

**Indian Statistical Institute
Review Committee**

REPORT

2002

**Ministry of Statistics and Programme
Implementation**

Government of India

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**Report of the Third Review Committee
of the Indian Statistical Institute**

Executive Summary

1. Introduction

The Indian Statistical Institute (ISI) set up in 1932, was declared, under an Act of the Parliament, in 1959, as an Institution of National Importance. The ISI has established itself in the national and international scenes as an institution of excellence. It is recognized as a leading national institute carrying out a high level of research and training programmes in Statistics, Mathematics, Computer Science and Quantitative Economics and other areas. The current phase of the Institute has to be one of consolidation. The recommendations of the Review Committee (hereafter, Committee) are therefore to be seen as those, which would lead to a successful completion of this phase in order to achieve greater heights in the years ahead. The paragraphs below present the highlights of the recommendations made with respect to the following terms of reference of the Committee.

- i. To review the performance of various units / departments /divisions of the Institute during the last two decades together and advise on the reorganization / restructuring of the work of the Institute;
- ii. To examine the need for any amendments to the Indian Statistical Institute Act 1959 and its Memorandum of Association in the light of the experience gained so far;
- iii. To review the framework of consultancy work undertaken by the Institute and its faculty and examine the extent to which the consultancy work in the various fields including statistical quality control & operations research can be operated on commercial or self - financing basis;
- iv. To review the administrative set up, management, personnel policy, financial and budgetary control of the Institute and suggest changes which may include, amongst others, harnessing information technology, outsourcing work on a contract basis, rationalization of staff strength & categories and levying user charges at appropriate levels;
- v. To suggest ways and means including, amongst others, greater collaboration with industries and expansion / addition of resource generating activities to maximize

internal resource generation in the organization so that the dependence on Government budgetary support can be kept at a minimum, and

- vi. To assess the adequacy of the Institute's existing buildings, equipments & other assets for its present requirement and future growth.

2. Teaching/Training/Research

- In the considered view of the Committee the number of students being trained or taught in the ISI is rather small. This is true of all the programmes: undergraduate, postgraduate and doctoral. Steps should be taken to enhance the numbers at all stages and the consequent requirements of infrastructural support should also be provided. The increase in the student body should be carried out without sacrificing quality.
- Research conducted at the ISI is of a high standard and the quality of faculty in areas such as Statistics, Mathematics, Computer Science and Quantitative Economics is very high by any reckoning; in some of the smaller units, however, similar levels have not been attained, although there are some exceptions.
- Possible synergies from the diverse areas of expertise available within the ISI have to be fully exploited. Interaction of the ISI with other academic institutions and Universities should be enhanced and be made more systematic.
- Teaching as an activity needs to be given adequate weight while evaluating faculty performance. Rationalisation of the faculty structure and grades seems to be necessary in comparison with other Central Government Institutions of National Importance. It is extremely important for the ISI to ensure that there is fresh blood in the faculty by regular annual recruitment of outstanding scientists. Further, the leave rules of the ISI, particularly those pertaining to faculty members, should be rationalized. Both these steps should go to increase the allocation of faculty time to teaching/training and research.
- This Committee would not like to substitute itself for the Council of the ISI, which is the best judge of changes needed so far as merging and abolition of units and divisions within the Institute are concerned. The Committee, however, feels that a review of the existing units is urgently required to determine viability. It may be necessary to merge or close down some of the non-viable units.

- There is need for long term planning for the Institute as a whole. It would be most beneficial to prepare (say) a 15-year vision document and a 10-year (say) perspective plan for the Institute, indicating the direction of research and teaching activities and supportive infrastructure development. These should be discussed and formulated in appropriate bodies of the ISI.
- The ISI should play a major role in upgrading the quality of data generated by the various Ministries of the Government of India and the State Governments and the development of sample survey methodology, by updating and innovating the techniques of data collection and imparting training in statistical methods to key personnel in their organizations.
- The Institute needs to fully analyse the causes for the drop in sales of its prestigious journal Sankhya and take corrective measures to restore its image and increase its circulation.

3. Amendments to ISI Act and Memorandum of Association

No amendments to the ISI Act, 1959 or the Memorandum of Association of the ISI have been found necessary as of now. Some amendments only to the Regulations and Bye-Laws, relating to various areas reviewed, have been recommended.

4. Consultancy

The Committee feels that the scope of the Statistical Quality Control & Operations Research (SQC&OR) division of the ISI should be rationalised and enlarged to cover all high quality statistical applications in demand from the industry and service sectors. Selective deployment of personnel from other concerned units also to exploit the research and revenue potential in meeting the consultancy demands has to be undertaken. The objective has to be pioneering research for problem solving. Commercial revenue generation and self-financing prospects, if any, should be fully tapped. To aid such activities rules for fee sharing need to be clearly spelt out. Considering the high quality of the consultancy provided, the Institute may have to revise the fees charged to clients.

5. Review of Administrative Setup etc.

- The Committee has made recommendations designed to moderate the size of the General Body of the ISI Society and to provide for non-voting members. Recommendations have also been made for changes in the composition of the Governing Council to make it more cohesive and to bring in ex-officio members, who may take interest in Council proceedings, in replacement of some of the representatives whose attendance record shows lack of interest. Changes in the composition of the Academic Council have also been recommended.
- Amongst the three major centres of the ISI, (the headquarters at Kolkata, Delhi and Bangalore) deployment of non-faculty workers varies considerably. In comparison to Bangalore and Delhi, the non-faculty staff strength at Kolkata is high. Recommendations have been made to bring it to more meaningful levels, over a period of time. It has also been recommended that the concept of post, laid down in the Memorandum of Association of the Institute must replace the euphemism of “category” used in the Institute. However, the concept of posts should not come in the way of faculty positions, with the Institute retaining the power to create such positions whenever required. On the other hand, the number of temporary and permanent posts for employment of necessary non-faculty workers should be approved and strictly enforced by the Central Government. It is also recommended that the ‘Standing Service Orders 1963’ be revised and reissued as ‘Standing Service Orders 2002’ to make personnel administration more efficient and transparent. A revised draft Standing Service Orders 2002 is appended to the Report.
- The Section 8(1) Committee, appointed by the Government, to consider the annual budget proposals of the ISI should be requested to approve the plan revenue budget under the very heads of expenditure under which the expenditure from the grant will be booked. The Committee should be presented on each project, to be financed by the plan revenue budget, a note, which outlines the nature and duration of the project and gives the justification for it and the assets to be procured for it and also mentions the results expected to be achieved by the project. The misclassification of internal receipts of the Institute, which but for the irregularities in the accounts, would give

some relief to the Government on its financial burden, must be stopped. The accounts of the Provident Funds, namely the CPF and the GPF, in respect of the employees of the ISI must be examined and accepted by the Finance Committee, the Council and the General Body of the Institute after getting clarifications from the Boards of Trustees, who are answerable to them. The Provident Fund Accounts must bear the signature of the Director before being sent to the Government and the Parliament. Several financial, funding and accounts practices have been subjected to detailed scrutiny.

- As on March 31, 2001, ISI held assets valuing Rs. 87.15 crores (at book value), which included Rs. 63.84 crores of fixed assets like lands and buildings, equipment, furniture, books etc.; but additional assets worth Rs. 40.09 crores belonging to the Institute were wrongly shown as belonging to ‘descriptions’ which have no legal existence independent of ISI; bad and doubtful assets, totaling, Rs. 88.32 lakhs need to be written off with the permission of the Government.

6. Greater Collaboration with Industries and Generation of Revenue

- The Committee is of the firm view that the ISI should continue to remain a State-sponsored and financed Institution for the development of talent in the very basic areas of Statistics, Mathematics, Computer Science and Quantitative Economics. Financial support from the State cannot be withdrawn if advances in basic and fundamental scientific disciplines are to be maintained.
- Rationalisation of the functioning of the SQC&OR Division of the ISI, as aforesaid, will generate revenues and beneficial collaboration with industry and service sector. In the other divisions and units, where project collaborations have not been a very important part of their resource generation activities, so far, resource generating collaborations can be taken up, selectively and involving high quality of work, without prejudice to basic teaching and research activities. The Perspective Plan and the Vision document, referred to above, should provide for such collaborative revenue generating projects.

7. Existing Buildings etc.

- Much has been achieved by the ISI in consolidating its legacies of the past 70 years, including grounds and estates, in its headquarters in Baranagore (a suburb of Kolkata)

Executive Summary

into compact complexes, one academic and other residential. The state of control over assets however, leaves much to be desired. Details of assets in nine other cities, which call for attention in regard to their use or disposal as recommended, are provided in the body of the Report.

- It was observed and commented upon in several meetings, with students and the Workers' Association, that there appears to be insufficient funds for Maintenance Expenditure; particularly, the buildings, hostels and guest houses appear to be in a poor state. It is recommended that ISI should receive earmarked grants from the Central Government towards the improvement of the existing buildings and facilities.

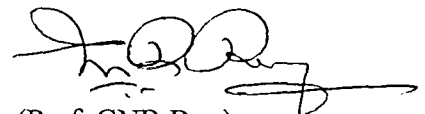
Acknowledgements

The Committee would like to place on record its appreciation and gratitude to all the scientists and other workers in the Indian Statistical Institute (ISI) for providing all the details sought by the Committee and for making arrangements for the successful conduct of its meetings. The contributions of Prof. K.B.Sinha, Director, as the representative of the Institute, in the deliberations of the Committee, has been of immense use in formulating its views on the various issues. The Committee would also like to express its gratitude to the representatives of the Indian Statistical Workers' Organisation for assisting the Committee by providing valuable suggestions. The inputs provided by the students in all the centers of the Institute were commendable.

It would not have been possible for the Committee to complete its arduous job of reviewing the multi-disciplinary scientific activities of the Institute without the assistance of various sub-committees of experts. The Committee would like to express its sincere thanks to all those experts who spared their time to assist the Committee by serving in the sub-committees. The Committee would also like to express its gratitude to several experts and professionals who responded to the requests of the Committee and provided valuable suggestions.

The Committee is indebted to Prof. M.G.K.Menon, President of the Institute and Dr. Bimal Jalan, Chairman of the Council for their valuable views and suggestions.

The Committee is also thankful to the staff members of the Jawaharlal Nehru Centre for Advanced Scientific Research, Jakkur Campus, Bangalore for providing support facilities for the conduct of the meetings of the Committee.



(Prof. CNR Rao)

Chairman of the Committee

Chapter 1

Introduction

1.1 The Indian Statistical Institute (ISI) was registered on 28th April 1932, as a non-Government and non-Profit Society, by a group of young scientists under the inspiring guidance of Professor P.C.Mahalanobis. From a small statistical laboratory set up in the physics department of the Presidency College in Calcutta (as Kolkata was then called) it has grown to be an Institution of National Importance, and so declared, under an Act of Parliament, in 1959.

1.2 A Brief History of the Institute

1.2.1 Professor P.C.Mahalanobis, after his education in the U.K. and on his return to India started carrying out statistical studies. He covered projects like, 'Statistical analysis of stature of Anglo-Indian males of Calcutta', 'Meteorology', 'Flood control in North Bengal and Orissa'. The launching of 'Sankhya' the Indian Journal of Statistics in 1933 was one of the early achievements of the Institute. Between 1932 and 1939, training in statistical methods was an important activity of the Institute and by 1939 it had imparted training to over 150 persons. The introduction of crop surveys in 1937 for estimation of the area under jute and other crops in West Bengal, the study of economic and social causes and impact of Bengal famine in 1943 and anthropometric surveys of ethnic groups in India were some of the early activities, which brought international recognition to the Institute. In 1942, in the war situation, a portion of the Institute was shifted to Giridih in Bihar (now in Jharkhand) and a field study unit was set up there.

1.2.2 The establishment of the Directorate of National Sample Survey in the year 1950 to meet the data needs of the country, for planning, brought to the Institute the responsibility of designing and organizing nation wide sample surveys on various socio economic aspects. Data processing centers were set up in Calcutta, Delhi and Giridih. The first socio economic survey was conducted from October 1950 to March 1951 and the report was prepared personally by Prof Mahalanobis. The Institute was assigned the responsibility of preparing the draft second five-year plan and a planning unit of the Institute came up in Delhi (1954) to assist the planning division in Calcutta.

1.2.3 In 1953, the Statistical Quality Control work was started and a unit was established in Bombay. In 1954, units were set up in Bangalore and Delhi.

1.2.4 In 1959, by an act of Parliament, "The Indian Statistical Institute Act, 1959" (Act LVII of 1959), the ISI was acknowledged to be an Institute of national importance and came under the control of the Central Government, which finances it. Under the provisions of the Act, the Institute was empowered to award degrees and diplomas in Statistics. Degree courses were started in the ISI in 1960. By an amendment in 1995, the statutory provision was enlarged to include degrees and diplomas in statistics, mathematics, quantitative economics, computer science, and such other subjects related to statistics as may be determined by the Institute.

1.3 The First Review Committee

1.3.1 In 1966, the Government set up the first review committee in terms of Section 9 of the ISI Act (copy of the Act is given in Appendix 6.4). By then the Institute had developed into a large complex organization with a staff of over 2300 (including part time staff). It had lands at Calcutta, Giridih, Delhi, Baroda, Madras, Bangalore and Hyderabad. At Delhi and Giridih, it had centers for national sample survey work. For SQC work there were centers at Calcutta, Delhi, Baroda, Bombay, Madras, Bangalore, Ernakulam and Trivandrum, and evening courses were held at Madras and Trivandrum. In the words of Professor Mahalanobis it was functioning as a staff college, a research institute, a degree awarding university and a project organization. The first review committee felt the Institute had gone far beyond the confines of even the four functions mentioned above. The committee felt that the Institute would have done better if it had not unduly diversified its activities. The recommendations, in the report of the First Review Committee, were accepted by the Institute and by the Government. A report, on the action taken on the recommendations, was presented to the Parliament by the Government in 1968. The recommendations were also implemented, for the most part. The major changes resulting there from, as reported by the Institute to the second review committee constituted by Government in 1983, were the following.

- a. The revision of the Memorandum of Association, Regulations and Bye-Laws of the Institute in 1974 (implemented from July 1976).
- b. Complete change in the organizational structure of the scientific divisions in 1976.
- c. Undertaking of research in statistics, probability and mathematics in the Delhi center and newly started Bangalore center.
- d. Starting more degree courses and post graduate degree course in Delhi center also. The M.Stat. course continued as a three year course, and not for two years as recommended and selection was made on All India Basis.
- e. The Research and Training school, separate from research divisions, was abolished and teaching made a part of the duties of scientists also engaged in research.
- f. Technical Advisory Committees with outside experts was constituted for every scientific division.
- g. The link of Planning unit of ISI with the Planning Commission was severed and the Planning unit was shifted to Delhi center and made a unit of Social Sciences Division
- h. All National Sample Survey works entrusted to Institute were transferred to Government.
- i. SQC centers were started at Hyderabad and Pune. Diploma courses in SQC were started in Bombay and Madras and certificate courses in Bangalore and Hyderabad. SQC &OR specialization was made available in M.Stat. course in Delhi.
- j. Society type activities were given special attention and dormant branches of ISI society reactivated.

- k. Academic and professional qualifications were prescribed for members of General Body.

1.3.2 The important recommendations not implemented were the following.

- a. SQC policy Advisory Committee was not re-activated.
- b. The Documentation and Research Centre was continued but the position was not re-examined after 5 years.
- c. The practice of having a multiplicity of funds was not discontinued.

1.4 The Second Review Committee

1.4.1 The Second Review Committee constituted by the Government presented its report in 1983. The report of the Second Review Committee was referred to the council of the Institute by the Central Government. The Council set up an Advisory Committee of the Council (ACC) with the Chairman of the Council as Chairman and with eminent scientists as members. The ACC produced a report (1984) mentioning therein that the ACC broadly agreed with the comments of the Administration of the Institute contained in a detailed note. However, the ACC disagreed on many points with the second Review Committee. No report on action taken on the report of the second review committee would appear to have been presented by the Government to the Parliament.

1.5 The Third Review Committee

1.5.1 The third Review Committee under the Chairmanship of Professor C.N.R.Rao was constituted by the Government by a resolution dated 12th November 2001 (notified on 29th November) to give a report within six months. Its term was extended up to 31st July 2002 through a resolution dated 15th May (notified on 17th May). Copies of the two notifications are given in Appendix 1.1. The terms of reference of the Committee are reproduced below.

- (i) To review the performance of various units / departments /divisions of the Institute during the last two decades together and advise on the reorganization / restructuring of the work of the Institute;
- (ii) To examine the need for any amendments to the Indian Statistical Institute Act 1959 and its Memorandum of Association in the light of the experience gained so far;
- (iii) To review the framework of consultancy work undertaken by the Institute and its faculty and examine the extent to which the consultancy work in the various fields including statistical quality control & operations research can be operated on commercial or self - financing basis;
- (iv) To review the administrative set up, management, personnel policy, financial and budgetary control of the Institute and suggest changes which may include, amongst

others, harnessing information technology, outsourcing work on a contract basis, rationalization of staff strength & categories and levying user charges at appropriate levels;

- (v) To suggest ways and means including, amongst others, greater collaboration with industries and expansion / addition of resource generating activities to maximize internal resource generation in the organization so that the dependence on Government budgetary support can be kept at a minimum, and
- (vi) To assess the adequacy of the Institute's existing buildings, equipments & other assets for its present requirement and future growth.

1.6 Procedure of the Review

1.6.1 The first meeting of the Committee was held in Bangalore on 14th December 2001 at 14.00 hrs in the office of the President of the Jawaharlal Nehru Centre for Advanced Scientific Research (JNCASR), in the campus of the Indian Institute of Science. All the members, except Prof MS Raghunathan, Prof KL Krishna and Sh D. Bandhopadhyaya attended the meeting. Sh NR Dash Director in the Ministry of Statistics also attended the meeting to assist the Committee. Prof. KB Sinha Director ISI attended as representative of the Institute and made a presentation on the activities of the Institute. After discussions, the committee decided to constitute sub-committees and seek the views of some of the eminent scientists familiar with the work of the Institute. The list of sub-committees constituted and scientists addressed are given in Appendices 1.2 and 1.3 respectively.

1.6.2 The second meeting of the Committee was held in the campus of the ISI at Baranagore, Kolkata on 8th and 9th February 2002. The background papers on the work of various units of the ISI at Kolkata, circulated by the Director in advance, were gone through and discussed. The representatives of the units of the various divisions also made presentations before the committee and interacted with the Committee. The Committee also had discussions with the Director on administrative, financial and management aspects of the Institute. The Committee also met representatives of the students and the workers organisation. The Committee went around the campus and visited the library and had interactions with the scientists there and in the Documentation and Information Sciences Division. Some of the laboratories and the Geology Museum were also visited.

1.6.3 The Third and fourth meetings were held at the centers of the ISI at Bangalore and Delhi on 30th March and 6th April 2002, respectively, to review the activities of those centres. The Committee had meetings with the members of the faculty, representatives of students and worker's organization. In Delhi, Prof Prakasha Rao ex-Director of the Institute was kind enough to share his views with the Committee, in confidence. The Committee also had the privilege of meeting Prof MGK Menon, President of ISI and the benefit of his views.

1.6.4 In all the centers the Committee received written submissions from the worker's organization (ISIWO), which were kept in view during the deliberations of the Committee.

1.6.5 The fifth meeting of the Committee was held in Bangalore on 26th April in the JNCASR, in the office of the Chairman, and the tentative views of the members were discussed, including the views of the Director of ISI. A drafting committee of a few members was constituted to draft the report of the committee. The drafting committee held discussions at Bangalore on 10th July at JNCASR and the draft was revised on the lines discussed and was circulated to all the members. The draft report was discussed in a meeting of the Committee, at Delhi, in the India International Centre on 26th July 2002 and was adopted by the Committee unanimously.

Chapter 2

Research Programmes and Projects

2.1.1 The Indian Statistical Institute is, no doubt, a national asset. Its research has contributed immensely to scientific development in the country. Its numerous divisions are carrying on research work in diverse areas. The ISI has established itself in the national and international scenes as an institution of excellence. It is recognized as a leading national institute carrying out a high level of research and training programmes in Statistics, Mathematics, Computer Science and Quantitative Economics and other areas. While the over all impression of ISI formed by the Committee is that of an institution of high standing, this reputation is largely the result of achievements in some of the selected areas; work in other areas does not seem to measure up to those standards, with some in fact doing even poorly. In conformity with the objectives of the ISI (paragraph 2.2 of the Memorandum of Association), the Institute undertakes research in many fields of natural and social sciences, with a view to mutually developing statistics and those sciences. Research undertaken in some of those fields has been significant. It is a precious achievement and it is of the greatest importance that the institution strives to achieve greater heights in deliberately selected areas and not dissipate its energies in pursuits of mediocre quality in all academic areas. The current phase of the Institute has to be one of consolidation. The recommendations of the Review Committee in the report are, therefore, to be seen as those, which would lead to a successful completion of this phase in order to help achieve greater heights in the years ahead.

2.2 Scientific Divisions and Units

2.2.1 The ISI is a multi-location and multi-discipline institution. It has its headquarters at Kolkata and centres at Delhi and Bangalore. The research work is done in ISI at these places and also at some other centres. The details, together with strength of scientists (faculty) as on 1st February 2002, in the respective divisions and units of the Institute and stations are given in Table 1 below.

Table 1 – Scientists in divisions, units and stations of ISI

Sl.No.	Division	Unit	Station	Scientists
1	Statistics & Mathematics	Stat Maths	Kolkata	37
		Stat Maths	Delhi	16
		Stat Maths	Bangalore	20
2	Applied Statistics	Applied Statistics	Kolkata	18
3	Computer & Communication	Adv Comp & Micro-Electr.	Kolkata	8
		Comp. Vision & Pattern Recognition	Kolkata	7
		Electr. & Communication Science	Kolkata	7
		Machine Intelligence Unit	Kolkata	9
4	Social Sciences	Economic Research	Kolkata	20
		Planning (Economic)	Delhi	15
		Economic Analysis	Bangalore	2

	Sociological Research	Kolkata	6
	Sociological Research	Giridih	2
	Psychometric Research	Kolkata	3
	Population Research	Kolkata	3
	Linguistic Research	Kolkata	2
5	Physics and Earth Sciences		
	Physics & Applied Mathematics		17
	Geological Studies		10
6	Biological Sciences		
	Anthropology & Human Genetics		12
	Agricultural Sciences		5
	Plant Chemistry		2
	Biometry Research		3
	Embryology		1
	Bio-Chemistry		2
	Chemistry		0
7	Statistical Quality Control & Operations Research (SQC&OR)		
	SQC & OR (T&P)	Kolkata	9
	SQC & OR	Kolkata	9
	SQC & OR	Delhi	7
	SQC & OR	Bangalore	14
	SQC & OR	Chennai	6
	SQC & OR	Coimbatore	3
	SQC & OR	Hyderabad	6
	SQC & OR	Pune	2
	SQC & OR	Mumbai	1
	SQC & OR	Baroda	3
8	Administration cum Scientific		
	Computer & Statistical Services Centre	Kolkata	6
9	Library, Documentaion & Information Services		
	Library	Kolkata	8
	Library	Delhi	1
	Library	Bangalore	1
	Documentation Research & Training Centre	Bangalore	3
	TOTAL		306

2.2.2 More details of the faculty of the Institute, in the scientific divisions and units at headquarters, at SQC&OR units and at the centers in Delhi, Bangalore and Giridih are given in Appendices 7.1, 7.3, 7.4, 7.5 and 7.6 respectively.

2.3 Research

2.3.1 While, the position of statistics is well recognized among the subjects and disciplines in which research is conducted in the Institute, historically statistics was considered as *primus inter pares* (first among the equals). Professor P.C. Mahalanobis in his note to the first review committee observed " If Statistics is to be treated as new technology it is necessary and desirable for the Institute to establish and maintain a number of small research units to supply a continuing flow of observational experimental

data for teaching and research”. He went on to suggest “these research units may help and may participate actively in teaching programme, primarily to offer facilities for gaining first hand experience in handling live (and not mock-up) data”. From the beginning different disciplines were placed horizontally avoiding any hierarchical ordering of subjects as core or periphery. However, over the time, depending on the progress of science and technology and demands of national priorities some natural selection process of ordering emphasis and / or importance among and between various disciplines did take place. In fact, Professor Mahalanobis envisaged the possibilities of discontinuance of “auxiliary” subjects, if they did only repetitive work or failed to provide material for teaching or research programmes. This introduction of new subjects and elimination of the others had been the tradition of the ISI which made it a dynamic organization of national importance for imparting instruction and doing pioneering research in statistics and other natural and social sciences, having application of statistics, thereby enriching both statistics and these natural and social sciences.

2.3.2 The Stat-Maths units in Kolkata, Delhi and Bangalore, the Applied Statistics unit Kolkata, the Economics units in Kolkata, Delhi and Bangalore and the Computer science units at Kolkata get referred to as the units engaging in the basic subjects in which the ISI is empowered to award degrees under the ISI Act 1959. Even before the subject of Computer Science was specified (in the Act), as such a subject in 1995, ISI was awarding M.Tech. degree in Computer Science under its power to grant degrees in Statistics; it was viewed perhaps as statistics subject. However, in Quantitative Economics, award of degrees started only after 1995, when power to grant degrees in Quantitative Economics and Statistics related subjects became available to the ISI. For the purposes of evaluation by this Committee, what could be evaluated was only the work of any individual or the scientists in a unit, in relation to work of similar others, or the nature and extent of use of statistics in a statistics related subject in the actual work evaluated. There can be no evaluation of sciences, per se, or in relation to one another. Nor can anyone even if described as a natural or social scientist be identified with Natural or Social Science, but only his work. The ISI is required to further examine if his work is or was executed with a view to the mutual development of statistics and the natural or social science. The results of the evaluation of the units in the various disciplines, in the divisions, are given below

2.3.3 Theoretical Statistics and Mathematics: The three units in this division bearing the same name (Stat-Maths) at Kolkata, Delhi and Bangalore have an excellent track record and continue to produce research of high quality. Statisticians at ISI have done the country proud and the research in Mathematics and Probability that has come out of ISI is of the finest quality by international standards. At all three Centres, Kolkata, Delhi and Bangalore, the units are performing well. Mathematics at Bangalore has grown rapidly and along the right lines over the last decade and a half. The relative youth of the staff members at this Centre makes one optimistic about its future. The Bangalore Centre (unlike Delhi) has a reasonable number of mathematicians but still there is a case for some expansion especially in the context of the undergraduate (B.Math) programme they have embarked on. The Delhi Centre, unfortunately, seems to have shrunk over the years; despite this, however, there have been at this Centre, very substantial achievements in

Mathematics, Probability (reluctantly following the ISI practice of treating Probability as a separate discipline rather than as part of Mathematics) and Statistics. One could speculate whether the shrinking is the result of deliberate policy or neglect or destiny. Whatever the reasons, there is a strong case for expansion of this division especially the Mathematics component. There is a need to add 2 or 3 researchers in the existing specialisations and also to try to expand and cover a broader range of mathematical areas. At Kolkata too the unit is doing well though Mathematics at Bangalore center would appear to be, a little more lively. However, the Committee cannot help observing that while ISI's current performance in this area is very good, it falls short of what was achieved in the fifties and sixties. Statistics was no doubt the primary area, the founder of ISI wanted to promote and provide forays into other areas, historically evolved as support for this central thrust. But it would indeed be unfortunate for all, if perceptions of conflict of interests especially between Mathematics and Statistics were not remedied and erased quickly. The two disciplines have a symbiotic relationship and it should be in the interest of Statisticians to have colleagues pursuing Mathematics and vice-versa. It should be possible to resolve problems of financial resources without getting into a situation of conflict between these two areas. It is particularly important for ISI to support mathematical activity because of the excellent track record of the mathematicians there, and also very importantly, it is now one of the only 3 or 4 institutions with a very good international standing in Mathematics.

2.3.4 Applied Statistics: The Applied Statistics division, with a single unit bearing same name, was constituted in 1996, by reorganizing the erstwhile Applied Statistics, Surveys and Computing divisions. The scientists in the unit are engaged in theoretical and applied research projects. They have made significant contributions to sample surveys, statistical pattern recognition, multivariate analysis, design of experiments, reliability and survival analysis etc. Faculty members also participate in teaching. The work of this unit is noteworthy. Its work overlaps considerably with that of Stat-Maths division. It is necessary to develop a distinct identity to justify distinct existence for this division. The Committee is of the view that the Institute should develop a separate agenda for research in Applied Statistics and for taking up long term projects of national importance.

2.3.5 Computer Sciences: There areas of work of the four units, comprising the Computer Sciences division, are briefly indicated below.

- (i) The Advanced Computing and Microelectronics Unit (ACMU) is engaged in research on high performance computing, wireless network and mobile computing, design automation and testing of very large scale integrated circuits and algorithmic research.
- (ii) The Computer Vision and Pattern Recognition unit (CVPR) is engaged in research in the fields of document analysis, natural language and speech processing including the development of Optical Character Recognition (OCR) systems for the printed Bangla and Devnagari scripts, an automatic scheme to separate different script lines for multilingual document separation,

online Bangla handwriting recognition system, dot pattern and cluster analysis, neural networks, image analysis, etc.

- (iii) The Electronics and Communications Services Unit (ECSU) is engaged in research in the areas of digital picture processing, intelligent computation with imprecise knowledge like measurement and management of uncertainty, fuzzy systems and control, neuro and neuro fuzzy computing, remote sensing applications in atmospheric science and speech and music signal processing. Though the type of research taken up is impressive, the unit was spending its energies in too many areas.
- (iv) The Machine Intelligence Unit (MIU) is engaged in research in the areas of pattern recognition, image analysis/processing, computer vision, data mining, knowledge discovery, artificial neural networks, neurofuzzy computing, genetic algorithms, fractals and varlets, brain modeling, case based reasoning, etc.

The pattern recognition related work is very impressive. However, there is considerable variation in standards in the work done in different areas in the units of this division. Further, there is overlap of research areas between the units and lack of prioritization of activities and focus on taking up research projects. The four units, together, need to develop an overall vision and avoid overlap in their efforts. The units need to increase intake of research scholars and students.

2.3.6 Social Sciences Division: In the Social Sciences division work carried out in the three economics units at Kolkata, Delhi and Bangalore was of high quality. Of work in areas of Social Sciences, other than Economics, the overall impression gathered was that a collective view or vision in the members of the units could be enhanced. Their present work is not backed by a future plan already under implementation. Plans, which are based only on the past history, will not always help. While history should not be forgotten, there is also the need to take corrective steps based on past experience. This aspect of learning requires attention. In some units future plans do not seem to have received much attention. Areas for future research were starkly mentioned. Plans, if any, were in the nature of very broad categories and faculty appeared to be spreading itself too thinly across a very wide expanse. The sociology research unit does not have enough faculty members at higher levels, as were trained in the discipline of sociology. The identity of the unit as one engaged in sociological research should not be lost and is a point to be kept in view while making future recruitments.

2.3.7 Economics: The work being done in the Economic Research units is of a high order. Research work in Economics is mainly carried out at the Economic Research Unit (ERU) in Kolkata and at the Planning Unit in Delhi; the Economic Analysis unit in Bangalore is now reduced effectively to one person only (another is on long leave) and, as such, it cannot be expected to make much impact on research in economics in the future, unlike in the past. The work being carried out at Kolkata is of a high order and faculty members

participate in teaching at undergraduate levels as well as at postgraduate levels and conduct a doctoral programme; as is the case in other units. The intake of students, both in research programmes as well as for the Master's programme, was felt to be not commensurate with an economics department of its stature and it is desirable that more students be accommodated. There was also a division of faculty, among those who research theoretical problems and those who carry out research in applied areas. The latter are mainly engaged on project-based research. This dichotomy has resulted in research outputs, which are difficult to compare. While the research output of the former finds its place in refereed international journals, the research output of the latter group does not find a place in such journals. There are of course scholars who work in both types of areas but these are the exceptions. Since both types of research need to occur and be encouraged, it is essential that different yardsticks be employed while evaluating these two very different types of research. It has to be emphasized that it is the quality of research, which needs to be evaluated and often the mere fact of publication in refereed journals is neither necessary nor sufficient for good quality research. The faculty members, at Delhi, in the Planning Unit contain several scholars whose research output is marked by publication in very high quality journals in economics. In several areas their expertise is well established. It is a pity that even here, the number of students does not do justice to their eminence. While the scholars are well known and have high visibility, not enough students are exposed to their versatility. The number of students needs to be increased. The one-person unit in Bangalore clearly cannot be expected to do much, even though the unit has done good work in the past. However, given the fact that there are no good Centres, comparable to those of ISI at Kolkata and Delhi, for the teaching of econometrics and quantitative economics in the south of India, the ISI should actively pursue efforts to obtain the services of competent faculty and once this is done, programmes like the master's programme in quantitative economics available elsewhere may be started here.

2.3.8 Sociological Research Unit: This unit has been doing valuable work. The bulk of the work is empirical in nature although some contribution has also been made in the field of social science methodology and the formulation of general concepts. The care with which the faculty is investigating how macro policies and structural shifts have sociological effects at village level and small town level is commendable. Survey methods and advanced statistics are very important for the growth and enrichment of the discipline. It is surprising that given the quality of their output the faculty has not received wider acclaim. Perhaps, this is because sociologists have strived to win spurs as statisticians. In ISI, they need to employ statistics for elaborating sociological themes in frontier zones. They must see themselves also as front line contributors to the discipline of sociology. They need to focus on a few themes as will help them to concentrate the talents of the scientists. Not that all should work on a single theme, a narrower identification will improve quality and also visibility of the researchers among their peers. There is an understatement in their publications of how exactly the data impacts on sociological theory. Taking up too many impact studies funded by others could come in the way of doing discipline-oriented research. Survey data on rural social structures (to study agrarian relations, rural development, village councils etc.) in Giridih area collected from more than 85000 households over 40 years do not seem to have been fully analysed.

While there may be scope for limited resurveys in villages already surveyed to record changes over half a century and study rural economic systems, there is little purchase in only concentrating on rural areas since social transformation has to be understood in terms of the rural urban nexus. Continuation or extension of a project started in Giridih in 1958 cannot limit its focus or location to rural areas. Synergic relationships between social science units in ISI will help avoid loss of good intellectual energy. A theme like Comparative Development could bring about such synergy. The framework could cover urbanization, industrialization and entrepreneurship where ISI has ready competence. Such a theme would give a sense of direction to many research units and give scope to talents in them to innovate and give their work greater prominence. The Sociological research unit needs to conduct research in other states as well, to advance significantly. Sociological research on stratification and mobility through the survey method will stand to gain with demographers and economists. Prospects of collaboration between the faculty in various units of the ISI in such areas could be examined.

2.3.9 Psychology Research: The Psychology research unit has been engaging in research on intelligence testing of children with impaired hearing, assessment of minimum levels of learning in mathematics at the school level, effects of deprivation on academic achievement, self-efficacy and the like. The studies require statistical rigour, which is commendable. Psychometry is the strength. The coverage and quality of work is satisfactory. The areas are also very relevant. But, there is little dissemination of the outcome of the research within and outside the country. Even the schools in Kolkata are not linked to the educational research conducted. Persons capable of dealing with testing and counseling in the local schools need to be involved making the experiment attractive to the schools. Still, the unit is capable of standing out as an example for the rest of the country, if they would cover additional areas of research and upgrade the standard of research. Long term research in educational psychology, like assessing the specific needs of school-children and college students, teaching methods and so on could provide more scope for applied research.

2.3.10 Population Studies and Linguistic Research: The Population Studies Unit grew out of a Demography unit and has been engaging in research in Fertility, mortality and Methodological studies for the construction of Life Tables and their application. Studies in Migration and its impact, Disability and Aging, Child Labour and its determinants are also engaged in. The Linguistic Research unit has been engaging in studies in syntax and in socio-clinical and psycho-linguistic studies. Studies in post structuralism and linguistics and genetics are also engaged in. Themes covering psychology, linguistics and population studies, in unexplored areas, could provide an inter-disciplinary synergy to these three units in the ISI. Presently, work in sociology unit calls for inputs from the psychology unit. Community intervention programmes will provide the synergy. They could be taken up in Giridih or other areas, which are already in the research ambit of ISI. Linguistic and population units can also collaborate. Analytical theory testing approach involving experimental research also needs to be undertaken since the units have the strength for it. Papers in these areas are likely to get wider publicity in international level journals, though this is not the reason for the suggestion for engaging in them. The depth and persistence in research needed in those areas are within the capability of the units in

the ISI. Adopting an analytical approach, the depth of research, conducted in the Sociology research and Linguistics Units, can be equaled by the Psychology Research Unit. The members of the units need to participate in more seminars in the country, and get feedback on their research and let others know about their research. The quality of publications will improve that way.

2.3.11 Physics and Applied Mathematics: Physics and Applied Mathematics unit with the Geological Studies unit comprise the Physics and Earth sciences division. The unit is engaged in work on foundation of Quantum Mechanics, Quantum Field Theory, Nonlinear Phenomena, Fluid Mechanics and Sediment Transportation. The work of individual members has little in common and the members of the unit do not seem to interact with members of the faculty in other units and divisions of the Institute. The work in the unit could be a little more focused. The unit could strengthen its research efforts in non-linear phenomena. Some interesting work is already in progress in this area. It could be broadened to include non-linear systems. It might interest researchers in units of Sociology, Psychology and Economics to join in. The broad area called "Complex System" is an emerging area and the Institute is capable of building strength in this area. Experts seem to suggest that the scientists researching in the foundations of quantum physics may find it more profitable to research in the area of Quantum Computing. The efforts of scientists working in the area of hydrodynamics and sedimentation transport do not appear to fit in with the Physics and Applied Mathematics unit. They might phase out research in these areas (hydrodynamics and sedimentation transport) and consider moving in to the aforementioned two areas of non-linear phenomena and quantum computing.

2.3.12 Geological Studies : There are six research groups in this unit of the Physics and Earth sciences division.

- (i) The group working on Vertebrate Paleontology and Stratigraphy is the only active research centre today in India. It has developed expertise in Mesozoic vertebrates, especially dinosaurs, reptiles etc. The group has potential and zeal and needs to diversify to late cretaceous and paleogene vertebrates related to Deccan volcanic activity. They need to adopt the molecular approach to its taxonomy and Phylogeny (molecular paleontology). It warrants multidisciplinary approach involving molecular biologists, biochemists and paleontologists. In the group there is a need for better appreciation of interpretative paleontology, mathematical inputs in data collection and interpretation and advantages of multidisciplinary approach.
- (ii) The Proterozoic research group has made commendable contribution and its approach integrating multiple disciplines of geological sciences for the purpose of basin analysis (of Pranhita-Godavari, Cuddappah and Chattisgarh basins) is more meaningful and useful for the industry. The group needs to bring out a compendium of the mass of data and reaseach papers to bring more visibility to itself and the ISI. However application of statistical techniques for analysis of sedimentological data has still to take root in the

- group. A better interaction with the statistics units within ISI is clearly indicated rather than initiate studies on paleomagnetic or geochronologic dating of proterozoic sequences.
- (iii) The work of Structural Geology (Deformation mechanism in solid state) group is of high standard and has received wide appreciation.
 - (iv) After a decade of work in areas, where many other institutions and universities have, since, come in, the high temperature metamorphic petrology group is only engaging in repetitive work, presently. ISI needs to engage this group in the emerging area of tectonic geomorphology as an extension of work in climatic and tectonic evolution of ancient sedimentary basins.
 - (v) The inclusion of the group working on surface colloid and environmental science in the Geology Unit is out of place though the group has contributed quality publications of potential use in environmental science. Surface science is an emerging field in the national and international scenario. If the statistics relation is strong, the Council may consider creating a unit out of it reporting directly to the Director provided the group has the potential for it and the Council can arrange for finances to grow it.
 - (vi) In the Gondwana geology group as also in the other groups, research data collection has been restricted to the Pranhita-Godavari valley for five decades now. This does not reflect well on the potentiality of the scientists, who include no specific problems for solution in their project formulations. The projects are geography oriented.

Statistics related projects in areas of societal relevance like glaciology and water resources, environmental issues, natural hazards and their mitigation, multidisciplinary studies on paleoclimatic changes, national natural resource, productivity, paleoseismicity, neotectonism etc. need to be selected by the ISI, in future, for the whole unit. Repetitive and routine project proposals and geographic project proposals posing no problems for solution must be discouraged. At the same time, fundamental research projects leading to new avenues of statistical analysis need to be encouraged. Availability of or recruitment of high quality scientists must be ensured as a pre-requisite and in-breeding in recruitment of scientists, must be avoided. Collaboration with universities and research organizations should be encouraged for high quality and meaningful research work as well as for the visibility of the ISI. One of the groups can be sought to be grown as nucleus for a mathematical geology center, in the future, if it gets acclaim. One of the groups or a group formed by reorganization in the unit could maintain earth resource data. It can store, provide and disseminate information related to all kinds of natural resources such as mineral, water, snow, ice, land, soil, fossils, natural hazards etc.- all that is required for planning economic development and environmental management. In the cause of science, the unique museum in ISI, Kolkata, housing the mounted skeleton of sauropod dinosaur discovered in India and other rare specimens, which gets visited by

vertebrate paleontologists from all over the world as well as Indian public, should be upgraded and maintained properly by the ISI for the sake of posterity.

2.3.13 Biological Sciences Division: The areas of research in the many diverse units of this division are made up of two rather disparate components. One, 'the applied' like, studies on rain-fed agriculture, health and human disease, crop preservation and sugar beet. The other, the 'pure' or basic research, on problems, which might be carried out, say, as in a university setting. The motivations for the two categories of research, the criteria for assessing their validity, must differ. Where outcome impinges directly on nutrition or human health, the research should be embarked on, only after the means for actually applying what emerges are clear. For example, work on improving a crop variety, developing a better diagnostic tool or analyzing the principal causes of stress in urban working women should be undertaken after identifying some means of implementing the findings. One way of doing this is to involve the prospective end user - which could be a pharmaceutical company, from the food industry, an international agency or a government department - in the research, say by asking that the user invest a part of the research costs right from the outset. In other words the end users should have a stake in sustaining the applied research carried out in ISI. The extremely modest requirements of most research projects means, that this will not be a difficult proposition. On the other hand, pure or basic research carried out in ISI should be funded only after full justification is accepted by the screening bodies irrespective of whether the funds are provided internally or come from outside. The screening bodies should have external experts. Many of the units are engaged on work initiated long ago and justification has not been reexamined since. Zero-base academic budgeting is not in vogue. Regular questioning of long term goals, reassessing them when necessary, is essential, though not too frequently. One of the reasons could be that a large number of members of the faculty are former students, who have never been exposed to ethos of another institution and have never been out on deputation. There is a need to send people out on deputation to widen their outlook. Also, in the long run few things can sap the intellectual vitality of an institution, as a high degree of academic inbreeding. The Institute must recruit young members of faculty who have been trained elsewhere. A fair share of the work in the units involves applied statistical design than areas of Biology per se. Therefore a restructuring of the groups in the units may help. This could be along basic and applied lines.

2.3.14 Of the 7 units in the division, the Plant Chemistry unit has just a professor and Associate Professor, while the Biochemistry unit has a Professor and senior lecturer. The leaf protein unit and Biology research unit are having non-faculty staff though there is no faculty and the units are supposed to have been disbanded and are outside the official list of 7 units. The Council needs to consider whether the units of Plant chemistry and Biochemistry should not be reorganized and the four faculty members in them persuaded to modify their area of research, join any other unit of their choice and have a larger company to work with. Also, whether the 'supposed to have been closed down' units of Leaf protection and Biology research should not really be closed down and be made sans non-faculty staff and sans office accommodation. The Chemistry unit has no faculty. The Chemistry unit's existence is purely notional. It could merge into some other group

and its unused space could ease the accommodation problem for other units. The interests of some members of the Plant Chemistry, Biometry and Agricultural Sciences units seem to overlap quite a bit. So also some members in Anthropology and Human Genetics unit could usefully get together with those in Biochemistry unit. The work of other members, contain certain aspects of Physical and Cultural Anthropology with overtones of Biometry. The Embryology unit needs to be renamed as 'Mathematical Biology Unit'. Its activities overlap with those of Biometry unit and partly with those of Plant Chemistry unit. It could absorb much of the applied areas of work in the other units under its new nomenclature. A collective view and vision is what will bind the merged units. Plans, which are based on the past history, will not help. These are only suggestions for consideration of the Council, which would have better knowledge of what changes and refinements will work and what will not. However, one or two groups need to go out of the division as independent units.

2.3.15 The Human Genetics related research work is an exception to the run of quality of work in the Biological Sciences division. Work there is quite focused and good. Two of the Professors in the Anthropology and Human Genetics unit (AHGU) should not be disturbed and should have direct access to the Director by declaring their groups as independent units. One has attracted wide acclaim, both nationally and internationally. In any restructuring, it is vital that his group is not disrupted. It must stay together as a single administrative and functional unit. His laboratory space is overcrowded. Space to be vacated by the Chemistry unit needs to be allotted to his group. The anomalous situation of another Professor in the AHGU unit needs addressing urgently. He needs room to set up his own laboratory. Essentially all his experimental work is currently being carried out in collaboration with the Centre for Cellular and Molecular Biology. It may be arranged to let him continue to stay and work in Hyderabad till he is provided his own laboratory in Kolkata. Attendant logistical problems of other members of the faculty whom ISI would like to engage on work in Human Genetics also require resolution without delay by exercise of powers vested in ISI for making administrative arrangements and logistical solutions without precedents, as will advance the cause of research in ISI.

2.3.16 There is shortage of space, both laboratory and office, for the faculty of the units in the division. The appearance of the rooms is dismal. The psychological and physical discomfort is bound to affect performance for which so much is spent on salaries of faculty and non-faculty staff, without making obvious rearrangements within available boundaries even pending the completion of additional buildings under construction. Design for utilization of space deliberately imposed by the Director and not accidents of history should govern utilization of all space available to ISI. Chemistry and Biometry units have underutilized space. Power and water supply round the clock must be ensured for some of the laboratory equipment where experiments go on round the clock and infrastructure failure results in disaster. It is not beyond the resources and powers of the Director to ensure this, whether it is ensured by in-house maintenance or outsourcing on contract. Such maintenance must cover cleanliness, water, power, lighting, ventilation, air-conditioning, toilets and also aesthetics involving dedication of maintenance workers and not additional cost.

2.3.17 Library Documentation and Information Sciences: The Libraries at Kolkata, Delhi and Bangalore have made good progress over the years and are well stocked with books and journals. On line public access catalogue and local area networks are in operation. Air conditioning of stock area in Kolkata has been planned. In the Documentation Research and Training Centre in Bangalore functioning from 1962 and presently under this division, research work in bibliometry, scientometrics, citation analysis etc. is not of same quality as in other divisions of ISI. There is need to upgrade the quality of research and teaching faculty, which has been discussed in the next chapter in the context of the teaching course conducted by this unit.

2.3.18 Computer and Statistical Services Centre: This administrative cum technical unit, linked to Administration division has qualified scientists, who are engaging on research on the side along with providing computer services. The funding of their research needs to be done, if at all, without prejudice to the services to be provided by them and without funding any poor quality research.

2.4 Statistical Quality Control and Operational Research (SQC & OR)

2.4.1 The units of the Statistical Quality Control & Operations Research (SQC & OR) engage themselves in propagating use of quality control techniques, realized through academic programmes, consultancy services, project work, in-plant and general training, systems and software development, conferences, workshops and seminars and research. In the year 2000-01 the units carried out 57 research projects, 133 industrial consultancy services (including on ISO 9000, QS 9000 and ISO 14000), general training programmes (six sigma, TQM, ISO 9000, Taguchi methods), tailor made in-plant training programmes (for 2980 participants in 156 programmes), six month correspondence course in 'SQC in Manufacturing' (25 participants). The units are in Kolkata, Delhi, Bangalore, Chennai, Coimbatore, Hyderabad, Pune, Mumbai and Baroda.

2.4.2 In the year 2000-2001, net income of SQC units was Rs 77.6 lakhs out of which, Rs 70.6 lakhs were taken to the SQC Development fund and Rs. 7 lakhs were treated as internal receipts of the Institute. The guesstimate of gross income given verbally was Rs. one crore against net income of Rs. 77.6 lakhs. The faculty strength of SQC units is 60 and there are 47 more non-faculty staff in all the SQC units taken together. No information was available, specifically, on how much income arises from research projects, how much from consultancy services, how much from general training courses and how much from in-plant training courses. The center/unit wise details of income figures are given below.

Table 2 - SQC income in the year 2000-01

(in Rupees)				
SQC Centre/unit	Staff	Gr. income	Net income	Remarks
Bangalore	14	3,101,956	2,387,974	Cons, Res, Prom, in pl trg, gen trg, acad
Kolkatha T&P	16	1,502,500	1,486,500	Cons, Res, Prom, in pl trg, gen trg, acad

Kolkatha City	18	760,400	NA	Cons, Res, Prom, in pl trg, gen trg
Mumbai	5	726,836	819,284	Cons, Res, Prom, in pl trg, gen trg
Hyderabad	12	684,000	NA	Cons, Res, Prom, in pl trg, gen trg, acad
Chennai	17	631,000	482,716	Cons, Res, Prom, in pi trg, gen trg, acad
Pune	4	569,073	NA	Cons, Res, Prom, in pl trg, gen trg
Coimbatore	7	553,906	418,744	Cons, Res, Prom, in pi trg, gen trg
Delhi	8	430,317	320,579	Cons, Res, Prom, in pl trg, gen trg, acad
Baroda	6	426,000	353,000	Cons, Res, Prom, in pl trg, gen trg
All India FCI Project	all units	1,364,810	866,237	
Total	107	10,750,798	7,783,697	Net total income includes some of gross for NA and excludes FCI

The activities, as indicated in the remarks column in the table above, covered consultancy (solving individual problems of well paying client industries), research, promotion (seminars etc.), in-plant training, general training and academic teaching in Institute's regular courses or part time students' courses. As is evident, the earnings in the different units do not bear any correlation to the staff strength.

2.4.3 The faculty of Stat-Maths and Applied Statistics units in Kolkata are needed, to provide the teaching faculty for Quality and Reliability courses. While it may be unreasonable to expect much research or teaching from SQC faculty primarily engaged on consultancy work of the promotional type (repetitive application of well proven research findings in the discipline) the income from consultancy at around Rs 77 lakhs per year from almost full time consultancy work was not adequate to justify their being partially or fully exempted from research work. The SQC units are unlikely to be viable as self-financing units. The existing SQC faculty, have specialized in Industrial Statistics (where SQC or OR consultancies are declining and demand for general training courses have petered out). They will need to acquire higher statistical credentials to be able to engage in new emerging problem areas of clients involving advanced statistical applications.

2.4.4 ISI needs to take a re-look at continuing the existing type of activity as SQC & OR. In an earlier epoch SQC units no doubt were providing much needed help to Indian Industry and Management but it is far from clear that the services that they offer are of any interest to Industry and Management any longer. Steps are clearly needed to merge several of these units in the first instance so that there is no large spread of infrastructure, which will facilitate taking up of emerging demands for consultancies in statistical applications by members in ISI having necessary credentials. A suggestion, which appealed to the Committee, was the eventual change of name of existing SQC & OR units as units of a 'Statistical Applications Centre' (SAC).

2.4.5 A suggestion was received for merging the SQC unit in Coimbatore with the one in Chennai, for the unit in Hyderabad to be merged with the one in Bangalore, for the units in Baroda and Mumbai to be merged with the unit in Pune and for the city unit in Kolkata to be merged with the one in the ISI campus in Baranagore, near Kolkata. No suggestions were received for merger of the unit in Chennai with the unit in Bangalore. This would

indicate that a possible venue for the Head of the SAC could be Chennai. But this will mean two centres of ISI in the south and none in the west, which is not desirable. Maharashtra and Gujarat include a large number of existing and potential clients. Also, there is sizeable concentration of industries and financial service organisations needing consultancies in statistical applications in the west, mostly concentrated around Mumbai. The Committee does not favour the virtual shifting of the headquarters of the SQC units every two years as is the current practice. Keeping in view the revenue earning potential and the density of possible client population, the Institute may consider fixing the headquarters at a suitable place. The Institute may think of Bangalore as a possible venue because of readily available infrastructural facilities of its own there.

2.4.6 Instead of the existing faculty of the SQC&OR electing a head of its division every two years, the SAC will need to have a new Head of Centre with necessary high credentials and a nucleus of freshly inducted staff with similar high credentials to guide a mixture of exiting staff and fresh staff with high credentials, to take on newly emerging statistical application problems. The Head of SAC will need to be accountable to the Director in the same way as the heads of the centres at Delhi and Bangalore are. The head of SAC would need to have delegated powers, similar to heads of the centres at Delhi and Bangalore and work very closely with the Director in growing the SAC. On eventual change of the name, from 'SQC & OR' units, to units of 'Statistical Applications Centre' (SAC), the ISI could send out the message that ISI would be going in for statistical applications work of high quality in future. Such a change would not preclude SAC continuing with enough industrial statistical work as will be necessary to engage existing staff who cannot take on higher quality work. New recruitment criteria, for the faculty of SAC, will need to be formulated. For speedily growing the volume of consultancies to be taken up by the SAC, the services of the Stat-Maths units will have to be arranged for by the Director. Incidentally, the SAC cannot find a cheaper and better front-end agency than the erstwhile faculty of SQC whose salaries are already taken care of. Field extension service work (getting the client to use the solution to his high quality statistical problems solved by Stat-Maths group of ISI) requires a lot of human contact at various levels. Different and additional skills are needed for that, which are, generally, not possessed by serious research scientists and the amount of running around it requires will not also be their cup of tea. That some of the erstwhile SQC faculty does the running around, and that the inspired statistical solutions come from the talent banks in the Stat-Math units and others, would be as it should be. If and when the units of the SAC secure sizeable clientele for very high quality of research, an Associate Director to head the SAC could be envisaged.

2.4.7 The Committee feels that the scope of the Statistical Quality Control & Operations Research (SQC&OR) division of the ISI should be rationalised and enlarged to cover all high quality statistical applications in demand from the industry and service sectors. Selective deployment of personnel from other concerned units also to exploit the research and revenue potential in meeting the consultancy demands has to be undertaken. The objective has to be pioneering research for problem solving. Commercial revenue generation and self-financing prospects, if any, should be fully tapped. To enable the small scale sector with high employment potential to survive in the competitive

globalised economy, the SQC staff going into the SAC units would need to be helped to develop necessary expertise to serve this sector.

2.5 Liaison with universities

2.5.1 A suggestion was received by the Committee, that the faculty in ISI should be encouraged by the Director to take up projects jointly with the universities. The university teachers may even be made principal investigators although this might mean some outgo of funds from ISI to the universities. This could improve the results of research through the utilization of available synergies. The gain would be from the intellectual talent available in the university at much lower costs, giving the ISI a very wide talent bank to select from. Also a bonus will be the gaining of insight into the talent level coming into the various universities, from time to time, in the areas of pure and applied statistics. The ISI needs to open a window to take a look into the universities teaching statistics, mathematics and applied statistics. The objective would not be to judge the universities but to locate and develop the 'rare to be found' talent.

2.6 Research Planning in Retrospect and Prospect

2.6.1 One of the major efforts of the First and Second Review Committees was directed towards the reorganization of the divisions and units by reference to their work content. As a result some structural changes in the scientific divisions were made in 1976 based on some of the recommendations of the first review committee (1966). Similar recommendations of the second review committee (1983) were not agreed to by an advisory committee (1984) set up by the Council of the Institute. Keeping its role as an institution of national importance in view, ISI needs to examine whether it is sullyng its reputation by supporting substandard work in any unit. Within some groups, in some units, in some divisions, work is not of acceptable quality. There is a good case for closing down such activities. If this is not feasible some serious consideration has to be given to restructuring these divisions so that high standards can be attained in the long run.

2.6.2 The current phase of the Institute, ought to be one of consolidation. The process of growth of the Centres in the last 15 years would seem to indicate that the concept of units under a division could be limited to Kolkata. The Centres could experiment with the concept of autonomous mature units freely cooperating and coordinating with similar other units in other centres under the guidance of the heads of centres. It is the quality of work output in the units rather than the nature of formal linkage with a division that should help the units in the centres to mature and seek peer recognition. Even in Kolkata, the units which are likely to grow and give better output, if they are freed from the constraints of being in a division (where they feel they are not benefiting from being in a division), could be made independent units by the Council under its powers. A couple of groups in the Anthropology and Human Genetics Unit have already been referred to above.

2.6.3 The Committee would not like to substitute itself for the Council of the ISI, which is the best judge of changes needed so far as merging and abolition of units and divisions within the Institute, are concerned. The Committee, however, feels that a review of the existing units is urgently required to determine viability. It may be necessary to merge or close down some units. The Committee recommends that the Council may immediately deliberate and take decisions on closing down or merging some of the non-viable units.

2.6.4 The Committee is of the view that research conducted at the ISI is of a high standard and the quality of faculty in areas such as Statistics, Mathematics, Computer Science and Quantitative Economics is very high by any reckoning; in some of the smaller units, however, similar levels have not been attained, although there are some exceptions. Possible synergies from the diverse areas of expertise available within ISI have to be fully exploited. Interaction of the ISI with other academic institutions and Universities should be enhanced and be made more systematic.

2.6.5 There is need for long term planning for the Institute as a whole. It would be most beneficial to prepare (say) a 15-year vision Document and a 10-year (say) perspective plan for the Institute, indicating the direction of research and teaching activities and supportive infrastructure development. These should be discussed and formulated in appropriate bodies of the ISI.

2.7 Research Project Approval Procedure

2.7.1 ISI does not seem to have achieved a proper balance between democratic functioning and efficient and effective executive direction. The various bodies that are supposed to discuss and decide policy are unwieldy and ineffective. This at once makes the Director's task difficult when changes of a fundamental nature are required and at the same time hands over to him/her the entire responsibility of decision making. The present structure needs to be overhauled to make ISI resilient to meet the challenges of the changing science scenario with quick initiatives. Compact representative bodies are needed to assist the Director in policy formulations and implementation. These bodies should be composed of a small number of academics chosen on the basis of their academic credentials and capacity for administrative work rather than by a voting process.

2.7.2 The procedure for approval of research projects, in the Institute, depends on whether it is funded by an external agency or the Department of Statistics. Research projects are taken up by the scientists in the units, most of which, presently, come under various divisions of the Institute. The research projects are financed by the plan revenue grants in aid received from the Department of Statistics, every year. The proposals for such projects get discussed and formulated in the Divisional Committee of Scientific Workers (DCSW) and the Technical Advisory Committee (TAC). The DCSWs are composed mainly of the faculty members in each division. The TACs consist of the Director of the Institute as chairman and 6 or 7 outside experts. Regulation 10 of the Institute reads as follows.

“10. DIVISIONAL COMMITTEES OF SCIENTIFIC WORKERS

10.1 All scientific workers belonging to a Division will constitute the Divisional Committee of Scientific Workers of the Division. Scientific Workers are those defined as such by administrative orders from time to time and with the approval of the Council. This committee will meet to formulate unit/project wise research programmes, budget proposals and review of the work programmes undertaken. Experts from other divisions may be invited to participate. The members of the Technical Advisory Committee (TAC) of the Division shall be invited to participate in the meeting where the annual research programmes of the Division are finalized and budget proposals are considered, according to procedure laid down in the Bye-laws.”

