbursement of actual cost of Registration and TA/DA as per AICTE norms within India only.

(f) Faculty will be provided facilities for R & D activities and consultation work with industries with incentives.

(i) **Incentives for Academic R & D Activities**

(aa) Freedom to take up R &amp; D work.

(ab) Monetary incentives for attracting project work to the college :-

- Up to Rs. 5 lac project – 5 percent of project amount granted per year.
- Above Rs. 5 lac project – 3 percent of project amount granted per year but more than the amount admissible for Rs. 5 lac project.

(ii) **Incentives for Industry.** These could be 'Testing' of products or for 'Pure Consultancy' work. The incentives recommended for these are as follows :-(aa) **Testing work.**

- College share - 60%
- Staff - 40%

(ab) **Pure Consultancy work.**

- College share - 40%
- Staff share - 60%

(g) The College share and Staff share are further recommended to be distributed as follows :-

(i) **College Share.** - Consultancy fund 100%(ii) **Staff Share.**

- (aa) Teaching staff - 70%
- (ab) Non-teaching technical support staff - 15%
- (ac) Non-teaching office / adm staff - 5 %
- (ad) HOD - 5%
- (ae) Principal - 5%

- (h) Sponsored participation in useful Faculty Development Programmes (FDPs).

6. **Reward and Recognition Measures.** AIT has just instituted a number of faculty awards financed from the interest generated from the Rs 5.0 lac corpus money granted by HQ Southern Command in 2010. These are as follows:-

- (a) Best Result Award (4 Nos @ one for each yearly batch of students)  
– Rs 20,000/-
- (b) Best Teacher Award (2 Nos – one for Sr Lecturers and above and the other for Lecturers) – Rs 15,000/-
- (c) Best Technical Support Award (1 No) for Tech and Lab Assistants – Rs 4,000/-.

There is scope for instituting more such awards in future e.g. the Most Innovative Teacher Award if funds are available.

#### **Morale – building Factors**

7. Morale or a sense of belonging to AIT must be engendered in all staff to generate the right atmosphere for learning and growth. Most of the morale-building factors are also common to Hygiene and Motivation eg. fair and equitable remuneration, adequate job security, job satisfaction and job-enrichment through recognition and growth opportunities which have already been analysed above. Additional three measures which need to be implemented are :-

(a) **Participative Management.** Participative management must be practiced deliberately, especially because in an Army controlled environment civilian teaching staff could be alienated without a feeling of loyalty to AIT. To counter this, sound leadership is required from the Director with full cooperation from the Joint Director and Management Committee members.

(b) **Grievance Redressal.** A credible and responsive grievance redressal system should be institutionalized. Grievance Redressal Committee for staff according to Pune University norms is as given below:-

(i) **Chairperson.** Director

(ii) **Members.**

(aa) HOD E&TC Dept

(ab) Registrar.

Conclusion

8. Mushrooming growth of about 70 engineering colleges in and around Pune within a short span of five years and their rapid expansion programs have led to a spurt in demand for good Faculty. Being private enterprises, most of these colleges adopt flexible hiring and incentive schemes which keep adapting to the market situation. AIT has a reasonably good Faculty at the Junior level, but the deficiencies at Senior level need to be made up as early as possible. Implementation of the measures mentioned above coupled with a responsive management approach to the varying market realities should enable AIT to counter its weaknesses and leverage its strengths to exploit the opportunities and deliver 'Total Quality Education' to our students.

Case No : AIT/0023/Retn Faculty/Adm

Dated : 29 Apr 11

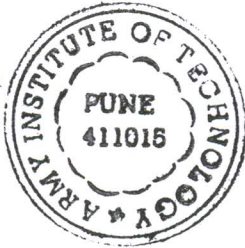
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