For the scientists in a division, spread over many cities, the joint preparation of projects is unwieldy. Around 80 people formulating project proposals jointly, with a good many coming from other cities, all in a big hall, is prima facie full of difficulties.

2.7.3 The Committee noted the following observation of the Advisory Committee of the Council made in 1984 touching on the DCSW and TAC. That Advisory Committee had said “ the Memorandum (of the ISI and the accompanying Regulations) has certain unique features, providing through the DCSW’s a good deal of freedom to the scientists to pursue their own research interests. But, while the freedom is entirely unexceptionable, as a principle, we feel that the unabridged academic freedom poses a dilemma for the Institute for it leads inevitably to a lack of cohesion in its activities”. That Committee was also of the view that “projects submitted by individual scientists and groups of scientists to the DCSW/TAC for Institute funding should be subjected to the same rigorous screening as is done by agencies like ICSSR, DST, BARC and others. We agree with the (Second) Review Committee’s suggestion that before funding, the project proposals be examined by referees. This procedure will help eliminate projects of dubious value and also strengthen those that are accepted. We believe there should be mechanism in the Institute for monitoring progress of Institute-funded projects”.

2.7.4 In the view of the Review Committee, the abridgement of the academic freedom, referred to above, is best done as a self-regulation by the members of the DCSW themselves. The members of the Technical Advisory Committee (TAC) for each Division, who are in fact to serve as referees, need not be forced by use of Regulation 10, to attend meeting as invitees. As the minutes of the meetings of the DCSW and the TAC were not made available to the Committee, the Committee could not verify whether and how pressure is applied on the TAC members (akin to referees) in the meetings, as was alleged before the Committee. So as to remove any room for judgements of TAC members having to be made under pressure, whether the allegation is true or not, Regulation 10 needs to be amended together with the Bye-Law laying down joint meetings of TAC and DCSW. The meetings of TAC must be held separately after the meetings of the DCSWs are held. Separately, recommendation has also been made for a division to have units only in the same station. There will be some units directly reporting to the Director or Head of Centre or Associate Director. The group of the members of the

faculty in the independent units will formulate their project proposals similarly, and they will be sent to suitable experts (similar to members of TAC) for approval. The Bye-Law in question, which also needs amendment is the existing Bye-law 7 reproduced below. It covers "Appraisal of project proposals". The Council is empowered to amend this Bye-Law.

Existing Bye - law 7 on Appraisal of project proposals: "The joint meeting of the Divisional Committee of Scientific Workers (DCSW) and the Technical Advisory Committee (TAC) of each Division as per subsection 10.1 of section 10 of Regulations, will be followed by a meeting only of the TAC members, at which meeting, decisions shall be taken on the project proposals. In case the TAC members reject a project proposal or desire it to be modified, the reasons for such a decision shall be communicated at a joint DCSW - TAC meeting, where the concerned scientist shall have a chance to defend his proposal."

2.7.5 As a matter of fact, the estimated moneys proposed under the projects, which get discussed in the meeting of the DCSW and TAC, when they are approved and spent, get booked in the accounts of the ISI, under one of the following heads as an add on. They are, add on as plan revenue expenditure, under the same account heads in which the non-plan expenditure for running the Institute gets accounted, separately. The account heads under which, both plan and non-plan expenditures are booked are, Salary & Allowances, Over Time Allowance, expenditure on Visiting Professors, Scientists, & Fellows, Scholarships, Stipends, Traveling Allowance, Printing & Publications, Seminars & Conferences, Books & Journals, Repair & Replacement of Computers, Stationary, Consumables, Postage, Telephone, Electricity Charges, Transport Expenses, Worker's & Student's welfare, Laboratory & Reprography stores and Expenditure on Farm. (Please see Table 2 in Chapter 8). No divisional entitlements/expenditures are to be seen anywhere in the Plan Revenue budget or accounts.

2.7.6 The Committee recommends the following amendments to Regulation 10 and Bye-law 7.

Proposed Regulation 10:

"10. DIVISIONAL COMMITTEES OF SCIENTIFIC WORKERS

10.1 All scientific workers belonging to units in a division will constitute the Committee of Scientific Workers of that division. Scientific Workers are those defined as such in administrative orders issued from time to time with the approval of the Council. Such committees in each of the divisions will meet to formulate the proposed project wise research programmes and review the ongoing research programmes, project wise, in respect of the division, according to the procedure laid down in the Bye-Laws.

In respect of independent units not in a division, similar project proposals will be formulated by the group of members of the faculty in the independent units, in a similar meeting.”

Proposed Bye - law 7:

“7. Appraisal of project proposals

7.1 A meeting of the Committee of Scientific Workers of a division shall be convened under the chairmanship of the Professor in charge cum Head of Division, to formulate and review project proposals for research in the division, as are, or to be, financed by plan revenue grants received from the Central Government. The estimate of requirement of project specific funds for the division will be made, separately, for the coming year and be called the plan revenue project budget estimates, and separately for the current year and be called the revised plan revenue project estimates. The said estimates for the division, accompanied by a brief note on each project outlining the nature and duration of the project, justification for it, the results expected to be achieved in respect of the project and the project specific assets proposed to be acquired, shall be forwarded to the Technical Advisory Committee (TAC). The TAC constituted for each division under the Chairmanship of the Director, will consider the project specific budget proposals and notes received from the Professor in charge cum Head of Division, by circulation or in a meeting under the chairmanship of the Director, who may if considered necessary, hold discussions with individual scientists or teams of scientists on whose project and project specific budget proposals they need clarifications. The TAC shall, thereafter, forward the project specific budget proposals and the notes, with or without amendments, to the Finance Committee for consideration and transmission to the Council for finalizing the total plan revenue budget estimates and revised estimates of the Institute for the coming and current financial year respectively, including the component of estimates prepared in the accounts section.

In respect of independent units not in a division, similar estimates, budget proposals and brief notes on each project will be formulated by the group of members of the of faculty in the independent units, in a similar meeting. They will be referred to suitable experts nominated by the Director for approval.

Explanation: The budget estimates for indirect costs like, Repair & Replacement of Computers, Stationary, Consumables, Postage, Telephone, Electricity Charges, Transport Expenses, Worker's & Student's welfare etc. which are estimated, only, in bulk for the Institute as a whole under plan revenue grant, in the accounts section of the Institute should not be duplicated in the estimates formulated by the scientific divisions and independent units. The estimated expenditures on Visiting Professors, Scientists, & Fellows, Scholarships, Stipends, Seminars & Conferences, additions to Library, recruitment of additional faculty and general computer facilities aggregated in the budget for the Institute as a whole compiled

by the administration and accounts sections under the orders of the Director should not also be duplicated in the estimates formulated by the scientific division and independent units. Only project specific estimates of expenditure, like books, journals, computers and other assets to be specifically procured for the projects, need be estimated by the divisional committees and group of faculty in the independent units under relevant plan revenue expenditure accounts heads.”

2.7.7 If, the amendments proposed above are approved and enforced, the estimate of non-Plan and Plan Capital funds (for construction, equipment and computers etc.) will not need to be formulated by DCSW and approved by the TAC. In actual practice, they have not been doing this, though the existing Regulation and Bye-Law require them to do that. Only the Administration and Accounts division will be concerned with them, as has been the position all along. The estimate of plan revenue funds for renovation, refurbishing of campus, additions to library, and computer facilities, infrastructure for research etc. will not also require to be formulated by DCSW and approved by the TAC. These estimates also get aggregated in the Administration/Accounts section on the basis of demands received by it. Without going before the DCSW, the bulk of plan revenue budget would legitimately get prepared by Administration/Accounts sections as happens even now. Plan Revenue Salary estimates should cover the Salary & Allowances of the scientists (who are regular employees of the Institute and are engaged on project work regularly) and must be fully exhausted first before they booked against non-plan grants. Plan revenue budget provision, made in bulk for projects, covering over time allowance and traveling allowance, printing & publications expenditure, repairs and maintenance of equipment, stationary, consumables, postage, telephone, electricity charges, transport expenses, worker's & student's welfare, laboratory & reprography stores should, similarly, be fully exhausted before non-plan funds are utilized. Such expenditures booked in bulk are indirect costs on projects, which may be allocated post facto, after expenditures are incurred, to individual projects, only for special cost accounting purposes for any or all projects. No such allocation is necessary for normal budgetary control. In the divisional and unit meetings, discussions on the nature and duration of the project, its necessity and the results expected from the project, are what matter. Only the estimated expenditures on books & journals, computers and other assets to be specifically procured under the projects and expenditure on agricultural farm project need estimation and formulation for inclusion in the budget, in the meetings of the DCSW and independent units.

2.7.8 The work of DCSW and TAC should create appropriate ambience for research work. Their work is not done in isolation but forms part of a chain of budget preparation. The estimates referred by them to the Finance Committee go to the Council and then to the Section 8(1) Committee (effectively the Government). The Section 8(1) Committee (constituted under Section 8(1) of the ISI Act, 1959, reproduced in Appendix 6.4) is required to examine all project proposals. So, the project notes presented to the Section 8(1) Committee must be informative and not be scanty on information, heavy on opinions and designed to hide relevant facts. The details of the assets already with ISI, arising from past expenditure, as have not so far gone into the records in the accounts section of ISI could pose a problem, if they are not available. Remedy of the irregularity of the past

assets not getting reflected in the schedule of fixed assets, in the Institute's accounts presented to the Parliament, has been considered in Chapter 5. If the situation is remedied, the Director would be able to answer queries of Section 8(1) Committee on reutilization of assets procured for earlier other projects. The Section 8(1) Committee would also be benefited by the recorded views of the Technical Advisory committees, the Finance committee and the Council, in the project notes.

2.8 Externally Funded Research Projects

2.8.1 In the Institute, projects financed by outside agencies, other than Department of Statistics, are referred to as externally funded projects. The Committees of Scientific Workers do not formulate such projects. Principal Investigators formulate them, individually or with a team under them. Some projects offered to the Institute come duly formulated from the external funding bodies. The proposed amendments to Regulation 10 and Bye-law 7 will not interfere with this practice. The projects financed from the Plan revenue grants received from the Department of Statistics are referred to as Internal projects to distinguish them from the externally funded projects. In fact, the internal projects and the externally funded projects are both activities of the Institute funded by outside bodies through grants. Only difference is that the Institute looks up on the grants coming from the Department of Statistics as its internal funds. The expenditures incurred on the externally funded projects do not get reflected in detail in the income and expenditure accounts, balance sheet and schedule of assets of the Institute. This is a serious irregularity and remedy has been recommended in Chapter 8.

2.8.2 In the externally funded projects financed by other Ministries and Departments of the Government, and some by non-government agencies, a 5%, 10% or 15% overhead charge may be added to the project cost (direct cost), as part of the grant in aid. Generally, it is 10%. About, ninety percent of the total grant in aid (excluding the 10% overheads element), generally, consists of (i) salary component payable to casual project staff that may be engaged directly by the Principal Investigator of the project for doing survey, data collection work etc., (ii) cost of assets like computer, equipment etc. that may be purchased for the project, (iii) books and journals that may be purchased, (iv) transport costs, (v) stores, stationary and contingent expenses, (vi) capital equipment cost, if any, (vii) fellowship payments etc. The salaries of ISI personnel engaged on the project, though they are, in fact, direct costs or in any case indirect costs/overheads get excluded in computing the project cost and surplus arising from the project. This would appear to be the practice in most institutions of national importance.

2.8.3 The system of charging overhead on externally funded projects and crediting 75% or 50% of it to the Development Fund and balance to internal receipts head, is not a very old practice in the Institute. A 'share of income' is now paid to the scientists of the Institute engaged on the project and it comes out of the overhead element (by viewing it as surplus). Prior to 1999 there was no share of overheads going to the scientists as income. Many changes have taken place in the last two to three years, in the light of share of incomes from consultancies going to scientists in comparable other institutions of national importance like, Indian Institutes of Technology (IITs), Indian Institutes of

Management (IIMs) and Indian Institute of Science (IISc). In the ISI also the Consultancies are replacing or adding substantially more to the overheads incomes and the overheads incomes tend to get clubbed with consultancy incomes for purposes of sharing.

2.9 Consultancy Project Fees and Sharing of Research Project incomes

2.9.1 The Institute introduced the research project income sharing scheme in July 1998. The scheme was designed to give monetary benefit to scientists earning some income for the Institute from research projects funded by sources other than the Department of Statistics. But, resistance in some quarters did not die down till end of 1998. Even in September 1998, the council amended one of its resolutions of July 1998, to the effect that certain externally funded projects be approved for being taken up, but the profit or income sharing aspect, if any, was to be examined and approved by the Director in consultation with the Chairman. Only in July 2000, the Council considered the matter again and noted that the Memorandum of Association of the Institute did not allow use of the word profit (the society of ISI was registered in 1932 as a non-Government non-profit society). A suggestion was made that instead of the term 'profit' the term 'surplus over cost' be used. This concern with the Memorandum in relation to profits was unnecessary. The income share to employee scientist paid from profit of Institute is permissible. It is also permissible for Institute to earn profit. This is clearly allowed under Article 5 of the Memorandum (see Appendix 6.1). What is not permissible is remuneration to members of ISI society in their capacity as members and that was not the subject matter under consideration in the Council. However, in July 2000, the Council was informed that distribution of 25% of overheads income to the scientists engaged on the project was based on the recommendation of the Principal Investigator. Also, approval was to be accorded by the Council before the payment of income share to regular workers engaged on the two projects could be made.

2.9.2 Little information was available on whether and how the incomes from consultancy fees in SQC were shared. Possibly, they were not shared with scientists. The SQC receipts are an amalgam of training fees and fees for consultancy, and this Committee could not get any break up. From such receipts, the decision to credit every year only Rs. 7 lakhs to the internal receipts of the Institute and credit the rest to the SQC Development Fund would appear to have been taken on 26th October 1991 as intimated to the Committee by the head of the SQC division. These papers are still to be located in Headquarters and supplied to the Committee. So the rationale is still not known. The Auditors of the Institute had also, apparently, asked to see this rationale and had commented on the accounts for 1997-98 that the justification was not made known to them. But, Rs. 7 lakhs very much seems have been 50% of the net annual income around 1990. That Rs. 7 lakhs was not changed to '50% of net income' may have been the result of the feeling in the earlier two review committees, which feeling was perhaps shared by the Government in the past, that the Institute should not suffer reduction in grant in aid from Government to the extent of income generated by it from consultancies. In the Institute, there is fear in referring to earning of income as commercial lest there be drop in the level of grant in aid from the Department of Statistics, which has placed the word

commercial almost next to the word self-financing in the terms of reference of this Committee. Income from consultancy or project work of the Institute can never be commercial or self-financing, because it is not linked to satisfaction of any need or demand in society, as provides a long-term market.

2.9.3 In May 2001, the Council was informed that two types of projects in the ISI were being financed by outside bodies. One was the Consultancy projects and the other the externally funded projects. The consultancy projects give rise to the income called intellectual fee in addition to overhead element arising in both types of projects. Intellectual fee tries to recover the expenditure incurred by the Institute on the scientists engaged on the project. The overheads element tries to notionally (not fully) recover expenditure on accommodation, electricity etc., (but not pro-rata salaries of personnel of ISI working on the project), incurred on the project by ISI. In practice, what is spent by ISI out of its funds on the project, indirectly, could be more than the 10% added generally as overheads to the project cost. Alongside the introduction of overhead element in project cost, to generate a surplus for income sharing, demands arose from the scientists for a share of project surplus (income) described as overheads. In June 1998, the Institute had decided that all categories of lecturers or equivalent or in higher grades and research assistants who were engaged in research, teaching, development and professional activities be made eligible for academic leave. The academic leave rules are very liberal, and leave period (going up to a year) can be spent abroad, on teaching or research and incomes earned. In addition up to 2 months of Academic leave in a year can be taken for short-term assignments in India or abroad. The Committee got an impression that the nexus of income sharing in project surplus to academic leave, had to do with a share of project income having been or being pressed for by those who could not get profitable assignments abroad during Academic leave. Academic leave was stated to affect adversely the availability of faculty for taking classes in ISI. It is possible for scientists to be away for up to six months every year by combining various kinds of leave to which they are entitled. The practice established, of competent authorities seldom refusing the sanction of leave asked for, has created further problems.

2.9.4 Presently, there is no resistance anywhere to earning of income through project overheads and consultancies, in any quarter in the Institute. Presently, the Institute would not seem to be compiling data, on the allocable number of days in a year, which different scientists devote to projects. There is no idea how much of the time of the scientists is devoted to plan revenue projects, how much to externally funded projects, how much to consultancy and how much to blue sky research (as in research in pure mathematics using only paper and pencil and euphemistically staring at the blue sky). The total revenue expenditure of the Institute divided by the number of employees, works out to around Rs. 2.5 lakhs per head per year, at present. At 250 working days in a year, the average per capita expenditure per day is Rs. 1000. This is an off the cuff estimate in the absence of data. If consultancy or intellectual fee of not less than Rs. 1000 per scientist day is charged by ISI and its quality of research services will get ISI clients, paying such a rate, then the demand for income sharing could be viewed as a right of the Scientists engaged in earning the intellectual fee. Otherwise the income share becomes a perk allowed by the Institute, funded fully or partly from grant in aid received from the Central Government.

However, there is no question that, without being finicky over rates of intellectual fee charged, the Institute should take on the projects offered to it, so long as the scientists have spare time and the project is challenging.

2.9.5 In the externally funded projects, the income from overheads had been shared equally between Development Fund and the internal receipts head of account of the Institute (the internal receipts get deducted from the gross grant in aid computed in the budget formulation by the Department of Statistics). After 1998, when income sharing was introduced, the share of the internal receipts (benefiting Government) in the overheads surplus allocation dropped to around 25% (Rs. 7.22 lakhs into internal receipts and Rs. 16.22 lakhs, into Development Fund and amounts paid to scientists was from the balance of around Rs 6.5 lakhs).

2.9.6 In the view of the Committee, it is necessary that all overhead income arising from externally funded projects and consultancy / intellectual fee received (hereafter referred to as shareable incomes) must be fully reflected (on income as well as expenditure sides), in the accounts of the Institute and the net income shown under the internal receipt head. After such reflection, such internal receipt, arising from research effort of the scientists, may be transferred, wholly, by deduction, to the Development Fund. From such amount credited to the Development Fund a suitable percentage as decided by the Institute, in the light of practices prevalent in IITs, IIMs and IISc, may be paid as share of income to the scientists from the receipts by way of overheads (surplus) or intellectual fees from consultancies. The amounts in the Development Fund should be invested and grown with a view to generating a pride in the Institute of having a sizeable Development Fund grown by putting its creative research energies to resource generation also, without compromising on quality of research work and teaching effort.

2.9.7 The Committee is of the firm view that the ISI should continue to remain a State-sponsored and financed Institution for the development of talent in the very basic areas of Statistics, Mathematics, Computer Science and Quantitative Economics. Financial support from the State cannot be withdrawn if advances in basic and fundamental scientific disciplines are to be maintained. Rationalisation of the functioning of the SQC&OR Division of the ISI, as aforesaid, will generate revenues and beneficial collaboration with industry and service sector. In the other divisions and units, where project collaborations have not been a very important part of their resource generation activities, so far, resource generating collaborations can be taken up, selectively and involving high quality research work, without prejudice to basic teaching and research activities. The Perspective Plan and the Vision Document, referred to earlier, should provide for such collaborative revenue generating projects.

2.9.8 The Committee recommends that to aid commercial revenue generation activities, resulting in intellectual fee income, rules for fee sharing need to be clearly spelt out. Considering the high quality of the consultancy provided, the Institute may have to revise the fees charged to clients. The Committee also recommends that the Institute may immediately convene an expert committee involving faculty representatives from all centers to examine the practices on sharing of incomes from projects and consultancies

with the scientists engaged on them and formulate the draft rules for the consideration of the Council.

2.10 Projects and the Policy Planning and Evaluation Committee (PPEC)

2.10.1 Subsection 12.1 of Section 12 of the Regulations of ISI states that there shall be a Policy Planning and Evaluation Committee (PPEC). Bye-Law 8.1, prior to its amendment by the Council on 13th October 1998, read as follows. The amended version is given in Appendix 6.3.

Bye - law 8.1 on Policy Planning and Evaluation Committee: “The Policy Planning and Evaluation Committee (PPEC) in terms of subsection 12.1 of the Regulations, shall consist of the Chairman of the Council, who shall be its Chairman, the Director, who shall be the Vice-Chairman, DG CSO, FA Department of Statistics, five eminent scientists from outside the Institute and three scientists of repute from different divisions of whom at least one should be from outside the Headquarters, who shall initially hold membership for one year but will be eligible for re-nomination when their positions fall vacant after one year. Additional experts from inside and outside the Institute may be invited to attend a meeting if the Committee feels their expertise is needed at that meeting. Its goal will be to identify from time to time focal themes of research and to formulate concrete interdisciplinary proposals for major research projects pertaining to these themes. The projects should be such as to bring out the full potential of the Institute, drawing out all or some of the disciplines in which, the Institute is especially strong. The progress of these projects will be evaluated, once a year jointly by the Director and the external members of the Committee. The report of the Committee should be placed before the Council once a year.”

2.10.2 The amendment of 13th October 1998 (i) deleted the earlier provision that the recommendations of the PPEC must come before the Council, (ii) reduced the number of eminent scientists from outside the Institute from five to four, (iii) raised the period of membership of the committee from one to two years, (iv) enlarged the functions of the Committee to include ‘identification of focal themes of research, formulation of interdisciplinary proposals for major projects including project works with industrial applications’, (v) deleted the provision for ‘drawing out all or some of the disciplines in which the Institute is especially strong’, (vi) provided for Scientific workers to continue to propose research projects in any area, not necessarily on the focal themes identified by the PPEC, for approval by the TCA / DCSW’ and (vii) deleted the provision for the progress of the projects to be evaluated, once a year jointly by the Director and the external members of the PPEC. The functioning and impact of the PPEC was to be reviewed by the Council every three years.”

2.10.3 The Committee was given to understand that despite provision in the Regulation and the Bye-laws, for the functioning of the PPEC, it never met. The Committee was given to understand that the reason why it did not meet was because whenever the convener approached the external members of the PPEC for its meeting they did not want

to come. No copies of the minutes of any meetings of the PPEC were made available to the Committee.

2.10.4 An important objective of the Institute stated in its Memorandum of Association is to develop statistical theory and methods for solving problems of planning for national development and social welfare. This sweeping objective, covering a very large canvas, needs to be concretized, in the Institute by an appropriate body, into policies and plans and guidelines for prioritization of project proposals. The Institute is expected to provide for and undertake the collection of information, investigation, projects etc. for the purposes of planning and improvement of efficiency of management and production. This too needs to be broken up into annual and longer-term projects. It is important for the Institute to keep in view its relevance in the programme of national development and decentralized planning with social justice. This also would require formulation of suitable projects for investigation. The Committee has already referred to the need for a Perspective Plan and a Vision Document, to be prepared by the Institute, which will need to be updated periodically. A suitable body is needed for this purpose, with members in it, who are given to keeping themselves acquainted with national issues and are experienced in concretising long-term plans. They would need to have interest in such developments like report given by the National Statistical Commission and obtaining inputs from the central and state planning bodies. Taking cognizance of all such effort needed to be generated in the Institute, the Committee is of the view that the PPEC has a role to play, which needs to be properly incorporated into its bye-laws by the Institute and the composition of the PPEC and its work tailored accordingly.

2.10.5 The Committee recommends that the PPEC should be made effective and utilized to give suitable guidelines and plans for concrete action by the Institute, on relevant matters, where it can be of great assistance to the Council of the Institute and the Director.

Chapter 3

Teaching and Training

3.1 In the Indian Statistical Institute (ISI) main teaching programmes cover Statistics, Mathematics, Computer Science, Quantitative Economics and Quality Reliability and Operational Research. In all these programmes Statistics is the main thrust, with Mathematics taking an active part. The Statisticians, Mathematicians and Economists are doing a very good job of teaching.

3.2 Teachers and Students

3.2.1 The ISI should function primarily as an academic institution. In the Institute, the teaching and Ph.D. programmes are well conceived and well executed. The main problem in relation to teaching in the ISI is the small size of the student body. This is a difficult problem to tackle. One has to meet contradictory demands: that of maintaining high standards versus the need to give exposure of relevant scientific subjects to adequate number of students. The latter cause is no doubt important and cannot be lost sight of. All the same, it is understandable that the ISI, as one of the institutions that has successfully maintained high standards in certain disciplines (in the context of a general deterioration in very many of the academic institutions in the country), has been very cautious in expanding its student body and avoided compromise on standards.

3.2.2 The Faculty of teachers for the major courses for degrees and diplomas conducted in the Institute, are drawn from the 306 scientists engaging in research in the various units and divisions of the Institute. Please see Table 1 in the previous chapter giving details of the faculty of scientists. Further details of the strength of faculty in the units in Kolkata, SQC, Delhi and Bangalore are given in Appendices 7.1, 7.3, 7.4, 7.5 and 7.6.

3.2.3 The First Review Committee (1966) had observed that the teaching in the Institute was focused on theory and practical training, using live data and specific problems in statistics and allied subjects. Only six years prior to that review, the Bachelor of Statistics (B.Stat.) and Master of Statistics (M.Stat.) courses were started in ISI (July 1960). Students were also admitted for doctorate degrees. In addition the diploma and certificate courses were conducted in Calcutta, Delhi, Bombay, Hyderabad, Madras and Trivandrum. The International Statistical Education Centre was also training students from Asian and African countries. The Academic standards were very high and the first review committee recommended the expansion and strengthening of the teaching activities. The report of the Second Review Committee (1983) gives the number of students in the Institute in 1982 and 1983. In the Table below, this can be seen in comparison to the information furnished by the Institute to the Third Review Committee (2002), on the courses conducted by the Institute during the years 2001-02 and 2001-02. It would be seen that there has hardly been an increase in the number of students in the Institute over the years in MStat or BStat(Hons). The number of students passing out registered an increase because of the course duration being reduced from 3 and 4 years to 2 and 3 years in the two courses respectively. (The number of students obtaining degrees

from the Institute in the last 20 years is given in Appendix 3.1). The MTech(Comp Sc), MS(QE) and BMaths courses were started after 1982. The number of students in diploma and certificate courses has come down to nil.

TABLE 1 - STUDENT STRENGTH

Course Name	Duration	No. of Students 1980-81	1981-82	in the years 2000-01 2001-02	
Junior Research Fellows				38	44
Senior Research fellows					
Research Associates				4	4
Research courses	1-2 yrs	93	70	stopped	
Master of Statistics	2 yrs	46	57	61	58
Kolkata					39
Delhi					21
M. S (Quantitative Economics)	2 yrs			36	44
Kolkata					29
Delhi					15
M. Tech (Computer Science) at Kolkata	2 yrs			61	50
M. Tech (Qual., Rel. & Op Res.) at Kolkata	2 yrs			21	22
Bachelor of Statistics (Hons)					
Kolkata	3 yrs	65	60	50	58
Bachelor of Mathematics at Bangalore	3 yrs			7	20
Assoc. (Doc, Information Science)					
Bangalore		12	10	12	14
Dipl. Computer Programming at Kolkata	2 yrs			18	4
Part time course in SQC at Bangalore & Hyderabad	6 months			stopped in 1997	
Diploma in SQC & OR	1 yr	25	14	stopped in 1992	
Diploma in SQC & OR	2 yrs	43	47	stopped in 1992	
Certificate in Stat. Methods & Application	1 yr	72	51	stopped	
Certificate in Data Processing	1 yr	11	11	stopped	
Certificate in SQC	6 months	30	30	stopped	
Certificate in Computer Applications	3 months	31	37	stopped	
International Stat. Educational courses	10 months	22	28	26	24

Special course for foreign students	2-3 months	2	6	12	9
ISS Probationer's Courses	3 months	19	37	28	24
Junior Certificate course in Statistics	3 months	11	19	stopped	
Statistical Assistantship Certificate		9	10	stopped	
Junior Diploma		35	30	stopped	
Senior Diploma		14	8	stopped	

For comparison, the strength of faculty in a recent year and about two decades ago is also given in Appendix 3.2.

3.2.4 At the macro level, the ratio of students to faculty is around one in all the three teaching centers. In Kolkata, the number of students in degree courses was 198 in the year 2001-02 as compared to the faculty strength of 204, as on 1st February 2002. For Delhi the figures are 36 and 39 respectively and for Bangalore 34 and 40 respectively. There is no paucity of talented students applying for the courses offered by the Institute. The Institute has justifiably considered its teaching of Mathematics and Statistics as having no parallel in the country, and that the Institute can easily rub shoulders with the very best in the world. The Mathematicians of ISI are also participating enthusiastically in a programme started by the National Board of Higher Mathematics (NBHM) under which undergraduates with an aptitude for Mathematics (identified through the Olympiad tests), and irrespective of the subject they are pursuing formally (most of them are B.Tech students of IITs), are taught mathematics during the vacation periods and also through correspondence. On successful completion of the programme the student is as well equipped in mathematics as most M.Sc. students in Indian universities. Therefore, it is surprising that the intake of students in the ISI has not increased over the years, even allowing for reasonable caution on the need to avoid drop in academic standards. However, there is a notion at some places in the Institute that the Institute is primarily for research though it has earned international reputation for teaching in Mathematics, Statistics and Quantitative Economics. The notion loses sight of the national duty entrusted to the Institute for developing Institutions and multiplying them by using those passing out of it. For this country to reach the level of developed countries the output of students cannot remain constant as may be the case in the developed countries. Further, even the best of research and teaching faculty have limited life, and in this country it is subjected to brain drain, and more unfortunately not many of the bright students come to ISI to strengthen the number and quality of faculty in ISI. Viewed in this way, caution against dilution in quality has to be balanced with the attitude of taking up the challenge of adding to numbers by bringing out the hidden potential in the applicants apparently not performing so well in the admission evaluations for graduate, post graduate and research degrees.

3.2.5 In the considered view of the Committee the number of students being trained or taught in the ISI is rather small. This is true of all the programmes: undergraduate, postgraduate and doctoral. Steps should be taken to enhance the numbers at all stages and

the consequent requirements of infrastructural support should also be provided. The increase in the student body should be carried out without sacrificing quality.

3.2.6 At the macro level for planning of infrastructure and related facilities, Institute may like to consider planning for twice as many students in degree courses as the size of the faculty in each center and as many research scholars as the size of the faculty. The Committee would not like to go into details of the number of courses and size of in-take of students in each course, which are to be decided, by the Institute.

3.2.7 The Review committee gathered the impression that the scientists who keep away from teaching, seminar and workshop activity do not get a demerit in the Institute. Demerit must visit on them and it must be incumbent on them to wipe away that demerit, by excelling in research and training. But, generally, the best researchers should be keen to teach. Faculty members who attract talented students should get as much if not more appreciation by way of recognition and monetary inducements, as those with only a good publication record. The Institute needs to formalize the system of getting written feedbacks from students on its teaching faculty, and the feedback should be discussed with each member of the faculty by the Director in association with the concerned member of the Academic Council. The assessment of the Director, laudatory or otherwise, should be on record, with him in his official confidential papers, for future use by him and his successors.

3.2.8 The Committee recommends that teaching, as an activity needs to be given adequate weight while evaluating faculty performance. Rationalisation of the faculty structure and grades seems to be necessary in comparison with other Central Government Institutions of National Importance. It is extremely important for the ISI to ensure that there is fresh blood in the faculty by regular annual recruitment of outstanding scientists. Further, the leave rules of the ISI, particularly those pertaining to faculty members, should be rationalized. Both these steps should go to increase the allocation of faculty time to teaching/training and research. The need for the rationalization of academic leave rules has already been considered in the previous chapter in the context of income sharing, consultancy etc.

3.2.9 The Committee recommends that a good and sizeable Economics unit should be planned for in Bangalore centre of ISI, as there is no center specializing in Economics and specially in Econometrics in the south, having faculty of the standard of those in the centers of ISI at Kolkata and Delhi. Presently, there is hardly any faculty left in the Economic Analysis unit in the Bangalore center. Efforts need to be made to get adequate number of competent faculty willing to stay in Bangalore. Recruiting a good leader first will be helpful, but, a leader without adequate faculty strength will not allow of the programme for teaching and research to take off.

3.2.10 On the basis of useful information and views received by the Committee during interactions with various people, the Review Committee makes the following recommendations.

(a) It would appear that the selection committees for admissions in ISI, sometimes, tended to judge the applicant's previous college or university and not him and his potential. Standards vary widely across India. Entrance is determined on the basis of only interview, in many prestigious universities, after the students are asked about their background and examined only on the basis of that information. Some of the best North American universities, with which the Institute seeks to compare itself, admit students on the basis of GRE scores and recommendation letters only. The subjective element in any selection body that seeks to fix an ideal threshold of knowledge for admission to courses offered by the Institute, ignores the claim to admission from students, who have studied in courses with curriculum very different from what the selection body considers ideal. The question of numbers and the spirit of selection, more than the negative procedures, must together be reviewed by the Institute.

(b) The entrance test timings and procedures in ISI should be such as will enable all the best students coming from diverse schools and universities in India to appear in them.

(c) The expenditure per student incurred by the Institute, every year, is quite high and there has to be substantial increase in the number of students admitted in its degree courses. A B.Stat course (of three years duration) may be started in Delhi center with an intake of 10 students every year. The 16 strong faculty should be able to handle around 30 B.Stat students in addition to 20 M.Stat students. Also, the intake of students in M.Sc (Quant. Economics) course in Delhi should be stepped up to 15 per year instead of less than 10 per year, at present. The 15 strong faculty at Delhi should be able to handle the increase.

(d) Presently, the interaction of scientists of ISI with those of the Universities takes place through summer and winter schools and exchange visits. The ISI should consider starting summer training camps at Kolkata, Delhi and Bangalore for selected students doing B.Sc Statistics / Mathematics in the universities. This will encourage them to apply for and pursue post graduate studies in ISI, and the ISI would get a better insight into the availability of talent in the country for higher studies and research in statistics / mathematics. The ISI should also invite university teachers to participate in teaching and research in ISI, in a suitable way. A few selected teachers spending at least 3 months in ISI at Kolkata, Delhi and Bangalore, would improve the interaction. Younger university teachers without Ph.D. should selectively be considered for fellowship while retaining their lien in their university.

(e) The Institute should consider holding prize competitions in statistics and other subjects as will help them to discover talent in the country in such subjects.

(f) A part time Ph.D. programme is an innovation which may be adopted in suitable exceptional cases of talent ensnared elsewhere, but too good to be ignored if it seeks to work for Ph. D. on part time basis. The statisticians, economists and such taking up employment in private companies or Government, specially, in cities like, Kolkata, Delhi and Bangalore may like to work during weekends, holidays and annual leave. The talent

and devotion for research displayed by such persons should not be overlooked by admission committees, just because they cannot do research full time.

3.3 Courses and Options

3.3.1 The provision in the ISI Act 1959, were amended in 1995, in order to enlarge the area of Statistics in which subject alone, the Institute could earlier award degrees. After the amendment, the Institute can award degrees in Statistics, Mathematics, Quantitative Economics, Computer Science and such other subject related to statistics as may be determined by the Institute from time to time. It is not only that statistics has applications in other fields; many sincere students wanting to study statistics or mathematics have interest in other areas also. The students of statistics for example, have interest not only in mathematics, but also in economics, sociology etc. The more the choices available, the more the number of talented students who will apply for courses in the Institute. There is much to be said for the credit system in American Universities, which give a very large number of choices to the students even if there be the condition that the choices picked up must be approved by the guide or supervisor. Representatives of the graduate, postgraduate and doctoral students, who met the Committee spoke highly of the academic quality of the courses in the Institute. There was generally a request for more specializations offered in the courses, which would require addition to the specializations available in the existing faculty. Such requests were there, specially, in Bangalore and Delhi centers, which have much less faculty strength compared to Kolkata.

3.3.2 It would appear that the synergies available in ISI as a multidisciplinary institution with expertise in Statistics and Mathematics are, currently, not being fully exploited for teaching purposes. It would seem possible to build up broader programmes of study in courses other than mathematics or statistics, taking advantage of the excellent statisticians and mathematicians available in ISI, and enhance the quality of programmes of study and produce excellent students. Perhaps the ISI could offer optional special papers in econometrics, information sciences and operations research as an applied statistics component, in the final year of B.Maths programme. This would give an impetus to the faculty in Economic Analysis and SQC & OR units and Documentation, Research and Training Centre till such time as the strength of faculty in them grow to a size to offer their own degree courses. It could make the programme more attractive and there could be a larger body of applicants to choose from for the course.

3.3.3 The Committee recommends that ISI should plan to offer larger number of special papers as options in the courses. The Institute should strive to offer a good number of choices of special papers in its courses, compared to the choices in other comparable institutions in India. There should be considerable flexibility in the course work put together. Every available member of the faculty in the diverse kinds of units in the Institute, should be called upon to teach so as to add to the choice of subjects offered in the courses of the Institute.

3.3.4 Noticeably, there is a decrease in the number of short duration diploma and certificate training courses conducted by the ISI in the last five years. The demand from

the industry for training courses run by ISI on quality control and other statistical applications, has apparently petered out. Alternative teaching assignments for faculty earlier engaged on teaching needs to be planned by the Institute.

3.3.5 The Committee encountered much criticism about the non-use of official annual and periodical statistics in the courses run by the Institute and use instead of inappropriate artificial data. The obtaining of official statistics may need to be reviewed every year in the Academic Council, as a standing item on the agenda. The ISI needs to consider the regular use of the latest available official statistics in teaching programmes wherever such data is relevant. The Committee recommends that the ISI should play a major role in upgrading the quality of data generated by the various Ministries of the Government of India and the State Governments and the development of sample survey methodology, by updating and innovating the techniques of data collection and imparting training in statistical methods to key personnel in their organizations.

3.4 Associateship in Documentation and Information Science

3.4.1 A provision existed in article 3.5 of the memorandum of association as it stood in 1966, for awarding Associateship of ISI. This provision was deleted sometime in 1974. The provision in article 3.6 of the Memorandum, as it stands at present, is only for the award of degrees, diplomas, certificates and other distinctions as permissible under law (namely Section 4 of ISI Act of 1959). The Associateship of ISI can now be viewed only as 'other distinction'. Associateship in Documentation and Information Science is still awarded to students on successfully completing the course from the Bangalore centre.

3.4.2 In March 1997, the Council noted that Associateship in Documentation and Information Science is recognized by Government of India as equivalent to a Master's Degree in Information Science. About converting the course leading to an Associateship of the Institute in Documentation and Information Science, into a course leading to a Master's degree in Information Science, it was decided to pinpoint the difficulty, if any, in the conformity of the course to the provision in Section 4 of the ISI Act 1959 as amended in 1995, requiring it to be a statistics related subject. However, no decision has been taken in the last seven years after the said amendment to the ISI Act, 1959.

3.4.3 The Committee is of the view that the Associateship course in Documentation and Information Science in the Bangalore center has had a very good standing in the country. The Institute may kindly examine whether the existing course offered by the Documentation Research and Training Centre in the Bangalore center can be upgraded.

3.5 Scholarships and Stipends

3.5.1 The present rates of stipends and contingency grants provided to students in different courses are given below.

TABLE 3 - Stipends and contingency grants

Name of Course	Duration	Stipend per month	Contingency grant per year
B.Stat. (Hons.)	3 years	Rs 500	Rs.1000
B.Math.(Hons.)	3 years	Rs. 500	Rs 1000
M.Stat.	2 years	Rs 800	Rs.1250
M.S.(Quant. Economics)	2 years	Rs. 800	Rs 1250
M.Tech.(Computer Sc.)	2 years	Rs 2500	Rs. 3000
M.Tech. (QROR)	2 years	Rs.2500	Rs 3000
Associateship in Doc. & Information Science	2 years	Rs 1000	Rs.1250

Neither tuition fee, nor examination fee is charged for the above mentioned seven courses.

3.5.2 For the following courses tuition fees are charged as indicated below.

TABLE 4 - Tuition fees

Course	Duration	Tuition Fee per yr.
Diploma in Computer Programming & Applications	1 year	Rs. 3000
Part time course in SQC at Bangalore & Hyderabad	6 months	Rs. 1500

3.5.3 The rates of Fellowship grant, House Rent Allowance and Contingency grant paid to Research Fellows and Research Associates are given below.

TABLE 5 - HRA & Contingency grant

Nature of Grant	Grant (Rs. p.m.)	HRA (Rs p.m.)	Contingency (Rs. per yr)
Junior Research Fellow	5000	Govt.Rules	2500
Junior Research Fellow (if ME or MTech or equiv.)	5600	Govt.Rules	2500
Senior Research Fellow	5600	Govt.Rules	2500
Senior Research Fellow (if ME or MTech or equiv.)	6000	Govt.Rules	2500
Research Associate	8000	Govt.Rules	2500
Research Associate	8800	Govt.Rules	2500
Research Associate	10500	Govt.Rules	2500

3.5.4 A Junior Research Fellow is promoted as a Senior Research fellow after two years on the recommendation of the Research Fellow Advisory Committee (RFAC). The fellows working in the Institute, but, paid by other bodies like CSIR, NBHM, receive grants at the rates applicable to them by the other agencies. In September 1998, the Council decided on the enhancement of the grant for research fellows and associates as

per guidelines of the UGC. It also approved of free accommodation to them and in case of non-availability of accommodation house rent was to be given subject to availability of resources. The Council decided, in November 2001, on the creation of enhanced Research Fellowship for outstanding students with a consolidated grant of Rs. 12000 per month and Rs. 5000 for books per year. The attractiveness of emoluments of research scholars has something to do with the comparison made by them with their peers in other careers. The research scholars also lack economic security. While their contemporaries at college have often attained job security / high salaries by the mid twenties, the aspiring scientists are still looking for tenure past the age of 30. In the view of the Committee the ISI should raise its financial package given to research scholars, from time to time, making them relatively very attractive.

3.5.5 Regarding students for degree courses, a suggestion made was to limit scholarship to 50% of the students or to reduce the rates of scholarship. Another suggestion was to economise on liberal grant of study leave to staff and use the additional faculty manpower gained thereby to cater to more students. Yet another suggestion was for admission to a short duration bridge course for students from diverse universities applying for courses in the ISI, to coach them and to bring them on par with the students from universities with higher standards. Decision on such issues will have to be taken by the Institute, from time to time. The intake of students, no doubt, depends on the demand for the courses. But, demand is not a matter of chance, but a function of desires through which bright students can be attracted to the courses of ISI with offers of substantial stipends and status of being in ISI. Apparently, status alone would not do when cost of living is on the upward rise. One view advanced was that socio economic factors are mainly responsible for the shrinking of the student body in science in our graduate schools. Quality of courses offered should not be compromised on, nor examination standards lowered, whatever be the monetary assistance provided to students. In the view of the Committee, in Indian conditions raising the level of monetary stipends to students admitted to the degree courses of ISI, will help in attracting the bright students in strained circumstances to choose courses with decidedly munificent stipends.

3.6 Library, Computer and other facilities

3.6.1 The libraries in the centres of the Institute are outstanding assets and they need to be strengthened and the collections made even more comprehensive. The Institute needs to ensure that primacy is given to longer library hours to help students, if they are in fact seen to be making good use of library into late hours. Their studies should not get subordinated to convenience of maintenance staff. The standing orders governing shift duty hours of maintenance staff need to be amended and enforced strictly. Recommendations have separately been made for assistance in, Kolkata, to the Director by way of an Associate Director in charge of administrative and accounts matters and designating the Dean of Studies also as Associate Director. They should be in a position to attend speedily to such problems of the students. In Kolkata, students requested for availability of computers beyond 8:30 pm into the night. This would require keeping the air conditioning plant running on shift basis, since avoidance of fire hazard requires the presence of a couple of technical staff. These administrative problems of organizing staff

duties on shift basis are not insoluble if shift duty hours are enforced strictly. In student related matters and academic matters as well as in general matters, the Centres at Bangalore and Delhi should enjoy greater autonomy. Having to refer even routine matters to Kolkata is a needless strain on the heads of the Centres.

3.6.2 In Kolkata, graduate and postgraduate students referred to lack of recreational facilities. They have ping-pong tables. They preferred to have some out door game facilities also. The Committee was given to understand that enough land is available in the Academic complex, where old buildings and shanties are being pulled down, to provide volley ball, basket ball and badminton play ground facilities.

Chapter 4

Sankhya and Other Publications

4.1 As per the Annual Report of the Institute for the years 2000-01 and 1999-2000, three papers of scientists of Stat-maths units of ISI were published in its Journal Sankhya in 2000-01 and in the year 1999-2000, three papers, one of a scientist of Stat-maths unit and two of scientists of Applied Stats unit of ISI were published. In addition three books, titled 'Lectures on Applied Bayesian Methods in Econometrics', 'Selected papers of Ajit Das Gupta' and 'Prasanta Chandra Mahalanobis and Rabindranath Tagore' were published by the ISI, Bangalore and Kolkata in 2000-01. Papers of many scientists from abroad also get published in Sankhya.

4.2 Sankhya

4.2.1 The Report (1984) of the Advisory Committee of the Council of the Institute made an observation on the recommendations of the second ISI Review committee, viz., "In any review of the activities of the ISI, one must note the high international stature of the Institute's Journal, Sankhya. We are surprised that the Review Committee has omitted any reference to the Journal. Founded by Professor Mahalanobis, the first number of Sankhya came out in the year 1933. The current year (1984) marks the publication of Volume 46 of the Journal. Some of the most important contributions to statistical theory and methods appeared in the journal. The contributors to the journal include almost all the leading names in the field of statistics. Today (1984) it ranks among the first two or three of the international journals in the subject. This must be considered a notable achievement of the Institute."

4.2.2 The Statistical Publishing Society (SPS) used to print the Sankhya journal for the ISI till August 1991. Thereafter, a unit of the ISI is printing it.

4.2.3 The Institute stated that the Journal Sankhya has been published every year. The Journal is published every year in two series A and B with three issues in each series every year. Series A covers probability and mathematical statistics and series B covers statistical methodology and applications including sample survey and quantitative economics. From 1991 to 2001, the number of copies printed and number remaining in stock are indicated below.

TABLE 1 - Number of copies of Sankhya printed

Publication Sankhya							
Number Printed / Number in Stock in Feb.						2002	
Year (Vol)	Part 1	Series A			Series B		
		Part 2	Part 3	Part 1	Part 2	Part 3	
1991 (53)	2000 / 364	2010 / 362	1998 / 326	1509 / nil	1500 / nil	1509 / nil	
1992 (54)	2015 / 475	2008 / 470	2005 / 462	1506 / nil	1510 / 4	1503 / nil	
1993 (55)	2008 / 489	1610 / 124	1500 / nil	1604 / 80	1607 / 88	1500 / nil	
1994 (56)	1613 / 245	1406 / 136	1400 / 69	1607 / 280	1400 / 51	1400 / 28	

1995 (57)	1400 / 190	1300 / nil	1400 / 169	1400 / 194	1550 / 336	1400 / 186
1996 (58)	1384 / 215	1400 / 142	1400 / 261	1400 / 265	1400 / 267	1400 / 265
1997 (59)	1400 / 323	1400 / 325	1400 / 320	1400 / 298	1400 / 291	1400 / 305
1998 (60)	1400 / 347	1400 / 339	1400 / 349	1400 / 278	1400 / 306	1400 / 314
1999 (61)	1400 / 347	1400 / 358	1200 / 131	1300 / 178	1200 / 115	1200 / 91
2000 (62)	1200 / 182	1200 / 91	1200 / 147	1200 / 151	1200 / 167	1200 / 143
2001 (63)	1200 / 174	1200 / 184	1200 / 212	1200 / 183	1200 / 207	1200 / NA

4.3 Printing and Publication Unit

4.3.1 A Printing and Publication Unit (PPU) in the Institute was formed in order to take over the Statistical Publishing Society (SPS) with effect from 1st August 1991. All the assets and liabilities and employees of SPS were taken over by the ISI into its PPU. There are, presently, 42 such employees. They are treated as employees of the Institute in every respect. The Provident funds of ex-SPS employees are separate, but no different in any respect from the Provident funds of the employees of the Institute. However, the salaries and all the expenditures on ex-SPS employees are accounted for separately under a PPU account independent of ISI accounts. SPS ceased to exist on 5th July 2001 on being deregistered and its name is not to be used any more. But, even thereafter, the PPU has functioned administratively as a unit of the Institute, but finance and accounts wise separate from it, just as if it were still the SPS.

4.4 Other Publications

4.4.1 The Institute stated that not a single publication other than Sankhya has been published by ISI, since 1991. This is perhaps not correct, in view of the facts stated in two of the Annual Reports of ISI referred to earlier. The Institute did not answer the questions whether SPS brought out any periodical or publication, other than Sankhya, in the last 20 years and what the titles were. There is clearly room for growth for ISI in the area of publications.

4.5 Income from Sankhya and financing PPU

4.5.1 The Institute stated that before the management of SPS was taken over by ISI in 1991, responsibility of printing and binding of Sankhya and mailing of the same to the subscribers was with SPS and after take over, with PPU. Editorial work had always been done by the ISI (Stat-Math unit). No reply was received to the enquiry whether SPS paid any honorarium to writers whose articles were published in Sankhya. Apparently the editorial work was provided free to SPS, which paid nothing to the Editors or authors. Information on expenditure incurred by the SPS and the surplus of income over expenditure or excess of expenditure over income of SPS was also not furnished.

4.5.2 The ISI stated that the sale price of Sankhya to public in India is Rs. 250 for all six issues of both series in a year and Rs 150 for three issues of one series in a year. The corresponding subscription for foreign buyers is \$ 105 and \$ 75 respectively. It would appear that the dollar rates are only for subscribers in the developed countries. For those

in the less developed foreign countries the rates are the same as in India. The Auditor of ISI had made a comment on the accounts, that in the year 2000-01, the ISI had paid to outside printer on behalf of PP unit Rs. 2,53,746 towards cost of the copies of Sankhya which were printed by outside printers and further that PP Unit had billed ISI for Rs 6,51,704 for only 816 copies of Sankhya (working out to a price of Rs. 4800 per set of 6, whereas price in India was only Rs 250 per set of 6).

4.5.3 It would appear that cost of printing of copies of Sankhya was paid for by ISI, on behalf of PP unit, to outside printers. But, debit was given to PPU account for Rs. 2,53,746, apparently to show that the Sankhya copies belong to PP Unit. The accounts revealed that PP unit had received subscription income of Rs 21,86,358 on sale of Sankhya in the year 2000-01, which was treated as income of PP Unit and not as income of ISI. This income was, apparently, appropriated to the account of PPU to pay part of the salaries of ISI employees in PP Unit, the balance being met from the subsidy of Rs. 30 lakhs received from the Central Government as non-plan grant. This way of using income from sale of Sankhya to pay salaries of printing staff had apparently been happening from 1991 in the Institute. Probably the overstuffed SPS was struggling to financially survive in this way, till it gave up and was taken over by ISI and the practice continued with a split personality for the ISI. The SPS and later PPU (the split personality of ISI) would seem to have been supported thus by the scientific talents in the Stat-Maths units. The diversion of the income of ISI to a created Siamese twin of ISI called PP Unit, was sought to be rationalized, by taking a view that income was by sale of PPU's journal by PPU. Were it to be viewed that ISI (Director) owned the copies of the journal, the transfer of the copies (assets), or the receipts from the sale of them, to the PPU (separate from Director) would have required the approval of Central Government. The problem was how to pay salary of the immigrants from the SPS. The problem became more acute in the year 2000-01, and a portion of the provision in the ISI budget for purchase of journals for the Library was diverted to the salary head of PPU by creating a fiction instead asking Government for more subsidy.

4.5.4 The Institute stated that ISI Library (not PPU) undertakes the responsibility of providing Sankhya on exchange basis to Libraries of other Institutions, both in India and abroad. According to ISI, the ISI Library gives order for Sankhya to PPU and makes payment accordingly. Up to vol.61 (1999), ISI library used to mail the exchange copies directly from their office. But, in view of a decision taken in a joint meeting, PPU had taken the responsibility of mailing all the issues of Sankhya on behalf of ISI Library, at its own cost (including airmail charges for dispatch to foreign institutions) from vol. 62 (2000) onwards. Thereafter, in all probability, the rates in the bills sent by PPU to ISI Library for the exchange copies sent abroad, were raised to \$105 per set from Rs. 250. But, the explanation given was that this was done, apparently, to bring mailing of Sankhya under one umbrella. The joint meeting referred to was apparently attended by the then Director ISI, Editorial Board Members, Chief Librarian, Chief Administrative Officer (CAO), Officer on special Duty, Council Section and Executive Officer PPU. The Institute did not furnish to the Review Committee information as to how many copies of the Sankhya magazine were sent on exchange basis to other organizations in India and abroad, and whether the price charged to Library for Sankhya copies sent on exchange

basis was inflated. The only answer received was that PPU does not send any copies of Sankhya to any organization on exchange basis. This answer was clearly evasive, since everyone involved attended the joint meeting. The fiction of ISI library being treated by the PPU as a foreign subscriber had to be kept up. PPU accounts showed an expenditure of only Rs. 1.45 lakhs on all postage, in the year 2000-01, but, PPU account netted an extra income of around Rs 5 lakhs from the Library's journal purchase account, by ISI saying that it was bringing all mailing under the umbrella of PPU.

4.5.5 In the year 2000-01, only 1200 sets of Sankhya were printed. About 150 sets remained unsold in February 2002, and 80 complimentary copies had been given to Editors and Authors. Thus, only 970 sets could have been sold or sent to members of ISI or to Libraries under exchange programme by PPU. Direct sale to Public in India and abroad was stated to be 630 sets (in India 260 and abroad 370). Despatches to the members of the ISI society on behalf of Council section was 567 sets (including 23 sent abroad). That is in all 1197 sets. This was clearly impossible. 970 sets could not have been sent to 1197 persons. 227 despatches to members of ISI on behalf of Council section under the CAO were probably included also in the figure of direct sale to public of 630; the direct sales were probably around 400 only yielding income of around Rs. 15 lakhs. The aforesaid figure of 567 despatches to members of ISI also probably included about 95 sets sent to libraries on exchange basis by PPU by overcharging the ISI Library.

4.5.6 The Auditor's figure of 816 copies or 135 sets of Sankhya sold to ISI in the year 2000-01, for Rs. 6,51,704 appears to represent the correct position. The source wise break up of the income of Rs. 21,86,358 assigned to PP unit was stated by the Institute to be as follows.

From Indian & Foreign buyers	Rs 15,34,654
From ISI Library	Rs. 4,95,518
From ISI Council	Rs. 1,56,186

The bill for 135 sets clearly must have been for about 95 sets (to foreign libraries) at \$105 per set and for 40 sets (to Indian Libraries) at Rs. 250 per set giving a total of around Rs. 5 lakhs, which was charged to the Library and paid by ISI to PPU. In the result around Rs 5 lakhs were booked to Library under journal purchase expenditure head of account and the amount transferred to PPU as income of PP Unit to pay the salaries of PPU staff.

4.5.7 The diversion of grant for journal purchase to salaries, would raise the eyebrows of Financial Advisors. Even seasoned Administrators would tut-tut over it in the absence of any indication that a well argued plea for additional subsidy to ISI was rejected by the Department of Statistics. The root of the problem is the separate Siamese twin identity of PP Unit and financing the salary bill of its staff taken over from the SPS. The soonest the separate identity of PP unit is extinguished and it is radically transformed to be like any other administrative section of ISI, the best it will be for the ISI. The faculty of ISI managing the administration of ISI, have a higher and nobler vocation to pursue instead of having to innovate new methods of bookkeeping involving Siamese twins, and transfer

pricing mechanism, perhaps unknown even to multinational companies, who it is believed engage in such ploys.

4.6 Declining sales of Sankhya

4.6.1 The tabulated information below, received from ISI, reflects on the declining sale of Sankhya and the poor profitability of PPU. The excess of expenditure over income in the year 1997-98 was probably the result of recommendations of the pay commission leading to increase in expenditure on salaries with arrear payments. The excess of expenditure over income in 1999-2000 was because in November 1998 the Institute had reduced the subscription rates of Sankhya journal for subscribers abroad to \$ 40 and \$ 65 for one set and two sets respectively. Since the sales did not pick up the rates were probably raised to the present rates of \$ 75 and \$ 105 by the year 2000-01.

TABLE 2 - Profitability of PPU

Publication Sankhya		Rs laks	Rs laks
Year (Vol)	Fin. Year	Excess of PPU's Income over Exp.	Excess of PPU's Exp. over Income
1991 (53)	1991-92	3.83	
1992 (54)	1992-93		5.41
1993 (55)	1993-94		5.45
1994 (56)	1994-95	3.44	
1995 (57)	1995-96	2.58	
1996 (58)	1996-97	2.93	
1997 (59)	1997-98		15.86
1998 (60)	1998-99	1.32	
1999 (61)	1999-00		13.07
2000 (62)	2000-01	1.22	
2001 (63)	2001-02	NA	

4.6.2 The tabulated information below, received from ISI, gives the number of copies of Sankhya sold by PPU and shows the falling trend in the number of copies sold by PPU over the last ten years after PPU was formed. The jump in total income of ISI in 2000-01 is mainly due to overbilling the ISI Library in respect of exchange copies sent abroad.

TABLE 3 - Fall in sale of number of copies of Sankhya

Publication Sankhya		Rs	Rs	Rs	Numbers	Numbers	Rs
Year (Vol)	Fin. Year	Income of PPU	Sale to public	Sale to public	sold abroad	sold in India set	Sale to public
		Total Recd	excl CAO, Lib	abroad	set A	set B	in India
1991 (53)	1991-92	930,000	764,209	512,482	659	612	251,727
1992 (54)	1992-93	1,463,000	1,387,468	853,780	605	587	533,688
1993 (55)	1993-94	1,361,000	1,288,038	1,054,363	482	455	233,675
1994 (56)	1994-95	758,000	704,632	465,699	489	458	238,933

1995 (57)	1995-96	2,364,000	2,309,940	2,040,000	546	506	242	244	269,940
1996 (58)	1996-97	1,945,000	1,887,982	1,388,000	472	442	249	233	499,982
1997 (59)	1997-98	1,583,000	1,527,319	1,344,032	416	400	215	224	183,287
1998 (60)	1998-99	1,653,000	1,595,415	1,224,473	377	373	203	211	370,942
1999 (61)	1999-00	1,728,000	1,682,219	1,295,470	382	374	264	271	386,749
2000 (62)	2000-01	2,186,358	1,534,654	1,346,512	371	363	264	269	188,142
2001 (63)	2001-02				363	362	208	215	

4.6.3 The tabulated information below, received from ISI, gives the number of sets of Sankhya mailed for Library and the CAO and billing them for it. The absence of information on number of copies mailed on behalf of Library is noteworthy. The jump in income in 2000-01 towards transfers or despatches on behalf of Library and Council section was due to overbilling the ISI Library in respect of exchange copies sent abroad.

TABLE 4 - Income from sets of Sankhya mailed for ISI by PPU

Public. Sankhya		(in Rs.)	(in Rs.)	(in Rs.)	Nos.	Nos.	Nos.	Nos.
		Income of PPU	Sale to public	Transfer from	Mailed for CAO		Mailed for Lib	
Year (Vol)	Fin. Year	Total Recd	excl CAO and Lib	CAO & Lib	in India	to Abroad	in India	to Abroad
1991 (53)	1991-92	930,000	764,209	165,791	416	17	NA	NA
1992 (54)	1992-93	1,463,000	1,387,468	75,532	452	18	NA	NA
1993 (55)	1993-94	1,361,000	1,288,038	72,962	452	22	NA	NA
1994 (56)	1994-95	758,000	704,632	53,368	462	23	NA	NA
1995 (57)	1995-96	2,364,000	2,309,940	54,060	472	22	NA	NA
1996 (58)	1996-97	1,945,000	1,887,982	57,018	480	23	NA	NA
1997 (59)	1997-98	1,583,000	1,527,319	55,681	489	22	NA	NA
1998 (60)	1998-99	1,653,000	1,595,415	57,585	509	21	NA	NA
1999 (61)	1999-00	1,728,000	1,682,219	45,781	513	23	NA	NA
2000 (62)	2000-01	2,186,000	1,534,654	651,346	544	23	NA	NA
2001 (63)	2001-02							

4.6.4 The figures above indicate that while number of copies of Sankhya sold to public has been declining, the income of PPU has shown upward trend only by charging foreign rates to ISI on some of the copies that were being mailed abroad to a few members of ISI society and to the foreign Libraries as exchange copies. While the numbers mailed (around 500) will remain steady, the sale to public has dropped from a figure higher than the mailed numbers to well below the mailed numbers (from 612 to 362). This is a cause for serious concern and needs to be looked into by going behind the veil of rising total income figures, created by the PPU by creating a fiction.

4.6.5 Revision of the subscription rates of Sankhya journal for individual subscribers abroad for dispatch by air mail and sea mail, for one series of three issues at \$ 40 and \$ 30 respectively and for both series (6 issues) at \$ 65 and \$ 50 respectively, tried in November 1998, apparently, did not succeed. There were only 4 individual subscribers

from abroad then. Rest of the dispatches abroad were apparently on mailing list. In November 2000, the price of Sankhya journal was fixed as \$15 per copy for ordinary issues as well as special issues, for foreign subscribers to whom it is sent by air mail. This has also not pushed up the sales in number of copies.

4.6.6 In the view of the Committee the Institute needs to fully analyse the causes for the drop in sales of its prestigious journal Sankhya and take corrective measures to improve its image and circulation. Whether quality is affecting the image of Sankhya is a question that will need to be answered. The Council needs to hold discussions with all the persons concerned and take the right corrective measures to improve the image of Sankhya. There is clearly a need for a hard look at what will make Sankhya really become available to more readers even if income does not rise, how to finance the paper edition and whether an electronic edition of Sankhya will increase its visibility at little or no cost and save on paper and unnecessary staff. Immediate reform of the system inherited from the SPS could cut down costs.

4.7 Reform of PPU

4.7.1 In August 2001, the Council resolved that expenditure like salary, allowances etc. of PPU in the non-Plan Budget of the Institute be accepted in principle pending decision in the matter of moveable properties like cash at bank and stock of publications etc. and also its viability. There is no identity for PPU other than as a section of ISI, after the SPS legally died on 5th July 2001. The resolution of the Council, therefore, needs review. Viewing the PPU as any other administrative unit of ISI after 5th July 2001, is necessary not only in principle but also in practice. All the assets and liabilities of the SPS and the PPU need to be merged into the accounts of the ISI and the identity of PPU separate from ISI to be extinguished without delay.

4.7.2 The Committee recommends that the Printing and Publishing Unit (PPU) may henceforth be named the Printing Unit (PU). The Director of ISI alone shall be the Publisher of Sankhya, assisted by the Editorial Committee, and not any one unit of ISI. The accounts for the printing activity in the Printing unit (PU) will be maintained as the accounts of an internal fund of the Institute called PU Fund, similar to the memorial prize funds and on the lines of the Canteen Fund. The Printing Unit Fund (PUF) will have no 'General Fund' or 'Fixed assets' heads. The existing two 'General Funds' (totaling to Rs. 54,45,804.83) in the balance sheet of the PPU as on 31st March 2001, less 'accumulated loss' (Rs. 34,27,390.26) in the same balance sheet of PPU, should be added to the 'General Fund' in the balance sheet of the Institute. The following administrative and accounts measures are also recommended for the PU and PU fund.

1. The 'salary and advances' liability and any other current liability in the balance sheet of the PPU will go over to the balance sheet of the Institute.
2. The 'gross block' (assets) and 'loans and advances, advance to staff suspense and advance' and any other such current assets relating to staff, (but not sundry debtors in relation to printing work of the PU in the balance sheet of PPU), will be

added to the 'fixed assets' and 'loans and advances to staff' heads in the balance sheet of the Institute.

3. The income and expenditure accounts of the new PU fund will be similar to that of the Canteen, both of which will be internal funds of the Institute for convenience in administration and account keeping. The PU fund could have a balancing capital fund head similar to the canteen fund.
4. The balance sheet of the new PUF will absorb into it any 'sundry debtors' in relation to printing work of PPU and also any 'deposits or advances' PPU received for such work as current assets and liabilities respectively. It will have asset heads, 'excess of expenditure over income', and liability head 'excess of income over expenditure'. It will also have asset head to accommodate any deposit made by PUF for purposes of its printing activity.
5. In the income expenditure account of PUF, the expenditure heads would be 'opening stock', 'stationary & stores', 'consumables' and 'excess of income over expenditure'. The income heads would be, 'by printing', 'closing stock' and 'excess of expenditure over income'.
6. All expenditure on salaries and allowances of the staff, maintenance of machinery, electricity, transport etc. of PU will be booked under the respective expenditure heads of the Institute, in the same way as for the canteen. The cost of printing works for other units of ISI, to be credited by book transfer to the PUF under head 'by printing', will be computed taking the cost of paper and printing consumables only, that is minimum running costs. Standard rates shall be computed every three months by the cost accountant in the accounts section, in terms of A4 size page or quarto size etc. for printing jobs. If the cost accountant finds that the standard cost works out to more than the market rate, he will put up notice to other units that they are free to go to outside printers if they choose. If any of them still, chooses PU, under orders of competent authority it will have to bear the standard rate.
7. The subsidy from Government for ex-SPS staff will not come to PU but to the Institute which is liable to pay salary and allowances for all its staff and cannot have two separate salary accounts or standards discriminating between staff in one unit of ISI and another. No regular staff of ISI should be viewed as immigrant any longer. Unlike the subsidy paid to the canteen, there will be no need to transfer any amount as subsidy to PUF, since, the running cost of printing in PU should be fully recovered through the standard rates charged.
8. If there are no orders on PU it will be closed down, and surplus staff dealt with as per Standing Service Orders or other orders of Government applicable to them. The administration shall pull out all the unnecessary staff in PU and deal with them as per rules. It will be incumbent on the staff in PU to run it viably since PU will incur only minimum running costs and no overheads. All the overhead costs

of PU would have been met from the Institute's budget, as in the case of ISI Canteen.

9. The PU will not get jobs executed by outside printers for any unit in ISI. If the PU cannot do a printing job itself, PU will request the concerned unit of ISI wanting the job done, to go to outside printers. So, there will be no question in future of Auditor making a comment, that on getting a print job executed for Sankhya unit at around Rs. 2.54 lakhs from outside printers, the PPU billed ISI for Rs. 6.52 lakhs.
10. If the PU gets orders from outsiders, or other societies, universities etc. for printing work, it may take it on with the approval of the CAO, at rates computed by the cost accountant, which will be inclusive of all costs and not merely running costs. The CAO will ensure that any unknown parties involved or their material printed will not embarrass the Institute or get it involved in civil litigation or criminal prosecution for having taken up the printing job.
11. The PU shall not do any business using the print jobs, which shall be delivered to the units giving the orders. The PU shall not handle any sales for the Institute. The Sankhya copies as the property of the Institute shall be delivered to the CAO, that is in case the Editors or Director decide to place orders for printing of Sankhya on PU. Such a printing job shall not be sub-contracted by PU to anyone else.
12. A Sankhya Sales Unit (SSU) will take over all work of sale and mailing of journal Sankhya. It shall work directly under the CAO. The copies of Sankhya shall be sold and mailed as part of ISI's activities. The existing PPU office staff may be screened and only suitable persons posted to the Sankhya sales unit under CAO. All expenditure on SSU shall go into the budget of the Institute as ISI's own in-house activity. The SSU shall do all packing, addressing, mailing, and order booking and despatching. All moneys and cheques received shall be computerised and handled between SSU and Accounts Officer in charge of cash and cheques receipts, without any other section getting involved and causing confusion.
13. Sale proceeds shall be credited to a separate detailed head under the income head 'internal receipts'. However, on the basis of analysis of the Institute's accounts, the Accounts branch will indicate the surplus income over expenditure attributable to Sankhya and that amount will be taken to the Development Fund of the Institute by a deduct under the 'internal receipts' head. The Editorial committee shall propose to the Council for approval suitable incentives to authors and referees of papers published in Sankhya so as to raise its standard and increase its sales. Such incentives shall be paid out of the Development Fund.
14. The sale of Sankhya is at different prices to students, members of ISI society, members of the public in India, buyers from less developed countries abroad and buyers from developed countries abroad. There is also the discount to be paid to

the agents who bring in orders for Sankhya depending on size of orders. Therefore the control over copies sold and moneys received cannot be left to agencies outside ISI or so called agencies inside. The control has to be exercised only by a unit of ISI which is a part of CAO's charge and is unlikely to perceive itself as separate from ISI.

15. Inventory of Sankhya copies shall be maintained on computer. Subscription-demand slips (at applicable rates), as also cash and cheque receipts, journal copies receipt slips and despatch slips, shall all be generated by computer. Despatch advices for society member's copy and library exchange copy (against entitlement of the outside party under the exchange scheme and without any payment for Sankhya copy by Library) will also be generated by computer. Copies of receipts issued for moneys and cheques received will go to accounts section with the cash and cheques from SSU. Issue and despatch memos will quote money/cheque receipt number and date and also update inventory automatically. Despatches, some free, some against exchange, some against society subscription and others at different sale rates and some with discount payment shall all be accounted through computers, and account statements printed out.

4.8 Unsold Stocks

4.8.1 The SPS was understood to be carrying (1991) unsold unverified stock of publications valued at Rs 20.78 lakhs and dues in from debtors at Rs 87.63 lakhs on date of merger, which are, still, outside the ISI accounts. They are both doubtful assets. Since the Sankhya unit will carry only numerical inventory and costed inventory will be very complicated for ISI staff to maintain and reconcile with so many prices and discounts involved for the same issue of Sankhya, the old stock of SPS may only be numerically verified and taken on stock by Sankhya Sales Unit at nil value. The dues in from SPS debtors if and when received may be taken as internal receipts of ISI. The Committee recommends that surplus old copies of Sankhya and surplus old copies of any other publication in ex-SPS stock be given away to libraries of universities in India as may be decided by Editorial Committee and all unnecessary and useless old stocks including those taken over from the defunct Statistical Publishing Society (SPS) be disposed off.

Chapter 5

Buildings, Equipment and Other Assets.

5.1 Much has been achieved by the ISI in consolidating its legacies of the past 70 years, including grounds and estates, in its headquarters in Baranagore (a suburb of Kolkata) into compact complexes, one academic and other residential. Details of the assets in Kolkata and their use are considered below. The state of control over assets, however, leaves much to be desired. Details of assets in nine other cities, which call for attention in regard to their use or disposal as recommended, are considered herein.

5.2 Assets Fixed and Movable

5.2.1 As on March 31, 2001, ISI held assets valuing Rs. 87.15 crores (at book value), which included Rs. 63.84 crores of fixed assets like lands and buildings, equipment, furniture, books etc.; but additional assets worth Rs. 40.09 crores belonging to the Institute were wrongly shown as belonging to 'descriptions' which have no legal existence independent of ISI. The details of all assets are given in Appendix 5.1. The details of assets wrongly shown as belonging to 'descriptions', which have no legal existence independent of ISI are given below.

TABLE 1 - Assets of the ISI not shown as belonging to it

	in Rupees
Assets without details or cumulative figures, in the Balance Sheet	
Assets from plan revenue grant (other than books & journals)	no cum.fig. or details
Assets arising out of Externally funded projects	no cum. fig.or details
Assets & Liabilities of ISI shown outside ISI's Balance Sheet	
ISI employees GPF accounts	257,477,749.95
ISI employees CPF accounts	94,615,479.93
ISI PP section employees PF accounts	8,837,038.25
ISI Account in PP section	5,480,655.83
ISI Expenditure & Receipts in Canteen section	27,368.53
Plan & Policy Reseach grant in aid from Planning Commission	34,412,113.87
Assets of World Bank grant for Environment Project	no cumulative figure
	400,850,406.36

Land and Buildings of ISI in Kolkata

5.3 Academic complex

5.3.1 After the last the review in 1983, the Institute would appear to have consolidated its 31.5 acres campus into two compact areas and in six adjacent or not too distant locations. The first compact portion is the academic, teaching, research and administration complex in the northern half of the campus, referred to generally as 202-204 BT Road. It was stated to include BT Road plots 204, 204/1, 204/2 and GLT Road plots 163/1 and 164/1

taken over from the Statistical Publishing Society and GLT Road plots 153,156, 159, 164, 165, 161/1 mentioned in the schedule in accounts. This part of the complex has two gates opening into BT Road and one into GLT Road. The second compact portion is the hostel and residential complex in the southern half of the campus, referred to generally as 205-206 BT Road. This portion has only one gate opening into BT Road. The Institute would need to reflect the consolidated and compact descriptions of these fixed assets, complex wise in the schedule to the balance sheet in its accounts. The land, buildings, sheds and structures, electrical equipment, water supply equipment, lifts etc must be segregated under these two complexes. The distinction of pre-1986 and post-1986 in the accounts may be discontinued and the two components of expenditure on each building etc. in each complex consolidated. This will help in the physical verification of assets.

5.3.2 In the Academic complex are located the Academic building (7 storied, 58503 sq.ft. area structure, also referred to as Faculty or Main or RTS Building) and Geology building (5 storied, 33364 sq. ft.), both of which are satisfactory in appearance. In the same complex, are located the Library building (10 storied, 174000 sq.ft.) and Administrative Building (4 storied, 32000 sq.ft.), which seem good in appearance. The single storied old canteen shed (3000 sq.ft.) in the complex with capacity to seat 100 at a time and in poor shape is likely to be condemned when the new canteen cum gymnasium cum club building (3 storied, 21750 sq.ft. capacity for 150) starts functioning this year (2002). It looks very good. The new Post Office building (single storied, 6150sq. ft.) looking very good is functioning and also houses the staff union's office. The complex houses the historical Amrapali (Archives) (4 storied, 6000 sq.ft), which from outside looks like it needs doing up and deserves to be well preserved as a historic building close to the sentiments of many scientists of the older generation. Sudhir Bhawan (3 storied) is also an old building in this complex, looking dilapidated. It takes away from the looks of the rest of the complex. It should either be done up or dismantled without delay. The complex also houses car sheds & godowns (2900 sq.ft.), which look satisfactory but need to be maintained neatly and look cared for, so as not to jar with the look of the rest of the complex. The complex has 5 jhupris with people living in them, though it is not a residential complex. They should be done up, fenced off and allotted to security employees. They should be listed and shown in Accounts schedules as assets by taking them on record even if no monetary value is added to the accounts head.

5.3.3 To the north of the Academic complex, separated from it by a municipal road, are 50 quarters for group D staff, referred to as jhupris, and a single storied Flu laboratory (1900 sq.ft.) for sediment work, in poor shape. The plot is without a name, and referred to as 'land to the north of the academic complex separated by a municipal road'. It could be given a name by the Institute. The academic complex can expand into it, in future, when the laboratory and the jhupris come down. It was not made clear whether 31.5 acres of campus complexes covers this piece of land also. The campus area needs to include this area also. The Institute needs to have a policy for early utilization of prime lands of the Institute under jhupris, leading to underutilization of the lands for long periods.

5.3.4 Construction work has already started on a new Academic Building (8 storied, 44000 sq. ft.) in the academic complex in the location of an old building and a studio

shed, which will be pulled down. Between the two complexes an underground bridge is also to come up to avoid the traffic on the BT Road. An Electric Sub-station Bldg is also to come up in the Academic complex.

5.3.5 Though not in the Academic complex reference is best made herein to a flat (2000 sq.ft.) taken on lease at 27 B Camac Street in the center of the city of Kolkata at a monthly rent of Rs 25000 per month up to October 2003, as office for some of the Statistical Quality Control and Operation Research (SQC & OR) scientists engaged in providing consultancies, training to industrial engineers and in-plant training on quality control. Six administrative staff members are engaged on maintenance of the flat. Institute needs to examine pros and cons of having a unit in the city, when airport is nearer to campus than city centre. There will be no shortage of accommodation in the campus when the new buildings referred to above come up. Also, more of the SQC & OR staff are in the campus than outside.

5.4 Hostel and Residential Complex

5.4.1 The boys' hostel, for 100 students, dominates the hostel and residential complex. It is three storied with 32084 sq. ft of floor area. In it are also provided 6 C type flats for employees of the Institute. The Research Scholars (RS) cum International Education Centre (ISEC) hostel is another imposing building (4 storied, 33923 sq.ft.) which can house 120 students. Both appear to be in good condition. An old 5-storied building and another similar one by its side, buildings (Nos. 1 & 2) have 10 flats each (12000 sq.ft. each). It was stated that Building No. 1 was earlier a ladies hostel, but was in the process of being vacated prior to repair or dismantling. Building No. 2 is now being used as ladies hostel for 16 inmates and also has 3 A & 3 B type flats. A new Guest House (3 storied, 16750 sq. ft.) in good condition in the complex can house 36 guests. Its design or construction was apparently beset with lack of care. Though new, it needs extensive repair against rising water seepage from the ground. A single storied, apparently new, medical welfare unit (6400 sq.ft.) is also there in this complex, housing dispensary with part time doctors, nurse and pharmacist. A new boy's hostel (4 storied, 57607 sq.ft.) for 150 inmates and a new ladies hostel (4 storied, 21634 sq.ft.) for 60 inmates have been approved and construction is in progress.

5.4.2 The residential complex houses 8 new A type flats (4 storied, 12000 sq.ft.), 20 B type flats in two not so satisfactory looking 5 storied buildings (No. 3 and No. 4) each with 10000 sq.ft floor area and 16 B type flats in two new good looking 4 storied buildings (No. 5 & No. 6) each with 7600 sq. ft. floor area. As mentioned earlier 6 C type flats (600 sq.ft) are located in the building housing the boy's hostel. It is necessary for the Institute to have the CPWD in Kolkata advise them on repairing or reconstructing the old buildings. The practice of taking up building work by in house engineers, lacking proper institutional expertise and back up from CPWD, in spending Central Government grants, needs reconsideration. There are two old abandoned buildings (2 storied, 2400 sq.ft. and 3 storied, 3200 sq.ft), next to the RS & ISEC hostel, but, in the one in the south-east corner of the complex, apparently a school is running, though not mentioned to the Committee in any records. There are 25 of D type jhupris dotted all over the complex.

They need to be listed and shown in Accounts schedules, since they are very much in use. They must be allotted to cooks, service boys and other hostel staff who may then be able to give hot meals to the students in the evening. This has reference to grievances of the students referred to in Chapter 7. One block of 8 C type flats (4storied, 6000 sq.ft.) is planned for construction in the complex.

5.4.3 In a plot of land, at 169 GLT Road, very near the campus, named Deluxe Garden, new Group D staff quarters have been constructed. It lies across the campus on the other side of GLT Road running parallel to BT Road. There are 80 D type flats in 5 blocks of 16 flats each (80 x 450 sq. ft.) in reasonably good condition. A sixth similar block is coming up. The area of the plot is 2.3 acres and it is freehold. The surroundings could look more neat and aesthetic befitting the word deluxe. But this will be for the residents to arrange jointly with the Administration of the Institute. There are also 12 jhupris in this garden.

5.4.4 Very near the campus are 22 satisfactory looking quarters (area 5500 sq. ft.) for group D staff in a piece of free hold land, of area almost an acre, at 36 Bidyatan Sarani. For some reason, they are referred to as jhupris and not heritage quarters. Needless to say the land is under utilized. There are also 3 jhupris on this land.

5.4.5 At Uttarayan, about a quarter kilometer away from the campus the Institute owns 5 freehold flats of 75 sq.metre each for group B staff. They were purchased in 1977 and are stated to be in satisfactory condition.

5.5 Land and Building acquired and not used

5.5.1 At 114 Barrackpore Trunk Road (BT Road), named "Gupta Niwas", about two kilometers away from the campus, the Institute possesses 5.84 acres of land with a 2 storied heritage building on it and including a large pond. There are 8 jhupris also on the land. The property has hardly been used for over 40 years. A Leaf protein unit is stated to be using this plot of land for some experiments, but it is hardly the proper and full use of this prime property. "Gupta Niwas" was requisitioned by the State Government on a rental basis and possession made over to the Institute on 24.11.1955. Sheds were put up for a workshop under a project in collaboration with a United Nation's agency. That project, it was stated, was closed down, in 1966. However, ownership of "Gupta Niwas" was acquired by the State Government 20 years thereafter, and possession continued with the Institute under new terms from 6.2.1987. It was mentioned that "Gupta Niwas" building is a heritage building on account of poet Rabindranath Tagore and Abanindranath Tagore having stayed there and Pandit Jawahar Lal Nehru and Rabindra Nath Tagore having met there and decided on Jana Gana Mana as the national anthem of India. No documentary details were made available. It was mentioned that in view of it being a heritage building the Institute was considering handing "Gupta Niwas" back to the state government after securing approval of the Central Government necessary for disposing of any asset of the ISI. But records showed, that in December 1999 the Council rejected a request from the Garden Reach Shipbuilders and Engineers for 2.5 acres of

surplus land in Gupta Niwas on the ground that this land was required for research activities of the Institute.

5.5.2 The Committee has separately recommended increasing the intake of students in the various courses of ISI. It is possible that “Gupta Niwas” with 5.84 acres of land can inter-alia provide additional hostel facilities for boys and girls with gymnasium, swimming pool, play fields and similar outdoor activities. This may become necessary, also, if new courses are introduced in future in ISI Kolkata. Along with construction of future hostels there, the Institute may find it necessary to consider shifting one of its large divisions or some units to “Gupta Niwas”, in order to have the presence of senior respected members of the faculty with a sense of history near the heritage building, daily, and to lessen the overcrowding in the buildings in the Academic complex of the Institute. After necessary repairs to Gupta Niwas, taken up after arriving at an understanding with the authorities, for administering the heritage building, (if Gupta Niwas has been so notified), the Heritage building could be used by ISI along with the vast surrounding land. The nature of work of units as may be moved to “Gupta Niwas” will, no doubt, need to be compatible with the ambience necessary around a heritage building. Normal upkeep of the new campus in “Gupta Niwas” may perhaps be sufficient to look after the building, if the authorities leave it to ISI to look after it. It is also possible that the Central Government may also like to use the premises for any of its use. If for financial or any other reason use of “Gupta Niwas” by the ISI is not feasible, the property will have to be returned to the State Government, after obtaining the approval of the Central Government, desirably before it is encroached upon.

5.5.3 The Institute needs to plan urgently the utilization of “Gupta Niwas” (stated to be a Heritage Building) on 5.84 acres of land, near the campus, or seek approval of the Central Government to return the property acquired by the State Government to it.

Land and Buildings of ISI in West Bengal outside Kolkata

5.6 Land and Building at Darjeeling

5.6.1 The Institute is in possession of 2.43 acres of land and building, in Darjeeling, under the balance of lease on it acquired by the Institute from the Takeda Planter’s Club. Possession was taken on 21.5.1964, under the lease running for 90 years from 18.4.1928. Annual lease rent of Rs. 85.05 (as a licence fee) is paid to the West Bengal Forest Development Corporation. A caretaker is paid Rs.54 per month by the Institute to look after the premises. In the Institute there is no record of any use to which the estate was put to. The plinth area of the structures is 7857 sq. ft. They include 4000 sq. ft. of main building, 673 sq.ft. of western side building, 1620 sq.ft. of outhouse, 384 sq. ft. of garage and verandahs 1180 sq. ft.

5.6.2 The estate in Darjeeling is lying unused for 40 years. It is not known if ISI has reported the matter to Government to ascertain if they would have any use for it. The Estate is stated to be in risk of getting encroached upon and if that happens it may give rise to demand for compensation from the State Government for not making vacant

possession over to them on expiry of the lease in the year 2018. For the Institute, which does not have a management with time to oversee such estates, the value of balance lease for 16 years (about Rs. 16000 on a straight line calculation) at the licence/lease rent rate is not much. If the Central Government too has no use for the estate, the State Public Sector Unit would be happy with the Institute, if the property is returned quickly before it goes into adverse possession of someone else.

5.6.3 The Committee recommends that after securing approval of the Central Government necessary for disposing of any asset of the ISI, the estate in Darjeeling unused for 40 years be returned to the State Forest Development Corporation foreclosing the lease due to expire in the year 2018 to the best advantage of the Institute.

Lands and Buildings at Giridih, Jharkhand State

5.7 Farm lands at Giridih

5.7.1 As per copies of title deeds made available to the Committee it would appear that, in village Makatpur, in Giridih, Thana No. 95 of Hazaribagh district, farm lands measuring 10.97 acres and in village Bhandaridih, in Giridih, Thana No. 94 of Hazaribagh district, farm lands measuring 23.71 acres, in all, 34.68 acres were acquired by the State Government for the Institute, in the public interest, for the purpose of increasing the accommodation of the laboratory and its offices and for the general purposes of the Institute, as mentioned in a Memorandum, and were delivered to the Institute on 10.7.1952. Again, in area of Thana No. 95 of Hazaribagh district, farm land measuring 4.03 acres were acquired by State Government for the Institute for purpose of expansion of research and experimental farm and connected activities, and delivered on 24.11.1959. As per a note kindly furnished to the Committee by the Professor heading the Agricultural Sciences Unit, through the Administration, it would appear that only the first mentioned lands measuring 34.68 acres are in his possession. The additional 4.03 acres referred to above are stated to be not in his possession. The Administration forwarding his note has not volunteered to explain in whose possession it is. The copies of title deeds evidencing the fact that the additional land measuring 4.03 acres is also in possession of the Institute came only from the Administration. The Committee would recommend that the matter be urgently looked into by the Administration of ISI to assure itself that the additional farm-land measuring 4.03 acres in Giridih has not been encroached upon and lost to the Institute. It may be added that, as a condition of acquisition, the State Government has the right to resume the lands if they are not put to the use for which they were acquired. If on verification, the statement of the Professor turns out to be factually correct, the least that the Institute can do is to inform the State Government of the adverse possession of the land, to enable the State Government to resume its lands under its powers. Under ISI Act of 1959, the transfer, return or sale of the property of the Institute requires the approval of Central Government. The fact of possession or loss of farm land measuring 4.03 acres acquired by the Institute in Giridih needs to be urgently looked into by the ISI, and if the land has been lost to the Institute, with the approval of the Central Government it needs to urgently inform the local police and the State Government of the adverse possession of the land, to enable the State Government to resume its lands under

its powers. The loss of possession of the land, if it is a fact, needs to be reported to the Central Government also as an involuntary transfer without its approval.

5.7.2 The Agricultural Sciences unit has stated that they need to retain only a portion of the 34.68 acres of the acquired land in their possession, as the rest is difficult to manage. On the portion to be retained, the unit has gradually built up the farm with water harvesting structure, meteorological observatory, vermin-compost production unit and field plots distributed contiguously. The activities are geared up for generating meteorological, soil and other data that are used by researchers and four Ph.D. theses have been produced thereon. The decade long experience and interaction with Indian Council of Agricultural Research, International Rice Research Institute, University of East Anglia and Indian Institute of Science justifies their confidence about the utility of their experimental findings for the region. In the area of about 15 acres to be retained, besides research studies and practical teaching classes on agricultural experimentation, the farm can be reoriented as a manageable, eco-system suited small farm, from where tested technologies of subsistence farming can be efficiently disseminated, firstly in the neighbouring areas and subsequently in the plateau of Jharkhand State. The unit needs much more support by way of personnel, assistance in analysis, computer, library, etc. It may be stated that as per information received from the Administration, even to provide the present level of support, which the scientific unit enjoys, the Institute spent Rs. 53.6 lakhs in the year 2000-01 in Giridih. This included Rs. 34.82 lakhs on salaries, Rs. 10.77 lakhs on pension and gratuities, Rs. 3.84 lakhs on computer stationary, postage, electricity etc., and the rest on TA, medical, OTA etc. including expenditure on the farm-lands for their maintenance and security. The 24 members of staff under the administration at Giridih include 7 security guards, apart from 8 employees in the Agricultural sciences unit at Giridih including 4 farm-labour. The future plans of the Unit and the support it needs, will be for the Council to decide, in the light of the funds available and the priority, which it gives to the project and the vision of the Unit. The Council will need to consider whether the State Government can be persuaded to finance the project visualized by the Agricultural Sciences unit. Despite best efforts, if within two to three years the vision of the unit for use of the land is not blessed, by the Institute or any other funding agency, the State Government may have to be requested to resume the remaining farm land also, instead of the Institute running the risk of the lands being encroached.

5.7.3 The Committee recommends that with the approval of the Central Government, the Institute may urgently get in touch with the State Government of Jharkhand requesting it to resume about 20 acres out of 34.68 acres of land in the possession of the Agricultural science unit and the additional farm area of 4.03 acres whose possession with the ISI is in doubt. The Institute may secure fresh title and map for the balance of the farm land, which is to remain with the Institute. If within two to three years the balance of the farm land, is not required for any approved long term project, the State Government may be requested to resume the remaining farm land also.

5.8 Farm Houses in Giridih

5.8.1 As per copies of title deeds made available to the Committee it would appear that, land measuring 1 bigha, 3 cottah, 14 and 5/6 chittas (about a third of an acre) with building named Biroja Kutir, was purchased on free hold from Smt. Mrinalini Mukherjee by ISI on 24.11. 1959. The structure Biroja Kutir is reportedly dilapidated and not in use. Though this piece of land is marked in the map, which is in the possession of the Agricultural Sciences Unit and the Kutir is amidst a row of farm houses along the border of the Institute's farm land, the Unit has made no mention of it. It is possible that this piece of land, of a third of acre in area, with the farm-house Biroja Kutir on it may no longer be in the possession of the Institute. It is advisable to verify immediately the factual position on this point. If this freehold land is still in possession of ISI, and if no unit in the Institute has any approved plans for its use, the land could be sold by the Institute, with the approval of the Central Government. Otherwise a police case may need to be registered immediately on the unlawful possession of the farm house with someone else and legal action taken to repossess the farm house.

5.8.2 As per copies of title deeds made available to the Committee it would appear that, in the area of Thana No. 95, a building named Rose Villa together with land measuring 6.12 acres equivalent to 18 bighas more or less and adjacent land to the west measuring 8 bighas (a little less than three acres) were purchased on free hold from members of a family with surname 'Bose' by the Institute on 4.5.1961 and 31.3 1964 respectively. Further, land measuring 2 bigha, 14 cottah, 4 chittas (a little less than an acre) was purchased on free hold from Smt. Prakiti Debi Gangopadhyay by the Institute on 13.11.1965 and this land has a common border with Rose Villa which is to the south of this land. It would therefore appear that the Rose Villa Complex is 10 acres in area by totaling all the three pieces of adjacent lands referred to above. It is not a small estate and is about twice as big as the 'Gupta Niwas' estate at 114 BT Road, Kolkata.

5.8.3 The administration mentioned only Rose Villa, Biroja Kutir and the Health home to be the three buildings in its possession in Giridih, where a branch of the Institute is functioning. The Committee was kindly informed by the Officer in Charge at Giridih and the Professor heading the Sociological Research Unit that the structures in Rose Villa complex are, (i) the three storied Rose Villa building and (ii) a guest house (stated to have been built in 1981) about 100 meters away, (with four double bed rooms having attached toilets, lobby, dining space, kitchen and verandahs attached to rooms), (iii) a 380 sq.ft. single storied club building, (iv) a 100 sq.ft. of medical unit room, (v) the outhouse of the guest house (with two rooms, toilet, kitchen, garage), (vi) a worker's canteen, (vii) a generator room, (viii) a storing shed used as a scooter and cycle stand, (ix) a hutment for electric mistrys, (x) two check post at entry gates, and (xi) D type quarters. No mention was made of how the 3 acres of land to the west and an acre of land to the north of the Rose villa complex are being used. On six acres of Rose Villa land itself, excluding the land to west and land to the north, if structures mentioned cover the whole of the 6 acres, they must be really spread out. It was not clear if the vast land in between the structures was unkempt or a garden, since the word garden is used only in one small place on the map provided. In the note received by the Committee, there was a reference to a dispute with the National Sample Survey Organisation (NSSO) over the possession of Rose Villa, a demand for construction of B type staff quarters in Rose Villa complex and a

request for the sale proceeds of land in Giridih to go into a Giridih Development Fund. The construction of quarters will depend on the long term construction plans of the Institute and the likely allocation of funds for them. The diversion of sale proceeds depends on the Central Government giving up its legal right to utilize proceeds from sale of assets acquired after 1959 with grants in aid from Government, being set off against future grants to the Institute. The dispute of ISI with the National Sample Survey Organisation (NSSO), of the Central Government, is not for the Committee to resolve. Unlike the Agricultural experiments on Farm land which requires a portion of the farm, the justification for residences in the Rose Villa complex, instead of renting residences for the staff in Giridih, has not been made out. The Administration is presently employing in Giridih two cooks, two electric mistrys, one gardener, two sweepers, one majdoor, one service boy, one helper, one section officer, three accounts staff, one assistant, one typist, seven security guards and a part time medical officer. At least Rs. 30 lakhs is spent on them annually. This is exclusive of the cost of 8 members of staff in the Agricultural research unit and 4 members in the sociological research unit. Even if the 4 staff members in the sociological research unit were to be paid full house rent at say Rs. 5000 per month for houses rented in Giridih town, the cost to Institute will only be Rs. Rs 2.4 lakhs per year on the 4 employees in Sociological Reseach unit. The visiting faculty could be put up in the best hotel in Giridih and it will be far cheaper than running the guest house in Rose Villa complex considering the number of days it is occupied. It was also stated that no research staff posted in Giridih stays in the Guest house. It would seem that without prejudice to sociological research, alternative cheaper residential and hotel facilities on rent, can be arranged in Giridih.

5.8.4 The Committee recommends, that Institute may take immediate steps to secure its control over the whole of the 10 acres of land around Rose Villa complex and about a third of an acre in Biroja Kutir. After fencing off the 6 acre Rose Villa, immediate action may be taken to sell away the remaining 4 acres of freehold land to the north and west of Rose Villa and a third of an acre of freehold land in Biroja Kutir, as urban property to the best advantage of the Institute after obtaining approval of Central Government.

5.8.5 The Committee recommends that there is little justification for Institute to maintain a large administrative establishment in Giridih. Except for the section officer, one accounts assistant, one typist, the Security staff and 4 farm labour, work of all other staff of administration in Giridih may, immediately, be outsourced locally at much lesser cost. The staff rendered surplus may be offered alternative employment in any of the other centers of the Institute and if the offer is not accepted the surplus staff may be offered the next best golden alternative.

5.8.6 As per copies of title deeds made available to the Committee it would appear that, in Village Bishenpur in Giridih Thana No.103 of Hazaribagh district, land measuring 6 bighas (about 2 acres) was donated by Smt Rani Mahalanobis to the Institute on 23.4.1955 and possession given for setting up a health home for the workers of the Institute and members of their families and for diverse other good causes and considerations moving the donor. Gift deeds were registered on 20.4.1959 and on 2.8.1969 again, for in all 6 bighas of land. A health home was constructed on the land,

but at present the structure is reportedly dilapidated and not in use. It was understood that the Health home is at Pachamba, which is 8 kilometers away from the campus of the Institute (Rose Villa Complex) at Giridih. Apparently, there is no interest in any unit in the Institute for its utilization.

5.8.7 The Committee recommends, that the urban property bearing the name 'health home' at Pachamba in Giridih, which is not in use, be sold by the Institute, immediately, with the approval of the Central Government. The sentiments of the donor will need to be respected by the Institute and Government, in the matter of utilization of the sale proceeds of this asset, which apparently was not financed by the Central Government.

5.8.8 In Kolkata 5 acres of land in Gupta Niwas is lying unused for 40 years. Advance given to the State Government for acquiring of more land in Kolkata, was fortunately taken back. Taking into account the plans for construction already approved, there is no shortage of lands for the Institute in Kolkata. There is surplus land and estate in Giridih and surplus estate in Darjeeling requiring disposal. In the view of the Committee, any plans for acquiring more land for the Institute, in Kolkata, West Bengal or Jharkhand would be totally unwarranted. The Institute needs to have a policy for early utilization of prime lands of the Institute under jhupris in Kolkata, leading to underutilization of the lands for long periods.

Lands and Buildings at Other Centres

5.9 Land And Buildings in Delhi

5.9.1 The area of the Delhi campus, of ISI, is about 15 acres (642945 sq.ft.). The built up area (not plinth area) is 183507 sq. ft. The Academic wing of the campus near the front gate comprises the Faculty Building of 3 stories with floor area of 30195 sq. ft., the New Administration building (18043 sq. ft.), Library (2420 sq. ft.), Class rooms (19118 sq. ft.), Bank (3756 sq. ft.), Guest House (12344 sq. ft., 8 single rooms and 8 double), Hostel (16355 sq. ft., 48 rooms), Canteen (4714 sq. ft., capacity for 60) and Electric Sub Station (2420 sq. ft.). There are no lifts in any of the buildings as they are not high-rise buildings. Plans are afoot for construction of additional water connection and an additional floor in the hostel. For only 32 students in Delhi campus and research scholars, the present capacity of 48 rooms seems adequate. But, additional hostel floor with 24 more rooms is already planned. Allowing FSI of 1.5, built up area can go up to 10 lakh sq. ft. But, even allowing for aesthetics of looking like a spread out campus, there is no shortage of land as of now.

5.9.2 The residential wing to the back of the campus has 14 type A flats (30597 sq. ft.), 12 type B flats (12180 sq. ft.), 12 type C flats (13114 sq. ft.) and 37 type D flats (28271 sq. ft.). In the Delhi campus, with only 115 employees on 31st January 2002, satisfaction ratio already exceeds 50 percent and construction of additional residential accommodation for non-faculty staff may not be justified. It is necessary for the Institute to honour its commitments, both legal and moral, for providing residential

accommodation to members of faculty who are enjoying it since joining the faculty of the Institute.

5.9.3 Given the construction plans afoot, in the center at Delhi the availability of land and buildings is adequate as of now.

5.10 Land And Buildings in Bangalore

5.10.1 The Bangalore centre is spread over a campus covering 30 acres (13,06,800 sq. ft.) of which only 1.07 acres (46,257 sq. ft.) are built up providing 1,10,624 sq. ft. of built up area. More than half the campus area must always be covered by forest growing over it, being a condition attaching to the land made over by the State Government. The campus has a very pleasing appearance.

5.10.2 The Academic and Administrative Buildings, with a plinth area of 24,265 sq. ft., provide built up area of 71,038 sq. ft. and include class rooms, library, auditorium, computer center, workers canteen, transformer room, security room and office rooms. Residential tenements comprising of 10 B type, 4 C type and 12 D type flats cover a built up area of 21000 sq. ft. The old and new hostel buildings over a plinth area of 1446 sq. ft. have a built up area of 31,419 sq. ft. and accommodation for 40 students. The new guest house over a plinth of 4390 sq. ft. has a built up area of 4390 sq. ft. and can accommodate 8 guests. All buildings are in good condition.

5.10.3 At present, the total staff strength of the Bangalore center is 112 and the number of students is 34. The plans for addition to buildings include a second floor on the workers canteen, a third floor on the new hostel block, a kitchen & dining annexe to the new guest house, office rooms on top of new class rooms and A type quarters.

5.10.4 Given the construction plans afoot, the assets of land and buildings in Bangalore center are adequate as of now.

5.11 Lands and Buildings in other cities

5.11.1 The Institute was allotted 5 acres of land in Chennai, by the state government on 21.7.1969, in the campus of the Central Institute of Technology in Adyar. Market value paid for it was Rs. 21,562. But, the land has been encroached upon and physical possession is not with the Institute. Eviction notice has been issued by the Revenue Department and repossession of its land clearly needs urgent follow up by the Institute. Presently, the SQC centre at Chennai is functioning from 12,850 sq. ft. of office space in the city purchased at a cost of Rs. 67,48,875 in February 1993. No residential building is owned by the center.

5.11.2 The SQC service center at Coimbatore is functioning from 1855 sq. ft. of rented premises, for which rent paid from April 1998 was at Rs. 20405 per year and from April 2001 it is at Rs. 25970 per year. There is no residential property with the center.

5.11.3 The SQC center in Hyderabad is in possession of 7 acres of land purchased on 15.8.1965. About 5.5 acres are open. The structures on 1.5 acres are an office building (10112sq.ft, carpet area 8090 sq. ft.), 3 double storied type A quarters (1542 sq.ft., carpet area 1234 sq.ft each), 4 type B flats in a two storied building (997 sq.ft., carpet area 798 sq.ft each) one used as a students hostel, 2 C type flats in a single storied building (845 sq.ft., carpet area 676 sq.ft. each) one used as guest house and the other as a students hostel, 4 type D flats in a two storied building (511 sq. ft., carpet area 409 sq. ft. each) and a security room (100 sq. ft., carpet area 96 sq. ft.). 2 A type, 3 B type and 4 D type quarters are occupied by allottees and one A type quarter is under repair.

5.11.4 The SQC center in Baroda is stated to be in possession of 78,000 sq. ft. of land in Baroda from 26.3.1963. Only utilization so far has been by way of a shed housing security staff and covering 300 sq. ft. Since 1988 proposals for construction of office building, guest-house, residences, boundary wall etc. are pending and have not been approved. Presently, the Baroda center is functioning in a rented accommodation with carpet area of 1200 sq.ft in the heart of the city.

5.11.5 The center in Mumbai is functioning from an office accommodation taken on rent of Rs. 5950 at Mumbai. The ISI owns 4 B type residential flats at Ambenath, which are not in use.

5.11.6 The SQC center in Pune is very likely functioning from a rented accommodation. The ISI owns two B type and two C type residential flats in Pune.

5.11.7 In the view of the Committee the SQC units in the six centers, other than Kolkata, Delhi and Bangalore, need not invest in any construction or purchase of buildings or lease of office or residential buildings. No fresh recruitment of non-Faculty staff also is advisable till the work-load in those centers as units of Statistical Applications Centre (SAC) is eventually assessed by the Head of the SAC in due course.

5.11.8 The construction of more office and hostel buildings in Kolkata, Delhi and Bangalore, in the lands already belonging to the Institute, will depend on increase in the intake of students recommended in chapter 3. The construction of more residential buildings needs to be restricted to faculty residences, in order to attract good faculty. Even with the level of house rent allowance, presently paid, it is more economical to pay house rent allowance to non-faculty staff than build more houses for them. It will be economical for the units of the Statistical Applications Centre to grow as virtual centers capable of working from hired offices and residences or from client's guest houses and offices as the work with shifting venues warrants. The Committee is of the view that approval to additional building constructions should be limited to office and hostel accommodation at the three major centres of Kolkata, Delhi and Bangalore. Residential buildings need be constructed at these centres only for attracting good faculty staff and not for non-faculty staff. Paying the non-faculty staff House Rent Allowance will be more economical for the Institute and Government.

5.12 Other Fixed Assets of the Institute

5.12.1 The other fixed assets of the Institute reflected in its balance sheet are, Sheds & Structures, Machinery & Equipment, Passenger Lifts, Electrical Equipment & Installations, Water Supply Arrangements, Furniture & Fittings, Motor Cars & Vehicles, PBX Installations, Library Equipment, Audiovisual Documentation Equipments, Busts, Statues etc., Books & Journals, Over-bridge, Soviet Printing Machine, SRC Equipment, FAI Project Equipment, Sedimentation Transport Equipment acquired out of grant from National Science Academy and Calculating equipment acquired out of grant from ICSSR.

5.12.2 Some of the sheds and structures do not exist as they could not be shown to the Committee. Subsequently it was stated that the shed at 5 RN Tagore Road (book value Rs. 73,239) disappeared after closure of the project in 1966. The reference, in records presented to Parliament in the year 2001, to 5 RN Tagore Road, now not in possession of the Institute, could not be explained. Reference to the overbridge in Calcutta costing Rs.2144.46 and SRC equipment costing Rs. 14549.18 in the accounts for the year 2000-01, evoked no recognition or memory in the persons in the Administration and they could not be shown to the Committee. At the same time, many structures visible in the campus, and in use, are not recorded in the books. Efforts to know location of laptop computers, if any, in stock, could not be intimated from the data base of assets in the computer. Decisive annual physical verification of assets and updating of records placed on the tables of the two houses of Parliament has not ever been done. The review of the fixed assets of the Institute cannot be done till the updating of the asset registers in respect of assets in all the rooms and buildings of the Institute is done. None of the assets acquired from revenue grants in the last 40 years, have been taken on record except for books and journals. The comments of the Auditors on annual accounts for the last five financial years, indicate that no decisive physical verification has ever been conducted. Even in respect of the lands and buildings, the Institute stated that no physical verification has been conducted. Without even knowledge or record of fixed assets with the Institute, it is not possible to assess adequacy of assets except for lands and buildings in a very broad way, as has been attempted in the preceding paragraphs. The Committee recommends that decisive physical verification of all assets of the Institute, in all its centres, be made once in three years by teams at the level of section officers from the Ministry and staff from the office of Controller of Accounts in the Ministry, till the next review committee is convened or till control over assets improves in the Institute to the satisfaction of the Ministry. This will, no doubt require centre wise and building wise recording of all assets, as a prerequisite.

5.13 Records of Assets

5.13.1 The Institute was requested to indicate the types of fixed assets for which asset records are maintained and types of assets on which numbers or other signs, for facilitating physical verification, are painted or marked and when physical verification in respect such assets was last done. The Institute was also requested to give list of items and their value, found surplus or deficit as a result of physical verification. The reply of the Institute only stated that the Institute maintains Asset Registers for all types of assets acquired out of Plan Capital grant paid to the Institute by the Government of India from

time to time, and that action will be taken as regards identification and marking of Assets located at various places. Physical verification of fixed assets, excluding scientific equipment & computers and its peripherals was conducted during 1994-95, but the reconciliation with books of account was not done. However it was seen that, even in respect of assets acquired from capital grants, taken on record, the schedules in accounts do not reflect them city wise, as will facilitate physical verification.

5.13.2 The Committee recommends that the Institute should bring about the following improvements in the recording of all assets and presentation of details of fixed assets in its annual accounts.

- (a) The distinction between lists of assets acquired before 1986 and after should be dispensed with. The value of assets found surplus during physical verification, by reference to sectional lists of assets and lists with units, should be added to the computerized list of assets in all the centers separately. Thereafter, the computerized lists should be the only authentic lists and not registers loosely maintained in units. Annual verification must be conducted with reference to lists generated by computer. All assets paid for or received as per records, vouchers, etc. in accounts section must go into the computerized lists in accounts section in all centers, whatever be the source of the funds. Responsibility for each asset must be fixed on head of the unit and it is for him to inform accounts section of the names of persons to whom responsibility has shifted as possessors. All such intimations should go into a remarks field in the computerised data base.
- (b) In the process of physical verification, if additional category of assets get created, that should be done in each center and the headquarters informed. Such categories could be laptops, mobile phones and such evanescent assets, even if in accounts terminology they are called fixed assets.
- (c) The physical verification will throw up assets arising from externally funded projects and non-plan grants and plan revenue grants, which have not been taken on record ever before (other than books and journals). They must all be taken on record. Until and unless accounts section gets documentary evidence that any asset is to be legally returned or given to anyone outside the Institute, it shall not advise Director to approve its movement. If Director approves, then only will the asset be written off or original accounts entries reversed. The presumption in the Institute must be that all assets in the Institute belong to it. The onus for change of presumption lies on documentary proof furnished to accounts officer and not on verbal statements by anyone. Legal accountability for assets lies on accounts officer for every physically verified asset. Only physical custody rests with head of unit or his nominee intimated to accounts section and whose name or designation is entered into the computerized data base.
- (d) The assets of all funds, created for accounting convenience, are assets of the Institute. A fund is an accounting convenience and not an administrative tool for alienation of Institute's assets to the title of any unidentifiable person or

description inside the Institute without a corporate legal status. Assets of PPU, Canteen, PPRF, Word Bank Project unit, Provident Funds are all properties of the Institute. The assets arising from external funds (mostly grants-in-aid) for the projects carried on by the Institute are also assets owned or in the custody of the Institute and the accounts of the Institute should include them so long as the Institute is answerable for them.

5.14 Monetary Assets of the Institute

5.14.1 The assets of the Institute, other than fixed assets, are monetary investments, loans and advances, cash balances in bank and in hand, and accumulated losses carried forward as fictitious assets. How likely is the recovery of monetary or paper assets, is commented on by the Auditors annually on the accounts. Corresponding to the reports on the results of physical verification of assets (on which Auditors have to depend on the Institute to do the verification and give them the results thereof), the Auditors report on the non-disclosure in accounts of bad and doubtful investments, loans and advances and the extent to which they have become fictitious assets. As on 31st March 2001, the table below indicates in rupees, the fictitious, bad and doubtful assets held by the Institute, totaling to Rs 88.32 lakhs, which are required to be written off, with the permission of the Government.

TABLE 2 - Fictitious, bad and doubtful assets

Description of Asset	(in Rupees)	
	Total of Debt Assets	Bad Debts / Fictitious Assets
Loans & Advances	40,194,586.44	5,087,108.33
Advance for land to W.B. Government	30,848.34	30,848.34
Party Suspense	4,793,595.99	
From 71 parties for more than 10 years	3,606,000.00	3,606,000.00
Statistical Publishing Society (Incl in 71 parties)	2,909,000.00	
From 70 parties for more than 5 years	1,128,000.00	1,128,000.00
Sundry debtors irrecoverable	81,350.80	81,350.80
CTD (Girdih & Delhi)	3,117.71	3,117.71
Loan Relief Flood & Drought	209,416.64	46,283.64
Advances TA	770,164.29	26,838.54
Advances LTC	483,698.22	167,615.00
Fan adv	4,429.96	4,429.96
Festival Advance to staff (Credit to be lapsed)	1,683,610.50	-7,375.66
Charges prepaid	13,978,528.00	to be analysed
Security Deposits Paid	322,476.71	to be analysed
Advances to Staff	1,011,415.30	to be analysed
Marginal Deposits	14,215,500.00	to be analysed
Assets of inhouse funds	83,267,826.91	317,945.70
Loan to SPS from Director's Contribution Fund	317,945.70	317,945.70
Dues in from own printing section	4,191,958.07	3,427,390.26

Total Bad Debts	8,832,444.29
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Though the advances due back from staff are still to be analysed, Auditor had commented that dues in of Rs. 42,764.64 as on 31.3.2001, include advances recoverable from staff of National Sample Survey Organisation which parted company with the Institute more than 30 years ago. The Institute needs to prepare year wise lists of all names of parties and employees and amounts over due from them for recovery (like due for 10 years and more, 5 to 10 years, and 2 to 5 years) for consideration of the Finance Committee and examination by the Auditors every year.

5.15 Disposal of Assets

5.15.1 In July, 2000 the Institute decided to give on loan, old Personal Computers (PCs) to a school, subject to condition that the school authority would furnish an undertaking to return the PCs on demand by the Institute. It was also resolved that no approval of the Government would be necessary for this action. The Government approval in question arises from the provisions of the ISI act 1959, which do not allow the Institute to dispose of any property acquired by the Institute with money specifically provided by the Government. No special or general order on disposal of moveable properties or class of moveable properties of the Institute has been issued by the Government though the Act provides for it. Nothing was known about any effort made by the Institute to have such orders issued by the Government. The loan of PCs did violate the provisions of the Act since loan is also a method of disposal, which term covers all kinds of loss of physical possession. However, in the accounts for 2000-01 VSAT terminal valuing Rs 20,27,812 were written off apparently without Government approval.

5.15.2 The Committee recommends that Government may issue a general order that moveable assets with book value of not more than Rs. 5 lakhs each, as have outlived their normal life, or become obsolete, may be disposed of by the Institute without approval of the Government and the sale proceeds credited in accounts as internal receipts. If the total value of assets so disposed off exceeds Rs. 15 lakhs in a financial year the details of assets in excess of Rs one lakh each shall be sent to the Government for information. For disposal of assets valuing more than Rs. 5 lakhs each, special orders of the Government will need to be requested for by the Institute.

5.15.3 The disposal of assets results in a write off from the fixed assets head of account in the books and adjustment in the General Fund. But, what is more important is the crediting of the sale proceeds in the accounts, if it is not a case of lost asset. The sale proceeds must be credited to the internal receipts head of account. However, if the assets were clearly not procured using Government grants, the sale proceeds may be taken to Development Fund by deduct adjustment from the internal receipt head.

5.16 Internal Audit Staff

5.16.1 Internal Audit unit was set up in the Institute in 1982. No information was available with the Institute on the work done by the unit over the last twenty years.

Presently there are 7 persons in the unit under a Group 'A' officer designated as Accountant supported by a senior typist and 5 Assistants in Group C and a helper. All this staff could be engaged on the work of marking of assets alongside listing their description and location and entering the details in the computer. This has to be done alongside matching the descriptions in the lists with descriptions of assets already entered in the computer over the years from the purchase etc. vouchers and connected schedules. Some duplication may creep in, despite care, but it is better to duplicate and remove duplication later on than not enter unrecorded assets. This work needs to be done under the directions of the Senior Accounts Officer responsible for maintaining list of assets in the computer. This work will keep the Internal Audit staff more usefully engaged than all the useful work to which they may have been put before. It is recommended that all the internal audit staff get engaged on the work of marking of assets alongside listing their description and location and entering the details in the computer, preparatory to physical verification of all the assets of the Institute, till the physical verification is decisively completed.

Chapter 6

Organisation and Management

6.1 In this chapter, the Organisation and Management of the ISI has been examined and some of the recommendations made are designed to moderate the size of the General Body of the ISI Society and to provide for non-voting members. Recommendations have also been made for changes in the composition of the Governing Council to make it more cohesive and to bring in ex-officio members, who may take interest in Council proceedings, in replacement of some of the representatives whose attendance record shows lack of interest. Changes in the composition of the Academic Council have also been recommended.

6.2. General Body, President, Council, Chairman and Director

6.2.1 The Memorandum of Association and Regulations of the “Indian Statistical Institute” constituted the Society registered under that name in the year 1932 under the Societies Registration Act. The Memorandum of Association of the Society are given in Appendix 6.1 and the connected Regulations in Appendix 6.2. The Bye-laws framed by the Council, in force at present, are given in Appendix 6.3. The Institute was run only by the Society named the ‘Indian Statistical Institute’, till it came also under the control of the Government of India in 1959 in terms of the ISI Act, 1959 as an institution of National Importance. A copy of the said Act is given in Appendix 6.4. The Memorandum of the ISI society lists the objectives of the Society in Article 2. In Article 3 are listed the powers of the General Body of Members of the Society. Regulations 5.2(a) and 17 empower the Council, which is the governing body of the Institute, to frame Bye-laws.

6.2.2 Regulations 2 and 4 provide for the election of the President of the ISI Society and also lay down the powers of the President. The Regulations allow of a Member of the Society or even a non-Member who has rendered distinguished service to the nation, or the Institute in particular through the advancement of statistics or any other field of learning, to be elected as President by the members of the society for a period of two years. As per Bye-law 3, the Council shall nominate a person for election as President. However, any ten members may propose alternative candidates for election. The President shall not be an employee of the Institute. The Committee was informed that within the last 20 years, only once was a President elected who was not a member of the Society and in no case was he other than the nominee of the Council. The powers of the President are mainly to preside over the convocation and to attend and preside over the meetings of the general body and the meetings of the Council. Though, generally, in any society, the President of the Society is also the President of the executive body of the society and is required to approve and sign the annual financial statements of the Society after approval by the General Body, before it goes to the Registrar of societies, such is not the practice in the ISI society.

6.2.3 Regulation 5 is the basis for the Council and its Chairman. The said Regulation lists the wide-ranging functions of the Council and, without prejudice to the generality of

powers flowing from the entrustment of such functions, the said Regulation gives specified further powers to the Council including the power to frame Bye-laws.

6.2.4 The President, the Council and its Chairman, all, have a term of two years. It was suggested to the Committee that the terms be raised to three years. The Committee is not in favour of the suggestion as the period of two years has stood the test of time. Also, there is no bar to any of the office bearers or members of the Council being reelected for another term of two years, which has been happening also. In practice, the President after taking over for a term of two years presides only over the first meeting of every Council wherein the Chairman of the council is elected for two years. Accordingly, the President presided over 10 first meetings of the Council in the last twenty years. This convention ensures rapport between President and the Chairman, whose nomination is generally made in the first meeting of the Council, every two years, with the consent of the recently elected President. Thereafter, only the Chairman presides over the meetings of the Council. The position of the Chairman is akin to the Vice-President of a Society. But, like the President of ISI, the Chairman also does not sign the financial statements of the Society after it is approved in the Council and before it is sent to the General Body.

6.2.5 Regulation 6 describes the Director as the principal executive officer of the Institute and head of all Academic and Administrative activities. He shall be a full time salaried person appointed for a period of five years. He is thus an employee of the Society. He shall sign all necessary documents on behalf of the Institute, subject to Bye-laws and directions of the Council, if any. It is he who signs the financial statements of the Institute and attends the meetings of the general Body akin to the Secretary of a Society though he is not a member of the General Body. It seems necessary to give him a right to attend the General meetings as under the present Regulations he effectively attends the General meeting by tacit consent of the President or Chairman. But, he need not have the right to vote in the meeting in his capacity as Director. It was represented to the Committee that the responsibilities on the Director are too many. The Committee was convinced in many ways that the Director needs to delegate away a large number of his duties to Associate Directors, who should be appointed. It is necessary to have two Associate Directors in headquarters, namely the Dean of Studies to be designated also as Associate Director and a Professor in headquarters to be appointed by the Director and designated as Associate Director (Headquarters) mainly in charge of administration and accounts. The heads of centers also need to be designated as Associate Directors. It will be highly advisable for the Director to add to the delegations already made to them. These matters have been considered further in this chapter, later on.

6.2.6 The President and Chairman need not necessarily be members of the Society. If they are not members it is unlikely that they will vote in the general meeting, as any member can rightly object. But, they need to have a casting vote when they preside. Even if the Chairman is not a member, tacitly the Chairman has a right to attend the meetings of the General Body by virtue of the provisions in Regulation 2.5 saying that in the absence of the President the Chairman shall preside over the General Meeting. The position of the Chairman is also unique in that, the Central Government may address the Chairman of the Institute in terms of Section 9 of the ISI Act 1959, on the

recommendations made by a review committee such as this one. The Act does not, specifically, recognize the President or the Director. Even if, under Section 12 of the ISI Act, the Council is superseded by the Government, the General body will only be ignored if it does not approve matters necessary to be approved in the General Meeting. But, the General Body will continue.

6.2.7 The Committee recommends that at the end of the Regulation 2.5 three more sentences may be added to state 'The Director shall attend the General Meeting in his capacity as the Director of the Institute. The Director shall not have the right to vote in the General Meetings in his capacity as the Director. The President or Chairman, when presiding over the General Meeting, shall have a casting vote in the event of a tie'.

6.3 Membership of the Indian Statistical Institute Society

6.3.1 Presently, Regulation 1 lays down that there shall be three classes of members. They are Members, Student members and Institutional members. The Regulation may be seen in Appendix 6.2. Sub clauses 1.1 and 1.3 of Regulation 1 require the Council to ensure that the newly admitted Members and Institutional members satisfy the criteria for eligibility laid down in the Bye-laws.

6.3.2 In respect of the Student members, unlike in the case of the other two classes of members, Regulation 1.2 does not refer to any criteria to be prescribed in bye-laws, for the Council to enroll student members. Sub clause 1.2 of Regulation 1 only stipulates that the applicant student, have interest in the objectives of the Institute. Therefore, in respect of student members, the Council has little or no discretion in enrolling members, since every student applying will claim to have interest in the objects of the Institute.

6.3.3 The Institute informed the Committee that as on 31st January, 2002, there were 1485 members of whom 514 were life members and 6 Institutional members. Also, there were 934 Student members. Subscription was received only from 750 individual members during the year 2000-01 towards new membership and renewal. On 3rd November 2001, the Council, in exercise of power vested in it by Regulation 3, terminated membership of 933 members for non-payment of subscription for more than two years. Prior to that there were 2470 members and 17 institutional members. The total number of memberships terminated from 1982 till January 31st 2002 was 1105. The 6 Institutional members as on 31st January 2002, were the following.

1. Chief Coffee Marketing Officer, Bangalore
2. Directorate of Economics & Statistics, Government of Karnataka, Bangalore
3. M/S. Escorts Limited Automotive Division, Bangalore
4. Graphite India Limited, Bangalore
5. M/S. Zircast Limited, Bangalore
6. Electronics Research & Development Centre of India, Government of India.

6.3.4 For purpose of comparison it may be stated that in its report given in 1966 the First Review Committee had stated that the number of members of the General Body at that

time was 389, consisting of 69 life members (including 5 honorary life members), 314 ordinary members and 6 institutional members. In addition there were 79 sessional members and 156 student members.

6.3.5 The Institute informed the Committee that the numbers of members who attended the meetings of the general body held after 1983 were as follows:-

Year of Meeting	No. of members who attended the General Meeting	No. of members who attended the Annual General Meeting
1984	42	38
1985		40
1986	46	42
1987		50
1988	44	45
1989		43
1990	57	51
1991		47
1992	40	41
1993		52
1994	68	21
1995		65
1996	77	66
1997		76
1998	59	78
1999		81
2000	88	63
2001		101

It was clarified that in the years the Council is reconstituted, there is a necessity to hold two general meetings, to satisfy provisions of sub clauses 2.3 and 2.2 respectively of Regulation 2. One is exclusively for declaration of the results of the election, and the other the Annual General Meeting in which the annual report and accounts are considered. The quorum for general meetings is 10.

6.3.6 The Committee felt a little concerned over the large size of the General Body in relation to the size of attendance in the General Meetings. Except for the original members of the General Body, who were signatories to the original Memorandum of Association of 1932 and the original Regulations there under, all the other members were elected as Members, by the Council over the years or admitted by the Council as Institutional Members of the General Body. Power clearly lies with the Council to regulate the number and composition of Members and Institutional members in the General Body. It is open to the Council to ensure that the composition of the members of the society is such that the general body will not at any time, in future, come into confrontation with the efforts of the Council to give priority to national objectives. The

Council has in it, a few members who represent the Central Government, which funds the Institute almost fully. Under the ISI Act of 1959, the directions of the Central Government issued under Section 11 of the Act, are binding on the Institute. Still, there is no guarantee that the General Body on the one hand and the Council under directions from the Government on the other, will never pull in different directions on any issue. Fortunately, members of the general body have been exercising self-restraint and there is evidence of it. The Regulations provide for convening a special general meeting on written requisition from not less than fifty members. Such meetings, if taking place would indicate problems between the general body and the Council. The Committee was informed that no such meeting was called in the last 20 years. This is a hopeful sign.

6.3.7 There is every reason for the Council to grow the Society of the Institute as an All India Society, which it is, by virtue of being an Institute of National Importance. The present composition of the General body does not reflect an All India image. The composition is given below.

Name of State	No. of Life Members	No. of Ordinary Members
Kolkata	281	553
Rest of W.Bengal	106	301
Bangalore & Karnataka	43	50
Delhi	14	4
Mumbai	13	4
Hyderabad	5	0
Chennai	3	1
Pune	2	2
Coimbatore	2	2
Rest of India	45	54
Total	514	971

It is necessary for the Council to keep such State wise break up updated before every meeting of the Council and selectively encourage growth of membership in all the states, which are under represented. If there is under representation of ladies, in the general body, that would also need to be remedied. Also the Council needs to regulate more strictly the quality of persons elected by it for membership of the ISI society, specially from Kolkata and West Bengal from where naturally there will be more applicants. The Council needs to be empowered to restrict the membership by prescribing a stricter criteria for membership. More professionals of all-India standing, including those who can champion the cause of the Institute with the Central and State Governments need to be inducted as members of the ISI society. They would, in due course, form an All India support system for the Institute to see it through lean times and for them to lean on it when the Institute prospers more. Necessary recommendations have been made in the paragraph after next, on the regulation of membership to the ISI society.

6.4 Society and Branches

6.4.1 The ISI Act 1959 does not interfere with the society type structure of the Institute. The need for ISI to continue with its society type activities was stressed by the First Review Committee, which submitted its report in 1966. The Committee also stated that the Chairman and Secretary of each local branch were at that time members of the Council of the Institute. The first Review Committee specifically stated that the Institute should pay special attention to its society type activities by arranging conferences etc. at headquarters and branches and by publishing reports thereof and by reactivating dormant branches and opening new ones. The Institute should be given an adequate earmarked grant for this purpose. In the action taken report laid on the table of the two houses of Parliament in 1968, it was stated by the Government that this recommendation had been accepted. In the action taken reported to the Second Review Committee in 1983 by the Institute, it was stated that the recommendation in regard to the society type activities was being followed.

6.4.2 The Bye-laws of the Institute provide for branches of the ISI society to be set up in any place provided it is so desired by not less than 20 members (individual or institutional) of the ISI Society resident in or attached to that area. The first review Committee (1966) had stated that the Institute was having society-type branches at different places with three active branches at Bombay, Mysore and Trivandrum. The earliest branches were at Mysore, Poona and Bombay. Later branches were established at Banaras, Madras, Lahore, Lucknow, Delhi, Aligarh and Trivandrum. The main work of these branches had been to organize lectures and discussions on statistical subjects. Branch activities had fluctuated a great deal depending largely upon the initiative and enterprise of the local members. In 1966, the members of the branch at Bangalore expressed the view that the Institute had not been taking sufficient interest in the branches and had in fact neglected its society type of work. Presently, only the Karnataka Branch of the ISI society is functioning in Bangalore, and as per last report, it had 32 life members, 8 Institutional Members and 56 ordinary Members. The Chairman of the Branch is an eminent administrator with vast experience. It is unfortunate that no mention was made of the annual report of the Branch in the Annual Report of the Institute for year 2000-01, though this was required to be done as per the Bye-laws. What the first review committee said still holds true, to quote, 'though having large resources the Institute fails to provide meeting ground for statisticians to come together on one platform at various places in India. It isolates the Institute from many statisticians who do not otherwise come into contact with the scientists of the Institute. It prolongs prejudices that develop for want of reasonably frequent contacts or gives the Institute a sense of complacency'. The existing Bye-law 4 relating to the branches of the society may be referred to in Appendix 6.3. The Bye-law specifically provides for associate membership of the branch of the society. The bye-law needs to be updated to take into account the changes necessary in the sharing by the Branch of subscriptions of members with ISI society vis-a-vis cost of Sankhya journal to which members of ISI society forming the Branch and Associate members of the Branch can become entitled.

6.4.3 The Committee recommends that Bye-laws 4.5 and 4.6 of Bye-law 4, relating to sharing of subscriptions received by the Branch with the ISI society and financial assistance from the ISI society to the Branch be amended as follows:

Proposed clauses 4.5 and 4.6 of bye-law 4

“4.5 Out of the annual subscription collected from each member of the ISI society (individual or institutional) as may get attached to the Branch and from associate members of the Branch, one fourth of the annual subscription received in the Branch may be retained by the Branch and three fourth sent to headquarters. Where the subscription includes free copies of Sankhya the copies will be sent to them from Headquarters. In respect of new life members whose life-time subscription is received in the Branch one tenth of the same may be retained in the Branch and nine tenth sent to the Headquarters. No credit will be given to the Branch in respect of subscriptions received direct in the Headquarters. In respect of student members, the whole of the annual subscriptions received in the Branch should be sent to the Headquarters to enable the members to receive copies of Sankhya at concessional rates.

4.6 Subject to such principles as may be laid down by the Council, from time to time, each branch may raise such other funds as it may think desirable, and all such funds shall go into the accounts of the Branch. The Council may add to such funds by way of grants in aid to the Branch as may be necessary for any specified activity of the Branch promoting the objects of the ISI society. If necessary, the Chairman or an officer of the Branch may be invited to attend the meeting of the Council where the subject may be discussed.”

6.5 Regulating Membership of Society

6.5.1 The Institutional Members have all along been members of the General Body of ISI. There might have been a lapse, in recent years, in not inviting Institutional members to the general meetings of the society where they had a right to vote and stand for offices. However, their number was very small and no great or significant irregularity would have been committed by their non-attendance. However, such lapses should not occur as the Institute needs the support of more and more Institutional members. The Student members have never been and should not be members of the General Body. The Regulation and Bye-laws need amendment to remove the ambiguity in them in regard to the nature of Institutional and Student memberships and rights and privileges of these two classes of members.

6.5.2 The Review Committee received certain suggestions on amendments to the Memorandum of Association from a senior member of the General Body suggesting a new category of Associate Members, and also an indication that the Institute would not be averse to such a proposal. Provision for associate members in the Branches of the society is already there. The associate members would not have voting rights in the General Meetings nor be eligible to stand for elected offices in the society or in branches

of the society. They, however, shall enjoy all other privileges and liabilities as enjoyed by the members and pay same rates of subscription. They shall however be subject to a less stringent criterion for admission by the Council as associate members of the society as compared to regular members. It is recommended that the existing liberal criteria for regular membership be henceforth made applicable to associate members, and a more stringent criterion applied to persons seeking regular membership in future. The existing Regulation and Bye-laws may be referred to in Appendices 6.2 and 6.3.

6.5.3 To give effect to the above suggestions and to update certain related provisions affecting rights and privileges of different classes of members, the Committee recommends as follows:

A. In the existing Regulation 1 relating to Membership, sub-clause 1.2 be deleted and sub-clause 1.3 be renumbered as sub-clause 1.2. In Bye-law 1 relating to Membership, sub-clauses 1.1 and 1.5 be amended as given below.

Proposed sub-clause 1.1 of Bye-law 1.

1.1 "Membership of the Institute will be restricted to persons with post graduate or equivalent academic qualification, B.Tech., B.E. and equivalent academic qualification, who, in the opinion of the governing council, have brought out commendable publications or engaged in commendable record of work, in promoting the study or dissemination of the knowledge of statistics and or use of statistical methods in any field of study or development, and, are interested in the objects of the society

provided that the Council may (i) enroll as student members bonafide students or candidates for examinations of the Indian Statistical Institute or students studying for post graduate or equivalent academic qualifications, B.Tech., B.E. and equivalent academic qualifications, and, interested in the objects of the society, and (ii) admit as associate member any person with post graduate or equivalent academic qualification, B.Tech., B.E. and equivalent academic qualification, interested in the objects of the society;

provided further that the student and associate members shall not be entitled to attend the General Meetings of Members or to vote therein or to stand for election to offices of the Institute".

Proposed sub-clause 1.5 of Bye-law 1.

"1.5 Student members and associate members:

1.5.1 A student member shall pay an annual subscription of Rs. 50 and enjoy the following privileges:

(a) to obtain any series of Sankhya at half price charged to the public,

- (b) to attend conferences, seminars and symposia held by the Institute from time to time,
- (c) to make use of the facilities available in the Institute libraries after depositing the caution money fixed by the concerned Associate Director, from time to time.

1.5.2 An associate member shall pay the same subscription as a member and be entitled to same privileges except that he shall not be entitled to attend the General Meetings of Members or to vote therein or to stand for election to offices of the Institute.

1.5.3 The provision of life membership will not apply to student members and associate members.”

B. In view of the rising cost of the journal of the Institute and general cost of all services, the annual subscription for membership of the society be revised as follows in Bye-law 1.2 and 1.3 :

(a) Members resident in India (with free copies of Sankhya)	Rs. 500
(b) Members resident in India (with free copies of one series of Sankhya)	Rs. 350
(c) Members resident in India (without free copies of Sankhya)	Rs. 200
(d) Members resident in USA, Canada, Mexico, China, New Zealand, (with free copies of Sankhya)	\$150
(e) Members resident in USA, Canada, Mexico, China, New Zealand, (with free copies of one series of Sankhya)	\$125
(f) Members resident in USA, Canada, Mexico, China, New Zealand, (without free copies of Sankhya)	\$100
(g) Members resident in any other country (with free copies of Sankhya)	Rs. 1000
(h) Members resident in any other country (with free copies of one series of Sankhya)	Rs. 800
(i) Members resident in any other country (with free copies of Sankhya)	Rs. 750

C. A member resident in India who desires to become a life member may be required to pay a fee of Rs 5000, with no rebate for any past annual subscriptions.

D. A member resident in a foreign country who desires to become a life member may be required to pay a fee of \$1500, with no rebate for any past annual subscriptions.

E. The price of Sankhya for public at Rs. 400 for both series and Rs. 250 for each series separately will be payable by members in categories (b) and (c) in 'B' above for additional series and also by members in categories (h) and (i) above for additional series. Similarly, \$105 for both series and \$75 separately for each series will be payable by

members in categories (e) and (f) above for additional series. In the first meeting of the Council held after every annual budget of the Central Government, on the basis of rise in postal rates and the computed cost of printing Sankhya in the previous year based on full cost data, the revision of rates of annual subscriptions for all members, life membership fees and price of Sankhya for public shall be reviewed for revision by the Council.

F. The rates of subscription for Institutional Members shall be Rs. 2000 per annum with free copies of Sankhya.

6.6 Professor in Charge of a Division and Head of a Centre

6.6.1 The manner of appointment of the Professor-in-Charge, Head of a Division and Head of Centre laid down by Regulation 7 may be seen in Appendix 6.2. The Professor in charge and heads of divisions are elected by scientists in the division, by a majority of three-fourths of the number of scientists in the division. The Committee was informed that in the last five elections, in the 7 divisions, out of 35 elections held, only in 10 did the elected person secure three fourth majority. In other words, in 25 cases Professors in Charge was not elected by three fourth majority of members of DCSW and the appointment was decided by the Council. However it was understood that in such cases there is little discretion with the Council as the convention has been to appoint the candidate with the largest number of votes as the Professor in Charge, even if he secured less than three-fourth majority in the election. Therefore, in effect, the scientists are sending not one representative to the Council as provided for in the composition of the Council in the Regulations, but also as many representatives as there are divisions. Regulation 5.3.6, which provides for such representation in the Council and Regulation 11, which provides for divisions and centers may be seen in Appendix 6.2. The basis for the divisions are the subjects and the related scientific disciplines with which the divisions can be identified.

6.6.2 The representation for Professors-in-Charge, in the Council, is to espouse the cause of the scientific disciplines, which they represent. The ISI Act, 1959, specifically recognizes four subjects in which the Institute may grant degrees and diplomas. Therefore, it is necessary that suitable Professors in such subjects guide the Council and not elected Professors in Charge who may not be the best qualified or suited for membership of the Council. The representation in the Council to Professors in Charge of divisions, as a matter of right, takes away from their responsibility to the Director for the co-ordination of the activities of their units. Therefore, the practice of automatic membership of the Council, given to persons getting elected as Professor in Charge for assisting the Director, may be discontinued. It was noticed that the bye-laws are silent on the manner in which heads of units are to be appointed. This needs to be remedied. A few suggestions were received for shifting certain units from one division to another and merging some units with others. These are matters to be considered, from time to time, by the Council under its powers and changes are to be made under the provisions of Regulation 11.2. These powers of the Council should continue.

6.6.3 The Committee recommends the following amendments to Regulation 7 and Bye-law 5 to take into account the changes necessary in relation to Professor-in-charge and to provide for Associate Directors and heads of units. Amendments to Regulation 11 relating to divisions and centers, which will affect the composition of the Council referred to in the next paragraph, are also proposed below.

Proposed Regulation 7:

“7. Professor-in-Charge cum Head of a Division, Head of Centre, Associate Director and head of unit.

7.1 The Council shall appoint as many persons as Professor - in - charge cum Head of Division, as there are scientific divisions mentioned in Regulation 11.1, subject to the provisions of Regulation 11.2. The Professor - in - charge shall be appointed from among the persons in the categories of Associate Professor, Professor and Distinguished Scientist or their equivalents whose names have been proposed to the Director in writing by least 16 percent of all the Scientific Workers in the units in the scientific division. No Scientific Worker shall propose name of more than one person. If such duplications come to notice they shall be discounted in all the proposals made by the Scientific Worker. From among the names so proposed, and in case no names are proposed in the manner indicated above by a date specified by the Director then from among the categories of Scientific Workers mentioned above belonging to the units of the scientific division, the Director shall, in consultation with the Chairman of the Council, appoint a Professor-in-Charge who in their opinion is most suitable for discharging the functions of Professor-in-Charge. The appointment shall be for two years during which time the Professor-in-Charge shall be responsible to the Director for the coordination of the activities relating to research work, programmes and projects in the scientific division.

7.2 The terms and manner of appointment of the Head of a Center, Associate Director and head of unit shall be laid down in the Bye – laws.”

Proposed Bye-law 5:

“5. Head of Centre, Associate Director and head of Unit

5.1 The Director shall appoint the Heads of Centres from amongst the scientists of the level of Professor and above either working in the Institute or being appointed to such a faculty position by the Institute, who may be designated as Associate Directors of the respective centers. The Director shall also appoint an Associate Director in Headquarters. The Director shall also nominate heads of units from amongst the scientists of the level of Professor working in each unit, as head of unit, failing which an Associate Professor and failing also which a Lecturer, as head of unit.

5.2 The appointments of Head of Centre and Associate Director (Headquarters) shall be made by the Director on the basis of recommendations made by a committee consisting of the Chairman, the Director and one outside expert approved by the Council. The person selected should have administrative ability to manage a center or the administration and accounts work in the headquarters independently and also be accountable to the Director. The person selected should also be able to make useful contributions in the deliberations of the Council. The head of a unit shall be nominated by the Director in consultation with the Head of Centre or Associate Director (Headquarters) and Professor-in-Charge of the division, if any, after ascertaining the willingness of the person to be so appointed and his acceptability in the unit as the head.

5.3 The Head of Centre, who may be designated as Associate Director of the Centre, shall be appointed for a period of four years. He shall be the Chief Executive Officer of the Centre, and be responsible to the Director for all the scientific and administrative activities of the Centre and duties assigned to him by the Council and the Director. The Associate Director (Headquarters) shall also be appointed, similarly for four years, and shall assist the Director in the Headquarters in respect of the duties assigned to him by the Council and the Director. The head of unit, nominated for two years, shall be assigned such duties as the Director may decide in consultation with the Head of Centre or Associate Director (Headquarters) and Professor-in-Charge of the division, if any, including duties of coordination of administrative and accounts matters in the unit.

5.4 Delegation of powers to the Heads of Centres, who may be designated as Associate Directors and the Associate Director (Headquarters) and suitable administrative directions, from time to time, may also be conveyed to them in communications sent by the Director.”

Proposed Regulation 11:

“11. Divisions and Centres

11.1 The activities of the Institute shall be carried on in Units, which may be grouped under Scientific Divisions in headquarters, as also in Units not under any division and in Units in Centers, with the support of the Administrative and Accounts division and its Units in the Headquarters and the Centers outside. Without prejudice to the powers of the Council referred to in the sub-clause 11.2 below, the following are the Scientific Divisions and Centers and Units.

Scientific divisions and units under them:

- (i) Social Sciences Division including Linguistic Research, Population studies, Psychology Research and Sociological Research Units.
- (ii) Biological Sciences Division including Agricultural Sciences, Biochemistry, Biometry, Chemistry, Embryology, Plant Chemistry Units

and groups of Anthropology and Human Genetics Unit not made independent.

- (iii) Physics and Earth Sciences including Geological Studies and Physics and Applied Mathematics Units.
- (iv) Computer and Communication Sciences including Advanced Computing and Microelectronics, Computer Vision And Pattern Recognition, Electronics and Communication Sciences and Machine Intelligence Units.

Centres:

- (i) Delhi
- (ii) Bangalore
- (iii) Statistical Quality and Control to be eventually rationalized as Statistical Applications Centre (SAC) with the head of center at Bangalore.

Units not under divisions:

Under Director

- (i) Theoretical Statistics and Mathematics Unit, headquarters
- (ii) Applied Statistics Unit
- (iii) Economic Research Unit
- (iv) Selected groups of Anthropology and Human Genetics Unit

Under Associate Director (Headquarters)

- (i) Administration & Accounts units
- (ii) Computer and Statistical Services unit
- (iii) Giridih Unit/Branch

Under Dean of Studies also designated as Associate Director (Studies)

- (i) Teaching and Training units in headquarters
- (ii) Library (headquarters)

Under Head of Statistical Applications Center Bangalore eventually

- (i) Statistical Quality Control & Operations Research units, redesignated as Statistical Applications Centre's (SAC) Units

Under heads of centres also designated as Associate Directors,

- (i) Theoretical Statistics and Mathematics Units in centres
- (ii) Economic Planning Unit, Delhi
- (iii) Economic Analysis Unit, Bangalore
- (iv) Library Units in centres
- (v) Documentation Research and Training Centre Unit, Bangalore
- (vi) Teaching and Training Units in centers
- (vii) Computer Services units

11.2 The Council shall have the powers to add to or alter the Divisions, Centers and Units and their numbers, names and nature of work carried on in them, from

time to time, according to the requirements of the Institute and when such changes are made, consequential changes will follow mutatis mutandis in the ex-officio membership of Heads of Centers also designated as Associate Directors, as members of the Council and the Academic council.”

6.7 Composition of the Council

6.7.1 Regulation 5 lays down the composition of the Council. In addition to the Chairman the members of the Council are,

Eleven ex-officio representatives, one each from Ministry/Department of Statistics, Ministry of Finance, Department of Science & Technology, the Planning Commission, the University Grants Commission, the Reserve Bank of India, the Indian Council of Social Science Research and four from the Indian National Science Academy,

Three members elected by the General meeting from amongst the members of the ISI Society who are not employees of the Institute,

Two members of the Council elected, one each, by the scientific and non-scientific employees of the Institute from among themselves,

Director of the Institute,

Seven Professors in charge of divisions of the Institute,

Dean of Studies,

Heads of Delhi and Bangalore Centres, and

Two scientists, who are not employees of the Institute, co-opted by the Council in the first or subsequent meeting of the Council.

6.7.2 The Committee obtained information on the number of meetings of the Council attended by the ex-officio members, three members elected by the General Body and the two scientists co-opted by the Council, from 1992 to 2001. Out of 47 meetings held the number of meetings attended by these members was as follows:

1	Rep Dept of Statistics	attended	9
2	Rep Min of Fin	attended	9
3	Rep Dept of S&T	attended	19
4	Rep RBI	attended	33
5	Rep ICSSR	attended	18
6	Rep Plg. Comm.	attended	18
7	Rep UGC	attended	17
8	Rep 1 INSA	attended	27
9	Rep 2 INSA	attended	23

10 Rep 3 INSA	attended	18
11 Rep 4 INSA	attended	17
12 Rep 1 Gen Body	attended	30
13 Rep 2 Gen Body	attended	34
14 Rep 3 Gen Body	attended	19
15 Sc 1 co-opted by Council	attended	24
16 Sc 2 co-opted by Council	attended	14

Taking it as lack of interest where the number goes below 23 out of 47, the following do not appear to have evinced much interest in the proceedings of the Council.

the representatives of the

Department of Science & Technology (Dept of S&T)

Indian Council of Social Science Research (ICCSR)

Planning Commission

University Grants Commission (UGC)

two of the four representatives of the Indian National Science Academy (INSA)

one of the three representatives of the General Body of ISI

The above seven representatives who have not evinced much interest in the proceedings of the Council may be dropped from the Council with a view to make the Council less unwieldy. However, it is necessary to have in the Council the two representatives from the Government, namely representatives of the controlling Ministries of Statistics and Finance. It is gratifying that the representative of RBI and two of the representatives of the General Body have been taking interest in the proceedings of the Council.

6.7.3 The Committee recommends that changes may be made in the composition of the Council in the manner indicated herein. The two Government representatives from the controlling Ministries and the representative from the Reserve Bank would continue. Instead of having four representatives from INSA, there should be one from INSA and one from the Indian Academy of Sciences (IAS). The representation from the General Body in the Council may be reduced from three to two, of whom one will be an Institutional Member from outside West Bengal. Though it is not being so stated in the proposed amendment to the Regulation 5.3 given below, it will be advisable for the General Body to elect the non-institutional member from Kolkata, who could be in charge of the management of the employee's provident funds on behalf of the Council. If this is not achieved in any term of the Council, the Council may need to ensure that one of the two scientists co-opted into the Council is a person who is willing to take on this responsibility. The problem that might otherwise arise has been referred to in Chapter 8. For this reason the number of co-opted scientists is not being recommended for reduction from two to one though one of the two had not evinced much interest in the proceedings of the Council. In addition to keeping in view the above necessity, while co-opting into the Council two scientists from outside, the Council should ensure that the co-opted scientists will have an abiding interest in the functioning of the ISI. The nomination of such persons from outside the ISI need not be limited to the disciplines of Statistics, Mathematics, Computer Science and Quantitative Economics, by rotation, though it may

be advisable to do so. Instead of the heads of divisions/ Professors in charge, the Council should have as members, six Professors, each representing a different discipline to be nominated by rotation by the Chairman of the Council in consultation with the Director, at least three of whom should be from the disciplines of Statistics, Mathematics, Quantitative Economics and Computer Science at any point of time. The six Professors will be nominated, by the Chairman, after ascertaining through the Director their suitability, standing among their peers in the Institute in their subjects or disciplines and aptitude for the work in which the Council engages and their personal inclinations. The Council should have as members the heads of Centres who are also designated as Associate Directors (presently the ones at Delhi and Bangalore and in future also the head the Statistical Applications Centre), the Associate Director (Headquarters) and the Dean of Studies designated also as Associate Director (Studies). The two elected representatives of the employees of the Institute should continue. Including the Chairman and Director this will bring the strength of the Council to 23 (it will be 24 in future if and when Head of SAC is designated also as Associate Director) as against 30 at present.

6.7.4 The Committee recommends that clause 5.3 of Regulation 5 relating to the composition of the Council be amended as proposed below. The existing clause 5.3 of Regulation 5 may be seen in Appendix 6.2

Proposed Regulation 5.3

“5.3 The Council shall be constituted as follows:

5.3.1 Chairman, who shall be elected at the first meeting as laid down in clause 5.5 – (1)

5.3.2 Representatives of the Government and RBI – (3)

Central Ministry / Department of Statistics

Central Ministry of Finance

Reserve Bank of India

5.3.3 Scientists not employed in the Institute – (4)

One Representative of Indian National Science Academy

One Representative of Indian Academy of Sciences

Two Scientists co-opted by the Council at a subsequent meeting

5.3.4 Two members elected by the General Meeting from amongst the members of the ISI Society, who are not employees of the Institute - (2)

(Of the two representatives one shall be an Institutional Member from outside West Bengal).

5.3.5 Two representatives of the employees of the Institute – (2)

(Of the two representatives one will be elected by the Scientific worker employees and the other by the non-Scientific worker employees of the Institute)

5.3.6 Officers of the Institute –(11)

Director (ex officio)

Heads of Centres also designated as Associate Directors (ex officio)

Dean of Studies designated also as Associate Director (Studies) (ex officio)

Associate Director (Headquarters) (ex officio)

Six Professors, each representing a different discipline to be nominated, by rotation, by the Chairman of the Council in consultation with the Director, at least three of whom should be from the disciplines of Statistics, Mathematics, Quantitative Economics and Computer Science at any point of time.

(Note: Numbers of Heads of Centres also designated as Associate Directors will be subject to the provisions of Regulation 11.2)”

6.7.5 Consequential amendments in Bye-Laws 3.2, 3.7.2 and 6.6 will need to be made.

6.8 Election of two representatives of the Employees to the Council

6.8.1 Regulation 5.3.5 provides for two elected representatives of the employees of the Institute as members of the Council. One is to be a scientific worker in the Library, Documentation and Information Sciences Division or the Computer and Statistical Services Centre or Scientific Worker below the rank of an Associate Professor or equivalent in any other scientific Division. Regulation 5.10 provides that all questions except such for which other provisions exist in the Regulations and the Bye-laws shall be decided by the majority of votes. The reference to Scientific worker in Regulation 5.3.5 has to be the same as that in Regulation 10.1 which states that Scientific workers are those defined as such by administrative orders from time to time and with the approval of the Council. The said Regulation 5.3.5 and Byelaw 3.4 reproduced in Appendices 6.2 and 7.3, relating to election of two representatives of the employees of the Institute on the Council may kindly be referred to.

6.8.2 It is not very clear from the existing Bye-law 3.4 as to how two representatives of employees are to be elected to the Council. It covers the election of only one of the two representatives. On enquiry the Institute agreed that the provisions were not clear and that they need to be made clear. Accordingly, it is necessary to clarify that all the scientific workers put together elect one representative and all non-scientific workers put together elect the other representative. There is no need to put a condition that a candidate from scientific worker's constituency should have support of 20 persons in the division in which he is working. His candidature need only have support of any 20 scientific workers for being proposed. Similarly a candidate of the non-scientific workers need have the support of any 20 non-scientific workers for being proposed.

6.8.3 The Committee has already recommended the amendment proposed to Regulation 5.3.5. It is further recommended that Bye-law 3.4 be amended to read as follows.

Proposed Bye-Law 3.4

“3.4 Election of two representatives of the employees of the Institute on the Council

3.4.1 The representative of scientific worker employees of the Institute shall be elected from among all the scientific workers employed in all the divisions, centers and units of the Institute, below the rank of an Associate Professor or equivalent. The representative of non-scientific worker employees of the Institute shall be elected from among all the non-scientific workers employed in all the divisions, centers and units of the Institute. The scientific and non-scientific workers shall, separately, nominate candidates for electing their representatives in the Council in the manner specified in sub-clause 3.4.2 below.

3.4.2 Not less than 20 persons belonging to the scientific workers specified in sub-clause 3.4.1 above shall nominate representative scientific workers as candidates for election at least one month before the Annual General Meeting. Similarly, not less than 20 persons belonging to the non-scientific workers shall nominate candidates for election at least one month before the Annual General Meeting.”

6.9 The Academic Council

6.9.1 The Academic Council as presently constituted is too large. The composition may be seen in Regulation 9 given in Appendix 6.2. It has 148 members (127 Professors, 14 representatives of DCSWs and 7 officers of the Institute as ex-officio members). Attendance in meetings varied from 30 to 50. The Academic Council makes recommendations to the Governing Council on teaching and training programmes, promotion of interdisciplinary studies and research within the Institute and collaboration with external organizations. The Academic Council needs to be much smaller and have only the members indicated in the amendment proposed in the next paragraph. Provision already exists in Regulation 9.3 for periodical meetings of the Academic Council to be held at centers of the Institute with local members to consider local problems. There is need for the Academic Council to hold such meetings in centres, fairly often, to decide on matters affecting the concerned center. The Academic Council also needs to consider delegating powers to heads of centers in respect of local matters, not affecting other centers, and encourage them to decide on such matters locally. No amendment to the Regulation seems necessary to give effect to this suggestion. However, consequent to designating the Dean of Studies also as Associate Director (Studies) it is necessary to make a change in Regulation 8 governing his appointment.

6.9.2 The Committee recommends Regulations 8 and 9.1 may be amended as given below.

Proposed Regulation 8:

“8. Dean of Studies

The Dean of Studies, who shall be responsible to the Director for the organization of the teaching and training activities, shall be appointed by the Council for a period of two years on the recommendation of the Academic Council. On his appointment he shall also be designated as Associate Director (Studies).”

Proposed Regulation 9.1:

“9.1 The Institute shall have an Academic Council consisting of the following members.

Director (as Chairman of the Academic Council),

Dean of Studies also designated as Associate Director (Studies) (as Convener of the Academic Council),

Six Professors, nominated by the Chairman of the Council in consultation with the Director as members of the Governing Council of the Institute and their nominees one each, who are engaged in teaching and training,

Heads of Centres also designated as Associate Directors and their nominees one each, who are engaged in teaching and training, and

Member Secretary in the headquarters teaching and training unit named ‘International Statistical Education Centre (ISEC)’.

Note: Director may request the Dean to invite to the meetings of the Academic Council any employee of the Institute or outside expert who may be required to give guidance in arriving at a decision on any matter coming before the Academic Council in any of its meetings.”

6.9.3 Consequential amendments in Bye-Laws 3.7.2 and 6.6 will need to be made.

6.10 Associated and Affiliated Institutions

6.10.1 Regulation 14 relating to Associated and Affiliated Institutions may be referred to in Appendix 6.2. It refers to the Statistical Publishing Society, which has ceased to exist on 5th July 2001 and its name is not to be used anywhere as per orders of the Registrar of Societies. It has been de-registered. The reference to the Statistical Publishing Society in Regulation 14 is therefore to be deleted. The International Statistical Education center is a unit or section of the Institute and not an independent legal entity. The reference to it in Regulation 14 as an outside body with which the Institute is to have an affiliation is meaningless. So reference to it in the said regulation is also to be deleted.

6.10.2 The Committee recommends that clause 14.3 of the Regulations may be deleted and clauses 14.4 and 14.5 renumbered as 14.3 and 14.4.

6.11 Fellows of the Institute

6.11.1 In 1966 the Memorandum of Association of the Institute contained the following clause which was deleted in 1974.

“3.5 to institute associateships and fellowships of different categories for professional workers in statistics and other subjects referred to in the objectives of the Institute”

6.11.2 One of the recommendations of the First Review Committee (1966) was for Council to co-opt four members from amongst persons of eminence or benefactors of the Institute and for one member of the Council to be elected by the Fellows and associate Fellows of the Institute. But, for many years now the practice of giving Fellowship of the Institute to deserving persons, with a view to honour them and adding to the number of the well-wishers of the Institute, has been neglected by the Institute. The grant of Honorary Doctorate of Science to very eminent persons, like Nobel Laureates, seems to have totally replaced the award of Fellowships. However, provision for award of Fellowship still survives under clause 1.7 of Bye-law 1 read with Article 3.6 of the Memorandum covering ‘other distinctions’. Award of Fellowship is still a very useful method of enlarging the circle of friendly professional companions who could become benefactors of the Institute. Also, if the Institute through careful selection persuades upcoming scientists with potential, to become members of ISI society and honour one or two of them every year as a Fellow, it would add to their prestige and in the long run to the prestige of the ISI. In fields like mathematics, statistics and related fields the talents come to light well before the scientists turn thirty and seldom thereafter. The Committee recommends that the Institute make good use of the provision for award of Fellowships of the Institute by awarding fellowships to young potential Nobel Laureates and other up and coming deserving young professionals in statistics related fields.

6.12 Amendments to the Indian Statistical Institute Act, 1959

6.12.1 In the context of what all came to the notice of the Committee in the review of performance of the Institute in the last two decades, the Committee considered at length the question whether there was a need to amend the Indian Statistical Institute Act, 1959. No evidence of any pressing need was brought before the Committee by anyone that would call for an amendment to the Act or the Memorandum of Association (as distinct from the Regulations). The Committee did receive a suggestion on the need to reduce the number of committees in the Institute that deliberate on the budget of the Institute before it is finalized in the meeting of the committee set up by the Government under Section 8(1) of the ISI Act. The Section 8(1) Committee was described as unique and very useful. It has been referred to in Chapter 2 in the context of research projects approval procedure and improving the information presented to the Section 8(1) Committee. It has been referred to in Chapter 8 covering Budget, Finances and Accounts of the Institute. The Committee is necessary. In the view of the Committee no amendments to the ISI Act, 1959 or the Memorandum of Association of the ISI have been found necessary as of

now. Some amendments only to the Regulations and Bye-Laws, relating to various areas reviewed, have been recommended.

Chapter 7

Administration & Personnel

7.1 The headquarters of the Institute is located at a suburb of Kolkata (Baranagore) and it has centers at Delhi, Bangalore, Giridih (in Jharkhand), Hyderabad, Chennai, Coimbatore, Pune, Mumbai and Baroda. It has an estate building in Darjeeling, which is not a functional center. Bulk of the work is carried on in Kolkata; significant work is carried out at the Delhi and Bangalore centers. The size of staff at Giridih is relatively small and at the other places the Statistical Quality Control division has its units in addition to the units in city center and Baranagore in Kolkata and in Delhi and Bangalore centres.

7.2 Workload in Headquarters and Other Centres

7.2.1 The Regulations of the Institute lay down that the Director of the Institute shall be the principal executive officer of the Institute and the head of all its academic and administrative activities. He shall be responsible for the administration of the affairs of the Institute subject to the control of the Council. Table below gives an idea of the relative workload in the headquarters and outlying centers of ISI.

TABLE 1- Workload Indicators

Description	Kolkata	Delhi	Bangalore	SQC	Giridih	Total
Campus areas in acres	45	15	30(15)	18	50	143
Total floor space in sq. ft.	503000	183500	123500	53000	5000	868000
Office floor space in sq. ft.	340000	78500	71000	40000	3000	532500
Residential floor space in sq. ft.	84000	72000	21000	11000	2000	190000
Number of residences	145	75	26	25	0	271
Number of Guest Rooms	36	24	8	2	4	74
Floor space of Hostels in sq. ft.	79000	33000	31500	1000	0	144500
Number of Hostel Rooms	220	48	40	10	0	318
No. of Students in degree courses	198	32	34	NA	0	264
Note: In above rows SQC figures cover remaining six cities only.						
Rel. weightage factor incl. Staff below	5	1.25	1	1	0.25	8.5
Total Staff strength	1155	107	98	107	35	1502
Faculty staff strength	186	32	26	60	2	306
Sc. Technical / Library staff	176	9	9	1	3	198
Administrative staff	793	66	63	46	30	998
Total non-faculty staff strength	969	75	72	47	33	1196
% of nonfaculty to faculty strength	521%	234%	277%	78%	1650%	391%
Ideal % non-Fac to Faculty	300%	250%	250%	100%	300%	250%
Reduction in non-faculty (vision)	411	-5	7	-13	27	431

The weightage factor of 1 has been given for the administrative load in Bangalore Centre as a norm of how best economically an ISI center can be managed. The Delhi center has

been accorded a weightage of 1.25. The factors for Delhi, Kolkata, SQC and Giridih centers are relative to Bangalore. At the macro level, the non-faculty staff strength in Kolkata at 969 could come down gradually to 558 or a reduction of 411, if the Kolkata center is managed as well as the Bangalore center. This must be the distant vision, in relation to the present level of activities of the Institute. Understandably, the size of reduction will seem appalling, but it is not as if the Institute will not increase the intake of students and research scholars recommended in this report and a good bit of the surplus should get absorbed though not all of it in Kolkata. In the view of the Committee the picture of reduction/absorption elsewhere of surplus manpower by 431 in the Institute (with reduction / absorption elsewhere of surplus of 411 in Kolkata), in relation to the present workload needs to be there as a constant reminder. Only if the ISI will not grow and will not redistribute its surplus in Kolkata over to other centers where staff will be needed, as growth takes place in centers of the National ISI all over India in the years to come, will there be a need to feel panic, and it should be felt in that event. In any case, persons will retire after around 35 years of service and future recruitments should be made only at stations, where needed, and employees should agree to move to other stations on promotion. Also, transfers may not appear to be disasters to employees at all levels, for all times.

7.2.2 The Committee is of the view that amongst the three major centres of the ISI (the headquarters at Kolkata, Delhi and Bangalore) deployment of non-faculty workers varies considerably. In comparison to Bangalore and Delhi, the non-faculty staff strength at Kolkata is high. Recommendations have been made in this Chapter to bring it to more meaningful levels, over a period of time.

7.2.2 The Giridih centre, branch or unit, as it gets referred to in different contexts, is functionally very small. Recommendations have already been made in paragraph 5.8.5 for outsourcing of work there and effecting a reduction of administrative staff in Giridih.

7.2.3 The heads of centres at Delhi and Bangalore centers are appointed, by the Director, on the recommendations of a selection committee. They are responsible to the Director for all scientific and administrative activities of the centres. Recommendations have already been made for eventual rationalisation of the Statistical Quality Control (SQC) division as a Statistical Applications Centre (SAC) with attached units and the Head of Center of SAC located at Bangalore, with powers and responsibilities, similar to heads of centres at Delhi and Bangalore. The powers delegated to all the heads of centres should be enhanced to make them autonomous in matters other than policy issues, and within the limits of the budgets allocated to the centres.

7.3 Posts and Workers

7.3.1 Article 3.4 of the Memorandum of Association empowers the Institute 'to create Professorships, Lectureships and other posts and to employ officers, workers, contractors and others as necessary on salary, allowance, honorarium or wages or piece-rate remuneration or without remuneration whole or part-time or on casual basis'. The Memorandum, referring to 'posts', holds the same authority and inviolability for the

officers and staff of the Institute as the Indian Constitution does for the public servants in the Government. The Indian Constitution refers to 'post' in Article 309 covering appointments to public services and posts. The concept of post is, therefore, no less fundamental a constitutional requirement for the Institute as it is in Government. Though the Memorandum of ISI covers the faculty posts also, in practice, the Government should desist from exercising control over creation of faculty posts by the ISI.

7.3.2 In July 1997, a view was expressed in the Council that as there is no post concept in the Institute, recruitment of non-scientific workers should be made, based on the needs of the Institute. Again, in October 1997, it was mentioned in the Council that there had been no embargo on recruitment of faculty members, but, there was embargo on recruitment of non-faculty workers and the Institute urgently needs their recruitment. It was specifically mentioned that there was no post concept in the Institute. A plea was made for exhausting the panel for recruitment prepared by duly constituted Selection Committees by speeding up the recruitment process. In December 1999 the Director informed the Council that there was a ban on recruitment from 1987 to 1995, especially for a brief period, on recruitment of non-faculty workers. That it is not true that the Institute does not have a post concept is evidenced by the fact that, as recently as August 2001, the Council approved a proposal for the creation of supernumerary post. Reference to this event is given only to illustrate the fact that the Institute does make use of the concept of posts. Clearly the post concept is used for internal control inside the Institute, but, perhaps, not in dealing with the Government. The Review Committee was informed that, "There is no post concept in the Institute. Appointments are made after assessment of the need of the category by suitable assessment committee". This was not factually correct.

7.3.3 Instead of post the word "category" is used in the Institute, in communications to Government. Category refers to category of workers, meaning designations of workers who get categorized by reference to their specialization, qualification and scale of pay. The terms 'category' and 'pay scales with attached designations' (posts) are synonymous. The fear prevailing in the Institute is that the concept of posts can be used by the Government to stop recruitment and promotions. Directions issued by the Government, from time to time, does stop recruitment temporarily, but, never the promotions. Therefore, the Institute has been holding that the Government should not limit number of workers in any category of 'pay scales with attached designations'. As a result promotions have been adding to salary budget and in all likelihood diluting quality of manpower in the higher echelons. It is extremely necessary to enforce the post concept contained in the Memorandum of the Institute, to remove any scope for deterioration in the quality of non-faculty manpower, by automatic promotions to employees after 3 to 6 years without obtaining prior sanction for posts at higher levels.

7.3.4 It was represented to the Committee that promotions to faculty staff, under the rules governing them, and making temporary and permanent additions to faculty strength, should not require prior sanction of posts necessary to accommodate the faculty. The Committee strongly supports this view. At the same time, ISI should not resent reference to faculty posts for budgetary calculations of salary and computing pension liability of the Government towards incumbents in regular faculty posts excluding contract faculty

employees in temporary posts etc. Reference to faculty posts should not be misunderstood, where it is a functional necessity in Government, same as in the ISI, and not a control mechanism. As faculty members receive promotions and wastages occur, the number and composition of permanent and temporary faculty posts should, automatically, change. The changes should only be taken on record every year when finalising the salary budget and not be questioned for control purposes.

7.3.5 The Central Government needs to monitor expenditure against the salary budget for all the staff of the Institute, under plan and non-plan grants taken together and, at the macro level, it will be necessary to refer to number of posts, including faculty posts, in different pay scales in doing such monitoring. This should not be misconstrued by anyone as a design to control by reference to the number of faculty posts. The number of posts, temporary and permanent, against which non-faculty workers are employed in the Institute should be reviewed and approved by the Central Government, annually, after going into the justifications for them. The Central Government will need to enforce the condition that at no time will the number of regular non-faculty employees in the Institute, in different pay scales, exceed the approved number of non-faculty posts in such pay scales. Such approvals and enforcement of conditions are necessary to remove any scope for the deterioration in quality of manpower by automatic promotions referred to above. The need to control the number of non-faculty employees in Kolkata makes it also necessary for the Government to approve the number of posts in headquarters and centers, station wise and pay scale wise. After the annual assessment of number of temporary and permanent non-faculty posts needed in different centres and stations, the number of temporary posts should correspond to the notional excess or surplus still to be absorbed against future expansion in student strength.

7.3.6 The Committee recommends that the concept of post, laid down in the Memorandum of Association of the Institute must replace the euphemism of "category" used in the Institute. However, the concept of posts should not come in the way of faculty positions, with the Institute retaining the ability of creating such positions whenever required. On the other hand the number of temporary and permanent posts for employment of necessary non-faculty workers should be approved and strictly enforced by the Central Government.

7.3.7 In so far as the faculty staff strength, in position as on 1st February 2002, is concerned, in the appendices relating to this chapter, the division between the permanent and temporary posts has been made only for budgetary purposes at a default ratio of about 1:1, in the absence of details of number of faculty under temporary and contract employment. There is a little uncertainty due to possible merging and abolition of units and the eventual rationalization of SQC into SAC. The default figures in the report, relating to permanent and temporary faculty members given as permanent and temporary posts may be substituted by the Director to correspond to the actual facts or as per his appreciation as soon as possible and before the next budgetary exercise. Those break up figures are purely default figures and do not have any value. They are not for exercise of any control on ISI but only for use by ISI internally. They must at all times be only factual.

Rationalisation of Staff Strength

7.4 Non-Faculty Staff in Scientific Units

7.4.1 As on 1st February 2002, the details of non-faculty staff strength, center wise, together with designations of posts, pay-scales, total number of posts in the units (including administrative sections) and the number of posts recommended, initially, to be made permanent and the number necessary as temporary posts for the present, are given in Appendices 7.1 to 7.6 and Annexure to Appendix 7.7 for control purposes. They cover non-faculty staff in the scientific and administrative units in Kolkata and such staff in Delhi, Bangalore, Giridih and SQC units, separately. The summary of non-faculty staff strength in relation to the faculty staff strength in the scientific units in Kolkata is given below.

TABLE 2 - STAFF in KOLKATA (excl SQC staff)

Faculty and Non-Faculty Staff in Scientific Units (excl SQC) in Kolkata				
Scientific Unit	Unit Abbr.	Faculty Staff	Non Faculty Staff	% non-Fac to Fac.
Statistics & Mathematics	StatMath	37	9	24%
Sankhya Editorial Section	Sankhya	0	5	NA
Applied Statistics Unit	Appl S U	18	17	94%
Physics & Applied Mathematics Unit	PAMU	17	7	41%
Physics & Earth Sciences Division	PhyEsc	0	1	?
Geological Studies Unit	GSU	10	13	130%
Adv. Comp. & MicroElectronics Unit	ACMU	8	4	50%
Comp. Vision & Pattern Recognition	CVPR	7	8	114%
Elec. Communication Science Unit	ECSU	7	13	186%
Electro-Mechanical Laboratory	EMLab	0	6	NA
Audio-Visual Laboratory	AudVis	0	3	NA
Machine Intelligence Unit	MIU	9	9	100%
Economic Research Unit	ERU	20	19	95%
Linguistics Research Unit	LingRU	2	8	400%
Population Studies unit	PopSu	3	15	500%
Psychometry Research Unit	PsyRU	3	12	400%
Sociological Research Unit	SRU	6	18	300%
Social Sciences Division	SocScD	0	2	?
Agricultural Science Unit	ASU	5	13	260%
Anthroplogy & Human Genetics Unit	AHGU	12	8	67%
Biochemistry	BioChem	2	3	150%
Biometry	BioMetry	3	3	100%
Biological Research Unit	BioRU	0	3	?
Biological Sciences Division	BioSD	0	4	?
Chemistry Unit	ChemU	0	4	?
Embryology	Embryo	1	7	700%
Plant Chemistry Unit	PICu	2	4	200%

Leaf Protein	LeafPU	0	5	?
Comp. & Statistical Services Centre	CSSC	6	12	200%
Dean's Office	Dean	0	1	NA
Central Library	Library	8	77	963%
Total	499	186	313	168%
Included Administrative Staff			137	
Included Scientific Tech/Lib Staff			176	

7.4.2 As would be seen from the above Table, there are a few scientific units without faculty, in Kolkata, still having supporting staff and independent existence, instead of being merged into other units. Some of them are not mentioned in the list of units in the papers given to the review committee. They are the electro-mechanical laboratory, the audio-visual laboratory, the physics and earth sciences division office, the social science division office, Biological Research unit, Biological sciences division office and Leaf protein unit. The non-faculty staff in these unauthorized units need to be withdrawn and redeployed by the Administration, immediately, save where they are merged into any officially approved unit by the Council. The committee was informed that the Binders do not engage in any work during office hours and work only for overtime benefits in addition to salary. There was also a counter that they are most dutiful and quality of their work is better than what obtains in the market outside. The Committee was given to understand that around 12 uncategorized staff were recruited on fixed pay of Rs. 2650 per month (at the minimum of the lower most scale), on compassionate basis by the Institute. Since, they are not regular, but, casual staff, they have been excluded from permanent as well as temporary post classification. (This accounts for number of permanent and temporary posts not fully adding up to staff in position in some units/sections in the tables and appendices). Whether the Binders work or not is for the Council to look into. The uncategorized casual staff should not be made regular without approval of posts for them from the Government. If approval is not received the Institute may have to terminate their employment by giving three months notice or three months pay in lieu as per Standing Service Orders 1963, of the Institute, or resolve to pay them salary, provident fund and pension (if liability arises) out of the Development fund of the Institute.

7.4.3 For comparison purposes, the figures for non-faculty manpower in scientific divisions in Kolkata (excluding SQC), alongside figures for the other centers (excluding SQC) taken together (Rest), are given below. They indicate that the number of supporting technical and library staff and administrative staff, are all high in Kolkata compared to Delhi and Bangalore centers.

TABLE 3 - Non-faculty manpower in scientific divisions in Kolkata (excluding SQC)

ScTech sup staff	Pay Scale	Kol	Rest	Sc Lib sup staff	Pay Scale	Kol	Rest
Asst. Publ Officer	8000-13500	1		Repr cum Photgr.	6500-10500	1	
I/O Controller	10000-15200	1	1	Sr. Tech Ass Lib	6500-10500	8	3
DTP Technician	8000-13500	9	2	Tech Asst Lib	5500-9000	7	1

EDPM Sup. Grl	6500-10500	1		Jr Tech AsstLib	5000-8000	5	3
EDPM Sup. Grll	5500-9000	1		Lib Assistants	4500-7000	3	1
Res. Assistant	8000-13500	17		Lib Attendants	3050-4590	5	1
Sr. Tech Asst	6500-10500	20	3	Lib Count AttnGrll	4000-6000	10	1
Lab Technician	5500-9000	14	1	Lib Count AttnGrll	3200-4900	3	1
Tech Assistant	5500-9000	16	2	Asst. Repr/ PhgrGrll	5500-9000	2	
Sr Lab Asst	5000-8000	4	1	Asst.Repr/ PhgrGrll	5000-8000	3	
Jr Tech Asst	5000-8000	19		Jr Repr/ Photgr.	4000-6000	4	
Lab Asst	3200-4900	5	1	Repr/ Photgr Asst	3200-4900	3	
Lab Attendnt	3050-4590	14					
	133	122	11		65	54	11
Administrative staff in Sc Divns in Kolkata							
Sec Officer	6500-10500	17		Helpers, Majdoors	2 to 3 grades	47	5
Admn A/c Assts	2 to 3 grades	2	1	Binders	2 to 3 grades	3	
Admn Asst	2 to 3 grades	32	1	Xerox Operators	2 to 3 grades	2	
Stenograhers	2 to 3 grades	1		Gardeners	2 to 3 grades	4	
Typists	2 to 3 grades	12	1	Others	Engg staff		1
Attendants	2 to 3 grades	13		Uncategorised	2650 fixed	4	
						146	137
							9

7.4.4 It is not possible for the Committee to lay down how much non-faculty strength is required to be employed, in Kolkata, in the scientific divisions. Year-to-year, an assessment will be necessary by the Director and Associate Director, without recourse to any committees formed by those in Kolkata. Members of any assessment committee could have got used to having many non-Faculty staff and their perceptions could get coloured. In relation to the figure of 411 mentioned earlier, the long term goal needs to be a reduction/ absorption elsewhere of surplus of 100 non-faculty staff in scientific units in Kolkata, that is from the total of 313 (122+54+137) to 213. This indication is only in relation to the existing strength of students and faculty in Kolkata.

7.5 Qualifications for Appointments

7.5.1 The impression gathered by the Committee was that most of the non-faculty staff in position, could be Higher Secondary qualified or Matric or class VIII passed or illiterate. Otherwise, the proposed qualifications, given in Tables below, for appointments to higher grades, for Scientific Technical & Library staff and Administrative staff, would not be so low. It will be for the Director to ensure that the appointing authority raises the qualifications for appointments. How to weed out or use the under-qualified staff, already in the higher grades, (if there be such staff), will be a problem, for the Director, to solve. Though the scales of pay are designed to accommodate persons with annual increments, for up to 20 years or more, the draft category manual approved by the Institute, (but, not by the Government so far), proposes to give promotions to incumbents to higher scales of pay, every six years, from grades 'A' and 'B' to grades 'B' and 'C' respectively in various categories, without the incumbents improving their qualifications, while in service. No competition with direct recruits is provided for in making such appointments, which will be only on promotion. The Standing Service Orders, 1963, of the Institute, which serve the purpose of recruitment rules in Government, have not been revised for 40

years and are even now not being revised, but only a categories manual is being proposed. The qualifications for Scientific Technical and Library staff proposed in Categories Manual and revisions suggested by the Review Committee (RC) are given below.

TABLE 4 - Qualifications for Scientific Support Staff

Existing Designation	Pay scale	No.	New Category Proposed	Pay scale	Qualifcn Proposed	RC's recomdn
Sc Technical						
No such level	10000-15200	0	Publication Officer B	10000-15200	MA / BTech	MPhil/ MTech
Asst. Publication Officer	8000-13500	1	Publication Officer A	8000-13500	MA / BTech	MA / BTech
Input Output Controller	10000-15200	2	Associate Scientist C	10000-15200	Good / Record	Phd / MTech
Data Proc Tech / EDP Sup	8000-13500	11	Associate Scientist C	10000-15200	Good / Record	Phd / MTech
Research Assistant	8000-13500	17	Associate Scientist B	8000-13500	Good / Record	MA / BTech
Sr. Technical Assistant	6500-10500	23	Scientific Assistant C	6500-10500	H.Sec	MSc
EDM Supervisor Grl	6500-10500	1	Scientific Assistant C	6500-10500	H.Sec	MSc
EDM Supervisor Grll	5500-9000	1	Scientific Assistant B	5500-9000	H.Sec	MSc
Technical Assistant	5500-9000	18	Scientific Assistant B	5500-9000	H.Sec	MSc
Laboratory Technician	5500-9000	15	Scientific Assistant B	5500-9000	H.Sec	MSc
EDP Operator	5500-9000	1	Scientific Assistant B	5500-9000	H.Sec	MSc
Sr Laboratory Assistant	5000-8000	5	Scientific Assistant B	5500-9000	H.Sec	MSc
Junior Technical Assistant	5000-8000	19	Scientific Assistant A	5000-8000	H.Sec	MSc
No such level		0	Supervisor AV	5000-8000	H.Sec	MSc
No such level		0	Operator/ Mech AV C	5000-8000	H.Sec	MSc
No such level		0	Operator/ Mech AV B	4000-6000	H.Sec	MSc
No such level		0	Operator/ Mech AV A	3200-4900	H.Sec	BSc(Hons)
Laboratory Assistant	3200-4900	5	Assistant C	5000-8000	H.Sec	MSc
Laboratory Attendant	3050-4590	14	Attendant B	3050-4590	H.Sec	BSc(Hons)
No such level		0	Attendant A	2750-4400	H.Sec	BSc
Total		133				
Sc Library						
Reprogr cum Photographr	6500-10500	1	Scientific Assistant C	6500-10500	H.Sec	MSc
Sr. Technical Assistant Lib	6500-10500	11	Scientific Assistant C	6500-10500	H.Sec	MSc
Asst. Repr cum PhotgrGrl	5500-9000	2	Scientific Assistant B	5500-9000	H.Sec	MSc
Technical Assistant Lib	5500-9000	8	Scientific Assistant B	5500-9000	H.Sec	MSc
Asst. Repr cum PhotgrGrll	5000-8000	3	Scientific Assistant A	5000-8000	H.Sec	MSc
Jr Technical Assistant Lib	5000-8000	8	Scientific Assistant A	5000-8000	H.Sec	MSc
Library Assistants	4500-7000	4	Assistant C	5000-8000	H.Sec	MSc
Jr Repro cum Photographr	4000-6000	4	Assistant B	4000-6000	H.Sec	MSc
Shelf & Counter Asst Grl	4000-6000	11	Assistant B	4000-6000	H.Sec	MSc
Repr cum Photgr Assistant	3200-4900	3	Assistant A	3050-4590	H.Sec	BSc(Hons)
Shelf & Counter Asst Grll	3200-4900	4	Assistant A	3050-4590	H.Sec	BSc(Hons)
Library Attendants	3050-4590	6	Attendant B	3050-4590	H.Sec	BSc(Hons)

Total		65				
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7.5.2 In the Categories Manual pending approval of Government, the very low qualifications proposed for the administrative staff in Groups 'B', 'C' and 'D', to fill in 663 administrative posts and the revisions suggested by the Review Committee (RC) are given in the Table below. The administrative support-staff, called attendants, are engaged on work of stacking and retrieving files and papers and helpers, in doing messenger work.

TABLE 5 - Qualifications for Administrative Staff

Designation	TTL	PT.	TY.	New Designation	Pay Scales	Qlfcn for Promotion	RC recmdn
Attendants	50	31	18	Office Attendant C	3200-4900	Matric	Degree
				Office Attendant B	3050-4590	Matric	Hsec
Helper	129	54	72	Office Assistant A	3200-4900	Degree	Degree
				Helper C	3050-4590	Class VIII	Hsec
				Helper B	2750-4400	Class VIII	Hsec
				Helper A	2650-4000	Class VIII	Hsec
Photocopier	5	4	1	Attendant C	3200-4900	Matric	Degree
				Attendant B	3050-4590	Matric	HSc & ITI Cert.
Medical Staff	7	5	2	Nurse A	5000-8000	Nursing Degree	Nursing Degree
				PharmacistA	4500-7000	Hsec + Dipl	Hsec + Dipl
				Attendant C	3200-4900	ClassVIII & ITICert.	Hsec + Dipl
				Attendant B	3050-4590	ClassVIII & ITICert.	Hsec + Dipl
Security	75	46	29	Security Officer	6500-10500	Grad. Army Capt.	Grd Army Capt.
				Sec Gd (Gp Head)	3200-4900	Matric ExArmy	Hsec ex Army
				Security Guard C	3050-4590	ExArmy	HSec ExArmy
				Security Guard B	2750-4400	ExArmy	HSec ExArmy
Sweepers	91	38	51	Sr Est Supervisor	5000-8000	Matricl & ITICert.	Tech Degree
				SweepercumJam C	3050-4590	Literate	Hsec
				SweepercumJam B	2750-4400	Literate	Hsec
				SweepercumJam A	2650-4000	Literate	Hsec
Gardeners	34	13	20	Mate Gardener(PS)	4000-6000	Class VIII	HSc & ITI equiv.
				Mate Gardener	3200-4900	Class VIII	HSc & ITI equiv.
				Gardener C	3050-4590	Class VIII	Hsec
				Gardener B	2750-4400	Class VIII	Hsec
Majdoors	15	2	12	MateMajdoorGrl(P S)	4000-6000	Class VIII	HSc & ITI equiv.
				Attendant B	3050-4590	Matric	Hsec
				Majdoor B	2750-4400	Class VIII	Hsec
				Majdoor A	2650-4000	Class VIII	Hsec
Cooks	28	16	10	SeniorCook(P.S.)	4500-7000	H.Sec	HSc & ITI equiv.
				Cook B	4000-6000	H.Sec	HSc & ITI equiv.
				Cook A	3200-4900	H.Sec	HSc & ITI equiv.
ServiceBoy	42	22	19	ServiceBoy C	3050-4590	Class VIII	Hsec
				ServiceBoy B	2750-4400	Class VIII	Hsec
				ServiceBoy A	2650-4000	Class VIII	Hsec
EnggTechcn	132	60	70	Sec OfficerTel(PS)	6500-10500	HSc & Tech Dipl.	Tech Degree
				Eng Assistant C	6500-10500	HSc & Tech Dipl.	Tech Degree

				Eng Assistant C	6500-10500	HSc & Tech Dipl.	Tech Degree
				Eng Assistant B	5500-9000	Matricl & ITICert.	Tech Degree
				SrTel Sup(PS)	5500-9000	HSc & ITICert.	Tech Degree
				SupEnggTech	5000-8000	Matricl & ITICert.	Tech Degree
				TradeTechn C	4500-7000	Matricl & ITICert.	HSc & ITI Cert.
				TradeTechn B	4000-6000	Matricl & ITICert.	HSc & ITI Cert.
				TradeTechn A	3200-4900	Matricl & ITICert.	HSc & ITI Cert.
				Liftman(PS)	4000-6000	ClassVIII & ITICert.	HSc & ITI Cert.
				Attendant C	3200-4900	ClassVIII & ITICert.	HSc & ITI Cert.
				Attendant B	3050-4590	ClassVIII & ITICert.	HSc & ITI Cert.
				Attendant A	2750-4400	ClassVIII & ITICert.	HSc & ITI Cert.
Prtntg Bind Techncn	55	0	52	EngAssist C	6500-10500	HSc & Tech Dipl.	Tech Degree
				TradeTechn C	4500-7000	Matricl & ITICert.	HSc & ITI Cert.
				TradeTechn B	4000-6000	Matricl & ITICert.	HSc & ITI Cert.
				TradeTechn A	3200-4900	Matricl & ITICert.	HSc & ITI Cert.
				Sup Binding	5000-8000	Matricl & ITICert.	Tech Degree
				Binder C	4500-7000	Matricl & ITICert.	HSc & ITI Cert.
				Binder B	4000-6000	Matricl & ITICert.	HSc & ITI Cert.
				Binder A	3200-4900	Matricl & ITICert.	HSc & ITI Cert.
				TrHelpBind (PS)	3200-4900	Matricl & ITICert.	HSc & ITI Cert.
				TailorFman(PS)	4500-7000	Matricl & ITICert.	HSc & ITI Cert.
				TrHelp(Tailrng)(PS)	3200-4900	Matricl & ITICert.	HSc & ITI Cert.

7.5.3 Absence of competition with direct recruits and the very low qualifications fixed for promotions automatically after 6 years, without competition from fresh recruits would have adverse effect on quality of staff in the Institute. There could be such automatic promotions for under-qualified scientific technical and library staff in ISI, up to salary levels of Rs.10000-15200, as per proposals in the draft categories manual. Whether those, who do not secure post-graduate qualifications, while in service, should be considered for promotion to very senior positions in a scientific institution would be for the Council to decide.

7.5.4 The Committee received some suggestions for rationalizing the recruitment norms for a few of the faculty staff. They referred to widely disparate recruitment and low qualification norms in the past for faculty in SQC and programmers in Computer Services center as compared to the high norms for Stat-Maths faculty in identical pay scales. It was stated that pay-scales of comparable recruits in IIT in computer side are much lower. That automatic promotion to under-qualified faculty staff had taken place in Computer Science Division. The Council would be advised to look into the qualifications proposed for the faculty staff also and revise them as and when future recruitments are made.

7.5.5 In the view of the Committee, there is no need for a categories manual prescribing one-time qualifications for existing posts. The requirements will change from time to time. The revised higher qualifications, indicated in the report, are only by way of suggestions for consideration by appointing authorities and no great sanctity should be attached to them. They should be raised if necessary, given the level of unemployment

and over qualification of prospective applicants in the open market. Even for faculty posts there is need for rationalizing the qualifications and recruitment norms from time to time. There can be no one time qualification norms holding the field for many years for any post in any discipline or specialisation.

7.6 Staff in Administrative units

7.6.1 There can be two justifications for having any administrative support-staff. One is that it provides support services to the scientists engaged in research and teaching including services to the students and research scholars. The other is that it provides service to those who are giving service for the benefit of the researchers and students. The addition to administrative staff under the second mentioned justification would require very close look to see if it has not become a self perpetuating stimulus response syndrome without cost considerations, specially in Kolkata. The administrative set up needed, and not what is already in position, must be focused on. The administrative sections in Kolkata, mentioned in the following Table, are engaged also on work of coordination and issue of directions, in their capacity as headquarters sections of ISI. No surplus staff strength in them is indicated, by terming any post therein as temporary. The staff strengths therein, as of now, are given below.

TABLE 6 - Staff engaged on Headquarters Coordination Functions also

Name of Admn. Section Kol	No. of Staff	Perm Posts	Temp Posts
Director's Office	10	10	0
CAO's & Council Office	15	15	0
Cashiers unit	7	7	0
Accounts Offices	59	59	0
internal Audit Unit	7	7	0
Retirement Benefit Cell	4	4	0
Public Relations Unit	2	2	0
Provident Funds Unit	11	11	0
Personnel Unit	16	16	0
Import & Travel Unit	5	5	0
CAO's Central Office	10	10	0
	146	146	0

7.6.2 The Committee was informed that, in Kolkata, in the case of technicians doing repair jobs the lack of proper qualifications as a result of automatic promotions has already diluted very badly the calibre of staff in higher pay scales and the Institute carries many of them without work for their level of pay. The jobs get done by outside technicians on call basis. The regular employees would appear to have received between 5 to 7 promotions in their career without necessary qualifications. It was stated that there are too many carpenters, masons, majdoors, attendants to technicians and record attendants, helpers and such others. They do not agree to be engaged on any work outside their very narrow designations. This applied to printing, tailoring and book binding staff also. It was difficult to make technicians agree to shift duty hours in the Library to keep it open for longer hours. They would insist on overtime, which they cannot get if they agree

to regular duty in shifts with staggered hours for different sets of technicians. The Institute was left with no option but to outsource their work. There was also a counter that such a view, given to the Committee was one sided and that such employees were tractable and dedicated.

7.6.3 Listed in the Table below are the administrative units in Kolkata center, which cater only to local needs of Kolkata. There is scope to outsource work in these units selectively and gradually, since it will be cheaper and more efficient to do so. In these units are the many technicians and mistrys for doing engineering and electro-mechanical jobs, referred to above. Though they are regular employees, they are needed to attend only to occasional jobs. Regular employees engaged as telephone and transport technicians could also become surplus. Some work in canteen and half the work of sweeping (estate section) and security could be outsourced as it has been done, successfully, in Delhi center, which is the leanest in such staff. Such a step could save on the budget grants from Government (which is a term of reference of the Committee). The Committee was convinced during discussions in Kolkata that there was little justification for existing level of staff in medical reimbursement and welfare units, as also stores, Xerox and despatch units. The temporary posts indicated in the table below are the extent to which reduction / absorption elsewhere of surplus staff can be effected in the long term by outsourcing work and savings in budget effected. Casual staff have not been reflected under permanent or temporary posts.

TABLE 7 - Staff engaged on local center work in Kolkata

Name of Admn. Section Kol	No. of Staff	Perm Posts	Temp Posts
Central Stores	13	9	4
Despatch unit	8	5	3
Repro Xerox Unit	4	2	2
Medical Reimb. Unit	12	6	6
Medical Welfare Unit	15	8	7
New Guest House	10	9	0
Estate Section	107	30	75
Security Section	54	30	24
Canteen	28	21	7
Engineering Jobs Unit	59	16	43
Electro-Mechanical Jobs	39	13	26
Telephone Exchanges	12	3	9
Transport & Drivers	26	17	9
	387	169	215

7.6.4 The Binding and Tailoring (administrative) units of Kolkata centre, mentioned in the Table below, need to be considered for closing down. The work of these two categories of employees is occasional and gradually outsourcing such work would be far cheaper. The need for rationalization of the staff in the Printing and Publication Unit (PPU) has already been considered in Chapter 4 and the table below reflects this. If the PPU is rationalized as PU as recommended the minimum staff required for the rationalized unit could be retained so long as it gets sufficient in house orders.

TABLE 8 - Staff engaged on special local center work in Kolkata

Name of Admn. Section Kol	No. of Staff	Perm Posts	Temp Posts
Binding Unit	18	0	18
Printing & Pulication Unit	42	0	42
Tailoring Unit	6	0	6
	66	0	66

7.6.5 Representatives of the students at Kolkata, who met the Committee, complained of insanitary conditions in the toilets and inadequacy of sweeping and mopping of the rooms and verandah, landing etc. The complaints were made in the presence of the Director and the CAO and went unchallenged. The Committee, itself, noticed the very poor quality of cleanliness of the estate grounds, insides of buildings, state of repair of mosquito nets, seepage works in the guest house and poor control and supervision over the sweepers and other regular employees. The Committee was informed that improvement seemed impossible in the unionized atmosphere in the Kolkata centre, and outsourcing of work may be the answer. The outsourcing suggested, by indicating temporary posts against as many regular staff, is in the light of the complaints of the students and observations made by the members of the Committee. Students had mentioned problems with part time doctors also, but, the doctors are not regular employees, and the management can easily replace them, if necessary.

7.6.6 A complaint, received from the representatives of the students in Kolkata, related to the service by hostel kitchen staff. In the hostels, the students do not have any control over the cooks and mess boys who are the regular employees of the ISI. Students do not get hot food at night, as the meals cooked are left on the table and the mess staff go home by 6:30 p.m. Students coming in by 8.00 p.m. eat cold food. Clearly the mess staff should be present during normal dining hours, say between 7:30 p.m. and 9 p.m. to serve hot food to the students. If they are not, the mess-staff need to be replaced by contract workers. Though the Committee was inclined to favour the issue of a warning and giving a last chance to the kitchen employees, who, in India, are, generally, more service minded, the representatives of the students were quite definite in their views that it will not work in the unionised climate in Kolkata. The students were in favour of running their own mess and employing the cooks and servers. As it is, the students do all the purchasing of the provisions. In fact one student had taken an apartment outside and was managing food on his own since he found he could not survive on the hostel food. There was a counter plea to the Committee that some of the students are high handed in treating

the employees and not all employees shirk work. Be that as it may, the Committee is of the view that the Institute should give an ultimatum to their inefficient and irresponsible regular employees in the hostel kitchens after accommodating in jhupris within the campus, the efficient ones, so they can have split timings for work. If the students have obviously genuine complaints even after a couple of months thereafter, the demand of the students to employ their own cooks and servers may be conceded and the messing arrangements handed over to the students. If this happens the Institute must terminate the services of the hostel kitchen employees rendered surplus, in terms of clause 25 of the Standing Service Orders 1963 applicable to them, on the grounds that they are surplus.

7.6.7 In the Table below are mentioned the administrative units in Kolkata, which deal essentially with teaching and training and hostels in Kolkata and no outsourcing of work therein would normally have been recommended, but for the apparent intractability of the kitchen staff referred to above.

TABLE 9 - Teaching and Training support Staff

Name of Admn. Section Kol	No. of Staff	Perm Posts	Temp Posts
Dean of Studies Office	12	11	0
Examination Office	3	3	0
Hostel Unit	1	1	0
ISEC Office	8	8	0
ISEC Hostel	5	5	0
Ladies Hostel	6	0	6
Men's Hostel	5	0	5
Res. Scholar's Hostel	9	0	9
Boy's Hostel	8	0	7
	57	28	27
Grand total Admn staff Kolkata	656	343	308

7.6.8 The number of temporary posts, recommended in this paragraph, for the administrative units in Kolkata is 308. This figure is indicative of the surplus, required to be reduced or absorbed elsewhere, against future growth. Along with the surplus of about 100 non-faculty staff in the scientific units in Kolkata, the total surplus regular staff in Kolkata for reduction or absorption elsewhere, in future, is 408 arrived at by micro analysis, which is very near the figure of 411 arrived at by a macro comparison in Table 1.

7.6.9 The Institute would seem to be carrying many workers without enough work for their level of pay, while the jobs get done from outside on payment. There may be no regular or even occasional work for many employees and there are surplus employees for the regular work that needs to be done in many units. But, there is also need to outsource work in many units selectively and gradually, since the work will get done far more cheaply with no great loss of quality and with better satisfaction to those for whose satisfaction the work originates. The Committee recommends some outsourcing of work

may appear to be the only available alternative to putting up with inefficiency from some of the employees, insanitary conditions, poor cleanliness, poor maintenance, complaints from students, inability to organise shift duties in Library and computer centre, payment of overtime without work output in normal working hours and such breakdowns in normal work expectations from regular employees. If the miracle of change of heart occurs at various places and real dedication and excellence in work surfaces in house, the Council could always, suitably and selectively, modify the indicative recommendations of the Committee.

7.7 Personnel Administration

7.7.1 Article 3.27 of the Memorandum of Association of the Institute (as amended up to 1995) empowers the General Body to make, alter or rescind statutes, Bye-laws and standing orders in such manner as may be laid down by rules and regulations. But, Sub-section 5.2 of Section 5 of the Regulations (as amended up to 1995) empowers the Council to make, alter or rescind only the Bye-laws. Section 17 of the Regulations (as amended up to 1995) also, lays down, how introduction or change of Bye-laws is to be effected. There is, thus, an omission in the Regulations, at present, to empower the Council to make alter or rescind Statutes and Standing Orders. Such an omission perhaps was not there in 1963 when the Council approved and took on record the Standing Service Orders 1963. The Committee was unable to obtain a copy of the Regulations as they stood before the amendments in 1974. In any case, it is necessary to remove the lacuna. The Committee recommends that amendments be made to Regulations 5.2 and 17, so as to empower the Council to make, alter and rescind Statutes and Standing Orders also, in addition to Bye-laws.

7.7.2 As already stated, the Standing Service Orders 1963 are overdue for revision. They need to refer to current appointing authorities and current orders and rules of Central Government, which govern employees of the Institute, *mutatis mutandis*. In July 1997 the Council decided, in the context of the deposit linked insurance scheme of the Government applicable *mutatis mutandis* to the employees of the Institute, that every time the Government made some changes in the scheme the same may be applied by the Institute to its employees and reported in the next meeting of the Council for ratification. It is understood that this is happening in regard to almost all the conditions of service of the employees of the Institute.

7.7.3 It is recommended that the 'Standing Service Orders 1963' be revised and reissued as 'Standing Service Orders 2002', to make personnel administration more efficient and transparent. A draft Standing Service Orders 2002 is appended to the report (Appendix 7.7). The draft Standing Service Orders 2002, incorporate the important provisions of the recruitment procedures prevalent in the Government and conditions of service applicable *mutatis mutandis* to the employees of the Institute.

7.8 Computerisation of records

7.8.1 The Committee was surprised to find that though minutes of the meetings of the Council and various committees are fed into computers and print-outs taken, they are not preserved on floppies or any other digital device. The Institute was unable to supply to the Committee minutes of the Council meetings more than 10 years old, though the review was to cover past 20 years. The Committee recommends that, important documents in the Institute must be preserved digitally for easy retrieval. All the important records of all administration and accounts sections should be computerized.

7.9 Civil Works and Maintenance

7.9.1 In July 1997, the members of the Council were of the opinion that construction and maintenance of buildings should be effectively supervised and monitored to see that the total fund available for this purpose is utilized properly and judiciously. In July 200, the Council noted that a Committee of the Works Advisory Committee was monitoring renovation of Geology building and RTS building at an estimated cost of Rs. 45.56 lakhs. A member of the Council stated he had resigned from the Works Advisory Committee as the Committee had not met and the renovation works were not evaluated. The minutes of the meetings of the Works Committee were not made available to the Review Committee.

7.9.2 The scientists, who are managing the Institute could save themselves a lot of risk, fatigue and tension if they would utilize the services of CPWD for all civil works and maintenance, in Kolkata and Bangalore as they do in Delhi. The technical and financial responsibility, in Kolkata and Bangalore, ultimately rests on the overworked top-level Scientists taking final management decisions and not on the engineers employed by the Institute. This will not be so when the CPWD is engaged.

7.9.3 It was observed and commented upon in several meetings, with students and the Workers' Associations, that there appears to be insufficient funds for Maintenance Expenditure; particularly, the buildings, hostels and guest houses appear to be in a poor state. It is recommended that ISI should receive earmarked grants from the Central Government towards improvement of the existing buildings and facilities.

7.10 Joint Consultative Committees

7.10.1 As per provisions of Regulation 13 (see Appendix 6.2) governing the two Joint Consultative Committees (JCC), (for non-scientific workers and scientific workers separately), the JCCs are to hold consultations on conditions of service and work and welfare of employees, efficiency and standards of work and general principles of recruitment, promotion and discipline. Parties to the consultation are the representatives of workers and the representatives of the Management of the ISI. Individual cases are excluded from discussion, officially. The representatives of the Management in the two JCCs are different. Agreements arrived at in the JCCs will be binding on both sides. Cases of disagreement in JCCs will go for arbitration to the Council.

7.10.2 The Committee was informed that in the Institute the Director has, presently, to deal with the representatives of ISI Workers in direct meetings and also in the Joint

Consultative Committees (JCCs). This takes away too much of the time of the Director and his other duties suffer. It was stated that, in Kolkata, administrative decisions taken in individual cases, are raised by the workers' representatives, for discussion unofficially, in the direct meetings. The Committee has already recommended the appointment of an Associate Director in the headquarters to deal with Administration and Accounts. The Committee recommends that Regulation 13 governing the Joint Consultative Committees (JCCs), be amended to substitute the words 'Associate Director (Headquarters)' for the word 'Director', wherever the word 'Director' appears in Regulation 13. All meetings with the representatives of the Workers should be handled by the Associate Director (Headquarters), separately with the two JCCs, as provided for in the Bye-laws.

Chapter 8

Budget, Finance and Accounts

8.1 Reference has already been made to a part of the budgetary process in relation to plan projects budget in Chapter 2. The manner of the control of the non-Plan and Plan grants in aid given by the Central Government to the ISI and the financial control exercised through the accounts and audit of the accounts are touched upon here. Improvements needed as well measures to increase internal receipts of the ISI have also been considered here.

BUDGET

8.2 Grants in Aid from the Government

8.2.1 Section 8(1) of the ISI Act, 1959, provides for the constitution of committees by the Central Government for preparing programme of work by the Institute and specifically for the constitution of a committee for the preparation and submission to the Central Government, as far as possible, before the commencement of each financial year, of statements showing programmes of work agreed to be undertaken by the Institute during that year for which the Central Government may provide funds, as well as general financial estimates in respect of such work; and the settlement on broad lines of the programmes of such work.

8.2.2 In recent years the same composition of the Section 8(1) Committee has been retained by the Government for 5 years, in the annual notifications issued constituting the Committee. The Act requires annual notifications to issue. In effect the term of a committee coincides with a plan period. This is commendable.

8.2.3 The budget grants proposed by the Council and the budget grants recommended by the Section 8(1) Committee and approved by the Central government for the years 2000-01 and 2001-02 are given below. The actual expenditure in 2000-01 is also given.

TABLE 1 - Recommended and Approved Budget Grants

	Proposed by Council 2001-02	Approved by Sec 8(1) Committee 2001-02	Proposed by Council 2000-01	Approved by Sec 8(1) Committee 2000-01	Actual Expenditure 2000-01
	(All figures in lakhs of Rs.)				
Non-Plan Grants					
Salaries	2659.100	2659.100	2360.700	2360.700	2325.527
Other Allowances	905.700	905.700	746.400	732.400	734.657
Non-salaries	628.950	473.900	563.000	388.000	448.333
Advances & subsidies	100.500	80.400	100.500	80.400	65.400
Pay Commission Arrears					
Internal Receipts	-70.000	-70.000	-60.000	-90.000	-85.238
Total Non-Plan Grants	4224.250	4049.100	3710.600	3471.500	3488.679

Plan Revenue Grants	832.729	679.600	717.052	567.376	432.875
Plan Capital Grants					
Equipment & Computers	489.731	363.400	393.105	276.747	284.365
Construction	383.000	304.000	281.100	346.877	252.074
Total Plan Grants	1705.460	1347.000	1391.257	1191.000	969.314
Grand Total	5929.710	5396.100	5101.857	4662.500	4457.993

8.2.4 Though the ISI Act requires it, in practice, no correlation between the grand total of the annual grants at around Rs. 50 crores and the programme of work of the Institute for the year would seem to be possible in any significant way, since bulk of the Rs 50 crores under non-plan has only a historical justification and cannot be curtailed even if the programme of work can be shown to have gone down. But, hardly any norms exist to judge whether work engaged in by any one justifies the grant received from the Government or not. The plan capital portion of the grant is for future oriented development and there would be no reason to correlate it to a work programme for the current or coming year. Only the plan revenue grant component of around Rs. 6 crores gets discussed to effect cuts, if any, in relation to its correlatable work programme. Bulk of the budget would seem to get approved not on a scientific correlation but on trust mixed with skeptical probing.

8.3 Budget Estimates and Actual Expenditures

8.3.1 On the annual accounts of the Institute for the year 1997-98, the Auditor made a comment that variations between the actual expenditure and budget provision, could not be arrived at in respect of plan-revenue grants. The allocation of expenses by the Institute between plan and non-plan, under heads, which have budget provision both from plan revenue and non-plan revenue grants, was not capable of being checked. Further, according to him, the basis for allocation of indirect charges to the cost of various schemes and projects, whether on equitable basis or not, could not also be judged from the details in the budget papers. These comments would seem to indicate that the Government's instructions issued to the Auditor in 1965 for exercising such checks were not capable of being exercised and, apparently, they need revision in the light of the facts on the ground.

8.3.2 The expenditure incurred from plan-revenue grant is booked under the same heads as the non-plan expenditure booked in the accounts. No information was made available to the Review Committee on any past expenditure-cost allocation, project wise. The expenditure heads under which plan revenue grants were, in fact, spent in the year 2000-01, simply as an add on to the non-plan expenditure, are given below.

TABLE 2 - Non-plan expenditure & additional Plan Revenue expenditure

In Rupees		
	Plan Revenue Expdr.	Non Plan Revenue Expdr.
Salary & Allowances	1,218,345.00	232,552,661.61
Other Allowances		
Pension	0.00	49,318,335.00
Over Time Allowance	974,427.00	1,685,915.30
Children's Education Allowance		89,091.00
Employer's Contribution to Provident Fund		2,775,795.00
Gratuity Payment		9,528,645.50
Visiting Professors, Scientists, Fellows	517,398.00	416,246.30
Scholarships, Stipends etc.	185,585.00	9,651,720.00
	1,677,410.00	73,465,748.10
NonSalary Items		
Traveling Allowance	3,690,150.00	2,817,831.50
Printing & Publications	148,190.00	902,198.00
Seminars & Conferences	1,202,480.00	287,360.50
Books & Journals	16,676,175.00	11,578,417.82
Repair, Replacement of Computers etc	6,739,580.00	4,704,587.01
Stationary, Consumables etc.	3,407,040.00	4,218,084.00
Postage & Telephone	941,420.00	2,098,065.79
Electricity Charges	4,432,320.00	9,281,051.80
Transport Expenses	467,550.00	1,121,571.75
Worker's & Student's welfare	344,860.00	1,015,637.92
Laboratory, reprography stores	2,255,135.00	476,082.88
Expenditure on Farm	86,824.00	72,615.93
Audit Fees & Expenses		130,454.00
Interest & Bank Charges		216,749.91
House Rent & Taxes		2,875,612.25
Repairs, Maint. Of Buildings		3,036,984.95
Unspent Balance carried over	13,450,121.00	20,787,142.23
	53,841,845.00	65,620,448.24
Total	56,737,600.00	371,638,857.95

8.3.3 For the Section 8(1) Committee as well as the Institute, the accounts compiled by the Institute form the only basis for control of the expenditure, by comparing it with the budget allocation, head wise. This is done for the non-plan budget, which is approved by the Section 8(1) committee, head of account wise. The Section 8(1) Committee presently does not approve the plan revenue budget, head of account wise. This needs to be done and that Committee should be requested accordingly. The Council papers show that the plan grants for the year, 2001-02, and the years of the tenth plan have been estimated, partly, division wise as indicated below.

TABLE 3 - Partly division wise & partly accounts head wise Plan budget

Name of Division or Centre	Plan Budget				(in lakhs of Rs)		Total 10th Plan
	2001-02 Revenue	2001-02 Capital	2002-03 Revenue	2002-03 Capital	2003-07 Revenue	2003-07 Capital	
Stat-Maths	34.200	15.800	44.750	20.550	204.000	97.000	366.300
App Statistics	17.700	8.200	26.980	4.600	134.900	23.000	189.480
Soc Sciences	80.827	16.173	81.770	28.250	327.000	113.000	550.020
Bio Sciences	82.750	16.650	84.650	31.250	371.400	178.800	666.100
Phy & Earth Sc.	16.885	10.115	25.520	14.520	121.860	62.400	224.300
Comp Commn Sc	45.433	54.567	47.240	62.950	347.600	304.110	761.900
SQC & OR	76.200	18.800	67.750	37.250	372.000	206.000	683.000
Comp Service	45.000	70.000	73.000	47.000	228.000	359.000	707.000
Library	131.780	5.950	157.550	13.250	981.870	62.000	1214.670
Teaching & Trg	49.950	19.150	71.350	14.150	355.950	69.750	511.200
SURDAC	22.270	0.000	25.000	0.000	150.000	0.000	175.000
Admn Kolkata	11.000	49.000	13.800	49.150	62.750	187.670	313.370
Admn Delhi	54.000	14.000	77.000	15.000	397.000	93.000	582.000
Admn Bangalore	11.600	65.000	62.000	21.000	310.500	79.200	472.700
Constr. Kolka	0.000	239.000	0.000	460.000	0.000	1023.000	1483.000
Constr Delhi	0.000	25.000	2.000	19.000	14.500	91.500	127.000
Constr Blore	0.000	40.000	5.000	20.000	5.750	183.750	214.500
Faculty Recruitmnt	0.000	0.000	20.000	0.000	100.000	0.000	120.000
Total	679.595	667.405	885.360	857.920	4485.080	3133.180	9361.540

8.3.4 Division wise budgeting, even if so done partly, runs the risk of dividing the scientists in the Institute. It would not be advisable to split up the budget and accounts of the Institute division wise, unless the ISI is going to be made a university with departments of Biology, Sociology, Physics and Geology etc. in addition to Statistics, Mathematics, Computer science and Quantitative Economics mentioned in the ISI Act, 1959. In theory, there may be no bar to splitting all the grants division wise and keeping accounts division wise. But, in practice, it destroys cohesion. The reality is that non-plan provision for salary, overtime allowance, electricity bills, books and journals etc. are inadequate and moneys for expenditure on what can be viewed as developmental activity is asked for under plan revenue grants and spent under these same heads of account. This reality needs to be legitimized and division wise budgeting, even partly, given up.

8.3.5 The non-plan budget provision is, generally, inadequate for covering expenditure on research, howsoever called, whether as blue sky research or project or scheme for research or other developmental activities. So long as the Director can satisfy himself and the members of the Section 8(1) Committee that the estimate of plan revenue grant asked for under the very heads of expenditure under which the Plan revenue expenditure is booked, are needed and that the existing quantity of assets physically verified are not sufficient, leading to project specific acquisition of more of such assets, he would have

justified the estimates proposed by him. This is the realistic approval that is needed by the Institute. The plan revenue amounts proposed under the non-salary heads of account should not pose a difficulty since development research does involve expenditures of that nature. But, salary asked for under plan revenue grants may need to be linked to staff working on projects approved under the current five-year plan. Such allocation of salary between plan and non-plan would be a matter for the Director and Accounts section to decide seeking guidance from Section 8(1) Committee. It is not a matter that need ever go before any divisional, unit or technical advisory committee. The decision will become easier by identifying faculty and posts, work attaching to whom satisfy the plan project expenditure norms, laid down from time to time under every five-year plan.

8.3.6 Subsidy asked for carrying surplus staff, till a solution in respect of them is put into effect, would be the legitimate and realistic procedure, both for financing and accounting the salary for surplus employees under non-plan grants. But, before subsidy is asked for, the absorption of surplus staff in plan revenue project work should receive assistance from all the faculty of ISI. They should consider hand picking suitable non-faculty regular staff (rather than take on casual workers) for survey and collection of data on projects of all kinds specially where their salaries will qualify to get booked under the plan revenue budget for salaries. The provision for salaries, if any, in externally funded projects should also be utilized for absorbing the salaries of handpicked regular Group B and C staff and where warranted even Group D staff deputed on project work, by adjustment in accounts. Such measures would need to be explained to the Section 8(1) Committee by the Institute for that Committee to know the efforts being made by the faculty to help out with the surplus staff problem. Apparently the income earning capacity of scientists reflected in the price at which Sankhya is in demand abroad, and the creative talents of scientists, which brings in that income and the consultancies and intellectual fees to the doors of the Institute, is already subsidizing the salary of surplus staff in printing unit and staff in jhupris. It may have to continue to do so in respect of more surplus staff in future. But, this effort of the scientists should not only be recognized by the surplus staff but also tangible sympathy for it should be sought from the Section 8(1) Committee by way of concurrence to necessary non-plan subsidy to meet the bill for carrying surplus staff, till alternative golden offers get accepted by the surplus staff.

8.3.7 The recommendations made in chapter 2 on plan project estimation procedure would ensure that the Director of the Institute will be able review the progress of expenditure from plan revenue grant under different account heads directly from the records in the accounts section. If there is delay in acquiring a project specific asset the Director should seek empowerment from the Section 8(1) Committee to divert the provision for the delayed project assets to another head of plan revenue expenditure to prevent carry forward of unspent grant, adversely affecting next years grant amount. On the notes outlining the nature, duration and justification of the projects, the results expected to be achieved by them, and how the project specific assets will be used, the Section 8(1) Committee should be provided with the comments from the Director, Associate Director or Head of Centre, specially if, apparently, there are not enough projects to engage any member of faculty for a year. The comments should indicate if the

member of the faculty is mostly engaged on teaching or give other reasons to explain the small number of plan revenue projects on which he will be engaged.

8.3.8 The Committee recommends that the Section 8(1) Committee, appointed by the Government, to consider the annual budget proposals of the ISI should be requested to approve the plan revenue budget under the very heads of expenditure under which the expenditure from the grant will be booked. The Committee should be presented on each project, to be financed by the plan revenue budget, a note, which outlines the nature and duration of the project and gives the justification for it and the assets to be procured for it and also mentions the results expected to be achieved by the project.

FINANCE and ACCOUNTS

8.4. Internal Receipts and Income of the Institute

8.4.1 The internal receipts, of the Institute, are not sought to be increased in the Institute because the receipts get deducted from the estimated non plan revenue grant amount at the time of finalization of the budget by the Section 8(1) Committee, as would be evident from Table 1 in the first paragraph. The details of internal receipts for the year 2000-01 are given below.

TABLE 4 - Details of Internal Receipts

In the year 2000-01	Internal Receipts in Rupees	
SQC Training Fees		700,000.00
<i>Net receipts</i>	7,763,224.72	
<i>Less Transfer to SQC Fund</i>	-7,063,224.72	
Mmbership Fees		100,749.00
Tr Course Fees & Prospectus sale		2,175,012.50
Examination fees etc.		73,715.00
Sale of farm products Girdih		57,958.50
Miscellaneous Receipts		5,416,422.95
<i>Interest on short term deposits</i>	2,210,698.00	
<i>Rents-GuestHouse, Flats, Qrs.</i>	1,754,816.00	
<i>O/Hcharges from Ext.Funded Projects</i>	721,939.95	
<i>Assets disposal receipts</i>	380,402.00	
<i>Misc. Income</i>	177,559.28	
<i>Sale of fish, coconut, lib. fees, royalty</i>	105,122.60	
<i>Interest on Cycle, scooter Advances</i>	65,885.12	
Total		8,523,857.95

8.4.2 In addition to the Non-plan revenue budget grant, the Institute also receives by way of advance or loan (interest free), amounts for giving House Building Advance (HBA) and Conveyance loans to employees of the Institute as well as subsidy in the nature of grant for meeting deficit in running printing press and expenditure on National Professor. The loan amounts received are taken to HBA and Conveyance Advance funds, which are funds internal to the accounts of the Institute. According to accounting standards the

interest charged from the employees getting loans for house building or conveyance purchase, are incomes of the Institute and must be disclosed in the income and expenditure account as internal receipt. The Institute has been crediting the interest receipts to the funds directly. Only the interest received on cycle and scooter advances is taken as internal receipts. This misclassification of internal receipts in the year 2000-01, amounted to Rs. 37.95 lakhs on house building advances as disclosed in the balance sheet. The interest figure for motor-car conveyance advances, if any, credited to a fund is not disclosed even in the balance sheet.

8.4.3 Interest earned on unspent balances in Government grants parked in banks also should be reflected in the accounts as internal receipts and benefit there from should accrue to the Government by way of adjustment from future grants. It is only where income is earned by application of creative talents of scientists that the question of sharing of the income with scientists and taking the balance to development fund would be in order. Where interest is earned, without creative work, by depositing unutilized Government grants in banks, income received should not be excluded from internal receipts. As on 31st March 2001 the institute had a cash and bank balance of Rs. 9.06 crores inclusive of Rs. 95 lakhs in the balances in internal funds. The earmarked balance in bank against bills received and booked as expenditure, but payments still not made, accounted for Rs. 4.62 crores. Against unspent balances from Government grants of Rs. 3.72 crores, as indicated below, the investments (for a year or more) in banks was only Rs. 34 lakhs. From that investment, apparently, interest earned was Rs. 3,95,391, which was directly taken to General Fund instead of disclosing it as internal receipt.

TABLE 5 - Unspent balances in Grants

Uspted balances On 31 st March 20001	(In Rupees)		
	Excess Receipts	Excess Exp.	Net Surplus
Non-Plan grants	20,788,208.92	3,115,831.57	17,672,377.35
Plan Revenue Grants	13,969,402.50	872,382.77	13,097,019.73
Plan Capital Grants	6,452,605.24	0.00	6,452,605.24
Total	41,210,216.66	3,988,214.34	37,222,002.32

8.4.4 The Committee recommends that the misclassification of internal receipts of the Institute, which but for the irregularities in the accounts, would give some relief to the Government on its financial burden, must be stopped. The interest received on loans given out of advances received from Government, such as house building advance and conveyance advance, must get accounted only as internal receipts, and not be taken to any internal fund of the Institute. Similarly, the interest received on investment of unspent balances from Government Grants must be credited only as internal receipt. Efforts should also be made to increase fixed deposits with banks of unspent balances in grants.

8.5 Internal Funds of the Institute for convenience in accounting

8.5.1 Internal Funds of the Institute are created for convenience in accounting of the receipts of the Institute from different sources. As on 31st March 2001, there were eleven small value memorial funds, instituted in respectful memory of some well-wishers of the Institute, mostly for holding annual memorial lectures or congress or giving annual memorial prizes or fellowships. They may continue as internal funds. However, bracketed with them, in the accounts, are three Development Funds, namely, Director's Contribution Fund, SQC Development Fund and The Development Fund, which need consideration.

8.5.2 Director's Contribution Fund

The first review committee (1966) had commented that "the Director's Contribution Fund (referred to in 1966 as Director's Contribution Trust Fund) included fees received from various bodies that sponsor projects. Some cash donations had also been received into it from Professor and Mrs. Mahalanobis. It stood at Rs. 1.92 lakhs on 31st March 1965. Subsequently the fund was converted into a trust. It had however been utilized for meeting current expenses of the Institute." After 1966, the Institute did not agree to merge this fund into the General Fund and the Government informed the Parliament that in view of the importance of the recommendations of the first review committee, from the financial point of view, the Institute had been advised to reconsider the matter. The Institute informed the Second Review Committee that the recommendations of an Arrear Claims Committee appointed by the Government of India had been implemented. However, the Fund lives on and accounts indicate that as on 31st March 2001 the fund stood at Rs. 7.64 lakhs including Rs. 3.18 lakhs due from the now de-registered Statistical Publishing Society, a fact highlighted by the Auditor in his comments on the accounts. Rs. 3.18 lakhs is a fictitious asset and the fund value needs to be reflected at the true figure of Rs. 4.42 lakhs of which Rs. 4 lakhs are invested in fixed deposits earning income for the fund. The objective of this fund is no different from the objective of 'The Development Fund'.

8.5.3 The Development Fund

Balance in The Development Fund, on 31st March stood at Rs. 66,85,031.45. Out of it Rs. 45,12,000 stood invested in fixed deposits earning interest for the fund. Balance was held as bank balance. Auditors have commented on there being no development by use of the fund balances.

8.5.4 SQC Development Fund

Notes 8.1 to 8.3 in the annual accounts of the Institute for the year 2000-01 state that SQC (Statistical Quality Control) fund is to be used for expansion of SQC activities, construction, purchase of computers and extending infra-structural facilities to extend and promote SQC activities. Balance in the fund, on 31st March 2001, stood at Rs. 7,34,17,940. Excluding Rs. 2,58,34,113.44 of fixed assets of the Institute wrongly accounted for in this fund, instead of accounting in the balance sheet of the Institute under the head 'Fixed Assets', the real balance is Rs. 4,75,83,826.56. Out of the real balance, Rs. 3,91,47,000 stood invested in fixed deposits earning interest for the fund. This Fund has the same objectives for the SQC activities as the Development Fund has for the activities in the rest of the Institute. Though in the past assets worth Rs. 2.58

crores were created as infrastructure for SQC centres, there has been little expenditure on the development of the SQC centers in recent years. On the contrary, the arrears of salary on application of revised pay scales recommended by the pay commission, was paid out to the faculty members from the SQC Development Fund. This misuse was only temporary till the receipt of grants from the Government. Grant of compensation relief to employees residing in Jhupris is being financed out of this fund, irregularly. In the light of the recommendations already made, in Chapter 2, for rationalization of the SQC into SAC, and streamlining of the income sharing rules, the SQC Development Fund may be merged into the Development fund.

8.5.5 The Committee recommends that, after excluding the fictitious assets in the Director's Contribution Fund and after transferring the fixed assets in the SQC Development Fund to the Assets head of the ISI, the two Funds be merged into the Development Fund of the Institute.

8.6 ISI Provident Funds

8.6.1. In the year 1966, the following clause 3.22 was a part of the Memorandum of Association of the Institute and it was deleted in 1974. "3.22 to create trusts and appoint trustees and to vest in such trust funds properties and assets of the Institute for such specific or general purposes as may be considered desirable for the furtherance of the objects of the Institute or any of them".

8.6.2. The following existing clause 3.21, in the Memorandum covers provident funds. "3.21 to establish maintain or continue one or more provident fund or Superannuation Fund or similar funds for the benefit of workers of the Institute and such other persons on whom provident fund benefits can be conferred by the Institute."

8.6.3. The ISI Contributory Provident Fund Rules 1982 are rules framed by the General Body of the Institute and approved by the Government. They are for conferring benefit of Contributory Provident Fund by the Institute on employees who elected for contributory provident fund and not the general provident fund. The said rules provide for a Board of Trustees consisting of Chairman and five members, with the Chairman of the Board of Trustees being nominated by the Council from among members of the Council of the Institute and he must not be an employee of the Institute. This means he must be from among, the 11 ex-officio members of the Council or the two Scientists from outside the Institute co-opted by the Council or the three representatives of the general body. None of the ex-officio members or co-opted scientists is likely to take on the responsibility of being Chairman of the Board of Trustees, nor will the Chairman of the Council take on the responsibility. Of the three General Body's representative members in the Council, one has to be from outside Kolkata and he too will decline. This limits the choice to only two representatives of general body. If their number comes down to one, as recommended in Chapter 6 on reorganization of the composition of the Council, there is, but, one choice and if the only one who can be nominated declines there will be a problem. Two trustees are to be nominated by the Council from amongst the Members of the Institute, (meaning the General Body of the Institute) or from among the employees

of the Institute. Three trustees are to be elected by the beneficiaries of the Fund, that is the members of the Fund, from amongst themselves. The provisions of the Provident Fund Act 1925 have been made applicable to the ISI Contributory Provident Fund. This means that under Section 8(2) of the Act of 1925, the ISI CP Fund is to be viewed, as if it were, a Government Provident Fund. The authority having custody of the fund is to be viewed as if it were a Government. Because the ISI rules say that the Trustees are the custodians of the fund, they have to be viewed, as if they were, Government. However, proviso to Section 8(2) of the 1925 Act says, 'as if the authority making the contribution were the Government for purposes of making deduction from pay of subscribers under Section 6'. The authority making the contribution is the ISI and not the Board of Trustees. So ISI is also to be viewed as Government. The provident fund moneys are protected against Court Orders by the provisions of the 1925 Act. The Provident Fund Act 1925 does not require that the Council of the ISI, as the natural custodian and the authority to act as if it were Government for the ISI Contributory Provident Fund, should be divested all authority over and responsibility for the fund. Only the rules made by the General Body of ISI has made it so. It is the ISI rules, which say that the ISI Contributory Provident Fund vests in the Board of Trustees, which is also to be the custodian of the Fund. In the Institute the plethora of these conflicting legal views have been interpreted to mean that the Council of ISI is not the owner of the Contributory Provident Fund established by the ISI and ISI has no responsibility for that Fund. Also, the power to amend the Contributory Provident Fund Rules of ISI, vests in the Board of Trustees and the Government of West Bengal and not the ISI General Body or the Central Government. According to the ISI rules the Manager of the Fund must be a Trustee or an employee of the Institute. Therefore, if the Manager is an employee, he cannot cease to be an employee of the Institute, without being disqualified as the Manager. The Manager has, therefore, no need to give up his designation in the Institute as an Accounts Officer. Pragmatically, the Council has agreed to his performing duties in relation to the Contributory Provident Fund, under the directions of the Board of Trustees, in which, half the number of members are appointed by the Council.

8.6.4 The General Provident Fund (GPF) rules, also approved by the General Body in 1982, do not refer to any Board of Trustees. The Council on its own, subject to the final authority of the Council and on its behalf, and on behalf of the Director in respect to his functions as laid down in the GPF rules, has delegated to another Board of Trustees the power to administer, manage and operate the GP Fund in accordance with the provisions of the GPF rules. This Board is a standing Committee of the Council, whose term is coterminous with the term of the Council. The Chairman shall be a member of the Council not employed in the ISI. His appointment may, therefore, have the same problem of choice mentioned above. Out of the remaining five members of this Board, at least three shall be from amongst the subscribers to the GPF. The Board shall appoint a Manager to do all the functions of the Administrative and Accounts Officers under the rules. The Board shall submit an annual report to the Council. Such a delegation of powers by the Council, to a Board, is covered by Regulation 5.2, but, the Council members must be members of the Board at least partly, which is so. There is no nexus with any Provident Fund Act in regard to GPF rules. The 1925 Act relates only to Contributory Provident Funds. The GPF has never been anything but the responsibility of

the Council and any delegation in relation to this responsibility does not become an abdication. Therefore, the Council must get accounts in regard to GPF from its delegatee, which accounts, must be signed by the Director of ISI before being sent to Government and Parliament after the Council and the General Body approves the accounts.

8.6.5 As it happens, there is a whole 'Provident Funds Section' in the Institute under the Accounts Officer of the Institute who is the Manager of both the Provident funds, with 11 employees in the section doing only provident fund work. The provision for this arrangement between the Board of Trustees of Contributory Provident Fund and the Director ISI are not to be found in the said Contributory Provident Fund rules. No recovery of the cost of any of the 11 employees is made by the Institute from the Contributory Provident Fund balances said to belong to the Trustees. There is not a word in the Contributory Provident Fund rules or the Act of 1925 about the preparation of annual accounts of the fund or the audit of the fund accounts. The Audit is paid for by the ISI, and the audited accounts of the Fund travel with the annual accounts of the Institute, but without the accounts being signed by the Director of the Institute as the accounts of the Institute. The only power conceded to the Council is that of appointing, every two years three members of Board of Trustees out of the six who constitute the Board of Contributory Provident Fund. Whether the Council has therefore the responsibility to examine the accounts, if it has no powers other than changing half the number of Trustees every two years, and further to get the accounts audited and send them to the Government and Parliament and whether the accounts should not be signed by the Director in token of acceptance by the Council and General Body, are the questions that arise and no one wants to answer them. That no one has objected, in the last 18 years, to the Council and General Body not examining, accepting and signing the accounts of the Funds going to Parliament, nor to the accounts having gone without the signature of the Director required under Regulation 6, does not answer these questions one way or the other.

8.6.6 It is necessary that, both the CPF and GPF accounts of ISI must be examined and accepted, by the Finance Committee, the Council and the General Body of the Institute, after getting all clarifications from the Board of Trustees, who are answerable to them. Thereafter, in token of such examination and acceptance of the accounts, the accounts must bear the signature of the Director, as a part of the accounts of the Institute. They should be sent to the Government and the Parliament only thereafter. To preempt any queries about no accounts officer signing the accounts, the Accounts Officer of the Institute must sign as 'Accounts Officer ISI and Manager Fund'. Any other additional signature (such as that of the Chairman or Member of the Board of trustees) on the accounts, for internal inter-se accountability to the Board or the Council, may not be objectionable. The totals of the liabilities and asset balances of the provident funds should be included in the balance sheet of the Institute as a line entry giving reference to the schedule in which the detailed accounts of the funds appear. The line entry in the balance sheet of the institute on liability and asset side, for each provident fund, need give only the grand total figure in the balance sheet of the fund contained in the schedule.

8.6.7 The Committee recommends that the accounts of the Provident Funds, namely, the CPF and GPF in respect of the employees of the ISI, must be examined and accepted, by

the Finance Committee, the Council and the General Body of the Institute, after getting all clarifications from the Boards of Trustees, who are answerable to them. The Provident Fund Accounts must bear the signature of the Director, before they are sent to the Government and the Parliament.

8.7 Other Funds

8.7.1 Moneys in hand wrongly viewed as external to the Accounts

The moneys received for externally funded projects are not, presently, viewed as the moneys in the hands of the Institute. This view on the finances handled, has affected their reflection in the accounts, which are incomplete. Only the brought forward balance of receipts at the end of the previous financial year, the fresh receipts in the current year and closing balance of receipts carried forward to the next year are reflected in a schedule and the total as on 31st March in the balance sheet. Similarly, the dues-in from the funding agencies, addition or reduction in dues-in and closing balance of dues-in, are reflected as a total due on 31st of March. Detailed expenditure accounts are selectively attached in a schedule, but no balance sheet for each project is reflected in the accounts. In plain English, the Accounts officer and his cashier held a cash balance of Rs. 1,77,75,286.99 on 31st March 2001, for which Institute is liable. The accounts do not however disclose where the moneys were parked. In respect of most of the other funds, there are details of investment in banks, in a balance sheet or in a schedule of cash balances of the Institute. Even in respect of Provident Funds moneys, mistakenly presented as not belonging to the Institute, there is a balance sheet with full details of banks where the money is invested. But, in case of externally financed project moneys, in the hands of the accounts officer of the Institute, details of where they stand deposited or invested are not given in accounts. Advancing the argument that they are not moneys of Institute, the Accounts Officer does not feel accountable to the General Body of the Institute and Government, on how he handles those moneys on behalf of the Institute. This same psychology has crept in, in regard to assets acquired from such moneys and in custody of various persons in the Institute. Similar irregularity occurs with same force in case of moneys received for World Bank Aided Environmental Management Capacity Building Technical Assistance Fund project, referred to hereafter as World Bank project. In case of Policy & Planning Research Fund (PPRF) project financed by the Planning Commission also this irregularity occurs. The balance sheets of World Bank project and PPRF travel with the accounts of the Institute, but not as part of it, and do not disclose where the moneys are held. Same is the case with regard to assets acquired with such moneys. The Institute must take care of the personal safety of its accounts officers and scientists from criticism in their handling of moneys and assets in the hands of the Institute. The Institute through its staff has a responsibility for these moneys and assets in its hands, to itself, through its accounts.

8.7.2 The Committee recommends that cash balances held by any employee of the Institute on behalf of the Institute, irrespective of its source, must be reflected, suitably, in the Balance Sheet of the Institute giving reference to the schedule where details are given. The details in the schedule must indicate the name of the bank and nature of deposit of the cash balance. The wrong practice of not disclosing such details must be

ended, immediately, in respect of all the externally financed project funds, the Plan & Policy Research fund and the World Bank project fund.

8.7.3 In case of the Plan & Policy Research (PPR) fund a balance sheet is prepared, but without details of banks where moneys are invested and without details of assets created, which should have been given in a schedule. The PPR Fund held assets worth Rs. 37,03,341 as at the end of March 2001. These assets need to be transferred in the accounts to fixed assets head of the Institute's balance sheet. The accounts of World Bank project must be drawn up similar to PPR fund accounts and details of where cash and bank balances are parked must be given in a balance sheet therein. Details of assets must also be given and transfer in accounts made to the fixed assets head and corresponding schedule in the accounts of the Institute. In 2000-01 alone under the World Bank project, books purchased valued Rs. 6,82,149. In respect of each of the externally financed project funds, balance sheets must be presented as schedules to the accounts of the Institute, similar to that of PPR fund, and details of where cash balances are parked given in the balance sheet. Transfer in the accounts, of the assets generated by the projects, to the fixed assets head of account and schedule of assets in the balance sheet of the Institute, must be done. Till then the assets must be shown in a schedule to the balance sheet of the project. In case of the project called NBHM-Library grant, books valuing Rs. 12,57,081 are apparently in the library of the Institute but the fixed assets schedule in the balance sheet of the Institute has no entry in respect of them. The adjustment to General Fund and Fixed asset head in the balance sheet of the Institute in respect of assets so transferred in accounts must be done promptly. As far as possible, no asset should continue in the balance sheets of the externally financed projects at the end of the financial year. If such action is taken, the balance sheets of the project accounts will be just a list of closing cash balances indicating names of banks where they are held. They will form a schedule to the line entry in the balance sheet of the Institute for the total closing cash balances of all the project funds and similar amount as a liability line entry. An income and expenditure account for such projects is also necessary in the accounts as detailed below.

8.7.4 The expenditure heads in the accounts of the externally financed projects are standardized, namely, salary & allowances, honorarium, share of net income, traveling expenses, contingencies, books & journals, stores & stationeries, transport charges, capital expenditure/equipment, computer & printers, computer data, overhead charges, fellowship, other expenditure, transfer to development fund, refund of unspent balance. The PPRF and World Bank projects have the following additional expenditure heads, namely, repair & maintenance, postage, telephone, electricity, seminar & conference. From the detailed accounts of the projects, based on (i) the total of opening balances under all the projects, (ii) figures of project wise receipts during the year, (iii) the total expenditure under each of the standardized expenditure heads for all the projects together and (iv) the total of closing balances under all the projects, a separate income and expenditure account of externally funded projects under the standardized heads can easily be prepared and presented in a schedule to the balance sheet of the Institute.

8.7.5 All moneys received for each of the externally funded projects, the Plan & Policy Research (PPR) fund and the World Bank (WB) project fund, need to be accounted under each of these funds by viewing them only as internal funds of ISI. A line entry needs to be made in respect of each of them in the balance sheet of the Institute for the total closing cash balances in each of all the said funds and similar amount as a liability line entry. Either a balance sheet for each fund should be prepared or, in case the only entry in the balance sheet will be the closing cash balance then, a list of closing cash balances in the funds, should go into a schedule which must support the line entry in the balance sheet. The schedule should give names of banks where the closing cash balances are deposited. The balance sheet of the fund must refer to a schedule of assets till the assets are transferred to the fixed assets schedule of the Institute. Income by way of bank interest on cash balances in each project fund may be credited to the project fund after reflecting it in the income and expenditure account and deducting it there from. In that case on closure of the project the unspent balance (inclusive of incomes like interest earned) less amount refunded to funding agency as per written agreement, should be lapsed to the Development Fund. However, the overheads income and the intellectual fee income must be disclosed under internal receipt head of ISI and taken by deduction there from to the Development Fund in the manner indicated elsewhere.

8.7.6 The Committee recommends that all moneys received for each of the externally funded projects, the Plan & Policy Research (PPR) fund and the World Bank (WB) project fund, must get accounted as internal funds of the Institute and be reflected in the accounts of the ISI.

8.7.7 Printing and Publishing Unit Fund And Canteen Fund

Recommendations have been made in Chapter 4 on the need for dismantling the Printing and Publishing Unit and for setting up the Printing Unit (PU) and Printing Unit (PU) Fund, similar to Canteen Fund. The PUF and Canteen Fund are to be internal funds of the Institute created only for accounting convenience. The practice of treating the Canteen Fund as external, to the Institute, must stop. The total of the funds in their balance sheets should be reflected as a line entry of liability and asset totals in the Balance sheet of the ISI. The subsidy paid to the Canteen Fund must appear in the expenditure account of the ISI as a separate entry. It is perhaps included, presently, under the expenditure head 'worker's amenities'. This rule of separate disclosure of subsidy payments in the expenditure accounts of ISI must be followed in respect of all subsidy payments going as income into ISI's internal funds. The cash balances of the Printing Unit fund and Canteen Fund must be treated similar to that of the Development Fund and memorial funds and their cash balances must be, similarly, reflected in the Schedule of Cash and Bank balances of the Institute. In the said schedule the entry 'Institute' must read as 'Institute excluding internal funds of ISI given separately'.

8.7.8 The Committee recommends that the Canteen Fund relating to the Canteen unit of the ISI must go into the accounts of the ISI as an internal fund of the Institute created only for accounting convenience.

8.8 Augmenting Internal Resources & Reducing Subsidies

8.8.1 Transport Costs and Recovery Rates

In Kolkata, different rates are charged for the same journey in the bus of ISI on Golpark, Barasat and Patuli routes from Group A, B, C and D staff. The monthly rates for distances varying from 12 to 22 kms., on the three routes, vary from Rs 120 to Rs 460. Rate for casual passenger per journey varies from Rs 12 to Rs 20. The transport allowance paid by Institute to Groups A, B and C staff was Rs 800, 400 and 100 per month respectively. The Group A and B staff are clearly saving on their allowance and group C staff paying out more than their allowance. No information was given by the Institute on Group D staff except for a remark that rates for Group D staff were higher than rates for group C staff, but, apply only to non-salaried persons (perhaps they are the rates for non regular employees) coming on the three routes. The Institute indicated that the rates charged by the Indian Institute of Management (IIM) Kolakata was Rs 180 for 10 km and Rs 225 for 20 km and Rs 290 beyond 20 km. For project use in ISI (possibly only in externally funded projects), the rates charged are Rs 200 per day or part thereof on local journey for a maximum distance of 60 km per trip. For use beyond 60 km, actual cost of fuel, OTA and other charges are levied. In IIM the rates are Rs 6 per km plus OTA for cars and Rs. 7.50 per km plus OTA for buses.

8.8.2 Canteen Costs and Rates

The Canteen accounts reveal that the ISI canteen received a subsidy of Rs. 2.2 lakhs in the year 2000-01. The Institute stated that in the canteen of IIM in Kolkata there is a subsidy element of Rs 2500 per month in the cost of meals served to about seventy employees but no tiffin or snacks are prepared in IIM. Prices charged for tea and coffee in the ISI canteen are not lower than those in IIM canteen. Unlike in ISI the IIM does not run kitchen/canteen for the students. In Kolkata and Rabindra Bharathi Universities there is no subsidy element in the prices charged in their canteens. The canteens are run by outside agencies against tender/selection. Naturally, the rates of both meals and tiffin/snacks items are higher there than in ISI canteen. Kolkata University canteen approves only Rs. 1250 as fuel charges. Number of users in canteen of Kolkata University is 300/350 for tiffin items and 30/40 for meals. In Rabindra Bharati University 120/130 take tiffin and about 30 workers take meals. In respect of ISI Canteen, price of Rs. 0.30 for a Rasogolla, Rs. 0.20 for a small shingara (samosa), Rs 0.20 for ordinary tea and Rs. 0.60 for ordinary coffee seemed out of this world, when 10 and 20 paise coins to pay for them are hardly in circulation.

8.8.3 Kitchen Costs and Rates Charged

The complaints of the representatives of the students who met the committee, on the quality of food and service in the kitchens of the ISI hostels have already been considered in chapter 7. So long as the students do not get to run their own mess, the rates charged in the hostel kitchens must be fixed by the Institute to recover the costs except for specified subsidies approved by the Council.

8.8.4 Rents:

The allottees of residential quarters are not entitled to house rent allowance (30% from January 1996). They pay rent (licence fee) of 10% of the emoluments subject to maximum of Rs. 300, 180 and 65 for type A, B and C quarters respectively. No rent is charged on type D quarters, apparently, since no information was given. The said maximum figures were last revised in December 1986. The rents charged for hostels, guest rooms etc. would need to be revised to levels in other comparable Institutions.

8.8.5 It is necessary, that receipts from transport charges levied get accounted under a separate detailed head under internal receipts. Similarly, the receipts from the Institute run kitchens must go under a separate detailed head. The accounts of the Canteen should be prepared in a separate schedule. The rents from buildings and hostels must also be accounted for under a separate detailed head. Every year, on the basis of actual expenditure on transport the cost accounts officer needs to work out running costs and total costs and revise the rates so as to recover the expenses fully from those getting transport allowances. Similarly, the rates in the Canteens and kitchens in the hostels run by the Institute need to be revised on the basis of costs worked out by the Cost Accounts Officer. In respect of rents, the Institute needs to revise them from time to time according to the 'area norms and rents' adopted by the Estate Officer of the Central Government. The rates of pay, HRA etc payable in Institute would seem to be revised promptly with effect from same dates as in the Government. The same promptness needs to be there in the revision of rents recoverable.

8.8.6 The Committee recommends that rates for transport charges, rates in canteens and kitchens, and such other rates must be revised every year as per costs worked out by the Cost Accounts Officer. In respect of rents, revision as per 'area norms and rents' adopted by the Estate Officer of the Central Government must be done without delay.

8.9 Accounts with Banks

8.9.1 The Institute would appear have accounts in banks, other than nationalized banks, where, the return of the deposits is not guaranteed by the Government. In July 1997, The Council noted the Investment of Rs. 2 crores out of the grant in aid received for Policy and Research unit's activities in Delhi in the ICICI. The Institute would appear to have accounts in ANZ Bank. These are cases in point. Any involuntary loss of money by fall of a private or foreign Bank will result in the Institute violating involuntarily, the provisions in the ISI Act 1959 to the effect that unless Government by a special of general order exempts any moveable property or class of moveable property, the Institute shall not dispose of any property acquired by the Institute with money specifically provided by Government for acquisition of any property. The cash balances deposit receipts and pass books are such property and the disposition of moneys reflected therein in non-Government Banks is not free of risk, however high be the subjective view of anyone on the safety of the money in a bank other than nationalised bank. It is necessary for the Institute to consider whether it should not keep its moneys only in the nationalized banks.

8.10 Delays in paying or not refunding moneys

8.10.1 At the end of March 2001, the Institute held Rs. 4.62 crores due for payment to suppliers and service providers and the total of all liabilities amounted to Rs. 1.09 crores. Security Deposits held amounted to Rs. 38.97 lakhs, under other liabilities. Delays in making payments due to suppliers and service providers result in tacit 'delay surcharge' and other such surcharges being added in their quotations to the Institute by the suppliers and service providers. Therefore, delays in payments must be investigated by making a year wise analysis of the figure of Rs 4.62 crores and similar figures of unclaimed amounts at the end of every financial year, by the Finance Committee. The analysis of earnest money deposits for Rs. 8,91,967.81 on 31st March 2001, held under other liabilities, revealed that Rs. 1,05,724.31 was held for more than 10 years without lapsing amounts, which should have been claimed in the last two years or more, but were not claimed. Dues from outsiders, for Rs. 36, 615 were wrongly accounted for under payable head, instead of accounting it as loans and advances recoverable. Similarly, amount due out for more than 5 years was Rs. 65,875 and amount due in mixed up in it wrongly was Rs. 925. Amount due out for less than 5 years was Rs. 8,05,373 in which dues in for Rs. 46,465 was wrongly mixed up. It is necessary to guard against such accounting errors and undesirable practices of delaying refunds due and in not lapsing them. Late claims can always be considered under orders of Council or Director and paid if there is justification for the delay in any isolated case. Dues in must be transferred to appropriate loans and advances heads or recoverable overpayments head.

8.10.2 The Committee recommends that, every year, the Council needs to look into details of all liabilities for payment to others and lapse the amounts not claimed beyond 2 years after they were due to be claimed.

8.11 Directions to the Auditor

8.11.1 Section 6 of the ISI Act, 1959, provides for the Central Government to issue directions to the Auditors. The directions issued by the Government to the Auditors in 1965 would appear to be still in force. The Institute was unable to locate a set of more recent instructions. Though the current Auditor of the Institute was unaware of these instructions, a few years earlier the Auditor would appear to have been familiar with them. As already stated earlier, the directions of 1965 require the auditor to analyse the costing of each project or scheme to see if direct and indirect charges were allocated on equitable basis and give his audit comments. Auditor was also to highlight variations between budget and actual expenditure on various projects, schemes etc. The instructions also require the Auditor to check record of assets acquired out of government grants and see if cost of acquisition is entered against each item.

8.11.2 The Auditors are appointed from year to year and even if an Auditor is continued for two or three years, the Auditor is reappointed every year. Instructions to Auditors from the Government need to issue every year along with the order of appointment. As per the recommendations of the Committee, the Auditor should, in future, get enough

information from the notes on projects recommended for origination, to satisfy himself on the manner of utilisation of the plan revenue funds. However, the directions to the Auditor requiring him to highlight variations between projects and scheme wise budget and actual expenditure may be discontinued. Such scheme-wise budgets and scheme-wise expenditure allocations over projects are not prepared. Similarly, directions to analyse costing of project or scheme to see if direct and indirect charges are allocated on equitable basis may also be discontinued, since such allocations are not done. The only costing necessary for analysis, and which costing may exist will be the costing done for fixation of rates for transport, rents, sale prices in canteen and hostel kitchens, job rates in printing unit etc. They need to be checked by the Auditors.


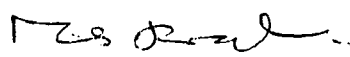
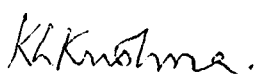

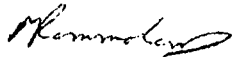

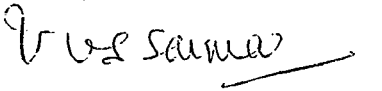
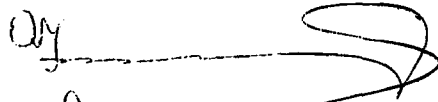
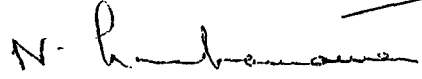
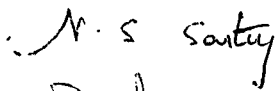
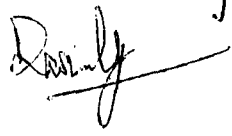
8.11.3 The Committee recommends that the Government may resume the practice of sending annual directions, with the annual letter of appointment, to the Auditors. The directions may require the Auditor to give his comments on physical verification of assets, sale and write off of assets, crediting of all incomes of the Institute to internal receipt head of account, reflection of all moneys received in the accounts of the Institute and inclusion of all assets in custody of the Institute in suitable schedules to the balance sheet, timely closing of the accounts of projects, non-adjustment of loans and advances outstanding for more than two years, year wise lists of all names of parties and employees and amounts over due from them for recovery (like due for 10 years and more, 5 to 10 years, and 2 to 5 years) and listing in the Auditor's report names of employees and parties from whom such advances are outstanding for many years, non-lapsing of unclaimed deposits for more than two years, fixation of rates and non-recovery of fees for services rendered such as rents, transport charges, consultancy services and training and other revenue generating services and accounting of receipts and dues in from sales of items like journal etc.

8.12 Finance Committee

8.12.1 In the light of what all that has been mentioned on the financial aspects in this report, the Committee recommends that the duties of the Finance Committee be enlarged by the Council to include, analysis of all the receipts getting accounted and receipts not getting accounted under the head of account 'internal receipts', making recommendations on ways to prevent leakage of receipts, enhancing the rates of transport charges, revising rates in canteen and kitchens run by the Institute, revising rents chargeable for residential flats and hostel rooms and revising sale prices for other items charged by the Institute. The Finance Committee should look into avoidable holding of large balances in current account in banks for long periods, annual physical verification of assets, subsidies, year wise lists of all names of parties and employees and amounts over due from them for recovery (like due for 10 years and more, 5 to 10 years, and 2 to 5 years), timely write off of bad debts and lapsing of refunds not claimed, etc.

REPORT OF THE THIRD REVIEW COMMITTEE OF INDIAN STATISTICAL INSTITUTE

We, the undersigned members of the third Review Committee of Indian Statistical Institute, have adopted the report for submission to the Government. The Committee requests the Chairman to present it to the Government.

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| 1. Prof. C.N.R. Rao
(Chairman) |  |
| 2. Prof. M.S. Raghunathan |  |
| 3. Prof. K.L. Krishna |  |
| 4. Prof. Anjan Mukherji |  |
| 5. Prof. M.R. Rao |  |
| 6. Prof. Anil P. Gore |  |
| 7. Prof. V.V.S. Sarma |  |
| 8. Shri D. Bandyopadhyay |  |
| 9. Shri N. Sivasubramanian |  |
| 10. Dr. N.S. Sastry |  |
| 11. Dr. G. Raveendran
(Member Secretary) |  |

Summary of Recommendations

Research Programmes and Projects:

1. The Committee feels that the scope of the Statistical Quality Control & Operations Research (SQC&OR) division of the ISI should be rationalised and enlarged to cover all high quality statistical applications in demand from the industry and service sectors. Selective deployment of personnel from other concerned units also to exploit the research and revenue potential in meeting the consultancy demands has to be undertaken. The objective has to be pioneering research for problem solving. Commercial revenue generation and self-financing prospects, if any, should be fully tapped. To enable the small scale sector with high employment potential to survive in the competitive globalised economy, the SQC staff going into the SAC units would need to be helped to develop necessary expertise to serve this sector. (Paragraph 2.4.7)
2. The Committee would not like to substitute itself for the Council of the ISI, which is the best judge of changes needed so far as merging and abolition of units and divisions within the Institute are concerned. The Committee, however, feels that a review of the existing units is urgently required to determine viability. It may be necessary to merge or close down some units. The Committee recommends that the Council may immediately deliberate and take decisions on closing down or merging some of the units. (Paragraph 2.6.3)
3. The Committee is of the view that research conducted at the ISI is of a high standard and the quality of faculty in areas such as Statistics, Mathematics, Computer Science and Quantitative Economics is very high by any reckoning; in some of the smaller units, however, similar levels have not been attained, although there are some exceptions. Possible synergies from the diverse areas of expertise available within ISI have to be fully exploited. Interaction of the ISI with other academic institutions and Universities should be enhanced and be made more systematic. (Paragraph 2.6.4)
4. There is need for long term planning for the Institute as a whole. It would be most beneficial to prepare (say) a 15-year vision Document and a 10-year (say) perspective plan for the Institute, indicating the direction of research and teaching activities and supportive infrastructure development. These should be discussed and formulated in appropriate bodies of the ISI. (Paragraph 2.6.5)
5. The Committee recommends amendments to Regulation 10 and Bye-law 7 dealing with meetings of divisional committee of scientific workers, as proposed by it in the report. (Paragraph 2.7.6)
6. The Committee is of the firm view that the ISI should continue to remain a State-sponsored and financed Institution for the development of talent in the very basic areas of Statistics, Mathematics, Computer Science and Quantitative Economics. Financial support from the State cannot be withdrawn if advances in basic and fundamental scientific disciplines are to be maintained. Rationalisation of the functioning of the

SQC&OR Division of the ISI, as aforesaid, will generate revenues and beneficial collaboration with industry and service sector. In the other divisions and units, where project collaborations have not been a very important part of their resource generation activities, so far, resource generating collaborations can be taken up, selectively and involving high quality research work, without prejudice to basic teaching and research activities. The Perspective Plan and the Vision Document, referred to earlier, should provide for such collaborative revenue generating projects. (Paragraph 2.9.7)

7. The Committee recommends that to aid commercial revenue generation activities, resulting in intellectual fee income, rules for fee sharing need to be clearly spelt out. Considering the high quality of the consultancy provided, the Institute may have to revise the fees charged to clients. The Committee also recommends that the Institute may immediately convene an expert committee involving faculty representatives from all centers to examine the practices on sharing of incomes from projects and consultancies with the scientists engaged on them and formulate the draft rules for the consideration of the Council. (Paragraph 2.9.8)

8. The Committee recommends that the PPEC should be made effective and utilized to give suitable guidelines and plans for concrete action by the Institute, on relevant matters, where it can be of great assistance to the Council of the Institute and the Director. (Paragraph 2.10.5)

Teaching and Training

9. In the considered view of the Committee the number of students being trained or taught in the ISI is rather small. This is true of all the programmes: undergraduate, postgraduate and doctoral. Steps should be taken to enhance the numbers at all stages and the consequent requirements of infrastructural support should also be provided. The increase in the student body should be carried out without sacrificing quality. (Paragraph 3.2.5)

10. At the macro level for planning of infrastructure and related facilities, Institute may like to consider planning for twice as many students in degree courses as the size of the faculty in each center and as many research scholars as the size of the faculty. The Committee would not like to go into details of the number of courses and size of in-take of students in each course, which are to be decided, by the Institute. (Paragraph 3.2.6)

11. The Committee recommends that teaching, as an activity needs to be given adequate weight while evaluating faculty performance. Rationalisation of the faculty structure and grades seems to be necessary in comparison with other Central Government Institutions of National Importance. It is extremely important for the ISI to ensure that there is fresh blood in the faculty by regular annual recruitment of outstanding scientists. Further, the leave rules of the ISI, particularly those pertaining to faculty members, should be rationalized. Both these steps should go to increase the allocation of faculty time to teaching/training and research. (Paragraph 3.2.8)

12. The Committee recommends that a good and sizeable Economics unit should be planned for in Bangalore centre of ISI, as there is no center specializing in Economics and specially in Econometrics in the south, having faculty of the standard of those in the centers of ISI at Kolkata and Delhi. (Paragraph 3.2.9)

13. The Committee recommends that the procedures of the selection committees for intake of students and the question of numbers and the spirit of selection, more than the negative procedures, must together be reviewed by the Institute. The entrance test timings and procedures in ISI should be such as will enable all the best students coming from diverse schools and universities in India to appear in them. A B.Stat course (of three years duration) may be started in Delhi center with an intake of 10 students every year, in addition to the M.Stat course. Also, the intake of students in M.Sc (Quant. Economics) course in Delhi be stepped up to 15 per year instead of less than 10 per year, at present. The ISI should consider starting summer training camps at Kolkata, Delhi and Bangalore for selected students. The ISI should also invite university teachers to participate in teaching and research in ISI, in a suitable way. Younger university teachers without Ph.D. should selectively be considered for fellowship while retaining their lien in their university. The Institute should consider holding prize competitions in statistics and other subjects as will help them to discover talent in the country in such subjects. A part time Ph.D. programme may be adopted in suitable exceptional cases of talent ensnared elsewhere, but too good to be ignored if it seeks to work for Ph. D. on part time basis. (Paragraph 3.2.10)

14. The Committee recommends that ISI should plan to offer larger number of special papers as options in the courses. (Paragraph 3.3.3)

15. The Committee recommends that the ISI should play a major role in upgrading the quality of data generated by the various Ministries of the Government of India and the State Governments and the development of sample survey methodology, by updating and innovating the techniques of data collection and imparting training in statistical methods to key personnel in their organizations. (Paragraph 3.3.5)

16. The Committee is of the view that the Associateship course in Documentation and Information Science in the Bangalore center has had a very good standing in the country. The Institute may kindly examine whether the existing course offered by the Documentation Research and Training Centre in the Bangalore center can be upgraded. (Paragraph 3.4.3)

Sankhya and Other Publications:

17. In the view of the Committee the Institute needs to fully analyse the causes for the drop in sales of its prestigious journal Sankhya and take corrective measures to improve its image and circulation. (Paragraph 4.6.6)

18. The Committee recommends that the Printing and Publishing Unit (PPU) may henceforth be named the Printing Unit (PU). The Director of ISI alone shall be the

Publisher of Sankhya, assisted by the Editorial Committee, and not any one unit of ISI. The accounts for the printing activity in the Printing unit (PU) will be maintained as the accounts of an internal fund of the Institute called PU Fund, similar to the memorial prize funds and on the lines of the Canteen Fund. (Paragraph 4.7.2)

19. The Committee recommends that surplus old copies of Sankhya and surplus old copies of any other publication in ex-SPS stock be given away to libraries of universities in India as may be decided by Editorial Committee and all unnecessary and useless old stocks including those taken over from the defunct Statistical Publishing Society (SPS) be disposed off. (Paragraph 4.8.1)

Buildings, Equipment and Other Assets

20. Much has been achieved by the ISI in consolidating its legacies of the past 70 years, including grounds and estates, in its headquarters in Baranagore (a suburb of Kolkata) into compact complexes, one academic and other residential. The state of control over assets, however, leaves much to be desired. As on March 31, 2001, ISI held assets valuing Rs. 87.15 crores (at book value), which included Rs. 63.84 crores of fixed assets like lands and buildings, equipment, furniture, books etc.; but additional assets worth Rs. 40.09 crores belonging to the Institute were wrongly shown as belonging to 'descriptions' which have no legal existence independent of ISI. (Paragraphs 5.1 & 5.2.1)

21. The Institute needs to plan urgently the utilization of "Gupta Niwas" (stated to be a Heritage Building) on 5.84 acres of land, near the campus, or seek approval of the Central Government to return the property acquired by the State Government to it. (Paragraph 5.5.3)

22. The Committee recommends that after securing approval of the Central Government necessary for disposing of any asset of the ISI, the estate in Darjeeling unused for 40 years be returned to the State Forest Development Corporation foreclosing the lease due to expire in the year 2018 to the best advantage of the Institute. (Paragraph 5.6.3)

23. The Committee recommends that with the approval of the Central Government, the Institute may urgently get in touch with the State Government of Jharkhand requesting it to resume about 20 acres out of 34.68 acres of land in the possession of the Agricultural science unit and the additional farm area of 4.03 acres whose possession with the ISI is in doubt. The Institute may secure fresh title and map for the balance of the farm land, which is to remain with the Institute. If within two to three years the balance of the farm land, is not required for any approved long term project, the State Government may be requested to resume the remaining farm land also. (Paragraph 5.7.3)

24. The Committee recommends, that Institute may take immediate steps to secure its control over the whole of the 10 acres of land around Rose Villa complex and about a third of an acre in Biroja Kutir. After fencing off the 6 acre Rose Villa, immediate action may be taken to sell away the remaining 4 acres of freehold land to the north and west of Rose Villa and a third of an acre of freehold land in Biroja Kutir, as urban property to the

best advantage of the Institute after obtaining approval of Central Government. (Paragraph 5.8.4)

25. The Committee recommends that there is little justification for Institute to maintain a large administrative establishment in Giridih. Except for the section officer; one accounts assistant, one typist, the Security staff and 4 farm labour, work of all other staff of administration in Giridih may, immediately, be outsourced locally at much lesser cost. The staff rendered surplus may be offered alternative employment in any of the other centers of the Institute and if the offer is not accepted the surplus staff may be offered the next best golden alternative. (Paragraph 5.8.5)

26. The Committee recommends, that the urban property bearing the name 'health home' at Pachamba in Giridih, which is not in use, be sold by the Institute, immediately, with the approval of the Central Government. The sentiments of the donor will need to be respected by the Institute and Government, in the matter of utilization of the sale proceeds of this asset, which apparently was not financed by the Central Government. (Paragraph 5.8.7)

27. In the view of the Committee, any plans for acquiring more land for the Institute, in Kolkata, West Bengal or Jharkhand would be totally unwarranted. The Institute needs to have a policy for early utilization of prime lands of the Institute under jhupris in Kolkata, leading to underutilization of the lands for long periods. (Paragraph 5.8.8)

28. Given the construction plans afoot, in the center at Delhi the availability of land and buildings is adequate as of now. (Paragraph 5.9.3)

29. Given the construction plans afoot, the assets of land and buildings in Bangalore center are adequate as of now. (Paragraph 5.10.4)

30. In the view of the Committee the SQC units in the six centers, other than Kolkata, Delhi and Bangalore, need not invest in any construction or purchase of buildings or lease of office or residential buildings. No fresh recruitment of non-Faculty staff also is advisable till the work-load in those centers as units of Statistical Applications Centre (SAC) is eventually assessed by the Head of the SAC in due course. (Paragraph 5.11.7)

31. The Committee is of the view that approval to additional building constructions should be limited to office and hostel accommodation at the three major centres of Kolkata, Delhi and Bangalore. Residential buildings need be constructed at these centres only for attracting good faculty staff and not for non-faculty staff. Paying the non-faculty staff House Rent Allowance will be more economical for the Institute and Government. (Paragraph 5.11.8)

32. The Committee recommends that decisive physical verification of all assets of the Institute, in all its centres, be made once in three years by teams at the level of section officers from the Ministry and office of Controller of Accounts in the Ministry, till the

next review committee is convened or till control over assets improves in the Institute to the satisfaction of the Ministry. (Paragraph 5.12.2)

33. The Committee recommends that the Institute should bring about improvements in the recording of all assets and presentation of details of fixed assets in its annual accounts. (Paragraph 5.13.2)

34. As on 31st March 2001, the fictitious, bad and doubtful assets held by the Institute, totaling to Rs 88.32 lakhs, are required to be written off, with the permission of the Government. (Paragraph 5.14.1)

35. The Committee recommends that Government may issue a general order that moveable assets with book value of not more than Rs. 5 lakhs each, as have outlived their normal life, or become obsolete, may be disposed of by the Institute without approval of the Government and the sale proceeds credited in accounts as internal receipts. If the total value of assets so disposed off exceeds Rs. 15 lakhs in a financial year the details of assets in excess of Rs one lakh each shall be sent to the Government for information. For disposal of assets valuing more than Rs. 5 lakhs each, special orders of the Government will need to be requested for by the Institute. (Paragraph 5.15.2)

36. It is recommended that all the internal audit staff get engaged on the work of marking of assets alongside listing their description and location and entering the details in the computer, preparatory to physical verification of all the assets of the Institute, till the physical verification is decisively completed. (Paragraph 5.16.1)

Organisation and Management

37. Some of the recommendations made are designed to moderate the size of the General Body of the ISI Society and to provide for non-voting members. Recommendations have also been made for changes in the composition of the Governing Council to make it more cohesive and to bring in ex-officio members, who may take interest in Council proceedings, in replacement of some of the representatives whose attendance record shows lack of interest. Changes in the composition of the Academic Council have also been recommended. (Paragraph 6.1)

38. The Committee was convinced in many ways that the Director needs to delegate away a large number of his duties to Associate Directors, who should be appointed. It is necessary to have two Associate Directors in headquarters, namely the Dean of Studies to be designated also as Associate Director and a Professor in headquarters to be appointed by the Director and designated as Associate Director (Headquarters) mainly in charge of administration and accounts. The heads of centers also need to be designated as Associate Directors. It will be highly advisable for the Director to add to the delegations already made to them. (Paragraph 6.2.5)

39. The Committee recommends that at the end of the Regulation 2.5 three more sentences may be added to state 'The Director shall attend the General Meeting in his

capacity as the Director of the Institute. The Director shall not have the right to vote in the General Meetings in his capacity as the Director. The President or Chairman, when presiding over the General Meeting, shall have a casting vote in the event of a tie'. (Paragraph 6.2.7)

40. The Committee recommends that Bye-laws 4.5 and 4.6 of Bye-law 4, relating to sharing of subscriptions received by the Branch with the ISI society and financial assistance from the ISI society to the Branch be amended as proposed. (Paragraph 6.4.3).

41. The Committee recommends that Membership of the Institute be restricted to persons with post graduate or equivalent academic qualification, B.Tech., B.E. and equivalent academic qualification, who, in the opinion of the governing council, have brought out commendable publications or engaged in commendable record of work, in promoting the study or dissemination of the knowledge of statistics and or use of statistical methods in any field of study or development, and, are interested in the objects of the society: provided that the Council may (i) enroll as student members bonafide students or candidates for examinations of the Indian Statistical Institute or students studying for post graduate or equivalent academic qualifications, B.Tech., B.E. and equivalent academic qualifications, and, interested in the objects of the society, and (ii) admit as associate member any person with post graduate or equivalent academic qualification, B.Tech., B.E. and equivalent academic qualification, interested in the objects of the society; provided further that the student and associate members shall not be entitled to attend the General Meetings of Members or to vote therein or to stand for election to offices of the Institute. An associate member shall pay the same subscription as a member and be entitled to same privileges except that he shall not be entitled to attend the General Meetings of Members or to vote therein or to stand for election to offices of the Institute. The provision of life membership will not apply to student members and associate members. (Paragraph 6.5.3)

42. In view of the rising cost of the journal of the Institute and general cost of all services, the annual subscription for membership of the society and rates for publication Sankhya be revised as recommended. (Paragraph 6.5.3)

43. The Committee recommends amendments to Regulation 7 and Bye-law 5 and also to Regulation 11, as proposed, to take into account the changes necessary in relation to Professor-in-charge and to provide for Associate Directors and heads of units. (Paragraph 6.6.3)

44. The Committee recommends that changes may be made in the composition of the Council in the manner indicated herein. The two Government representatives from the controlling Ministries and the representative from the Reserve Bank would continue. Instead of having four representatives from INSA, there should be one from INSA and one from the Indian Academy of Sciences (IAS). The representation from the General Body in the Council may be reduced from three to two, of whom one will be an Institutional Member from outside West Bengal. While co-opting into the Council two scientists from outside, the Council should ensure that the co-opted scientists will have an

abiding interest in the functioning of the ISI. The nomination of such persons from outside the ISI need not be limited to the disciplines of Statistics, Mathematics, Computer Science and Quantitative Economics, by rotation, though it may be advisable to do so. Instead of the heads of divisions/ Professors in charge, the Council should have as members, six Professors, each representing a different discipline to be nominated by rotation by the Chairman of the Council in consultation with the Director, at least three of whom should be from the disciplines of Statistics, Mathematics, Quantitative Economics and Computer Science at any point of time. The six Professors will be nominated, by the Chairman, after ascertaining through the Director their suitability, standing among their peers in the Institute in their subjects or disciplines and aptitude for the work in which the Council engages and their personal inclinations. The Council should have as members the heads of Centres who are also designated as Associate Directors (presently the ones at Delhi and Bangalore and in future also the head of the Statistical Applications Centre), the Associate Director (Headquarters) and the Dean of Studies designated also as Associate Director (Studies). The two elected representatives of the employees of the Institute should continue. Including the Chairman and Director this will bring the strength of the Council to 23 (it will be 24 in future if and when Head of SAC is designated also as Associate Director) as against 30 at present. (Paragraph 6.7.3)

45. It is not very clear from the existing Bye-law 3.4 as to how two representatives of employees are to be elected to the Council. To make it clear the Bye-law 3.4 be amended as proposed. (Paragraph 6.8.3)

46. The Committee recommends Regulations 8 and 9.1 relating to Academic Council be amended to provide that the Dean of Studies, who shall be responsible to the Director for the organization of the teaching and training activities, shall be appointed by the Council for a period of two years on the recommendation of the Academic Council. On his appointment he shall also be designated as Associate Director (Studies). Further that the Academic Council shall consist of the Director (as Chairman of the Academic Council); the Dean of Studies also designated as Associate Director (as Convener of the Academic Council); Four Professors, nominated by the Chairman of the Council in consultation with the Director as members of the Governing Council of the Institute and their nominees one each, who are engaged in teaching and training; Heads of Centres also designated as Associate Directors and their nominees one each, who are engaged in teaching and training, and Member Secretary in the headquarters teaching and training unit named 'International Statistical Education Centre (ISEC)'. The Director may request the Dean to invite to the meetings of the Academic Council any employee of the Institute or outside expert who may be required to give guidance in arriving at a decision on any matter coming before the Academic Council in any of its meetings. (Paragraph 6.9.2)

47. The reference to the Statistical Publishing Society (defunct) in Regulation 14 relating to Associated and Affiliated Institutions is to be deleted. The International Statistical Education center is a unit or section of the Institute and not an independent legal entity. The reference to it in Regulation 14 as an outside body with which the Institute is to have an affiliation is meaningless. Deletion of clause 14.3 of Regulation 14 has been proposed. (Paragraph 6.10.2)

48. The Committee recommends that the Institute make good use of the provision for award of Fellowships of the Institute by awarding fellowships to young potential Nobel Laureates and other up and coming deserving young professionals in statistics related fields. (Paragraph 6.11.2)

49. In the view of the Committee no amendments to the ISI Act, 1959 or the Memorandum of Association of the ISI have been found necessary as of now. Some amendments only to the Regulations and Bye-Laws, relating to various areas reviewed, have been recommended. (Paragraph 6.12.1)

Administration and Personnel

50. The Committee is of the view that amongst the three major centres of the ISI, (the headquarters at Kolkata, Delhi and Bangalore) deployment of non-faculty workers varies considerably. In comparison to Bangalore and Delhi, the non-faculty staff strength at Kolkata is high. Recommendations have been made in this Chapter to bring it to more meaningful levels, over a period of time. (Paragraph 7.2.2)

51. The powers delegated to all the heads of centres should be enhanced to make them autonomous in matters other than policy issues, and within the limits of the budgets allocated to the centres. (Paragraph 7.2.3)

52. The Committee recommends that the concept of post, laid down in the Memorandum of Association of the Institute must replace the euphemism of “category” used in the Institute. However, the concept of posts should not come in the way of faculty positions, with the Institute retaining the power to create such positions whenever required. On the other hand the number of temporary and permanent posts for employment of necessary non-faculty workers should be approved and strictly enforced by the Central Government. (Paragraph 7.3.6)

53. It is not possible for the Committee to lay down how much non-faculty strength is required to be employed, in Kolkata, in the scientific divisions. Year-to-year, an assessment will be necessary by the Director and Associate Director. The long term goal needs to be a reduction / absorption elsewhere of surplus of 100 non-faculty staff in scientific units in Kolkata. (Paragraph 7.4.4)

54. In the view of the Committee there is no need for a categories manual prescribing one-time qualifications for existing posts. The requirements will change from time to time. The revised higher qualifications, indicated in the report, are only by way of suggestions for consideration by appointing authorities and no great sanctity should be attached to them. They should be raised if necessary, given the level of unemployment and over qualification of prospective applicants in the open market. Even for faculty posts there is need for rationalizing the qualifications and recruitment norms from time to time. There can be no one time qualification norms holding the field for many years for any post in any discipline or specialisation. (Paragraph 7.5.5)

55. The number of temporary posts recommended for the administrative units in Kolkata is 308. This figure is indicative of the surplus, required to be reduced or absorbed elsewhere, against future growth. Along with the surplus of about 100 non-faculty staff in the scientific units in Kolkata, the total surplus regular staff in Kolkata for reduction or absorption elsewhere, in future, is 408 arrived at by micro analysis; which is very near the figure of 411 arrived at by a macro comparison. (Paragraph 7.6.8)

56. The Committee recommends that some outsourcing of work may appear to be the only available alternative to putting up with inefficiency from some of the employees, insanitary conditions, poor cleanliness, poor maintenance, complaints from students, inability to organise shift duties in Library and computer centre, payment of overtime without work output in normal working hours and such breakdowns in normal work expectations from regular employees. If the miracle of change of heart occurs at various places and real dedication and excellence in work surfaces in house, the Council could always, suitably and selectively, modify the indicative recommendations of the Committee. (Paragraph 7.6.9)

57. The Committee recommends that amendments be made to Regulations 5.2 and 17, so as to empower the Council to make, alter and rescind Statutes and Standing Orders also, in addition to Bye-laws. (Paragraph 7.7.1)

58. It is recommended that the 'Standing Service Orders 1963' be revised and reissued as 'Standing Service Orders 2002', to make personnel administration more efficient and transparent. A draft Standing Service Orders 2002 is appended to the report (Appendix 7.7). (Paragraph 7.7.3)

59. The Committee recommends that, important documents in the Institute must be preserved digitally for easy retrieval. All the important records of all administration and accounts sections should be computerized. Paragraph (7.8.1)

60. The scientists managing the Institute could save themselves a lot of risk, fatigue and tension if they would utilize the services of CPWD for all civil works and maintenance, in Kolkata and Bangalore as they do in Delhi. 8.9.3 It was observed and commented upon in several meetings, with students and the Workers' Associations, that there appears to be insufficient funds for Maintenance Expenditure; particularly, the buildings, hostels and guest houses appear to be in a poor state. It is recommended that ISI should receive earmarked grants from the Central Government towards improvement of the existing buildings and facilities. Paragraphs (7.9.2 and 7.9.3)

61. The Committee recommends that Regulation 13 governing the Joint Consultative Committees (JCCs), be amended to substitute the words 'Associate Director (Headquarters)' for the word 'Director', wherever the word 'Director' appears in Regulation 13. All meetings with the representatives of the Workers should be handled by the Associate Director (Headquarters), separately with the two JCCs, as provided for in the Bye-laws. Paragraph (7.10.2)

Budget, Finance and Accounts

62. The Committee recommends that the Section 8(1) Committee appointed by the Government to consider the annual budget proposals of the ISI, should be requested to approve the plan revenue budget under the very heads of expenditure under which the expenditure from the grant will get booked. The Committee should be presented a note on each project, to be financed by the plan revenue budget, a note, which outlines the nature and duration of the project and give the justification for it and the assets to be procured for it and also mention the results expected to be achieved by the project. (Paragraph 8.3.8)

63. The Committee recommends that the misclassification of internal receipts of the Institute, which but for the irregularities in the accounts, would give some relief to the Government on its financial burden, must be stopped. The interest received on loans given out of advances received from Government, such as house building advance and conveyance advance, must get accounted only as internal receipts, and not be taken to any internal fund of the Institute. Similarly, the interest received on investment of unspent balances from Government Grants must be credited only as internal receipt. Efforts should also be made to increase deposits with banks of unspent balances in grants. (Paragraph 8.4.4)

64. The Committee recommends that, after excluding the fictitious assets in the Director's Contribution Fund and after transferring the fixed assets in the SQC Development Fund to the Assets head of the ISI, the two Funds be merged into the Development Fund of the Institute. (Paragraph 8.5.5)

65. The Committee recommends that the accounts of the Provident Funds, namely, the CPF and GPF in respect of the employees of the ISI, must be examined and accepted, by the Finance Committee, the Council and the General Body of the Institute, after getting all clarifications from the Boards of Trustees, who are answerable to them. The Provident Fund Accounts must bear the signature of the Director, before they are sent to the Government and the Parliament. (Paragraph 8.6.7)

66. The Committee recommends that cash balances held by any employee of the Institute on behalf of the Institute, irrespective of its source, must be reflected, suitably, in the Balance Sheet of the Institute giving reference to the schedule where details are given. The details in the schedule must indicate the name of the bank and nature of deposit of the cash balance. The wrong practice of not disclosing such details must be ended, immediately, in respect of all the externally financed project funds, the Plan & Policy Research fund and the World Bank project fund. (Paragraph 8.7.2)

67. The Committee recommends that all moneys received for each of the externally funded projects, the Plan & Policy Research (PPR) fund and the World Bank (WB) project fund, must get accounted as internal funds of the Institute and be reflected in the accounts of the ISI. (Paragraph 8.7.6)

68. The Committee recommends that the Canteen Fund relating to the Canteen unit of the ISI must go into the accounts of the ISI as an internal fund of the Institute created only for accounting convenience. (Paragraph 8.7.8)

69. The Committee recommends that rates for transport charges, rates in canteens and kitchens, and such other rates must be revised every year as per costs worked out by the Cost Accounts Officer. In respect of rents, revision as per 'area norms and rents' adopted by the Estate Officer of the Central Government must be done without delay. (Paragraph 8.8.6)

70. It is necessary for the Institute to consider whether it should not keep its moneys only in the nationalized banks. (Paragraph 8.9.1)

71. The Committee recommends that, every year, the Council needs to look into details of all liabilities for payment to others and lapse the amounts not claimed beyond 2 years after they were due to be claimed. (Paragraph 8.10.2)

72. The Committee recommends that the Government may resume the practice of sending annual directions, with the annual letter of appointment, to the Auditors. The directions may require the Auditor to give his comments on physical verification of assets, sale and write off of assets, crediting of all incomes of the Institute to internal receipt head of account, reflection of all moneys received in the accounts of the Institute and inclusion of all assets in custody of the Institute in suitable schedules to the balance sheet, timely closing of the accounts of projects, non-adjustment of loans and advances outstanding for more than two years, year wise lists of all names of parties and employees and amounts over due from them for recovery (like due for 10 years and more, 5 to 10 years, and 2 to 5 years) and listing in the Auditor's report names of employees and parties from whom such advances are outstanding for many years, non-lapsing of unclaimed deposits for more than two years, fixation of rates and non-recovery of fees for services rendered such as rents, transport charges, consultancy services and training and other revenue generating services and accounting of receipts and dues in from sales of items like journal etc. (Paragraph 8.11.3)

73. The Committee recommends that the duties of the Finance Committee be enlarged by the Council to include, analysis of all the receipts getting accounted and receipts not getting accounted under the head of account 'internal receipts', making recommendations on ways to prevent leakage of receipts, enhancing the rates of transport charges, revising rates in canteen and kitchens run by the Institute, revising rents chargeable for residential flats and hostel rooms and revising sale prices for other items charged by the Institute. The Finance Committee should look into avoidable holding of large balances in current account in banks for long periods, annual physical verification of assets, subsidies, year wise lists of all names of parties and employees and amounts over due from them for recovery (like due for 10 years and more, 5 to 10 years, and 2 to 5 years), timely write off of bad debts and lapsing of refunds not claimed, etc. (Paragraph 8.12.1)

Appendix 1.1

**PUBLISHED IN PART I SECTION 1 OF THE GAZETTE OF INDIA
(EXTRAORDINARY) DATED THE 29th NOVEMBER, 2001**

**No. M-12011/1/2000-B&F
Government of India
Ministry of Statistics & Programme Implementation**

.....

New Delhi, dated 12 November, 2001

RESOLUTION

S.O. In pursuance of the provisions of sub-section (1) of Section 9 of the Indian Statistical Institute Act 1959 (57 of 1959), the Government of India has decided to constitute a Review Committee for the Indian Statistical Institute, Kolkata with the following persons :

1. Prof. C.N.R. Rao, F.R.S., Pauling Research Professor, Jawaharlal Nehru Centre for Advanced, Scientific Research, Jakur, Bangalore- 64. Chairman
2. Prof. M.S. Raghunathan, F.R.S., Professor of Eminence, School of Maths, Tata Institute of Fundamental Research, Mumbai 400 005. Member
3. Prof. M.R. Rao, Director, Indian Institute of Management, Bangalore Member
4. Prof. K.L. Krishna, Professor (Retd.), Delhi School of Economics, Delhi. Member
5. Prof. Anil P. Gore, Department of Statistics, Pune University Member
6. Prof. V.V.S. Sarma, Department of Computer Science & Automation, Indian Institute of Science, Bangalore. Member
7. Prof. Anjan Mukherjee, School of Social Sciences, Jawaharlal Nehru University, New Delhi. Member
8. Shri D. Bandopadhyaya, IAS (Retd), 58/C, Block – D, New Alipore, Kolkata-750 053. Member
9. Shri N. Sivasubramanian, IAAS (Retd.), 173, Sector A, Pocket C, Vasant Kunj, New Delhi-110 071. Member
10. Dr. N.S. Sastry, DG & CEO, NSSO, Ministry of Statistics & PI, Sardar Patel Bhawan, New Delhi 110 001. Member

11. Dr. G. Raveendran, DDG, M/o Statistics & PI, Sardar Patel Bhawan, Sansad Marg, New Delhi 110 001. Member-Secretary

2. The terms of reference of the Committee will be :

- i) To review the performance of various units/departments/divisions of the Institute during the last two decades with a view to advise on the reorganisation/restructuring of the work of the Institute.
- ii) To examine the need for any amendments to the Indian Statistical Institute Act 1959 and its Memorandum of Association in the light of the experience gained so far.
- iii) To review the framework of consultancy work undertaken by the Institute and its faculty and examine the extent to which the consultancy work in various fields including statistical quality control & operation research can be operated on commercial or self-financing basis.
- iv) To review the administrative setup, management, personnel policy, financial and budgetary control of the Institute and suggest changes which may include, amongst others, harnessing information technology, outsourcing work on a contract basis, rationalization of staff strength & categories and levying user charges at appropriate levels.
- v) To suggest ways and means including, amongst others, greater collaboration with industries and expansion/addition of resource generating activities to maximise internal resource generation in the organisation so that the dependence on Government budgetary support can be kept at a minimum.
- vi) To assess the adequacy of the Institute's existing buildings, equipments & other assets for its present requirement and future growth.

3. In accordance with the provisions of sub-section (2) of section 9 of the Indian Statistical Institute Act, 1959, the Institute has been informed about the setting up of the Committee and asked to appoint a representative who shall have the right to be present and be heard at the review, inspection or evaluation made by the Committee.

4. The Committee may settle its own procedure of work. It may appoint such sub-committees as it may consider necessary from amongst its members and may take the advice of the consultants and experts on any point or matter arising out of its terms of reference from within the country or outside , as it may deem necessary.

5. The Committee shall submit its report within six months from the date of issue of this Notification.

6. The headquarters of the Committee shall be at New Delhi.

(B.K. Misra)
Secretary to the Government of India

No. M-12011/1/2000-B&F

To
The General Manager
Government of India Press
Minto Road, New Delhi.

Ministry of Statistics & Programme Implementation

RESOLUTION

New Delhi, dated 15th May, 2002

No. M- 12011/1/2000-B&F – In continuation of the Resolution of even number dated 29-11-2001 and S.O. in pursuance of the provisions of sub-section (1) of Section 9 of the Indian Statistical Institute Act 1959 (57 of 1959), the Government of India has decided to extend the tenure of Review Committee for the Indian Statistical Institute, Kolkata upto 31-7-2002 with the following persons :

1. Prof. C.N.R. Rao, F.R.S., Pauling Research Professor, Jawaharlal Nehru Centre for Advanced, Scientific Research, Jakur, Bangalore- 64. Chairman
2. Prof. M.S. Raghunathan, F.R.S., Professor of Eminence, School of Maths, Tata Institute of Fundamental Research, Mumbai 400 005. Member
3. Prof. M.R. Rao, Director, Indian Institute of Management, Bangalore ... Member
4. Prof. K.L. Krishna, Professor (Retd.), Delhi School of Economics, Delhi. Member
5. Prof. Anil P. Gore, Department of Statistics, Pune University. Member
6. Prof. V.V.S. Sarma, Department of Computer Science & Automation, Indian Institute of Science, Bangalore. Member
7. Prof. Anjan Mukherjee, School of Social Sciences, Jawaharlal Nehru University, New Delhi. Member
8. Shri D. Bandopadhyaya, IAS (Retd), 58/C, Block – D, New Alipore, Kolkata-750 053. Member

9. Shri N. Sivasubramanian, IAAS (Retd.), 173, Sector A, Pocket C, Vasant Kunj, New Delhi-110 071. Member
10. Dr. N.S. Sastry, DG & CEO, NSSO, Ministry of Statistics & PI, Sardar Patel Bhawan, New Delhi 110 001. Member
11. Dr. G. Raveendran, DDG, M/o Statistics & PI, Sardar Patel Bhawan, Sansad Marg, New Delhi 110 001. Member-Secretary

2. The terms of reference of the Committee will be :

- vi) To review the performance of various units/departments/divisions of the Institute during the last two decades with a view to advise on the reorganisation/restructuring of the work of the Institute.
- vii) To examine the need for any amendments to the Indian Statistical Institute Act 1959 and its Memorandum of Association in the light of the experience gained so far.
- viii) To review the framework of consultancy work undertaken by the Institute and its faculty and examine the extent to which the consultancy work in various fields including statistical quality control & operation research can be operated on commercial or self-financing basis.
- ix) To review the administrative setup, management, personnel policy, financial and budgetary control of the Institute and suggest changes which may include, amongst others, harnessing information technology, outsourcing work on a contract basis, rationalization of staff strength & categories and levying user charges at appropriate levels.
- x) To suggest ways and means including, amongst others, greater collaboration with industries and expansion/addition of resource generating activities to maximise internal resource generation in the organisation so that the dependence on Government budgetary support can be kept at a minimum.
- vi) To assess the adequacy of the Institute's existing buildings, equipments & other assets for its present requirement and future growth.

3. In accordance with the provisions of sub-section (2) of section 9 of the Indian Statistical Institute Act, 1959, the Institute has been informed about the setting up of the Committee and asked to appoint a representative who shall have the right to be present and be heard at the review, inspection or evaluation made by the Committee.

4. The Committee may settle its own procedure of work. It may appoint such sub-committees as it may consider necessary from amongst its members and may take the

advice of the consultants and experts on any point or matter arising out of its terms of reference from within the country or outside, as it may deem necessary.

5. The Committee shall submit its report by 31-7-2002.
6. The headquarters of the Committee shall be at New Delhi.

[No. M-12011/1/2000-B&F]

(B.K. Misra), Secy

LIST OF SUB-COMMITTEES CONSTITUTED**A. Social Sciences**

1. Prof. Deepankar Gupta
Professor of Sociology
Centre for Studies in Social Systems
Jawaharlal Nehru University
New Delhi.
2. Prof. Leelavati Krishnan
Professor of Psychology
Department of HSS
Indian Institute of Technology
Kanpur - 208016
3. Prof. Andre Beteille
D-26/Oxford Apartments
11-Patpat Ganj
Delhi 110092

B. Physics

1. Prof. S.K. Joshi
Vikram Sarabhai Professor
National Physical Laboratory
Dr.K.S. Krishnan Road
New Delhi 110012
3. Prof. N. Mukunda
Centre for Theoretical Studies and
Department of physics
Indian Institute of Science
Bangalore - 560012

C. Biology

1. Prof. M.R.S. Rao
Professor and Chairman

Department of Biochemistry
Indian Institute of Science
Bangalore 560012

2. Prof. V. Nanjundiah
Development Biology and Genetics Laboratory
Indian Institute of Science
Bangalore 560012

D. Geology

1. Prof. M.S. Srinivasan
Department of Geology
Banaras Hindu University, Banaras
Uttar Pradesh -221005.

E. Administration & Finance

1. Shri D. Bandhopadhyaya, IAS (Retd)
58/C, Block – D, New Alipore,
Kolkata-750 053
2. Shri N.Sivasubramanian, IAAS (Retd.)
173, Sector A, Pocket C
Vasant Kunj, New Delhi 110070
3. Shri N.R. Dash
Director
Ministry of Statistics & Programme Implementation
Sardar Patel Bhavan, Sansad Marg
New Delhi 110001.

LIST OF SCIENTISTS ADDRESSED

1. Prof. M.G.K. Menon
2. Prof. C.R.Rao
3. Dr. Bimal Jalan
4. Dr. R. Chidambaram
5. Prof. M.S.Narasimham
6. Prof. Partha Das Gupta
7. Prof. J.N.K. Rao
8. Prof. Deepak Nayar,
9. Prof. Angus Deaton
10. Prof. Prakasha Rao.

Appendix 3.1

Number of Students awarded degrees yearly during the years 1983 to 2001

Year	Ph.D	M.Stat.	M.Tech. Comp.Sc.	B.Stat. Hons.	M.Tech. QROR	M.Sc. Quant. Eco.
1983	9	25	7	11		
1984	3	39	24	12		
1985	3	27	20	13		
1986	3	19	14	12		
1987	4	23	9	12		
1988	7	42	15	16		
1989	6	52	18	11		
1990	11	24	14	21		
1991	4	22	21	10	14	
1992	8	31	20	15	16	
1993	11	22	16	22	12	
1994	13	22	16	11	11	
1995	15	35	20	22	14	
1996	7	27	21	8	11	
1997	13	48	22	29	12	
1998	7	28	23	36	13	15
1999	15	34	23	13	7	14
2000	9	49	27	20	12	20
2001	11	29	29	12	11	13

Appendix 3.2

Division and station wise Faculty in ISI in 1983 and 2002

Sl.No.	Division & Station	No. of Faculty In 1983	No. of Faculty In 2002
1	Stat- Maths:	43	73
	Kolkata	29	37
	Delhi	10	16
	Bangalore	2	20
	Hyderabad	1	
	Chennai	1	
2	Applied Stats:	28	18
	Kolkata	28	18
3	Physics and Earth Sc	38	27
	Kolkata	38	27
3A	Computer Science	included in 3	31
	Kolkata		31
3B	Comp & Stat Serv Centre	set up after 1983	6
	Kolkata		6
4	SQC & OR	54	60
	kolkata	11	18
	Delhi	8	7
	Bangalore	8	14
	Hyderabad	5	6
	Chennai	8	6
	Coimbatore	3	3
	Trivandrum	3	
	Mumbai	5	1
	Baroda	2	3
	Pune	1	2
5	Social Science	53	53
	Kolkata	37	34
	Delhi	15	15
	Bangalore	1	2
	Giridih		2
6	Biological Science	11	25
	Kolkata	11	25
7	Teaching & Training	1	Dean Incl in Appli Stat
	Kolkata	1	
8	Library	1	10
	Kolkata	1	8
	Delhi		1
	Bangalore		1
9	Doc. Res. Trg. Centre	5	3
	Bangalore	5	3
	Total	234	306

Appendix 5.1

Assets of ISI as on 31st March 2001

Description of Asset	Pre1986	Post 1986	Total
	(Amounts in rupees)		
1. Fixed Assets in Balance Sheet of the Institute			
Lands	7,252,822.82	9,729,315.61	16,982,138.43
Buildings	20,672,214.29	145,750,505.25	166,422,719.54
Sheds & Structures	906,351.13	1,052,433.86	1,958,784.99
Machinery & Equip	5,076,235.69	177,185,205.31	182,261,441.00
Passenger Lift	12,602.03	4,516,959.66	4,529,561.69
Electrical Equip & Installn	3,106,394.28	25,677,976.32	28,784,370.60
Water Supply Arrngement	437,890.40	7,159,617.06	7,597,507.46
Furniture & Fittings	3,213,127.93	24,377,064.68	27,590,192.61
Motor Cars & Vehicles	804,852.18	6,781,110.00	7,585,962.18
PBX Installation	147,960.09	4,169,059.70	4,317,019.79
Library Equipment	16,487.62		16,487.62
Audiovisual Doc Equipment		656,000.00	656,000.00
Busts Statues etc		200,000.00	200,000.00
Books & Journals	16,861,803.75	172,475,837.32	189,337,641.07
Overbridge	2,144.46		2,144.46
Soviet Printing Machine	138,604.25		138,604.25
SRC Equipment	14,549.18		14,549.18
FAI Project Equipment	480.24		480.24
Sed.Tr.Equip, NSA grant	5,806.05		5,806.05
Calculating equip, gr.ICSSR	314.28		314.28
Total	58,670,640.67	579,731,084.77	638,401,725.44
2. Other Assets for which amounts shown in the Balance Sheet of the Institute			
Investments			3,495,551.00
Stock of sundry materials			775,306.06
Dues in from Reg PFCommissioner			68,603.32
Loans & Advances			40,194,586.44
House Bidg Advances to staff			14,857,107.00
Dues in on plan rev grant exp.			872,382.77
Dues in on non plan rev grant exp.			3,115,831.57
Dues in on plan cap grant exp.			0.00
Cash in hand & Bank			81,427,877.82
Total			144,807,245.98
Total of 1 and 2			783,208,971.42
3. Assets without details but total amounts shown in the Bal. Sheet of the Institute			
Assets of inhouse funds			83,267,826.91
Dues in from own printing section			4,191,958.07
Dues in on Ext.funded projects exp			794,783.43
			88,254,568.41
Total of 1, 2 and 3			871,463,539.83
4. Assets without details or cumulative figures anywhere in accounts			
Assets from plan rev gr. (non-books&journals)			no cum.fig. or details
Assets out of Ext.funded projects			no cum. fig.or details
5. Assets of component units of ISI, shown outside the Balance Sheet of ISI			
ISI Employees GPF accounts			257,477,749.95
ISI Employees CPF accounts			94,615,479.93
ISI PPsection Employees PF accounts			8,837,038.25
ISI PPsection			5,480,655.83
ISI Canteen section			27,368.53
Plan & Policy Reseach Unit			34,412,113.87
WB grant for Env. Project Unit			no cumulative figure
			400,850,406.36

Appendix 6.1**INDIAN STATISTICAL INSTITUTE
MEMORANDUM OF ASSOCIATION ***

1. The name of the Society shall be the Indian Statistical Institute.
2. The objects of the Institute shall be:
 - 2.1 to promote the study and dissemination of knowledge of statistics, to develop statistical theory and methods, and their use in research and practical applications generally, with special reference to problems of planning of national development and social welfare.
 - 2.2 to undertake research in various fields of natural and social sciences, with a view to the mutual development of statistics and these sciences.
 - 2.3 to provide for, and undertake, the collection of information, investigations, projects and operational research for purposes of planning and the improvement of efficiency of management and production.
 - 2.4 to undertake any other ancillary activities in fulfillment of the objectives 2.1, 2.2 and 2.3 above.
3. For and in connection with the furtherance of its objects or any of them, the Institute shall power:
 - 3.1 to hold meetings, and arrange lectures, seminars, discussions, conferences, instruction and courses of studies;
 - 3.2 to establish, maintain, and manage and assist in the establishment and maintenance of schools, colleges, training institutions, education centers, laboratories, workshops, factories, experimental farms, research units, clinics, medical and biological units, libraries, reading rooms and museums;
 - 3.3 to provide facilities for advanced studies and researches in areas referred to in the objects of the Institute;

* The Indian Statistical Institute was registered under the Societies Registration Act (XXI of 1860) on 28th April 1932. By the enactment of the West Bengal Societies Registration Act XXVI of 1961, amended in 1964, the Institute came within the purview of the latter Act (see Section 36 of the W.B. Societies Registration Act XXVI 1961). The present revision of the Memorandum of Association was adopted in the Special General Meeting held on 26 July 1974.

- 3.4 to institute or create professorships, lectureships and other posts and to employ officers, workers, contractors and others as necessary on salary, allowance, honorarium or wages or piece-rate remuneration or without remuneration whole or part-time or on casual basis;
- 3.5 to create working centers, branches, divisions, departments, faculties, sections and units for the proper and efficient conduct of the activities of the Institute in different sectors;
- 3.6 to hold examinations and to award diplomas, certificates and other distinctions including conferment of degrees as permissible under law for proficiency in areas referred to in the objects of the Institute;
- 3.7 to undertake investigations including field work and to prepare reports on statistical and other subjects in its own behalf or on behalf of or in cooperation or collaboration with Government or other institutions, organizations, parties or persons;
- 3.8 to publish books, periodicals, reports, research and working papers and other materials at its own cost or with grants or other assistance received for the purpose and to contribute to the cost of the above classes of publications and to sell such publications, to distribute them gratuitously or at reduced prices, and for the aforesaid purpose to establish and maintain directly or in collaboration with other agencies, printing presses, units for photographic or other methods of reproduction, and other technical establishments;
- 3.9 to develop the research and teaching activities of the Institute with the approval of appropriate authorities, into an organisation having the status of a university;
- 3.10 to take appropriate steps for the Institute and/or its diplomas, certificates, degrees registered and/or recognized in different parts of India and in foreign countries;
- 3.11 to carry on directly or in collaboration with associated or subsidized agencies research for the development of and to make, construct, manufacture or produce computing and scientific instruments, machines, equipment, appliances and tools;
- 3.12 to organize, and carry on directly or in collaboration with associated or subsidized agencies pilot and field experiments and operational research in areas referred to in the objects of the Institute;
- 3.13 to organize, establish, affiliate, carry on and maintain, dissolve, disaffiliate or give up working centers, branches, or associated or other institutions having objects wholly or partly similar to those of the Institute;

- 3.14 to amalgamate with the Institute any other organisation having objects wholly or in part similar to those of the Institute, or to amalgamate the Institute with such organizations;
- 3.15 to cooperate with Government, universities, associations, societies, institutions and organizations and to establish outlying centers;
- 3.16 to establish and maintain contact with researches, studies and activities carried out in different parts of the world in areas referred to in the objects of the Institute and with persons working in these fields in different parts of the world through joint and cooperative studies and projects, meetings, conferences and interchange of visits and otherwise;
- 3.17 to accept endowments, gifts and donations, fees, block grants, rents and other funds and payments in lieu of goods or services rendered; to invest funds; to borrow or otherwise raise money; to purchase, take on lease or otherwise acquire, and sell, let out or give on lease or otherwise dispose of movable and immovable properties;
- 3.18 to receive security deposits in cash or otherwise in connection with the activities of the Institute;
- 3.19 to incur expenditure and make all necessary financial arrangements for carrying on the work of the Institute;
- 3.20 to make donations and grants or give subscriptions and otherwise assist individual workers, institutions or associated bodies when this is considered desirable for the furtherance of the objects of the Institute or any of them;
- 3.21 to establish, maintain or continue one or more Provident Fund or Superannuation Fund or similar funds for the benefit of workers of the Institute and such other persons on whom Provident Fund benefits can be conferred by the Institute;
- 3.22 to create or constitute funds under its own management or under the management of such authorities, agencies, institutions or associations as may be considered suitable for purposes of carrying out such work as may be entrusted to them in the interest of the Institute and of the Institute's workers or for the furtherance of the objects of the Institute or any of them, and to pay into such funds such amounts as may be considered necessary from time to time for carrying out the aforesaid activities;
- 3.23 to develop lands and to construct, build, alter or demolish roads, drains, waterworks, buildings, structures, and other works for the purpose of the Institute and of its workers;

- 3.24 to establish and maintain directly, or through suitable subsidized or other agencies, hostels, mess, guest houses, housing tenements and colonies, canteens, transport, organizations including night schools, adult education centers, health homes, clubs and cooperative organizations for proper and efficient performance of the activities of the Institute and/or for the welfare of its workers and their families, students, and associated workers;
 - 3.25 to do all or any of the above things in any part of the world as principals, agents, contractors, trustees or otherwise and either alone or in conjunction with others;
 - 3.26 to frame rules and regulations and to modify or rescind the same from time to time;
 - 3.27 to make, alter or rescind statutes, Bye-laws and standing orders in such manner as may be laid down by rules and regulations; and
 - 3.28 to take such other action or actions as may be incidental or conducive to the attainment of the objects of the Institute or any of them.
- 4 Subject to any eligibility qualifications that may be laid down from time to time, the membership of the Institute shall not be restricted for reasons of sex, nationality, race, religion, caste or creed.
 - 5 The Institute shall not distribute any part of its income or profits as dividend, gift or bonus or in any other way among its members, provided, nevertheless that office-bearers, workers and other employees shall not be debarred from receiving remuneration or participating in grants because of their also being members of the Institute.
 - 6 The Registered Office of the Institute shall be in Calcutta.

Appendix 6.2**Regulations *****1. MEMBERSHIP**

The Institute shall consist of the following classes of members.

- 1.1 **Members:** They shall be elected by the Council on being proposed by one member and seconded by another and after having paid such subscription and fulfilled such criteria of eligibility as may be laid down in the Bye-laws from time to time. Any member, on payment of such a consolidate a sum as may be prescribed under Bye-laws, shall be entitled to be termed as Life Member.
- 1.2 **Student Members:** Any student interested in the objects of the Institute may be enrolled by the Council as a Student Member and shall pay such fees and subscriptions and enjoy such privileges as may be prescribed in the Bye-laws.
- 1.3 **Institutional Members:** Institutions interested in the objects of the Institute may be admitted by the Council as members, provided they satisfy the criteria and pay such subscriptions as may be prescribed in the Bye-laws.

2. GENERAL MEETINGS OF MEMBERS

- 2.1 Subject to the provisions of the West Bengal Societies Registration Act, 1961, relating to alteration of Memorandum and Regulations, the provisions of Regulation 18 hereof and the provisions of Section 7 of the Indian Statistical Institute Act 1959, the General Meeting of the Institute shall have power to add to, alter, amend or rescind the Memorandum and Regulations.
- 2.2 The Institute shall hold an Annual General Meeting at least once in every year and not more than 15 months shall elapse between two successive Annual general Meetings to consider the Annual Report including the balance sheet and auditors' report so as to make the said Annual Report, balance sheet and auditors' report and audited statements of accounts available to the Government of India for

* As adopted in the Special General Meeting held on 26 July 1974. The clauses 2.1, 2.2, 8 and item 1 of 9.1 of the Regulations were amended/inserted in the Annual General Meeting held on 16 January 1980 and clauses 2.3, 2.6, 3.1, 4.2, 4.3(new), 5.1(a), 5.2(e)(new), 5.3.1, 5.3.3, 5.3.4, 5.3.5, 5.3.6, 5.4, 5.5, 5.7, 5.8, 5.9, 7, 8, 9.1.1, 9.1.2, 9.1.9(new), 9.4(new), 10.1, 11.1, 12.1, 12.3, 13.2 and 18.1 of the Regulations were further amended/inserted in the Annual General Meeting held on 6 March 1992 and again on 29 November 1995.

All amendments in the Regulations have been accepted and recorded by the Registrar of Firms, Societies and Non-Trading Corporation, West Bengal on 17 April 1996 vide his Office Memorandum No.S/201 dated 19 April 1996.

placement thereof in the Parliament within nine months from completion of each financial year, as required under the law.

- 2.3 The General Body of members shall elect the President, who shall not be an employee of the Institute. The General Body shall also elect three representatives to the Council as laid down in Clause 5.3.4 from among members who are not employees of the Institute. The elections will be held in accordance with the procedures laid down in the Bye-laws except that the counting shall be made in the presence of a nominee of the President for the said purpose, on the day of the Annual General Meeting in which the result of the election shall be announced. All ballot papers received/cast till 11.00 am on the day of Annual General Meeting shall be considered for this election. The President and the three elected representatives to the Council shall hold office for a term of two years.
- 2.4 On the written requisition of not less than fifty members, the Council shall convene a Requisition General Meeting for the transaction of the business stated in the requisition. If within three months of the date of requisition the Council fails to convene a Special General Meeting so requisitioned, the Requisition General Meeting shall be held in Calcutta for the transaction of the requisitioned business, provided that no business other than the requisitioned business shall be transacted at Requisition General Meetings.
- 2.5 The President shall preside at all General Meetings of the Institute at which he may be present. In the absence of the President, the Chairman of the Institute shall preside. If the Chairman is also absent, the members present shall elect one amongst them to preside over the meeting.
- 2.6 Not less than 15 days' notice shall be given for all General Meetings of the Institute. Ten members present will form a quorum, except in the case of a Requisition General Meeting when sixty members present in persons shall form a quorum. There shall be no quorum for an adjourned General Meeting. There shall be no adjourned Requisition General Meeting.

3. TERMINATION OF MEMBERSHIP

3.1 Members who are in arrears as to dues and subscriptions in any year shall not be entitled to exercise any kind of rights and privileges of membership while in arrears and the membership of a member who is in arrears for more than two years may be terminated by the Council after due notice. A member will be considered to be in arrears at a given point of time in any year (1st January to 31st December) if he has not paid the subscription for the previous year or that year.

4. PRESIDENT

- 4.1 A person who has rendered distinguished service to the nation or the Institute in particular through the advancement of statistics or any other field of learning shall be elected as President of the Institute by its members for a period of two years.
- 4.2 The President shall have the right to attend all meetings of the Council and when present shall preside over such meetings. He shall preside over Convocation.
- 4.3 In the absence of the Present, the Chairman shall discharge the functions of the President. If the position of the President falls vacant for more than one year, then a new President shall be elected for the remaining period of the term of the President as per the procedure specified in the Regulation 2.3 and relevant Bye-laws.

5. COUNCIL

5.1 There shall be a Council, which shall be the governing body of the Institute with functions as below:

- 5.1 (a) To consider and approve the scientific and academic programmes of the Institute.
 - (b) To prepare and adopt the annual budget.
 - (c) To award degrees, diplomas and certificates to successful candidates appearing at the various examinations on the basis of recommendations of the Academic Council (AC).
 - (d) To take decision on any academic and administrative matter that may be referred to it by the Director.
 - (e) To undertake any other activities that are consistent with the objects of the Institute or needed for the efficient management of the Institute.
 - (f) To set up such committees, working parties or boards other than these statutorily provided for and create and fill up such posts as it may considered necessary from time to time for the proper management of the affairs of the Institute.
 - (g) To receive grant from the Government and raise funds from other sources necessary for the Institute.
- 5.2 Without prejudice to the generality of the above powers, the Council shall have powers
- (a) to make, alter and rescind Bye-laws as provided in these regulations;
 - (b) to acquire, hold and dispose of property, movable or immovable, and to administer all assets;
 - (c) to delegate by specific resolutions any of its powers to any person or persons, committees, boards, or other bodies, composed wholly or partly of its own members;

- (d) to organize, establish, carry on and maintain, dissolve working centers for training, research, consultation and any other work in furtherance of the objects of the Institute in any part of India;
- (e) to meet and make suitable arrangements in cases of unforeseen contingencies.

5.3 The Council shall be constituted as follows:

5.3.1 Chairman, who shall be elected at the first meeting as laid down in clause 5.5 1

5.3.2 Government representatives(4)

Central Ministry/Department of Statistics	1
Central Ministry of Finance	1
Central Ministry/Department of Science and Technology	1
Reserve Bank of India	1

5.3.3 Scientists not employed in the Institute(9)

Representative of the ICSSR(1)

Economist or Sociologist to be determined by the Council from time to time 1

Representative of INSA(4)

Mathematician 1

Statistician (University Professor or Representative of an academic/ Research Organisation) 1

Specialists in Natural, Biological and Information Sciences (the particular fields required will be determined by the Council from time to time) 2

Representative of the Planning Commission (1) 1

Representative of the University Grants Commission (1) 1

Scientists co-opted by the Council at a subsequent meeting(2) 2

5.3.4 Elected representatives of the Institute members not employed in the Institute(3) (One of these members should be elected from members not ordinarily resident in West Bengal) 3

5.3.5 Elected representatives of the employees of the Institute (2)

Scientific worker in the Library, Documentation and Information Sciences Division or the Computer and Statistical services Centre Or Scientific worker below the rank of an Associate Professor or Equivalent in any other scientific Division 1

Non- scientific worker 1

5.3.6 Officers of the Institute (Ex-officio)(11)

Director 1

Professor in charge

Theoretical Statistics and Mathematics 1

Applied Statistics 1

Biological Sciences	1
Social Sciences	1
Computer and Communication Sciences	1
Physics and Earth Sciences	1
<u>Heads</u>	
Statistical Quality Control and Operations Research	1
Delhi Centre	1
Bangalore Centre	1
Dean of Studies	1

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- 5.4 The Chief Administrative Officer (or the Officer who, for the time being acts as the Principal Officer in overall charge of the general administration of the Institute) will be the non-member Secretary of the Council.
- 5.5 At its first meeting, at which the President or a nominee of the President will preside, the newly elected/appointed/nominated/ex-officio members of the Council shall elect an eminent person who is not an employee of the Institute as Chairman of the Council. Nine members shall form a quorum for this meeting.
- 5.6 The members of the Council including the Chairman will hold office for a period of two years.
- 5.7 Not less than 7 days' notice shall be given for a meeting of the Council. The Council will meet at least once in four months and the Chief Administrative Officer (CAO) will issue notices of the Council meetings and agenda with the approval of the Chairman and Director.
- 5.8 Ten (10) members shall form a quorum for a meeting of the Council.
- 5.9.1 In the absence of the Chairman, a member of the Council shall be elected by members present to preside over the meeting of the Council.
- 5.9.2 if the Chairman's position falls vacant, the Council shall elect in its next meeting to be presided over by the President or his nominee, an eminent person who is not an employee of the Institute, as Chairman for the remaining period of the term of the Council.
- 5.10 All questions except such for which other provisions exist in the Regulations and the Bye-laws shall be decided by the majority of votes.

6. DIRECTOR

The Director shall be the principal executive officer of the Institute and the head of all its academic and administrative activities. He shall be a full-time salaried person appointed for a period of five years, who shall also simultaneously be offered a substantive faculty position, which he shall have the option to occupy when he ceases to be the Director. The Director shall be responsible for the administration of the affairs of the Institute subject to the control of the Council. He shall also represent the Institute in business and legal transactions, shall receive on behalf of the Institute and disburse all funds of the institute and shall sign all necessary documents on behalf of the Institute subject to the Bye-laws and directions of the Council, if any. All suits instituted by, or on behalf of the Institute shall be instituted in the name of the Director and in all suits brought against the Institute the Director shall represent the Institute.

The headquarters of the Director shall be at Calcutta.

7. PROFESSOR-IN-CHARGE/HEAD OF A DIVISION/HEAD OF CENTRE

The Council shall appoint a person as Professor-in-Charge of a Scientific Division provided he has been selected from among the categories of Associate Professor, Professor and Distinguished Scientist or their equivalents by three-fourths majority of all members of the concerned Divisional Committee of Scientific Workers (DCSW) and provided, further that he is not selected for two consecutive terms. Details of the selection procedure shall be laid down by the Council. In case the DCSW is unable to select a person by three-fourths majority by a specified date, the Council shall appoint the Professor-in-Charge from the categories of workers mentioned above belonging to the Division. The appointment shall be for two years during which time the Professor-in-Charge shall be responsible to the Director for the coordination of the activities relating to various research units/projects in the Division.

The Head of the Division of SQC and OR shall be similarly appointed for two years from among categories of Technical Officers Gr.I and above or equivalent of the Division, during which period the Head shall be responsible to the Director for administration of the Division.

The terms and manner of appointment of the Head of a Centre shall be laid down in the Bye-laws.

8. DEAN OF STUDIES

The Dean of Studies, who shall be responsible to the Director for the Organisation of the teaching and training activities of the Institute, shall be appointed by the Council for a period of two years from a panel of three names in the categories of Associate Professor and other scientific workers of equivalent rank and above engaged in teaching, suggested by the Academic Council (AC).

9. ACADEMIC COUNCIL (A.C)

9.1 The Institute shall have Academic Council consisting of the following members

9.1.1 The Professors and other scientific workers of equivalent rank or above.

9.1.2 two representatives of each of the seven Divisions, namely;

- (i) Theoretical Statistics and Mathematics
- (ii) Applied Statistics
- (iii) Social Sciences
- (iv) Biological Sciences\
- (v) Physics and Earth Sciences
- (vi) Computer and Communication Sciences
- (vii) Statistical Quality Control and Operations Research (SQC & OR)

Such representatives shall be selected by the respective Divisional Committees of Scientific Workers and must be persons engaged in teaching and/or research of rank below a Professor or equivalent and not below that of a Lecturer or equivalent and shall be members for a term of two years.

9.1.3 Chief Librarian;

9.1.4 Member-Secretary of the International Statistical Education Centre(ISEC)

9.1.5 Head of the training and promotional unit of the SQC and OR Division.

9.1.6 Secretary, Examinations Committee.

9.1.7 Director (as Chairman of the Academic Council)

9.1.8 The Dean of Studies (as Convener of the Academic Council)

9.1.9 Head, Computer and Statistical Services Centre (CSSC)

9.2 The Academic Council will make recommendations to the Council regarding;

- (1) Teaching and Training Programmes including
 - (a) Introduction, discontinuation or modification and Organisation of courses,
 - (b) Eligibility requirements and procedures for selection of students;
 - (c) Examination and evaluation systems;
 - (d) Award of degrees, diplomas and certificates.
- (2) Promotion of interdisciplinary studies and research within the Institute and collaboration with external organizations.

- 9.3 A full meeting of the A.C will be held at least once a year. Periodical meetings may be held at Centres of the Institute with local members to consider local problems.
- 9.4 The Examination Committee (EC) for external students shall be a Sub-Committee of the Academic Council. The Committee shall have some external experts.

10. DIVISIONAL COMMITTEES OF SCIENTIFIC WORKERS

10.1 All scientific workers belonging to a Division will constitute the Divisional Committee of Scientific Workers of the Division. Scientific workers are those defined as such by administrative orders from time to time and with the approval of the Council. This committee will meet to formulate unit/project wise research programmes, budget proposals and review of the work programmes undertaken. Experts from other Divisions may be invited to participate. The members of the Technical Advisory Committee (TAC) of the Division shall be invited to participate in the meeting where the annual research programmes of the Division are finalised and budget proposals are considered, according to procedures laid down in the Bye-laws.

11. DIVISIONS

11.1 The units of academic, scientific, project and administrative service activities of the Institute shall be grouped in the following broad Divisions:

- (i) Theoretical Statistics and Mathematics
- (ii) Applied Statistics
- (iii) Social Sciences
- (iv) Biological Sciences
- (v) Physics and Earth Sciences
- (vi) Computer and Communication Sciences
- (vii) Statistical Quality Control and Operations Research (SQC & OR)
- (viii) Computer and Statistical Services Centre (CSSC)
- (ix) Library, Documentation and Information Sciences
- (x) Teaching and Training
- (xi) Administrative services

11.2 The Council shall have powers to add to or alter the above Division from time to time according to the requirements of the Institute and, when such changes are made, consequential changes will follow mutatis mutandis in the composition of the Council and the Academic Council.

12. COMMITTEES

12.1 The Institute shall have the following Committees:

- (a) Policy Planning and Evaluation Committee (PPEC)
- (b) Finance Committee (FC)
- (c) Editorial Committee (EC)
- (d) Works Advisory Committees (WAC)
- (e) Technical Advisory Committees (TAC) of the Divisions
- (f) Ph.D – D.Sc Committee

12.2 The Council may make changes in the above list and set up other committees, working parties or boards as may be considered necessary, from time to time, for the proper management of the affairs of the Institute.

12.3 The constitution, method of election or appointment and the functions of the committees referred to in clauses 12.1 and 12.2 shall be as may be laid down by specific resolutions of the Council or Bye laws from time to time, provided that the Finance Committee includes the two representatives of the Department of Statistics and the Ministry of Finance of the Government of India on the Council. These Committees shall have such powers as may be delegated to each of them by the Council from time to time.

13. JOINT CONSULTATIVE COMMITTEES

13.1 There shall be a Joint Consultative Committee for non-scientific workers and another for scientific workers, whose scope will be all matters relating to conditions of service and work, welfare of the employees and improvement of the efficiency and standards of work provided, however that (i) in regard to recruitment, promotion and discipline, consultation will be limited to matters of general principles and (ii) individual cases will not be considered.

13.2 The Committee for non-scientific workers shall consist of

- (1) Director (Chairman)
- (2) Chief Administrative Officer and 3 other members selected by Director, to represent the Administration
- (3) Four representatives of the Indian Statistical Institute Workers' Organization.

The Chief Administrative Officer will be the Secretary of the Committee. Members of the Committee shall hold office for a period of one year.

13.3 The Committee for Scientific Workers shall consist of

- (1) Director (Chairman)
- (2) Two scientists of the Institute, nominated by the Director
- (3) Two representatives of the Indian Statistical Institute Workers' Organization

One of the scientists in (2) will be nominated by the Director as Secretary. Members of the Committee will hold office for a period of two years.

13.4 Subject to the final authority of the Council, matters on which agreement is reached in the Joint Consultative Committees will become operative. In case of disagreement, a subcommittee may be formed by the Committees to resolve the matter, failing which the matter shall be referred to the Council for decision or arbitration.

14. ASSOCIATED AND AFFILIATED INSTITUTIONS

- 14.1 The Council may, from time to time, decide to work in association, or collaboration with any other organisation or institution which already exists or which may be set up and may declare any such institution or organisation as an Associate Institution for purposes of these Regulations. The Council may also rescind such declarations if and when considered desirable.
- 14.2 Relation between the Institute and the Associate Institutions or organizations shall be such as may be decided by the Council, from to time, subject however, to any Regulations or Byelaws that may be prescribed.
- 14.3 The Statistical Publishing Society and the International Statistical Education Centre functioning in the Institute in Calcutta shall, until otherwise decided by the Council, be deemed as Associate Institutions within the meaning of Regulation 14.1
- 14.4 The Council may at any time grant affiliation to any institution, organisation or other authority engaged in purposes or work which are wholly or partly similar to the objects of the Institute and on such affiliation being given the institution/organisation or authority concerned shall be deemed as affiliated to the Institute for the purpose of these Regulations until such affiliation is withdrawn by the Council.
- 14.5 The rights and privileges which the institutions, organisations or authorities affiliated to the Institute shall enjoy shall be as laid down by specific resolutions of the Council, Regulations or Bye-laws from time to time.

15. PROPERTIES, BANKING ARRANGEMENTS

- 15.1 All properties belonging to the Institute and all banking accounts, documents, securities etc, shall stand in the name of the Institute and shall be vested in the Council.
- 15.2 Banking accounts of the Institute shall be operated upon and securities standing in the name of the Institute shall be endorsed, transferred or otherwise negotiated by

the Director of the Institute or by two or more persons to be authorized by the Council from time to time to do so.

16. DISSOLUTION

- 16.1 The dissolution of the Institute and the disposal of the property of the Institute upon dissolution shall be made according to the provisions of the West Bengal Societies Registration Act of 1961, and after having obtained the approval of Government as provided in the Indian Statistical Institute Act of 1959.

17. INTRODUCTION OR CHANGE OF BYE-LAWS

- 17.1 Proposed Bye-laws or changes thereto shall be notified to all members of the Council not less than 7 days before the date of the meeting at which they are proposed to be considered and shall be adopted upon being passed by two-thirds majority of the members voting. All such Byelaws or changes thereto shall be reported to a subsequent meeting of the Council.
- 17.2 If the Chairman or Director considers that there is any emergency, the Council may, with the approval of the Chairman, give effect to any Bye-laws before their confirmation by a subsequent meeting of the Council. In such cases, the matter shall be placed before the Council as soon thereafter as feasible.

18. INTRODUCTION OR CHANGE OF REGULATIONS AND MEMORANDUM OF ASSOCIATION

- 18.1 Proposed changes in the Regulations (except those provided for the Regulation 11.2) and Memorandum of the Institute shall be notified to all members of the Institute not less than three months before the Annual General Meeting of the Institute. Along with the notification, ballot papers for voting on the proposed changes will be sent, which must be returned within a specified date. The results of the voting will be announced at the Annual General Meeting, and only such changes as received the approval of three-fourths of members voting will be adopted.
- 18.2 Procedures for the submission of amendments for any proposed changes in Regulations or the Memorandum shall be prescribed by Bye-laws, and pending the adoption of necessary Bye-laws for this purpose, may be laid down by the Council by specific resolution.

19. CONSEQUENTIAL ARRANGEMENTS

- 19.1 When any Regulations, Memorandum or Bye laws are added to, deleted, or otherwise amended as hereinbefore provided, the Council shall, by a resolution, decide the date from which any such changes shall come into force and shall also

lay down the transitional arrangement that may be necessary for giving effect thereto.

- 19.2 The Council shall have power to re-number Regulations, Memorandum and Bye-laws in any manner they consider necessary whenever any addition, omission or alteration is made in such Regulations, Memorandum or Bye laws, and to make consequential changes in the references thereto.

Appendix 6.3**BYE-LAWS *****1. MEMBERSHIP**

1.1 Membership of the Institute will be restricted to persons with post-graduate or equivalent academic qualification, B.Tech, B.E, and equivalent academic qualification, interested in the objects of the society.

1.2 The annual membership fee for members of the Institute shall be as follows:

(a) Members resident in India	Rs.150.00
(b) Members resident in India(without free Sankhya)	Rs. 60.00
(c) Members resident in USA, Canada, Mexico, South America, Europe, Japan, Australia, China, New Zealand	US\$ 75
(d) Members resident in any other country	Rs.250.00
(e) Members resident In India for getting additional Series of Sankhya (A or B)	Rs.100.00
(f) Members in India falling under (b) above (Not entitled to get Sankhya) for getting both series Of Sankhya	Rs.200.00

1.3 (a) Any member resident in India who desires to become a Life Member shall have to pay a fee of Rs.1500.00 less a rebate of Rs.50.00 for each year for which ordinary annual subscription may have been given, subject to a maximum rebate of Rs.750.00

(b) Any member resident in a foreign country who desires to become a Life Member shall have to pay a fee of \$750.00 less a rebate of \$20.00 for each year for which ordinary annual subscription may have been given, subject to a maximum rebate of \$300.00.

1.4 A member shall have the following privileges:

(a) Except for members belonging to category 1.2(b), mentioned above, he/she will receive one series of Sankhya free.

* Byelaws 5.1, 5.2, 5.3, and 5.4 were amended in the Council Meeting held on 6 October 1986.

Byelaws 1.2, 1.3, 1.4, 1.5, 1.6 and 4.5 were amended in the Council Meeting held on 18 August 1994 and 12 September 1994.

Bye laws 1.4(b), 1.7(new), 3.2.1, 3.3.1, 3.4.1, 3.6.1, 3.6.2(new), 3.6.3(renumbered), 3.7(new) 3.7.1(new), 3.7.2(new), 5.3, 6.5.3(new), 6.6, 6.6.1, 6.6.3, 7(new) and 8(new) were amended/inserted in the Council Meeting held on 12 and 13 August 1990.

- (b) He/she has the right to attend conferences, convocation, ceremonies and symposia held by the Institute from time to time, subject to satisfying the eligibility conditions and payment of fee prescribed for the said purpose, if any, which will be notified to the members, as far as possible.
- (c) He/she can make use of the facilities available in the Institute libraries after depositing the usual caution money.

1.5 **

1.5.1 A bonafide student or candidate for the examinations of the Indian Statistical Institute be entitled to be enrolled as a student member.

1.5.2 Students studying in Post-Graduate or equivalent academic qualifications, B.Tech., B.E. and equivalent academic qualifications in universities /Deemed universities/Academic Institutions be considered for enrollment as a student member of ISI

1.5.3 A student member shall pay an annual subscription of Rs.15.00 and enjoy the following privileges:

- (a) to obtain any series of Sankhya at half price charged to the public.
- (b) to attend conferences, seminars and symposia held by the Institute from time to time.
- (c) to make use of the facilities available in the Institute libraries after depositing the usual caution money.

1.6 (a) An Institutional Member shall mean an Institution or Organization approved by the Council for being admitted as a member of the Institute. An Institutional member so admitted shall pay an annual subscription of Rs.1000.00.

** Prior to its amendment by a resolution of the Council passed on 19th May 2000 and confirmed on 31st July 2000, Bye-Law 1.5 read as follows: "A bonafide student or candidate for the examinations of the Institute or any other recognized Institution of higher learning shall be entitled to be enrolled as a student member. A student member shall pay an annual subscription of Rs.15.00 and enjoy the following privileges:

- (a) to obtain any series of Sankhya at half price charged to the public.
- (b) To attend conferences, seminars and symposia held by the Institute from time to time.
- (c) To make use of the facilities available in the Institute libraries after depositing the usual caution money.

(b) Institutional Members shall exercise their rights and privileges of membership through a representative duly nominated by appropriate authority of the member-institution or organisation. Member-institutions or organizations shall have the right to change their representative from time to time by giving a written notice to the Director of the Institute by registered post. Any representative of a member-institution or organisation, who may be elected to any administrative or other body or organisation of the Institute or to any office of the Institute, shall automatically vacate such membership or office as soon as he ceases to represent the member-institution or organizations in the Institute. His successor representative shall not, however, be deemed as automatically elected or appointed to such membership or office.

(c) The provision of Life Membership (1.3 above) shall not apply to the Institutional Members.

1.7 FELLOW;

From time to time, the Council may elect some eminent scientists as Fellows in recognition of their contributions towards furtherance of the objectives of the Institute on the basis of nominations received from members. The methods of nomination will be laid down by specific resolutions of the Council.

2. APPOINTMENT OF THE DIRECTOR

The appointment of the Director shall be made by the Council on the recommendation made by a Selection Committee consisting of

- (i) Chairman of the Council (as Chairman)
- (ii) Two experts approved by the Council.

Before recruitment the vacancy for Directorship should be suitably publicized.

3. ELECTION

3.1 *Election of President*

3.1.1 The Council shall nominate one person for election as President (in terms of clause 4.1 of the Regulations) from amongst persons who have rendered distinguished service to the nation or to the Institute in particular through the advancement of statistics or any other field of learning and who should not be an employee of the Institute. The name of the nominated persons shall be circulated to all members of the Institute resident in India at least two months before the date

of the Annual general meeting. Any 10 members of the Institute together may submit an alternative nomination within one month from the date of circulation of the Council's nomination.

3.2 *Election of representatives on the Council from the members of the Institute*

3.2.1 According to subsection 2.3 of section 2 of Regulations, three representatives shall be elected to the Council from amongst members who are not employees of the Institute. Any ten members together may submit a nomination by the date to be announced by the Election Officer.

3.3 *Election of Chairman*

3.3.1 The newly constituted Council, at its first meeting to be presided over by the President or his nominee shall elect by simple majority an eminent person as Chairman from among the names proposed by the President or members of the Council. If the nominee of the President is also unable to attend, the members present shall elect one amongst them to preside over the meeting.

3.4 *Election of two representatives of the employees of the Institute on the Council*

3.4.1 According to Regulation 5.3.5, the Council shall have one representative from scientific workers in the Library, Documentation and Information Sciences Division or the Computer and Statistical Services Centre or scientific workers below the rank of an Associate Professor or equivalent in other scientific Divisions.

3.4.2 Not less than 20 persons belonging to each of the groups as at 3.4.1 shall nominate a representative for the corresponding group at least one month before the Annual General Meeting.

3.5 *Prior consent and withdrawal*

3.5.1 For each of the nominations for positions mentioned in Byelaws 3.1, 3.2, 3.3 and 3.4 prior consent of the nominees must be obtained before formally submitting the nominations. Fortnight's time would be available for withdrawal of nomination.

3.6 *Procedure*

3.6.1 Both for receiving nominations for the election of President, the three representatives of the general body of members to the Council and the two representatives of the employees of the Institute to the Council, and for conducting the elections, the Council shall appoint one of the officers of the Institute as Election Officer whenever necessary.

3.6.2 The procedural details for the conduct of the election shall be as laid down by the Council.

3.6.3 The Council shall appoint two scrutinizers for counting the votes in cases where voting by ballot is necessary and would decide about other details as and when necessary by specific resolution. The results of voting will be declared at the annual general meeting by the Election Officer.

3.7 Eligibility

3.7.1 For the purpose of elections according to subsections 3.1 and 3.2 above, only such members are eligible to participate as have been members for at least twelve months prior to the date of election and are not in arrears in terms of subsections 3.1 of section 3 of Regulations on 31 January of the calendar year or a later date as may be announced by the Election Officer.

3.7.2 A worker shall not be eligible for election/selection/appointment as a representative of employees on the Council or as a Professor-in-Charge, Head, SQC & OR or Dean of Studies or as a representative of the DCSW on the Academic Council, if he is due to retire on superannuation before the expiry of the stipulated term of his office, had been so elected/selected/appointed.

4. BRANCHES

4.1 With the approval of the Council of the Institute, a Branch of the Institute may be formed in a particular area provided it is so desired by not less than 20 members (individual or institutional) of the Institute resident in or attached to that area.

4.2 A Branch may admit a person as Associate Member (who is not a member of the Institute) of the Branch provided he is at least a graduate or a technical diploma holder or is engaged in professional statistical work.

4.3 A Branch shall be under the management of an Executive Committee consisting of not more than twelve members, of whom three-fourths, including a Chairman and a Secretary, shall be elected by the members of the Branch and the rest co-opted.

4.4 In case there are working units of the Institute where a Branch is located, the Executive Committee shall have a Programme Committee consisting of two members nominated by the Executive Committee and two nominated by the Director of the Institute from officers of the Institute working in the same area. The programmes adopted by the Executive Committee shall be communicated to the Director.

4.5 Out of the annual subscription collected from each member (individual or institutional) attached to the Branch Rs.35/- will be credited to the Headquarters.

In respect of life members Rs.20/- per annum will be credited to the Branch.

- 4.6 Subject to such principles as may be laid down by the Council from time to time, each Branch may raise such other funds as it may think desirable, but all such funds shall be incorporated in the accounts of the Branch. The Council may allocate such funds for the activities of a Branch as it may think proper. One representative of the Branch shall be invited to attend the meeting of the Council where this allocation is discussed.
- 4.7 An annual report of the Branch shall be prepared and forwarded to the Director for incorporation in the annual report of the Institute.
- 4.8 The account of each Branch shall be audited every year by chartered accountants appointed by the Branch, and the audited statement of accounts approved by the general body of the Branch shall be submitted to the Director.
- 4.9 The decision of the Council shall be binding upon each Branch in all matters not specifically left to the discretion of the Branch, and such decisions shall be taken after obtaining the views of the Branch concerned.
- 4.10 The existing Branches shall henceforth be governed by the above Bye laws.

5. HEAD OF A CENTRE

- 5.1 The Director shall appoint the Head of a Centre from amongst scientists of the level of Professor and above either working in the Institute or being appointed to such a faculty position by the Institute.
- 5.2 The appointment shall be made by the Director on the basis of a recommendation made by a committee consisting of the Chairman, The Director and one outside expert approved by the Council.
- 5.3 The Head of Centre shall be appointed for a period of four years. He shall be the Chief Executive Officer of the Centre, and be responsible to Director for all scientific and administrative activities of the Centre.
- 5.4 The manner in which the Head of a Centre should function would be spelt out in future by the Director, keeping in view the rules and practices and also decisions obtaining in the Institute as a whole.

6. FILLING UP OF VACANCIES IN THE COUNCIL

- 6.1 In respect of clause 5.3.2 of the Regulations regarding membership of the Council, in case there is a casual or other form of vacancy arising out of the member's absence at three consecutive meetings of the Council, the question of filling up the vacancy shall be left to the concerned Ministry of the Government of India or the Reserve Bank of India as the case may be.

- 6.2 In respect of clause 5.3.3 of the Regulations, a vacancy would be deemed to have arisen if a member is absent at three consecutive meetings of the Council.
- 6.2.1 In respect of such vacancy, the nominating organisation shall be informed of the vacancy and be requested to make a fresh nomination in place of the absentee member.
- 6.2.2 In respect of co-opted members, the Council would make fresh nominations in respect of a co-opted member absenting himself for three consecutive meetings.
- 6.3 In respect of clause 5.3.4 of the Regulations, a vacancy would be deemed to have arisen if the elected representative is absent for three consecutive meetings of the Council or the member resigns, dies or is otherwise disabled to attend meetings. If the vacancy so caused is for a period of one year or more within the term of the expiry of the membership of the elected representative, fresh election shall be held to fill up the vacancy of the member in the manner and in terms of the relevant Regulations or bye laws of the Memorandum of Association.
- 6.4 In respect of clause 5.3.5 of the Regulations, the same procedure as is applicable to fill the vacancy of the elected representative of the Institute members as per clause 5.3.4 of Regulations above shall be followed to fill the vacancy of any member of this category in the Council.
- 6.5 In respect of clause 5.3.6 of the Regulations, a vacancy shall be deemed to have arisen in the position of the Director, if the Director is rendered disabled to discharge the functions assigned to him or dies or resigns his position from the Institute.
- 6.5.1 The vacancy so arising shall be filled up by the Council on the recommendation of the Selection Committee duly constituted in accordance with the relevant byelaws. Pending the appointment of a Director, the Council shall fill up the vacancy temporarily for a period not exceeding six months.
- 6.5.2 In the case of a temporary absence of the Director for a period not exceeding four months, the officiating arrangement shall be made by the Director himself. Officiating arrangements beyond this period shall be made by the Council.
- 6.5.3 Notwithstanding anything contained in Byelaw 6.5.1 above, the Chairman, in the case of an emergency, shall appoint an Officiating Director from amongst Professors or Scientists of equivalent ranks, and above, in the Institute, for a period not exceeding 6 months. This appointment shall be reported to the Council within a month.
- 6.6 In respect of clause 5.3.6 of Regulations, a vacancy shall be deemed to have arisen in respect of any of the positions of Professor-in-Charge, Head, SQC & OR, Head of a Centre and Dean of Studies, if the member is away from his

headquarter for a year or more within the term of his position or otherwise disabled to function on account of resignation, death or for other reasons.

- 6.6.1 The procedure for filling up such vacancies shall be in accordance with the relevant regulations, rules and byelaws of the Memorandum of Association of the Institute. However, pending filling up of such vacancies as provided, the Director shall make officiating arrangements, which should be reported at the next meeting of the Council.
- 6.6.2 The original incumbent covered in Para 6.6 shall not, as per Regulations, be eligible for reappointment for a consecutive next term but the incumbent who fills in the vacancy shall be eligible.
- 6.6.3 If the duration of absence of a Professor-in-Charge, Head, SQC & OR, Head of a Centre or Dean of Studies is for less than a year within the term of his position, the Director of the Institute shall make officiating appointments to fill up such vacancies for the terms of absence of the member form among the eligible scientists of the Institute and such action of the Director shall be reported to the Council for ratification.

7. APPRAISAL OF PROJECT PROPOSALS

- 7.1 The joint meeting of the Divisional Committee of Scientific Workers (DCSW) and the Technical Advisory Committee (TAC) of each Division, as per subsection 10.1 of section 10 of Regulations, will be followed by a meeting only of the TAC Members, at which meeting, decisions shall be taken on the project proposals. In case the TAC members reject a project proposal or desire it to be modified, the reasons for such a decision shall be communicated at a joint DCSW-TAC meeting, where the concerned scientist shall have a chance to defend his proposal.

*****8. POLICY PLANNING AND EVALUATION COMMITTEE**

*** Prior to the amendment made by the Resolution of the Council on 13th October 1998, Bye-Law 8 with a sub-clause 8.1 only, read as follows: “ 8.1 The Policy Planning and Evaluation Committee (PPEC) in terms of subsection 12.1 of Regulations, shall consist of the Chairman of the Council, who shall be its Chairman, the Director, who shall be the Vice-Chairman, DG, CSO, FA, Department of Statistics, five eminent scientists from outside the Institute and three scientists of repute from different Divisions of whom at least one should be outside the Headquarters, who will initially hold membership for one year but will be eligible for re-nomination when their positions fall vacant after one year. Additional experts from inside and outside the Institute may be invited to attend a meeting if the committee feels their expertise is needed at that meeting. Its goal will be to identify from time to time focal themes of research and to formulate concrete inter disciplinary proposals for major research projects pertaining to these themes. The projects should be such as to bring out the full potential of the Institute, drawing

- 8.1 The Policy Planning and Evaluation Committee (PPEC) in terms of subsection 12.1 of Regulations, shall consist of the Chairman of the Council or his nominee, who shall be its Chairman, the Director, who shall be the Vice-Chairman, two Government representatives from the Ministry of Finance and the Department of Statistics, four eminent scientists from outside the Institute and three scientists from different Divisions of the Institute, of whom at least one should be outside the Headquarters. The members of the PPEC will initially hold membership for two years but will be eligible for re-nomination when their positions fall vacant after two years. Additional experts from inside and/or outside the Institute may be invited to attend a meeting if the committee feels their expertise is needed at that meeting.
- 8.2 Its goals of the PPEC will be to identify from time to time focal theme of research. It will also formulate concrete interdisciplinary proposals for major research projects including projects with industrial applications. The projects should be such as to bring out the full potential of the Institute. Scientific workers may continue to propose research projects in any area, not necessarily on focal themes identified by the PPEC, for approval by the TAC/DCSW. The externally funded or interdisciplinary research projects which are taken up through the Academic Council will also continue to be conducted.
- 8.3 The functioning and impact of the PPEC should be reviewed by the Council every three years.

on all or some of the disciplines in which the Institute is specially strong. The progress of these projects will be evaluated once a year jointly by the Director and the external members of the Committee. The report of the Committee should be placed before the Council once a year.”

Appendix 6.4**THE INDIAN STATISTICAL INSTITUTE ACT, 1959****No.57 of 1959***(24th December 1959)

An Act to declare the institution known as the Indian Statistical Institute having at present its registered office in Calcutta to be an institution of national importance and to provide for certain matters connected therewith.

BE it enacted by Parliament in the Tenth Year of the Republic of India as follows:

Short title and commencement	1. (1) This Act may be called the Indian Statistical Institute Act, 1959. (2) It shall come into force on such date as the Central Government may, by notification in the Official Gazette, appoint.	
Definitions	2. In this Act, unless the context otherwise requires, - (a) "Institute" means the Indian Statistical Institute registered under the Societies Registration Act, 1860; (b) "Memorandum" means the memorandum of association of the Institute filed with the Registrar of Joint-Stock Companies under the Societies Registration Act, 1860; (c) "rules and regulations" includes any rule or regulation (by whatever name called) which the Institute is competent to make in the exercise of the powers conferred on it under the Societies Registration Act, 1860, but shall not include any bye-laws or standing orders made under the rules and regulations for the conduct of its day-to-day administration.	21 of 1860 21 of 1860 21 of 1860

* Published in Extraordinary Issue of the Gazette of India, New Delhi, Part II-Sec.I, No.46, 26 December 1959 pp.486-490 after debates in Lok Sabha (14 December 1959) and Rajya Sabha (17 December 1959) and after Presidential Assent on 24 December 1959.

** (amended vide the ISI (Amendment) Act, 1995 (No.38 of 1995) published in extraordinary Issue of the GOI Part II Section No.54 dated 5th September, 1995)

<p>3 of 1956</p>	<p>3. Whereas the objects of the institution known as the Indian Statistical Institute are such as to make it an institution of national importance, it is hereby declared that the Indian Statistical Institute is an institution of national importance.</p> <p>** 4. Notwithstanding anything contained in the University Grants Commission Act, 1956, or in any other law for the time being in force, the Institute may hold such examinations and grant such degrees and diplomas in statistics, mathematics, quantitative economics, computer science and such other subject related to statistics as may be determined by the Institute from time to time.</p> <p>5. For the purpose of enabling the Institute to discharge efficiently its functions, including research, education, training, project activities and statistical work relating to planning for national development, the Central Government may, after due appropriation made by Parliament by law on its behalf, pay to the Institute in each financial year such sums of money as that Government considers necessary by way of grant, loan or otherwise.</p>	<p>Declaration of the Indian Statistical Institute as an institution of national importance</p> <p>Grant of degrees and diplomas by the Institute</p> <p>Grants of loans etc. by Central Government to the Institute</p>
<p>1 of 1956</p>	<p>6. (1) The accounts of the Institute shall be audited by auditors duly qualified to act as auditors of companies under the Companies Act, 1956, and the Institute shall appoint such auditors as the Central Government may, after consultation with the Comptroller and Auditor-General of India and the Institute, select.</p> <p>(2) The Central Government may issue such directions to the auditors in the performance of their duties as it thinks fit.</p> <p>(3) Every such auditor in the performance of his duties shall have at all reasonable times access to the registers, books of accounts, records and other documents of the Institute.</p> <p>(4) The auditors shall submit their report to the Institute and shall also forward a copy thereof to the Central Government for its information.</p>	<p>Audit of accounts of the Institute</p>

21 of 1860	<p>7. Notwithstanding anything contained, in the Societies Registration Act, 1860, or in the memorandum or rules and regulations, the Institute shall not except with the previous approval of the Central Government,</p> <p>(a) alter, extend or abridge any of the purposes for which it has been established or for which it is being used immediately before the commencement of this Act, or amalgamate itself either wholly or partially with any other institution or society; or</p> <p>(b) alter or amend in any manner the memorandum or rules and regulations; or</p> <p>(c) sell or otherwise dispose of any property acquired by the Institute with money specifically provided for such acquisition by the Central Government:</p> <p>Provided that no such approval shall be necessary in the case of any such movable property or class of movable property as may be specified by the Central Government in this behalf by general or special order; or</p> <p>(d) be dissolved.</p>	Prior approval of Central Government necessary for certain action by the Institute
Constitution of Committees by Central Government for preparing programme of work by the Institute, etc.	<p>8. (1) The Central Government may constitute as may Committees as and when it considers necessary consisting of such number of persons as it thinks fit to appoint thereto and assign to each such Committee all or any of the following duties, namely:-</p> <p>(a) the preparation and submission to the Central Government as far as possible before the commencement of each financial year, of statements showing programmes of work agreed to be undertaken by the Institute during that year for which the Central Government may provide funds, as well as general financial estimates in respect of such work; and</p> <p>(b) the settlement on broad lines of the programmes of such work.</p> <p>(2) Where the Institute does not agree to undertake any work suggested by any Committee referred to in sub-section (1), it shall give to the Central Government its reasons for not so agreeing.</p>	

<p>Review of work done, inspection of assets, etc.</p>	<p>9. (1) The Central Government may constitute a Committee consisting of such number of persons as it thinks fit to appoint thereto for the purpose of</p> <ul style="list-style-type: none"> (a) Reviewing the work done by the Institute and the progress made by it; (b) Inspecting its buildings, equipment and other assets; (c) Evaluating the work done by the Institute; and (d) Advising Government generally on any matter, which in the opinion of the Central Government is of importance in connection with the work of the Institute; and the Committee shall submit its reports thereon in such manner as the Central Government may direct. <p>(2) Notice shall be given in every case to the Institute of the intention to cause a review, inspection or evaluation to be made and the Institute shall be entitled to appoint a representative who shall have the right to be present and be heard at such review, inspection or evaluation.</p> <p>(3) The Central Government may address the Chairman of the Institute with reference to the result of such review, inspection or evaluation as disclosed in any report of the Committee referred to in sub-section (1), and the Chairman shall communicate to the Central Government the action, if any, taken thereon.</p> <p>(4) When the Central Government has, in pursuance of sub-section (3), addressed the Chairman of the Institute in connection with any matter, and Chairman does not within a reasonable time take action to the satisfaction of the Central Government in respect thereof, the Central Government, made on behalf of the Institute, issue such directions as it considers necessary in respect of any of the matters dealt with in the report.</p> <p>10. The Institute shall be bound to afford all necessary facilities to any Committee constituted under section 8 or section 9 for the purpose of enabling it to carry out its duties.</p>	<p>Institute to afford facilities to Committees</p>
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	<p>(3) Notwithstanding anything contained in any law for the time being in force or in the memorandum or rules and regulations of the Institute, on the issue of an order under sub-section (2), during the period specified in that order;-</p> <p>(a) where the order provides for any person or persons being in charge of the Institute:-</p> <p>(i) all persons holding office as Members of the Council, including the Chairman, shall be deemed to have vacated their offices as such;</p> <p>(ii) the persons or persons appointed under sub-section(2) to be in charge of the Institute shall exercise all the powers and perform all the duties of the Chairman or Council of the Institute, whether at a meeting or otherwise, in respect of the Institute;</p> <p>where the order provides for any person or persons being in charge of any part of the Institute, the person or persons so appointed shall alone be entitled to exercise all the powers and perform all the duties of the Chairman or Council in relation that part.</p>	
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Appendix 7.1

Staff In Scientific Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station	AdmSc
A	Director	26000 fixed	1	1	0	Faculty	StatMath	Kolkata	
A	JNProfessor	26000 fixed	1	0	1	Faculty	StatMath	Kolkata	
A	Distinguished Scientist	22400-24500	1	0	1	Faculty	StatMath	Kolkata	
A	Professor	16400-22400	17	7	10	Faculty	StatMath	Kolkata	
A	Associate Professor	12000-18300	9	4	5	Faculty	StatMath	Kolkata	
A	Lecturer	8000-13500	8	3	5	Faculty	StatMath	Kolkata	
A	Data Processing Technician	8000-13500	1	1	0	Sc Technical	StatMath	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	StatMath	Kolkata	in Hyd
C	JrAssistant GrI	4000-6000	1	0	1	Administration	StatMath	Kolkata	ScDiv
D	Senior Helper	3050-4590	3	1	2	Helper	StatMath	Kolkata	ScDiv
D	HelperGrI	2750-4400	1	0	1	Helper	StatMath	Kolkata	ScDiv
C	StenographerGr I	6500-10500	1	1	0	Stenographer	StatMath	Kolkata	ScDiv
C	Xerox OP GrII	3050-4590	1	1	0	Photocopying	StatMath	Kolkata	ScDiv
A	Asst Publication Officer	8000-13500	1	0	1	Sc Technical	Sankhya	Kolkata	
C	JrAssistant GrI	4000-6000	1	0	1	Administration	Sankhya	Kolkata	ScDiv
C	JrAssistant GrII	3200-4900	1	0	1	Administration	Sankhya	Kolkata	ScDiv
U	Uncategorised	2650 fixed	1	0	0	UncatHelp	Sankhya	Kolkata	ScDiv
C	Senior Typist	5500-9000	1	1	0	Typist	Sankhya	Kolkata	ScDiv
A	Computer Sys Engrn GrI	16400-22400	1	1	0	Faculty	AppISU	Kolkata	
A	Professor	16400-22400	6	1	5	Faculty	AppISU	Kolkata	
A	Sys. / Num. Analyst Gr I	16400-22400	2	1	1	Faculty	AppISU	Kolkata	
A	Associate Professor	12000-18300	7	3	4	Faculty	AppISU	Kolkata	
A	Lecturer	8000-13500	1	0	1	Faculty	AppISU	Kolkata	
A	Programmer	8000-13500	1	0	1	Faculty	AppISU	Kolkata	
A	Input Output Controller	10000-15200	1	1	0	Sc Technical	AppISU	Kolkata	
A	Data Processing Technician	8000-13500	1	1	0	Sc Technical	AppISU	Kolkata	
A	Research Assistant	8000-13500	1	0	1	Sc Technical	AppISU	Kolkata	
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	AppISU	Kolkata	
C	Technical Assistant	5500-9000	1	0	1	Sc Technical	AppISU	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	AppISU	Kolkata	
C	Sr Laboratory Assistant	5000-8000	1	0	1	Sc Technical	AppISU	Kolkata	
C	Laboratory Attendant	3050-4590	1	0	1	Sc Technical	AppISU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	AppISU	Kolkata	ScDiv
C	SeniorAssistant	5500-9000	1	0	1	Administration	AppISU	Kolkata	ScDiv
C	Assistant	5000-8000	1	0	1	Administration	AppISU	Kolkata	ScDiv
D	Record Attendant	3050-4590	1	0	1	Attendant	AppISU	Kolkata	ScDiv
D	HelperGrI	2750-4400	2	0	2	Helper	AppISU	Kolkata	ScDiv
D	HelperGrII	2650-4000	1	0	1	Helper	AppISU	Kolkata	ScDiv
C	Typist GrI	5000-8000	2	1	1	Typist	AppISU	Kolkata	ScDiv
A	Professor	16400-22400	9	3	6	Faculty	PAMU	Kolkata	
A	Associate Professor	12000-18300	5	2	3	Faculty	PAMU	Kolkata	
A	Lecturer	8000-13500	3	0	3	Faculty	PAMU	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	PAMU	Kolkata	
C	Sr Laboratory Assistant	5000-8000	1	0	1	Sc Technical	PAMU	Kolkata	
C	Laboratory Attendant	3050-4590	1	0	1	Sc Technical	PAMU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	PAMU	Kolkata	ScDiv
D	HelperGrI	2750-4400	2	0	2	Helper	PAMU	Kolkata	ScDiv
C	Typist GrII	4000-6000	1	1	0	Typist	PAMU	Kolkata	ScDiv
C	JrAssistant GrI	4000-6000	1	0	1	Administration	PhyESc	Kolkata	ScDiv
A	Professor	16400-22400	2	1	1	Faculty	GSU	Kolkata	
A	Associate Professor	12000-18300	6	2	4	Faculty	GSU	Kolkata	
A	Lecturer	8000-13500	2	0	2	Faculty	GSU	Kolkata	
A	Research Assistant	8000-13500	2	0	2	Sc Technical	GSU	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	GSU	Kolkata	

Appendix 7.1 (contd.)

Staff In Scientific Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station	AdmSc
C	Technical Assistant	5500-9000	2	0	2	Sc Technical	GSU	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	GSU	Kolkata	
C	Laboratory Attendant	3050-4590	2	0	2	Sc Technical	GSU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	GSU	Kolkata	ScDiv
C	JrAssistant GrI	4000-6000	2	0	2	Administration	GSU	Kolkata	ScDiv
D	HelperGrII	2650-4000	2	0	2	Helper	GSU	Kolkata	ScDiv
A	Professor	16400-22400	3	1	2	Faculty	ACMU	Kolkata	
A	Associate Professor	12000-18300	4	1	3	Faculty	ACMU	Kolkata	
A	Programmer	8000-13500	1	1	0	Faculty	ACMU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	ACMU	Kolkata	ScDiv
C	Assistant	5000-8000	1	0	1	Administration	ACMU	Kolkata	ScDiv
C	JrAssistant GrII	3200-4900	1	0	1	Administration	ACMU	Kolkata	ScDiv
D	HelperGrI	2750-4400	1	0	1	Helper	ACMU	Kolkata	ScDiv
A	Professor	16400-22400	2	1	1	Faculty	CVPR	Kolkata	
A	Sys. / Num. Analyst Gr II	12000-18300	1	1	0	Faculty	CVPR	Kolkata	
A	Lecturer	8000-13500	2	0	2	Faculty	CVPR	Kolkata	
A	Programmer	8000-13500	2	1	1	Faculty	CVPR	Kolkata	
C	Technical Assistant	5500-9000	1	0	1	Sc Technical	CVPR	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	CVPR	Kolkata	
C	Sr Laboratory Assistant	5000-8000	1	0	1	Sc Technical	CVPR	Kolkata	
C	Laboratory Attendant	3050-4590	1	0	1	Sc Technical	CVPR	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	CVPR	Kolkata	ScDiv
C	JrAssistant GrII	3200-4900	2	0	2	Administration	CVPR	Kolkata	ScDiv
D	HelperGrII	2650-4000	1	0	1	Helper	CVPR	Kolkata	ScDiv
A	Computer Sys Engrn GrI	16400-22400	1	0	1	Faculty	ECSU	Kolkata	
A	Professor	16400-22400	4	2	2	Faculty	ECSU	Kolkata	
A	Computer Sys Engrn GrII	12000-18300	1	1	0	Faculty	ECSU	Kolkata	
A	Programmer	8000-13500	1	0	1	Faculty	ECSU	Kolkata	
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	ECSU	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	ECSU	Kolkata	
C	Technical Assistant	5500-9000	1	0	1	Sc Technical	ECSU	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	ECSU	Kolkata	
C	Laboratory Assistant	3200-4900	1	0	1	Sc Technical	ECSU	Kolkata	
C	Laboratory Attendant	3050-4590	2	0	2	Sc Technical	ECSU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	ECSU	Kolkata	ScDiv
C	JrAssistant GrII	3200-4900	1	0	1	Administration	ECSU	Kolkata	ScDiv
D	Record Attendant	3050-4590	1	0	1	Attendant	ECSU	Kolkata	ScDiv
D	Senior Helper	3050-4590	1	0	1	Helper	ECSU	Kolkata	ScDiv
D	HelperGrII	2650-4000	1	0	1	Helper	ECSU	Kolkata	ScDiv
C	Typist GrI	5000-8000	1	0	1	Typist	ECSU	Kolkata	ScDiv
C	Technical Assistant	5500-9000	1	0	1	Sc Technical	EMLab	Kolkata	
C	Junior Tech. Asst. EML	5000-8000	3	0	3	Sc Technical	EMLab	Kolkata	
C	Sr Laboratory Assistant	5000-8000	1	0	1	Sc Technical	EMLab	Kolkata	
D	HelperGrI	2750-4400	1	0	1	Helper	EMLab	Kolkata	ScDiv
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	AudVis	Kolkata	
C	Laboratory Assistant	3200-4900	1	0	1	Sc Technical	AudVis	Kolkata	
D	HelperGrI	2750-4400	1	0	1	Helper	AudVis	Kolkata	ScDiv
A	Distinguished Scientist	22400-24500	1	0	1	Faculty	MIU	Kolkata	
A	Professor	16400-22400	2	1	1	Faculty	MIU	Kolkata	
A	Associate Professor	12000-18300	3	1	2	Faculty	MIU	Kolkata	
A	Sys. / Num. Analyst Gr II	12000-18300	1	0	1	Faculty	MIU	Kolkata	
A	Computer Engineer	8000-13500	1	1	0	Faculty	MIU	Kolkata	

Appendix 7.1 (contd.)

Staff In Scientific Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station	AdmSc
A	Lecturer	8000-13500	1	0	1	Faculty	MIU	Kolkata	
A	Data Processing Technician	8000-13500	1	0	1	Sc Technical	MIU	Kolkata	
C	Laboratory Technician	5500-9000	2	0	2	Sc Technical	MIU	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	MIU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	MIU	Kolkata	ScDiv
C	JrAssistant GrI	4000-6000	1	0	1	Administration	MIU	Kolkata	ScDiv
C	JrAssistant GrII	3200-4900	1	0	1	Administration	MIU	Kolkata	ScDiv
D	HelperGrI	2750-4400	2	0	2	Helper	MIU	Kolkata	ScDiv
A	Professor	16400-22400	11	6	5	Faculty	ERU	Kolkata	
A	Sys. / Num. Analyst Gr I	16400-22400	1	0	1	Faculty	ERU	Kolkata	
A	Associate Professor	12000-18300	6	2	4	Faculty	ERU	Kolkata	
A	Lecturer	8000-13500	2	1	1	Faculty	ERU	Kolkata	
A	Research Assistant	8000-13500	2	0	2	Sc Technical	ERU	Kolkata	
B	Sr. Technical Assistant	6500-10500	2	0	2	Sc Technical	ERU	Kolkata	
C	Technical Assistant	5500-9000	2	0	2	Sc Technical	ERU	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	ERU	Kolkata	
C	Assistant	5000-8000	2	0	2	Administration	ERU	Kolkata	ScDiv
C	JrAssistant GrII	3200-4900	1	0	1	Administration	ERU	Kolkata	ScDiv
B	Section OfficerA/Cs	6500-10500	1	0	1	Accounts	ERU	Kolkata	ScDiv
D	Record Attendant	3050-4590	1	0	1	Attendant	ERU	Kolkata	ScDiv
D	Senior Helper	3050-4590	2	0	2	Helper	ERU	Kolkata	ScDiv
D	HelperGrI	2750-4400	1	0	1	Helper	ERU	Kolkata	ScDiv
D	HelperGrII	2650-4000	1	0	1	Helper	ERU	Kolkata	ScDiv
U	Uncategorised	2650 fixed	1	0	0	UncatHelp	ERU	Kolkata	ScDiv
C	Senior Typist	5500-9000	1	1	0	Typist	ERU	Kolkata	ScDiv
C	Typist GrII	4000-6000	1	1	0	Typist	ERU	Kolkata	ScDiv
A	Associate Professor	12000-18300	1	0	1	Faculty	LingRU	Kolkata	
A	Lecturer	8000-13500	1	0	1	Faculty	LingRU	Kolkata	
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	LingRU	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	LingRU	Kolkata	
C	Technical Assistant	5500-9000	1	0	1	Sc Technical	LingRU	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	LingRU	Kolkata	
C	Laboratory Attendant	3050-4590	1	0	1	Sc Technical	LingRU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	LingRU	Kolkata	ScDiv
D	Record Attendant	3050-4590	1	0	1	Attendant	LingRU	Kolkata	ScDiv
D	HelperGrI	2750-4400	1	0	1	Helper	LingRU	Kolkata	ScDiv
A	Professor	16400-22400	2	1	1	Faculty	PopSU	Kolkata	
A	Lecturer	8000-13500	1	0	1	Faculty	PopSU	Kolkata	
A	Research Assistant	8000-13500	5	0	5	Sc Technical	PopSU	Kolkata	
B	Sr. Technical Assistant	6500-10500	4	0	4	Sc Technical	PopSU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	PopSU	Kolkata	ScDiv
C	JrAssistant GrI	4000-6000	2	0	2	Administration	PopSU	Kolkata	ScDiv
D	HelperGrI	2750-4400	1	0	1	Helper	PopSU	Kolkata	ScDiv
D	HelperGrII	2650-4000	1	0	1	Helper	PopSU	Kolkata	ScDiv
C	Typist GrII	4000-6000	1	1	0	Typist	PopSU	Kolkata	ScDiv
A	Associate Professor	12000-18300	1	0	1	Faculty	PsyRU	Kolkata	
A	Lecturer Sr Scale	10000-15200	1	0	1	Faculty	PsyRU	Kolkata	
A	Lecturer	8000-13500	1	0	1	Faculty	PsyRU	Kolkata	
B	Sr. Technical Assistant	6500-10500	4	0	4	Sc Technical	PsyRU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	PsyRU	Kolkata	ScDiv
C	JrAssistant GrI	4000-6000	2	0	2	Administration	PsyRU	Kolkata	ScDiv
D	Record Attendant	3050-4590	1	0	1	Attendant	PsyRU	Kolkata	ScDiv
D	HelperGrII	2650-4000	2	0	2	Helper	PsyRU	Kolkata	ScDiv
C	Typist GrI	5000-8000	1	0	1	Typist	PsyRU	Kolkata	ScDiv

Appendix 7.1 (contd.)

Staff In Scientific Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station	AdmSc
C	Xerox OP Grll	3050-4590	1	0	1	Photocopying	PsyRU	Kolkata	ScDiv
A	Professor	16400-22400	4	2	2	Faculty	SRU	Kolkata	
A	Lecturer	8000-13500	2	1	1	Faculty	SRU	Kolkata	
A	Research Assistant	8000-13500	3	0	3	Sc Technical	SRU	Kolkata	
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	SRU	Kolkata	
C	Technical Assistant	5500-9000	4	0	4	Sc Technical	SRU	Kolkata	
C	Junior Technical Assistant	5000-8000	3	0	3	Sc Technical	SRU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	SRU	Kolkata	ScDiv
C	Assistant	5000-8000	1	0	1	Administration	SRU	Kolkata	ScDiv
C	JrAssistant Grl	4000-6000	1	0	1	Administration	SRU	Kolkata	ScDiv
D	Record Attendant	3050-4590	1	0	1	Attendant	SRU	Kolkata	ScDiv
D	HelperGrll	2750-4400	1	0	1	Helper	SRU	Kolkata	ScDiv
D	HelperGrll	2650-4000	1	0	1	Helper	SRU	Kolkata	ScDiv
C	Senior Typist	5500-9000	1	0	1	Typist	SRU	Kolkata	ScDiv
A	Exec Officer	8000-13500	1	0	1	Administration	SocScD	Kolkata	ScDiv
D	HelperGrll	2650-4000	1	0	1	Helper	SocScD	Kolkata	ScDiv
A	Professor	16400-22400	2	1	1	Faculty	ASU	Kolkata	
A	Lecturer Sr Scale	10000-15200	1	0	1	Faculty	ASU	Kolkata	
A	Lecturer	8000-13500	2	0	2	Faculty	ASU	Kolkata	
A	Research Assistant	8000-13500	1	0	1	Sc Technical	ASU	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	ASU	Kolkata	
C	Technical Assistant	5500-9000	2	0	2	Sc Technical	ASU	Kolkata	
C	Junior Technical Assistant	5000-8000	2	0	2	Sc Technical	ASU	Kolkata	
C	Laboratory Assistant	3200-4900	1	0	1	Sc Technical	ASU	Kolkata	
C	Laboratory Attendant	3050-4590	1	0	1	Sc Technical	ASU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	ASU	Kolkata	ScDiv
C	JrAssistant Grl	4000-6000	1	0	1	Administration	ASU	Kolkata	ScDiv
C	JrAssistant Grll	3200-4900	1	0	1	Administration	ASU	Kolkata	ScDiv
D	HelperGrll	2650-4000	1	0	1	Helper	ASU	Kolkata	ScDiv
D	GardenerGrl	3050-4590	1	0	1	Gardening	ASU	Kolkata	ScDiv
A	Professor	16400-22400	3	1	2	Faculty	AHGU	Kolkata	
A	Associate Professor	12000-18300	7	2	5	Faculty	AHGU	Kolkata	
A	Lecturer	8000-13500	2	1	1	Faculty	AHGU	Kolkata	
A	Research Assistant	8000-13500	2	0	2	Sc Technical	AHGU	Kolkata	
B	Sr. Technical Assistant	6500-10500	2	0	2	Sc Technical	AHGU	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	AHGU	Kolkata	
C	Laboratory Attendant	3050-4590	1	0	1	Sc Technical	AHGU	Kolkata	
C	JrAssistant Grl	4000-6000	1	0	1	Administration	AHGU	Kolkata	ScDiv
D	Senior Helper	3050-4590	1	0	1	Helper	AHGU	Kolkata	ScDiv
A	Associate Professor	12000-18300	1	0	1	Faculty	BioChem	Kolkata	
A	Lecturer Sr Scale	10000-15200	1	0	1	Faculty	BioChem	Kolkata	
C	Laboratory Attendant	3050-4590	2	0	2	Sc Technical	BioChem	Kolkata	
D	Record Attendant	3050-4590	1	0	1	Attendant	BioChem	Kolkata	ScDiv
A	Professor	16400-22400	1	0	1	Faculty	BioMetry	Kolkata	
A	Associate Professor	12000-18300	1	0	1	Faculty	BioMetry	Kolkata	
A	Lecturer	8000-13500	1	0	1	Faculty	BioMetry	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	BioMetry	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	BioMetry	Kolkata	
C	Laboratory Attendant	3050-4590	1	0	1	Sc Technical	BioMetry	Kolkata	
C	JrAssistant Grll	3200-4900	1	0	1	Administration	BioRU	Kolkata	ScDiv
D	HelperGrll	2650-4000	1	0	1	Helper	BioRU	Kolkata	ScDiv
D	GardenerGrl	3050-4590	1	0	1	Gardening	BioRU	Kolkata	ScDiv

Appendix 7.1 (contd.)

Staff In Scientific Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station	AdmSc
B	Section Officer	6500-10500	1	0	1	Administration	BioSD	Kolkata	ScDiv
C	JrAssistant GrI	4000-6000	1	0	1	Administration	BioSD	Kolkata	ScDiv
D	Record Attendant	3050-4590	1	0	1	Attendant	BioSD	Kolkata	ScDiv
C	Senior Typist	5500-9000	1	1	0	Typist	BioSD	Kolkata	ScDiv
A	Research Assistant	8000-13500	1	0	1	Sc Technical	ChemU	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	ChemU	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	ChemU	Kolkata	ScDiv
D	HelperGrI	2750-4400	1	0	1	Helper	ChemU	Kolkata	ScDiv
A	Lecturer	8000-13500	1	0	1	Faculty	Embryo	Kolkata	
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	Embryo	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	Embryo	Kolkata	
C	Technical Assistant	5500-9000	1	0	1	Sc Technical	Embryo	Kolkata	
C	Junior Technical Assistant	5000-8000	1	0	1	Sc Technical	Embryo	Kolkata	
C	Laboratory Assistant	3200-4900	1	0	1	Sc Technical	Embryo	Kolkata	
B	Section Officer	6500-10500	1	0	1	Administration	Embryo	Kolkata	ScDiv
U	Uncategorised	2650 fixed	1	0	0	UncatHelp	Embryo	Kolkata	ScDiv
A	Professor	16400-22400	1	0	1	Faculty	PlaChU	Kolkata	
A	Associate Professor	12000-18300	1	0	1	Faculty	PlaChU	Kolkata	
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	PlaChU	Kolkata	
C	Laboratory Technician	5500-9000	2	0	2	Sc Technical	PlaChU	Kolkata	
D	HelperGrI	2750-4400	1	0	1	Helper	PlaChU	Kolkata	ScDiv
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	LeafPU	Kolkata	
C	Laboratory Assistant	3200-4900	1	0	1	Sc Technical	LeafPU	Kolkata	
C	Typist GrI	5000-8000	1	1	0	Typist	LeafPU	Kolkata	ScDiv
D	GardenerGrI	3050-4590	2	0	2	Gardening	LeafPU	Kolkata	ScDiv
A	Associate Professor	12000-18300	1	0	1	Faculty	CSSC	Kolkata	
A	Sys. / Num. Analyst Gr I	16400-22400	4	2	2	Faculty	CSSC	Kolkata	
A	Computer Engineer	8000-13500	1	0	1	Faculty	CSSC	Kolkata	
A	Data Processing Technician	8000-13500	2	2	0	Sc Technical	CSSC	Kolkata	
A	EDPM Supervisor	8000-13500	3	3	0	Sc Technical	CSSC	Kolkata	
B	EDPM Operator GrI	6500-10500	1	1	0	Sc Technical	CSSC	Kolkata	
C	EDPM Operator GrII	5500-9000	1	1	0	Sc Technical	CSSC	Kolkata	
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	CSSC	Kolkata	
C	Laboratory Attendant	3050-4590	1	0	1	Sc Technical	CSSC	Kolkata	
C	JrAssistant GrI	4000-6000	1	0	1	Administration	CSSC	Kolkata	ScDiv
D	HelperGrI	2750-4400	2	0	2	Helper	CSSC	Kolkata	ScDiv
A	Data Processing Technician	8000-13500	1	0	1	Sc Technical	Dean	Kolkata	
A	Chief Librarian	16400-22400	1	1	0	Faculty Lib	Library	Kolkata	
A	Deputy Librarian	12000-18300	2	1	1	Faculty Lib	Library	Kolkata	
A	Assistant Librarian(SG)	12000-18300	1	0	1	Faculty Lib	Library	Kolkata	
A	Assistant Librarian	8000-13500	4	2	2	Faculty Lib	Library	Kolkata	
B	Reprograher cum PhotogrphI	6500-10500	1	0	1	Sc Library	Library	Kolkata	
B	Sr Technical Assistant	6500-10500	1	0	1	Sc Technical	Library	Kolkata	
B	Sr Technical Assistant Lib	6500-10500	8	0	8	Sc Library	Library	Kolkata	
C	Asst. Repr cum PhotgrGrI	5500-9000	2	0	2	Sc Library	Library	Kolkata	
C	Technical Assistant Lib	5500-9000	7	0	7	Sc Library	Library	Kolkata	
C	Asst. Repr cum PhotgrGrII	5000-8000	3	0	3	Sc Library	Library	Kolkata	
C	Jr Technical Assistant Lib	5000-8000	5	0	5	Sc Library	Library	Kolkata	
C	Library Assistant	4500-7000	3	0	3	Sc Library	Library	Kolkata	
C	Jr Repro cum Photographer	4000-6000	4	0	4	Sc Library	Library	Kolkata	
C	Shelf & Counter Asst GrI	4000-6000	10	0	10	Sc Library	Library	Kolkata	
C	Repr cum Photgr Assistant	3200-4900	3	0	3	Sc Library	Library	Kolkata	

Appendix 7.1 (contd.)

Staff In Scientific Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station	AdmSc
C	Shelf & Counter Asst Grll	3200-4900	3	0	3	Sc Library	Library	Kolkata	
C	Library Attendant Grll	3050-4590	5	0	5	Sc Library	Library	Kolkata	
B	Section Officer	6500-10500	2	0	2	Administration	Library	Kolkata	ScDiv
C	SeniorAssistant	5500-9000	1	0	1	Administration	Library	Kolkata	ScDiv
C	BinderyForemanGrll	5000-8000	1	0	0	Binding	Library	Kolkata	ScDiv
C	JrAssistant Grl A/Cs	4000-6000	1	0	1	Accounts	Library	Kolkata	ScDiv
C	BiderGrll	4000-6000	1	0	0	Binding	Library	Kolkata	ScDiv
C	BiderGrll	3200-4900	1	0	0	Binding	Library	Kolkata	ScDiv
D	Record Attendant	3050-4590	5	0	5	Attendant	Library	Kolkata	ScDiv
D	Senior Helper	3050-4590	6	0	6	Helper	Library	Kolkata	ScDiv
D	HelperGrll	2750-4400	3	0	3	Helper	Library	Kolkata	ScDiv
U	Uncategorised	2650 fixed	1	0	0	UncatHelp	Library	Kolkata	ScDiv
Total Sc Div Strength less SQC			499	1001	406				
Number of Admn Staff Total			137						
Number of Sc Tech Total			122						
Number of Sc Lib. Total			54						
Total non-Faculty			313						
Number of Faculty Total			178						
Number of Faculty Lib Total			8						
Total Faculty			186						
SQC Kolkata Faculty			18	6	12				
SQC Kolkata non-Faculty			16	16	0				
Total Admn Div. Kol			656	343	308				
			690						
Total Kol			1189						

Appendix 7.2

Staff In Administrative Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
A	Exec Officer	8000-13500	2	2	0	Administration	DirOff	Kolkata
C	Typist GrI	5000-8000	2	2	0	Typist	DirOff	Kolkata
C	JrAssistant GrI	4000-6000	2	2	0	Administration	DirOff	Kolkata
C	JrAssistant GrII	3200-4900	1	1	0	Administration	DirOff	Kolkata
D	HelperGrI	2750-4400	2	2	0	Helper	DirOff	Kolkata
D	HelperGrII	2650-4000	1	1	0	Helper	DirOff	Kolkata
	Director's Office		10	10	0			
A	Ch.Admn Officer	16000-20900	1	1	0	Administration	CAO	Kolkata
A	OSD	10000-15200	1	1	0	Administration	CAO	Kolkata
B	Section Officer	6500-10500	1	1	0	Administration	CAO	Kolkata
C	StenographerGr I	6500-10500	1	1	0	Stenographer	CAO	Kolkata
C	StenographerGr II	5500-9000	1	1	0	Stenographer	CAO	Kolkata
C	Senior Typist	5500-9000	1	1	0	Typist	CAO	Kolkata
C	JrAssistant GrI	4000-6000	4	4	0	Administration	CAO	Kolkata
C	JrAssistant GrII	3200-4900	1	1	0	Administration	CAO	Kolkata
D	Record Attendant	3050-4590	1	1	0	Attendant	CAO	Kolkata
D	Senior Helper	3050-4590	1	1	0	Helper	CAO	Kolkata
D	Xerox OP GrII	3050-4590	1	1	0	Photocopying	CAO	Kolkata
D	HelperGrI	2750-4400	1	1	0	Helper	CAO	Kolkata
	CAO's & Council Office		15	15	0			
B	HeadCashier	6500-10500	1	1	0	Cash	Cash	Kolkata
B	Section OfficerA/Cs	6500-10500	1	1	0	Accounts	Cash	Kolkata
C	SeniorAssistantA/Cs	5500-9000	1	1	0	Accounts	Cash	Kolkata
C	Cashier	5000-8000	2	2	0	Cash	Cash	Kolkata
D	Record Attendant	3050-4590	2	2	0	Attendant	Cash	Kolkata
	Cashiers unit		7	7	0			
A	Accounts Officer(P.S.)	12000-16500	2	2	0	Accounts	Acc	Kolkata
A	Accountant (P.S.)	10000-15200	1	1	0	Accounts	Acc	Kolkata
A	Accountant	8000-13500	2	2	0	Accounts	Acc	Kolkata
B	Section OfficerA/Cs	6500-10500	6	6	0	Accounts	Acc	Kolkata
B	Section Officer	6500-10500	1	1	0	Administration	Acc	Kolkata
C	StenographerGr I	6500-10500	1	1	0	Stenographer	Acc	Kolkata
C	SeniorAssistantA/Cs	5500-9000	8	8	0	Accounts	Acc	Kolkata
C	SeniorAssistant	5500-9000	4	4	0	Administration	Acc	Kolkata
C	Typist GrI	5000-8000	1	1	0	Typist	Acc	Kolkata
C	AssistantA/Cs	5000-8000	4	4	0	Accounts	Acc	Kolkata
C	Assistant	5000-8000	3	3	0	Administration	Acc	Kolkata
C	Typist GrII	4000-6000	1	1	0	Typist	Acc	Kolkata
C	JrAssistant GrI A/Cs	4000-6000	5	5	0	Accounts	Acc	Kolkata
C	JrAssistant GrI	4000-6000	2	2	0	Administration	Acc	Kolkata
C	JrAssistant GrII A/Cs	3200-4900	3	3	0	Accounts	Acc	Kolkata
C	JrAssistant GrII	3200-4900	4	4	0	Administration	Acc	Kolkata
D	Record Attendant	3050-4590	6	6	0	Attendant	Acc	Kolkata
D	Senior Helper	3050-4590	2	2	0	Helper	Acc	Kolkata
D	HelperGrI	2750-4400	1	1	0	Helper	Acc	Kolkata
D	HelperGrII	2650-4000	2	2	0	Helper	Acc	Kolkata
	Accounts Offices		59	59	0			
A	Accountant	8000-13500	1	1	0	Accounts	IntAud	Kolkata
C	Senior Typist	5500-9000	1	1	0	Typist	IntAud	Kolkata
C	Assistant	5000-8000	1	1	0	Administration	IntAud	Kolkata
C	JrAssistant GrI	4000-6000	2	2	0	Administration	IntAud	Kolkata
C	JrAssistant GrII A/Cs	3200-4900	1	1	0	Accounts	IntAud	Kolkata
D	HelperGrII	2650-4000	1	1	0	Helper	IntAud	Kolkata
	Internal Audit Unit		7	7	0			
B	Section OfficerA/Cs	6500-10500	1	1	0	Accounts	RBCell	Kolkata
C	SeniorAssistant	5500-9000	1	1	0	Administration	RBCell	Kolkata

Staff In Administrative Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
C	JrAssistant Grl	4000-6000	2	2	0	Administration	RBCell	Kolkata
	Retirement Benefit Cell		4	191	0			
A	ExecOfficer(SG)	10000-15200	1	1	0	Administration	PubRU	Kolkata
C	JrAssistant Grl	4000-6000	1	1	0	Administration	PubRU	Kolkata
	Public Relations Unit		2	2	0			
A	Accountant	8000-13500	1	1	0	Accounts	ProvF	Kolkata
B	Section OfficerA/Cs	6500-10500	1	1	0	Accounts	ProvF	Kolkata
C	Senior Typist	5500-9000	1	1	0	Typist	ProvF	Kolkata
C	SeniorAssistant	5500-9000	1	1	0	Administration	ProvF	Kolkata
C	AssistantA/Cs	5000-8000	3	3	0	Accounts	ProvF	Kolkata
C	JrAssistant Grl A/Cs	4000-6000	1	1	0	Accounts	ProvF	Kolkata
D	Record Attendant	3050-4590	1	1	0	Attendant	ProvF	Kolkata
D	Senior Helper	3050-4590	1	1	0	Helper	ProvF	Kolkata
D	HelperGrI	2750-4400	1	1	0	Helper	ProvF	Kolkata
	Provident Funds Unit		11	11	0			
A	ExecOfficer(SG)	10000-15200	1	1	0	Administration	Persnl	Kolkata
B	Section Officer	6500-10500	2	2	0	Administration	Persnl	Kolkata
C	StenographerGr I	6500-10500	1	1	0	Stenographer	Persnl	Kolkata
C	Assistant	5000-8000	3	3	0	Administration	Persnl	Kolkata
C	JrAssistant GrI	4000-6000	2	2	0	Administration	Persnl	Kolkata
C	JrAssistant GrII	3200-4900	3	3	0	Administration	Persnl	Kolkata
D	Xerox OP GrII	3050-4590	1	1	0	Photocopying	Persnl	Kolkata
D	HelperGrI	2750-4400	2	2	0	Helper	Persnl	Kolkata
D	HelperGrII	2650-4000	1	1	0	Helper	Persnl	Kolkata
	Personnel Unit		16	16	0			
B	Section Officer	6500-10500	1	1	0	Administration	ImpTrv	Kolkata
C	Typist GrI	5000-8000	1	1	0	Typist	ImpTrv	Kolkata
C	JrAssistant GrI	4000-6000	1	1	0	Administration	ImpTrv	Kolkata
C	JrAssistant GrII	3200-4900	1	1	0	Administration	ImpTrv	Kolkata
D	Senior Helper	3050-4590	1	1	0	Helper	ImpTrv	Kolkata
	Import & Travel Unit		5	5	0			
B	Section Officer	6500-10500	1	1	0	Administration	CenOff	Kolkata
C	JrAssistant GrI	4000-6000	3	3	0	Administration	CenOff	Kolkata
C	JrAssistant GrII	3200-4900	1	1	0	Administration	CenOff	Kolkata
D	Record Attendant	3050-4590	2	2	0	Attendant	CenOff	Kolkata
D	HelperGrI	2750-4400	1	1	0	Helper	CenOff	Kolkata
D	HelperGrII	2650-4000	2	2	0	Helper	CenOff	Kolkata
	CAO's Central Office		10	10	0			
B	Section OfficerA/Cs	6500-10500	1	1	0	Accounts	Cstor	Kolkata
B	Section Officer	6500-10500	2	1	1	Administration	Cstor	Kolkata
C	Assistant	5000-8000	1	1	0	Administration	Cstor	Kolkata
C	Typist GrII	4000-6000	1	1	0	Typist	Cstor	Kolkata
C	JrAssistant GrII	3200-4900	3	2	1	Administration	Cstor	Kolkata
C	CounterAttndntGrI	3200-4900	2	2	0	Attendant	Cstor	Kolkata
D	HelperGrI	2750-4400	3	1	2	Helper	Cstor	Kolkata
	Central Stores		13	9	4			
B	Section OfficerA/Cs	6500-10500	1	1	0	Accounts	Desp	Kolkata
C	SeniorAssistant	5500-9000	1	0	1	Administration	Desp	Kolkata
C	Assistant	5000-8000	1	1	0	Administration	Desp	Kolkata
C	JrAssistant GrI	4000-6000	2	2	0	Administration	Desp	Kolkata
D	Senior Helper	3050-4590	2	1	1	Helper	Desp	Kolkata
D	HelperGrII	2650-4000	1	0	1	Helper	Desp	Kolkata
	Despatch unit		8	5	3			
C	JrAssistant GrI	4000-6000	1	0	1	Administration	ReproU	Kolkata
C	JrAssistant GrII	3200-4900	1	1	0	Administration	ReproU	Kolkata
D	Record Attendant	3050-4590	1	0	1	Attendant	ReproU	Kolkata

Staff In Administrative Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
D	HelperGrl	2750-4400	1	1	0	Helper	ReproU	Kolkata
	Repro Xerox Unit		4	190	2			
A	Exec Officer	8000-13500	1	1	0	Administration	MERU	Kolkata
B	Section OfficerA/Cs	6500-10500	1	0	1	Accounts	MERU	Kolkata
B	Section Officer	6500-10500	1	0	1	Administration	MERU	Kolkata
C	Senior Typist	5500-9000	1	1	0	Typist	MERU	Kolkata
C	SeniorAssistant	5500-9000	1	1	0	Administration	MERU	Kolkata
C	Assistant	5000-8000	1	1	0	Administration	MERU	Kolkata
C	JrAssistant GrI	4000-6000	1	0	1	Administration	MERU	Kolkata
C	JrAssistant GrII	3200-4900	3	0	3	Administration	MERU	Kolkata
D	Record Attendant	3050-4590	1	1	0	Attendant	MERU	Kolkata
D	HelperGrII	2650-4000	1	1	0	Helper	MERU	Kolkata
	Medical Reimb. Unit		12	6	6			
A	Assistant Medical Officer	10000-15200	2	2	0	Medical	MWU	Kolkata
C	Assistant	5000-8000	2	1	1	Administration	MWU	Kolkata
C	Compndr Dispensr GrI	4500-7000	2	2	0	Medical	MWU	Kolkata
C	Nurse GrI	4500-7000	1	1	0	Medical	MWU	Kolkata
C	JrAssistant GrI	4000-6000	1	0	1	Administration	MWU	Kolkata
C	Medical Attendant GrI	3200-4900	1	1	0	Medical	MWU	Kolkata
C	Medical Attendant GrII	3050-4590	3	1	2	Medical	MWU	Kolkata
D	Senior Helper	3050-4590	1	0	1	Helper	MWU	Kolkata
C	SeniorSweeperJam	3050-4590	1	0	1	Sweeping	MWU	Kolkata
D	HelperGrI	2750-4400	1	0	1	Helper	MWU	Kolkata
	Medical Welfare Unit		15	8	7			
C	Assistant	5000-8000	2	2	0	Administration	NwGH	Kolkata
C	SeniorTeleph Op GrI	4500-7000	1	1	0	EnggTelephone	NwGH	Kolkata
C	SeniorCook	4000-6000	1	1	0	Cook	NwGH	Kolkata
D	Senior Helper	3050-4590	1	1	0	Helper	NwGH	Kolkata
D	ServiceBoyGrII	2650-4000	4	4	0	Service Boy	NwGH	Kolkata
U	Uncategorised	2650 fixed	1	0	0	UncatHelp	NwGH	Kolkata
	New Guest House		10	9	0			
A	ExecOfficer(SG)	10000-15200	1	1	0	Administration	Estate	Kolkata
B	Section Officer	6500-10500	1	1	0	Administration	Estate	Kolkata
C	JrAssistant GrI	4000-6000	1	1	0	Administration	Estate	Kolkata
C	EstateSupervisor GrII	4000-6000	1	1	0	Sweeping	Estate	Kolkata
C	MateGardener(PS)	4000-6000	1	1	0	Gardening	Estate	Kolkata
C	MateMajdoorGrI(PS)	4000-6000	1	1	0	Majdoor	Estate	Kolkata
C	MateGardener	3200-4900	2	2	0	Gardening	Estate	Kolkata
D	GardenerGrI	3050-4590	10	0	10	Gardening	Estate	Kolkata
	MateSweeperJamGrII	3050-4590	2	2	0	Sweeping	Estate	Kolkata
D	Senior Helper	3050-4590	1	0	1	Helper	Estate	Kolkata
C	SeniorMajdoor	3050-4590	3	3	0	Sweeping	Estate	Kolkata
C	SeniorSweeperJam	3050-4590	34	17	17	Sweeping	Estate	Kolkata
D	GardenerGrII	2750-4400	6	0	6	Gardening	Estate	Kolkata
D	MajdoorGrI	2750-4400	1	0	1	Majdoor	Estate	Kolkata
C	SweeperJamGrI	2750-4400	17	0	17	Sweeping	Estate	Kolkata
D	MajdoorGrII	2650-4000	7	0	7	Majdoor	Estate	Kolkata
C	SweeperJamGrII	2650-4000	16	0	16	Sweeping	Estate	Kolkata
U	Uncategorised	2650 fixed	2	0	0	UncatHelp	Estate	Kolkata
	Estate Section		107	30	75			
A	Senior SecurityOfficer	10000-15200	1	1	0	Security	Security	Kolkata
B	Section OfficerA/Cs	6500-10500	1	1	0	Accounts	Security	Kolkata
B	Section Officer	6500-10500	1	1	0	Administration	Security	Kolkata
C	SecurityGrLeader	3200-4900	5	5	0	Security	Security	Kolkata
D	Record Attendant	3050-4590	1	1	0	Attendant	Security	Kolkata
D	SecurityGuardGrI	3050-4590	28	14	14	Security	Security	Kolkata

Staff In Administrative Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
D	Senior Helper	3050-4590	1	0	1	Helper	Security	Kolkata
D	HelperGrl	2750-4400	1	0	1	Helper	Security	Kolkata
D	SecurityGuardGrll	2750-4400	15	7	8	Security	Security	Kolkata
	Security Section		54	219	24			
C	JrAssistant Grl A/Cs	4000-6000	1	1	0	Accounts	Canteen	Kolkata
C	Assistant	5000-8000	2	2	0	Administration	Canteen	Kolkata
C	JrAssistant Grll	3200-4900	1	1	0	Administration	Canteen	Kolkata
C	CounterAttndntGrl	3200-4900	2	2	0	Attendant	Canteen	Kolkata
C	CounterAttndntGrll	3050-4590	5	3	2	Attendant	Canteen	Kolkata
C	Cashier	5000-8000	1	1	0	Cash	Canteen	Kolkata
C	SeniorCook	4000-6000	1	1	0	Cook	Canteen	Kolkata
C	CookGrl	3200-4900	3	3	0	Cook	Canteen	Kolkata
C	CookGrll	3050-4590	1	1	0	Cook	Canteen	Kolkata
D	HelperGrll	2650-4000	2	0	2	Helper	Canteen	Kolkata
D	SeniorServiceBoy	3050-4590	3	2	1	Service Boy	Canteen	Kolkata
D	ServiceBoyGrl	2750-4400	3	2	1	Service Boy	Canteen	Kolkata
D	ServiceBoyGrll	2650-4000	3	2	1	Service Boy	Canteen	Kolkata
	Canteen		28	21	7			
A	SeniorCivilEngr	12000-16500	1	0	1	EnggCivil	Engg	Kolkata
A	EngineerCivilGrl	10000-15200	1	1	0	EnggCivil	Engg	Kolkata
A	SeniorOverseerCivil(PS)	8000-13500	4	2	2	EnggCivil	Engg	Kolkata
B	Section OfficerA/Cs	6500-10500	1	1	0	Accounts	Engg	Kolkata
B	Section Officer	6500-10500	1	0	1	Administration	Engg	Kolkata
C	Senior Typist	5500-9000	1	1	0	Typist	Engg	Kolkata
C	OverseerCivil	5500-9000	2	2	0	EnggCivil	Engg	Kolkata
C	Assistant	5000-8000	2	1	1	Administration	Engg	Kolkata
C	JuniorSupvsrTech	4500-7000	2	2	0	EnggCivil	Engg	Kolkata
C	SeniorCarpenter	4500-7000	5	2	3	EnggCivil	Engg	Kolkata
C	SeniorPlumber	4500-7000	2	1	1	EnggCivil	Engg	Kolkata
C	JrAssistant Grl	4000-6000	1	0	1	Administration	Engg	Kolkata
C	MistryCarpentryGrl	4000-6000	2	0	2	EnggCivil	Engg	Kolkata
C	MistryPaintngGrl	4000-6000	2	0	2	EnggCivil	Engg	Kolkata
C	MistryPlumbngGrl	4000-6000	5	1	4	EnggCivil	Engg	Kolkata
C	MistrySmithyGrl	4000-6000	1	0	1	EnggCivil	Engg	Kolkata
C	JrAssistant Grll	3200-4900	1	0	1	Administration	Engg	Kolkata
C	MistryCarpentryGrll	3200-4900	1	0	1	EnggCivil	Engg	Kolkata
C	MistryEnggGrll	3200-4900	3	0	3	EnggCivil	Engg	Kolkata
C	MistryMasonGrll	3200-4900	1	0	1	EnggCivil	Engg	Kolkata
C	MistryPlumbGrll	3200-4900	2	0	2	EnggCivil	Engg	Kolkata
C	MistryPolishngGrll	3200-4900	2	0	2	EnggCivil	Engg	Kolkata
C	PumpOprGrll(PS)	3200-4900	3	1	2	EnggCivil	Engg	Kolkata
D	MistryMechAttdEngg	3050-4590	3	0	3	EnggCivil	Engg	Kolkata
D	PumpOprGrl	3050-4590	3	1	2	EnggCivil	Engg	Kolkata
D	Record Attendant	3050-4590	1	0	1	Attendant	Engg	Kolkata
D	HelperGrl	2750-4400	2	0	2	Helper	Engg	Kolkata
D	PumpOprGrll	2750-4400	4	0	4	EnggCivil	Engg	Kolkata
	Engineering Jobs Unit		59	16	43			
A	Section OfficerElec(PS)	8000-13500	1	1	0	EnggElectrical	EMU	Kolkata
C	Assistant	5000-8000	1	1	0	Administration	EMU	Kolkata
C	SupervsrAirConditioner	5000-8000	1	1	0	EnggElectrical	EMU	Kolkata
C	SupervsrElectrical	5000-8000	4	2	2	EnggElectrical	EMU	Kolkata
C	SeniorElectMistryGrl	4500-7000	6	2	4	EnggElectrical	EMU	Kolkata
C	Liftman(PS)	4000-6000	6	4	2	EnggElectrical	EMU	Kolkata
C	SeniorElectrMistryGrll	4000-6000	4	2	2	EnggElectrical	EMU	Kolkata
C	JrAssistant Grll	3200-4900	1	0	1	Administration	EMU	Kolkata
C	ElectricMistry	3200-4900	1	0	1	EnggElectrical	EMU	Kolkata

Staff In Administrative Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
C	MistryMechElectrAt(PS)	3200-4900	1	0	1	EnggElectrical	EMU	Kolkata
C	Liftman	3050-4590	4	0	4	EnggElectrical	EMU	Kolkata
C	MistryMechEiectrAttndt	3050-4590	7	0	7	EnggElectrical	EMU	Kolkata
D	HelperGrll	2650-4000	2	0	2	Helper	EMU	Kolkata
	Electro-Mech. Jobs		39	203	26			
A	Section OfficerTel	6500-10500	1	1	0	EnggTelephone	PBX	Kolkata
C	SeniorTelephSupervsr	5500-9000	5	2	3	EnggTelephone	PBX	Kolkata
C	SeniorTeleph Op Grl	4500-7000	2	0	2	EnggTelephone	PBX	Kolkata
D	Record Attendant	3050-4590	1	0	1	Attendant	PBX	Kolkata
D	Senior Helper	3050-4590	1	0	1	Helper	PBX	Kolkata
D	HelperGrll	2750-4400	2	0	2	Helper	PBX	Kolkata
	Telephone Exchanges		12	3	9			
C	DrivercumSupervisor	5000-8000	8	8	0	Driver&Mechanic	Trans	Kolkata
C	SeniorDriverGrll	4500-7000	5	5	0	Driver&Mechanic	Trans	Kolkata
C	SeniorMechAutoGrll	4500-7000	2	2	0	Driver&Mechanic	Trans	Kolkata
C	SeniorDriverGrll	4000-6000	1	1	0	Driver&Mechanic	Trans	Kolkata
C	JrAssistant Grll	4000-6000	1	1	0	Administration	Trans	Kolkata
C	MistryMechAttTr(PS)	3200-4900	2	0	2	Driver&Mechanic	Trans	Kolkata
D	CleanerGrll	3050-4590	2	0	2	Driver&Mechanic	Trans	Kolkata
D	CleanerGrll	2750-4400	3	0	3	Driver&Mechanic	Trans	Kolkata
D	MistryMechAtt(Auto)	3050-4590	1	0	1	Driver&Mechanic	Trans	Kolkata
D	HelperGrll	2650-4000	1	0	1	Helper	Trans	Kolkata
	Transport & Drivers		26	17	9			
A	Exec Officer	8000-13500	1	1	0	Administration	Dean	Kolkata
B	Section Officer	6500-10500	1	1	0	Administration	Dean	Kolkata
C	StenographerGr l	6500-10500	1	1	0	Stenographer	Dean	Kolkata
C	Assistant	5000-8000	2	2	0	Administration	Dean	Kolkata
C	Typist Grll	4000-6000	2	2	0	Typist	Dean	Kolkata
C	JrAssistant Grll A/Cs	3200-4900	1	1	0	Accounts	Dean	Kolkata
D	Senior Helper	3050-4590	1	1	0	Helper	Dean	Kolkata
D	HelperGrll	2750-4400	1	1	0	Helper	Dean	Kolkata
D	HelperGrll	2650-4000	1	1	0	Helper	Dean	Kolkata
U	Uncategorised	2650 fixed	1	0	0	UncatHelp	Dean	Kolkata
	Dean of Studies Office		12	11	0			
B	Section Officer	6500-10500	1	1	0	Administration	Exam	Kolkata
C	Typist Grll	4000-6000	1	1	0	Typist	Exam	Kolkata
D	HelperGrll	2650-4000	1	1	0	Helper	Exam	Kolkata
	Examination Office		3	3	0			
D	Senior Helper	3050-4590	1	1	0	Helper	Hostel	Kolkata
	Hostel Unit		1	1	0			
B	Section Officer	6500-10500	1	1	0	Administration	IsecOf	Kolkata
C	SeniorAssistant	5500-9000	1	1	0	Administration	IsecOf	Kolkata
C	Assistant	5000-8000	1	1	0	Administration	IsecOf	Kolkata
C	JrAssistant Grll	4000-6000	2	2	0	Administration	IsecOf	Kolkata
D	Senior Helper	3050-4590	1	1	0	Helper	IsecOf	Kolkata
D	SeniorServiceBoy	3050-4590	1	1	0	Service Boy	IsecOf	Kolkata
D	HelperGrll	2650-4000	1	1	0	Helper	IsecOf	Kolkata
	ISEC Office		8	8	0			
C	SeniorCook	4000-6000	2	2	0	Cook	IsecHo	Kolkata
C	CookGrll	3200-4900	1	1	0	Cook	IsecHo	Kolkata
D	SeniorServiceBoy	3050-4590	1	1	0	Service Boy	IsecHo	Kolkata
D	ServiceBoyGrll	2650-4000	1	1	0	Service Boy	IsecHo	Kolkata
	ISEC Hostel		5	5	0			
C	SeniorCook	4000-6000	2	0	2	Cook	L.Hos	Kolkata
C	CookGrll	3050-4590	1	0	1	Cook	L.Hos	Kolkata
D	SeniorServiceBoy	3050-4590	2	0	2	Service Boy	L.Hos	Kolkata

Staff In Administrative Units of ISI at Kolkata

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
D	ServiceBoyGrI	2750-4400	1	0	1	Service Boy	L.Hos	Kolkata
	Ladies Hostel		6	191	6			
C	CookGrI	3050-4590	1	0	1	Cook	MenHo	Kolkata
D	SeniorServiceBoy	3050-4590	3	0	3	Service Boy	MenHo	Kolkata
D	ServiceBoyGrI	2750-4400	1	0	1	Service Boy	MenHo	Kolkata
	Men's Hostel		5	0	5			
C	SeniorCook	4000-6000	2	0	2	Cook	RSHos	Kolkata
C	CookGrI	3050-4590	1	0	1	Cook	RSHos	Kolkata
D	SeniorServiceBoy	3050-4590	6	0	6	Service Boy	RSHos	Kolkata
	Res. Scholar's Hostel		9	0	9			
C	SeniorCook(P.S.)	4500-7000	1	0	1	Cook	BoyH	Kolkata
C	SeniorCook	4000-6000	2	0	2	Cook	BoyH	Kolkata
C	JrAssistant GrI	3200-4900	1	0	1	Administration	BoyH	Kolkata
D	SeniorServiceBoy	3050-4590	2	0	2	Service Boy	BoyH	Kolkata
D	ServiceBoyGrI	2750-4400	1	0	1	Service Boy	BoyH	Kolkata
U	Uncategorised	2650 fixed	1	0	0	UncatHelp	BoyH	Kolkata
	Boy's Hostel		8	0	7			
B	Section Officer	6500-10500	1	0	1	Administration	Bind	Kolkata
C	BinderyForemanGrI	5000-8000	13	0	13	Binding	Bind	Kolkata
C	JrAssistant GrI	4000-6000	1	0	1	Administration	Bind	Kolkata
C	TradeHelper	3200-4900	2	0	2	Helper	Bind	Kolkata
D	Senior Helper	3050-4590	1	0	1	Helper	Bind	Kolkata
	Binding Unit		18	0	18			
B	Manager Printing	6500-10500	1	0	1	Printing	PPU	Kolkata
B	Section OfficerA/Cs	6500-10500	1	0	1	Accounts	PPU	Kolkata
C	SeniorAssistantA/Cs	5500-9000	1	0	1	Accounts	PPU	Kolkata
C	Overseer Printing	5500-9000	1	0	1	Printing	PPU	Kolkata
C	Sales Assistant	4500-7000	1	0	1	Administration	PPU	Kolkata
C	Section Holder	4500-7000	1	0	1	Printing	PPU	Kolkata
C	BinderyForemanGrI	4500-7000	3	0	3	Binding	PPU	Kolkata
C	Typist GrI	4000-6000	1	0	1	Typist	PPU	Kolkata
C	BinderGrI	4000-6000	7	0	7	Binding	PPU	Kolkata
C	Compositor	4000-6000	6	0	6	Printing	PPU	Kolkata
C	Machineman	4000-6000	5	0	5	Printing	PPU	Kolkata
C	Mechanic	4000-6000	2	0	2	Printing	PPU	Kolkata
C	Mono-operator	4000-6000	2	0	2	Printing	PPU	Kolkata
C	JrAssistant GrI	3200-4900	1	0	1	Administration	PPU	Kolkata
C	Metal Melter(PS)	3200-4900	3	0	3	Printing	PPU	Kolkata
C	Mono-Castor(PS)	3200-4900	2	0	2	Printing	PPU	Kolkata
C	Proof-Pressman	3200-4900	1	0	1	Printing	PPU	Kolkata
D	HelperGrI	2750-4400	3	0	3	Helper	PPU	Kolkata
	Printing & Pulication Unit		42	0	42			
C	TailoringForeman	4500-7000	4	0	4	Tailoring	Tlrng	Kolkata
C	TrHelper(Tailring)(PS)	3200-4900	1	0	1	Tailoring	Tlrng	Kolkata
D	HelperGrI	2750-4400	1	0	1	Helper	Tlrng	Kolkata
	Tailoring Unit		6	0	6			
	Total Admn Staff		656	343	308			

Appendix 7.3

Staff In SQC Units of ISI all over India

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
A	Sr Tech Officer SQC	16400-22400	4	2	2	Faculty	SQC	Bangalore
A	Associate Professor	12000-18300	1	1	0	Faculty	SQC	Bangalore
A	Tech Officer SQC GrI	12000-18300	2	1	1	Faculty	SQC	Bangalore
A	Tech Officer SQC GrIII Sr Sc	10000-15200	3	1	2	Faculty	SQC	Bangalore
A	Tech Officer SQC GrIII	8000-13500	4	1	3	Faculty	SQC	Bangalore
A	Sr Tech Officer SQC	16400-22400	4	2	2	Faculty	SQC	Delhi
A	Tech Officer SQC GrI	12000-18300	2	1	1	Faculty	SQC	Delhi
A	Tech Officer SQC GrIII	8000-13500	1	1	0	Faculty	SQC	Delhi
B	Section Officer	6500-10500	1	1	0	Administration	SQC	Delhi
A	Sr Tech Officer SQC	16400-22400	2	0	2	Faculty	SQCT&P	Kolkata
A	Tech Officer SQC GrI	12000-18300	4	2	2	Faculty	SQCT&P	Kolkata
A	Tech Officer SQC GrIII Sr Sc	10000-15200	2	0	2	Faculty	SQCT&P	Kolkata
A	Tech Officer SQC GrIII	8000-13500	1	1	0	Faculty	SQCT&P	Kolkata
B	Section Officer	6500-10500	1	1	0	Administration	SQCT&P	Kolkata
C	SeniorAssistant	5500-9000	1	1	0	Administration	SQCT&P	Kolkata
C	JrAssistant GrI	4000-6000	1	1	0	Administration	SQCT&P	Kolkata
D	Record Attendant	3050-4590	2	2	0	Attendant	SQCT&P	Kolkata
D	HelperGrI	2750-4400	1	1	0	Helper	SQCT&P	Kolkata
D	HelperGrIII	2650-4000	1	1	0	Helper	SQCT&P	Kolkata
A	Sr Tech Officer SQC	16400-22400	3	0	3	Faculty	SQC	Kolkata
A	Tech Officer SQC GrI	12000-18300	4	3	1	Faculty	SQC	Kolkata
A	Tech Officer SQC GrIII Sr Sc	10000-15200	2	0	2	Faculty	SQC	Kolkata
C	JrAssistant GrI	4000-6000	1	1	0	Administration	SQC	Kolkata
C	Typist GrIII	4000-6000	1	1	0	Typist	SQC	Kolkata
D	HelperGrI	2750-4400	1	1	0	Helper	SQC	Kolkata
D	HelperGrIII	2650-4000	1	1	0	Helper	SQC	Kolkata
C	SeniorSweeperJam	3050-4590	1	1	0	Sweeping	SQC	Kolkata
B	Section Officer	6500-10500	1	1	0	Administration	SQCcen	Kolkata
C	JrAssistant GrI	4000-6000	1	1	0	Administration	SQCcen	Kolkata
C	Typist GrIII	4000-6000	1	1	0	Typist	SQCcen	Kolkata
D	Senior Helper	3050-4590	1	1	0	Helper	SQCcen	Kolkata
A	Professor	16400-22400	1	0	1	Faculty	SQC	Hyderabad
A	Sr Tech Officer SQC	16400-22400	1	0	1	Faculty	SQC	Hyderabad
A	Tech Officer SQC GrI	12000-18300	3	0	3	Faculty	SQC	Hyderabad
A	Tech Officer SQC GrIII	8000-13500	1	0	1	Faculty	SQC	Hyderabad
C	StenographerGr I	6500-10500	1	1	0	Administration	SQC	Hyderabad
C	Typist GrIII	3200-4900	1	1	0	Administration	SQC	Hyderabad
C	JrAssistant GrIII A/Cs	3200-4900	1	1	0	Accounts	SQC	Hyderabad
D	Record Attendant	3050-4590	2	2	0	Attendant	SQC	Hyderabad
D	Senior Helper	3050-4590	1	1	0	Helper	SQC	Hyderabad
A	Sr Tech Officer SQC	16400-22400	2	0	2	Faculty	SQC	Chennai
A	Tech Officer SQC GrI	12000-18300	2	0	2	Faculty	SQC	Chennai
A	Tech Officer SQC GrIII Sr Sc	10000-15200	2	0	2	Faculty	SQC	Chennai
B	Section Officer	6500-10500	1	1	0	Administration	SQC	Chennai
C	StenographerGr I	6500-10500	1	1	0	Administration	SQC	Chennai
C	SeniorAssistant	5500-9000	1	1	0	Administration	SQC	Chennai
C	Assistant	5000-8000	1	1	0	Administration	SQC	Chennai
C	JrAssistant GrI	4000-6000	1	1	0	Administration	SQC	Chennai
D	Senior Helper(PS)	3200-4900	1	1	0	Helper	SQC	Chennai
D	Senior Helper	3050-4590	1	1	0	Helper	SQC	Chennai
C	SweeperJamGrI	2750-4400	1	1	0	Sweeping	SQC	Chennai
C	SweeperJamGrIII	2650-4000	1	1	0	Sweeping	SQC	Chennai
B	SecurityOfficer	6500-10500	1	1	0	Security	SQC	Chennai
C	SecurityGuardGrIII	2750-4400	1	1	0	Security	SQC	Chennai

Staff In SQC Units of ISI all over India

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
A	Tech Officer SQC GrI	12000-18300	2	0	2	Faculty	SQC	Coimbatore
A	Tech Officer SQC GrIII Sr Sc	10000-15200	1	0	1	Faculty	SQC	Coimbatore
B	Section Officer	6500-10500	2	2	0	Administration	SQC	Coimbatore
C	JrAssistant GrI	4000-6000	1	1	0	Administration	SQC	Coimbatore
D	HelperGrI	2750-4400	1	1	0	Helper	SQC	Coimbatore
A	Tech Officer SQC GrI	12000-18300	1	0	1	Faculty	SQC	Pune
A	Tech Officer SQC GrIII Sr Sc	10000-15200	1	0	1	Faculty	SQC	Pune
B	Section Officer	6500-10500	1	1	0	Administration	SQC	Pune
D	Senior Helper	3050-4590	1	1	0	Helper	SQC	Pune
A	Tech Officer SQC GrI	12000-18300	1	0	1	Faculty	SQC	Mumbai
C	StenographerGr I	6500-10500	1	1	0	Administration	SQC	Mumbai
C	Senior Typist	5500-9000	1	1	0	Administration	SQC	Mumbai
D	Record Attendant	3050-4590	1	1	0	Attendant	SQC	Mumbai
D	HelperGrII	2650-4000	1	1	0	Helper	SQC	Mumbai
A	Tech Officer SQC GrI	12000-18300	1	0	1	Faculty	SQC	Vadodra
A	Tech Officer SQC Grill	8000-13500	2	0	2	Faculty	SQC	Vadodra
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	SQC	Vadodra
C	StenographerGr I	6500-10500	1	1	0	Administration	SQC	Vadodra
C	SecurityGuardGrI	3050-4590	1	1	0	Security	SQC	Vadodra
Total Strength			107	255	45			
Non-Faculty			47	46	1			
Faculty			60	16	44			

Appendix 7.4

Staff in Delhi Centre of ISI (excluding SQC staff)

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
A	Distinguished Scientist	22400-24500	2	1	1	Faculty	StatMath	Delhi
A	Professor	16400-22400	8	3	5	Faculty	StatMath	Delhi
A	Professor	16400-22400	8	3	5	Faculty	Plg Unit	Delhi
A	Associate Professor	12000-18300	3	1	2	Faculty	StatMath	Delhi
A	Associate Professor	12000-18300	2	1	1	Faculty	Plg Unit	Delhi
A	Sys. / Num. Analyst Gr II	12000-18300	1	0	1	Faculty	Plg Unit	Delhi
A	Librarian	12000-18300	1	0	1	Faculty Lib	Library	Delhi
A	AdmnOfficer	12000-16500	1	1	0	Administration	Delhi	Delhi
A	Exec Officer(SG)	10000-15200	2	2	0	Administration	Delhi	Delhi
A	Lecturer	8000-13500	3	1	2	Faculty	StatMath	Delhi
A	Lecturer	8000-13500	4	1	3	Faculty	Plg Unit	Delhi
A	Accountant	8000-13500	2	2	0	Accounts	Delhi	Delhi
A	SeniorOverseerCivil	8000-13500	1	1	0	EnggCivil	Delhi	Delhi
A	Section OfficerElec(PS)	8000-13500	1	1	0	EnggElectrical	Delhi	Delhi
B	Sr Technical Assistant Lib	6500-10500	1	0	1	Sc Library	Library	Delhi
B	Section Officer	6500-10500	3	3	0	Administration	Delhi	Delhi
B	Section OfficerA/Cs	6500-10500	1	1	0	Accounts	Delhi	Delhi
B	StenographerGr I	6500-10500	1	1	0	Stenographer	Delhi	Delhi
B	SecurityOfficer	6500-10500	1	1	0	Security	Delhi	Delhi
B	Section OfficerTel	6500-10500	1	1	0	EnggTelephone	Delhi	Delhi
C	Technical Assistant	5500-9000	2	0	2	Sc Technical	Plg Unit	Delhi
C	Laboratory Technician	5500-9000	1	0	1	Sc Technical	Delhi	Delhi
C	Technical Assistant Lib	5500-9000	1	0	1	Sc Library	Library	Delhi
C	SeniorAssistant	5500-9000	1	1	0	Administration	Delhi	Delhi
C	StenographerGr II	5500-9000	1	1	0	Stenographer	Delhi	Delhi
C	SeniorTelephSupervsr	5500-9000	1	1	0	EnggTelephone	Delhi	Delhi
C	Jr. Technical Assistant Lib	5000-8000	3	0	3	Sc Library	Library	Delhi
C	Assistant	5000-8000	1	1	0	Administration	Delhi	Delhi
C	Cashier	5000-8000	1	1	0	Cash	Delhi	Delhi
C	Typist GrI	5000-8000	1	1	0	Typist	Delhi	Delhi
C	DrivercumSupervisor	5000-8000	2	2	0	Driver&Mechanic	Delhi	Delhi
C	SupervsrElectrical	5000-8000	3	3	0	EnggElectrical	Delhi	Delhi
C	Library Assistant	4500-7000	1	0	1	Sc Library	Library	Delhi
C	SenioCook(P.S.)	4500-7000	1	1	0	Cook	Delhi	Delhi
C	SeniorPlumber	4500-7000	1	1	0	EnggCivil	Delhi	Delhi
C	SeniorCook	4000-6000	1	1	0	Cook	Delhi	Delhi
C	JrAssistant GrII	3200-4900	2	2	0	Administration	Delhi	Delhi
C	SecurityGrLeader	3200-4900	1	1	0	Security	Delhi	Delhi
C	MateGardener	3200-4900	1	1	0	Gardening	Delhi	Delhi
C	Driver	3200-4900	1	1	0	Driver&Mechanic	Delhi	Delhi
C	MistryEnggGrII	3200-4900	1	1	0	EnggCivil	Delhi	Delhi
C	ElectricMistryAC	3200-4900	1	1	0	EnggElectrical	Delhi	Delhi
D	Record Attendant	3050-4590	1	1	0	Attendant	Delhi	Delhi
D	Senior Helper	3050-4590	4	4	0	Helper	Delhi	Delhi
D	CookGrII	3050-4590	1	1	0	Cook	Delhi	Delhi
D	SeniorServiceBoy	3050-4590	3	3	0	Service Boy	Delhi	Delhi
D	SecurityGuardGrI	3050-4590	3	3	0	Security	Delhi	Delhi
D	GardenerGrI	3050-4590	5	5	0	Gardening	Delhi	Delhi
D	MateSweeperJamGrII	3050-4590	1	1	0	Sweeping	Delhi	Delhi
D	SeniorSweeperJam	3050-4590	3	3	0	Sweeping	Delhi	Delhi
D	MistryMechElectrAtndt	3050-4590	1	1	0	EnggElectrical	Delhi	Delhi
D	SecurityGuardGrII	2750-4400	2	2	0	Security	Delhi	Delhi
D	MajdoorGrI	2750-4400	1	1	0	Majdoor	Delhi	Delhi
D	SweeperJamGrI	2750-4400	1	1	0	Sweeping	Delhi	Delhi
D	ServiceBoyGrII	2650-4000	1	1	0	Service Boy	Delhi	Delhi
D	SweeperJamGrII	2650-4000	1	1	0	Sweeping	Delhi	Delhi
U	Uncategorised	2650 fixed	3	0	0	UnCatHelp	Delhi	Delhi
Total w/o SQC			107	74	30			
SQC Faculty			7	4	3			
SQC Non-Faculty			1	1	0			
Total Delhi incl SQC			115	79	33			

Staff in Bangalore Centre of ISI (excluding SQC staff)

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
A	Professor	16400-22400	13	5	8	Faculty	StatMath	Bangalore
A	Professor	16400-22400	1	0	1	Faculty	EAU	Bangalore
A	Professor	16400-22400	1	0	1	Faculty	DRTC	Bangalore
A	Associate Professor	12000-18300	5	1	4	Faculty	StatMath	Bangalore
A	Associate Professor	12000-18300	1	0	1	Faculty	EAU	Bangalore
A	Associate Professor	12000-18300	1	0	1	Faculty	DRTC	Bangalore
A	Librarian	10000-15200	1	0	1	Faculty Lib	Library	Bangalore
A	Input Output Controller	10000-15200	1	1	0	Sc Technical	Blore	Bangalore
A	Exec Officer(SG)	10000-15200	1	1	0	Administration	Blore	Bangalore
A	Lecturer	8000-13500	2	0	2	Faculty	StatMath	Bangalore
A	Lecturer	8000-13500	1	0	1	Faculty	DRTC	Bangalore
A	Data Processing Technician	8000-13500	2	2	0	Sc Technical	Blore	Bangalore
A	Accountant	8000-13500	1	1	0	Accounts	Blore	Bangalore
B	Sr Technical Assistant Lib	6500-10500	1	0	1	Sc Library	Library	Bangalore
B	Section Officer	6500-10500	2	2	0	Administration	Blore	Bangalore
B	SecurityOfficer	6500-10500	1	1	0	Security	Blore	Bangalore
C	Technical Assistant Lib	5500-9000	1	0	1	Sc Library	Library	Bangalore
C	SeniorAssistantA/Cs	5500-9000	1	1	0	Accounts	Blore	Bangalore
C	Sr Laboratory Assistant	5000-8000	1	0	1	Sc Technical	DRTC	Bangalore
C	Assistant	5000-8000	1	1	0	Administration	Blore	Bangalore
C	Cashier	5000-8000	1	1	0	Cash	Blore	Bangalore
C	StenographerGr III	5000-8000	2	2	0	Stenographer	Blore	Bangalore
C	Typist GrI	5000-8000	1	1	0	Typist	EAU	Bangalore
C	SenioEstateSuprvsr	5000-8000	1	1	0	Sweeping	Blore	Bangalore
C	DrivercumSupervisor	5000-8000	2	2	0	Driver &Mechanic	Blore	Bangalore
C	SeniorDriverGrI	4500-7000	1	1	0	Driver &Mechanic	Blore	Bangalore
C	SeniorElectMistryGrI	4500-7000	1	1	0	EnggElectrical	Blore	Bangalore
C	SeniorTeleph Op GrI	4500-7000	1	0	1	EnggTelephone	DRTC	Bangalore
C	Sheif & Counter Asst GrI	4000-6000	1	0	1	Sc Library	Library	Bangalore
C	JrAssistant GrI	4000-6000	1	0	1	Administration	DRTC	Bangalore
C	JrAssistant GrI	4000-6000	2	2	0	Administration	Blore	Bangalore
C	JrAssistant GrI A/Cs	4000-6000	1	1	0	Accounts	Blore	Bangalore
C	SeniorCook	4000-6000	2	2	0	Cook	Blore	Bangalore
C	SeniorDriverGrII	4000-6000	1	1	0	Driver &Mechanic	Blore	Bangalore
C	Shelf & Counter Asst GrII	3200-4900	1	0	1	Sc Library	Library	Bangalore
C	JrAssistant GrII	3200-4900	1	1	0	Administration	Blore	Bangalore
C	Xerox OP GrI	3200-4900	1	1	0	Photocopier	Blore	Bangalore
C	SecurityGrILeader	3200-4900	1	1	0	Security	Blore	Bangalore
C	MateGardener	3200-4900	1	1	0	Gardening	Blore	Bangalore
C	MistryPlumbGrII	3200-4900	1	1	0	EnggCivil	Blore	Bangalore
D	Library Attendant GrII	3050-4590	1	0	1	Sc Library	Library	Bangalore
D	CounterAttndntGrII	3050-4590	1	1	0	Attendant	Blore	Bangalore
D	Record Attendant	3050-4590	3	3	0	Attendant	Blore	Bangalore
D	Senior Helper	3050-4590	3	3	0	Helper	Blore	Bangalore
D	CookGrII	3050-4590	2	2	0	Cook	Blore	Bangalore
D	SecurityGuardGrI	3050-4590	3	3	0	Security	Blore	Bangalore
D	GardenerGrI	3050-4590	2	2	0	Gardening	Blore	Bangalore
D	SeniorSweeperJam	3050-4590	1	1	0	Sweeping	Blore	Bangalore
D	MistryMechElectrAttndt	3050-4590	1	1	0	EnggElectrical	Blore	Bangalore
D	HelperGrI	2750-4400	2	2	0	Helper	Blore	Bangalore
D	ServiceBoyGrI	2750-4400	3	3	0	Service Boy	Blore	Bangalore
D	SecurityGuardGrII	2750-4400	5	5	0	Security	Blore	Bangalore
D	GardenerGrII	2750-4400	1	1	0	Gardening	Blore	Bangalore
D	SweeperJamGrI	2750-4400	3	3	0	Sweeping	Blore	Bangalore
D	HelperGrII	2650-4000	1	1	0	Helper	Blore	Bangalore
D	ServiceBoyGrII	2650-4000	2	2	0	Service Boy	Blore	Bangalore
D	SweeperJamGrII	2650-4000	1	1	0	Sweeping	Blore	Bangalore
Total			98	70	28			
SQC Faculty			14	6	8			
Grand Total			112	76	36			
Non-Faculty Posts			72	64	8			
Faculty non SQC			26	6	20			

Appendix 7.6

Staff in Branch of ISI at Giridih

Gr	Designation	Pay Scale	Number	Pt.Post	Ty.Post	Category	Unit/Sec	Station
A	Lecturer	8000-13500	2	0	2	Faculty	SRU	Giridih
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	SRU	Giridih
B	Sr. Technical Assistant	6500-10500	1	0	1	Sc Technical	ASU	Giridih
B	Section Officer	6500-10500	1	0	1	Administration	Admn	Giridih
C	SeniorAssistant	5500-9000	1	0	0	Administration	Admn	Giridih
C	JrAssistant GrI	4000-6000	1	0	0	Accounts	Admn	Giridih
C	JrAssistant GrI A/Cs	4000-6000	1	0	1	Accounts	Acc	Giridih
C	Typist GrII	4000-6000	1	0	1	Typist	Admn	Giridih
C	SenioElectrMistryGrII	4000-6000	1	0	0	EnggElectrical	Admn	Giridih
C	Laboratory Assistant	3200-4900	1	0	1	Sc Technical	ASU	Giridih
C	JrAssistant GrII	3200-4900	1	0	0	Administration	ASU	Giridih
D	Record Attendant	3050-4590	1	0	0	Accounts	Admn	Giridih
D	Senior Helper	3050-4590	1	0	0	Helper	SRU	Giridih
D	Senior Helper	3050-4590	1	0	0	Helper	Admn	Giridih
D	CookGrII	3050-4590	2	0	0	Cook	Admn	Giridih
D	SecurityGuardGrI	3050-4590	7	0	7	Security	Admn	Giridih
D	GardenerGrI	3050-4590	1	0	0	Gardening	Admn	Giridih
D	Farm Labour GrI	3050-4590	4	0	4	Majdoor	ASU	Giridih
D	SeniorSweeperJam	3050-4590	1	0	0	Sweeping	Admn	Giridih
D	MistryMechElectrAttndt	3050-4590	1	0	0	EnggElectrical	Admn	Giridih
D	ServiceBoyGrI	2750-4400	1	0	0	Service Boy	Admn	Giridih
D	MajdoorGrI	2750-4400	1	0	0	Majdoor	Admn	Giridih
D	HelperGrII	2650-4000	1	0	0	Helper	ASU	Giridih
D	SweeperJamGrII	2650-4000	1	0	0	Sweeping	Admn	Giridih
Total Strength			35	0	19			
Total Non-Faculty			33	0	17			
Faculty			2	0	2			

Appendix 7.7**INDIAN STATISTICAL INSTITUTE****Draft Standing Service Orders 2002**

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INDIAN STATISTICAL INSTITUTE

Standing Service Orders 2002

1.0 Title:

1.1 These orders will be known as the Indian Statistical Institute Standing Service Orders, 2002. These orders were approved by the Council of the Institute, on 2002, in exercise of the powers of the Council, to frame Standing Service Orders in the nature of service bye-laws. These Orders supersede the earlier orders known as the Indian Statistical Institute Standing Services Orders, 1963.

2.0 Application:

2.1 These orders will apply to all the regular workers and employees of the Institute and not to workers or employees governed specially by the terms of any contract, agreement or special letter of appointment.

Provided that in respect of regular workers who are governed by the Indian Factories Act these orders would apply to the extent they are not in conflict with the provisions of the Factories Act and Rules there under. In case of conflict the Factories Act and Rules made there under shall apply, unless otherwise indicated by any special order of the Council of the Institute or the Central Government.

Further provided that workers, other than regular workers, likely to be governed by the provisions of Factories Act shall not be employed by the Institute or directly engaged for any work of the Institute.

2.2 These orders shall come into force from the day of 2002.

3.0 Definitions:

“Appointing Authority”, in relation to any post or position under the Institute, means the authority competent to make appointments to that post or position as per these standing services orders, or any special orders of the Council of the Institute.

“Borrowed employee”, means an employee of any other Authority, whose services are obtained by the Institute.

“Category” means the category of a post indicated in the annexure to these orders.

“Compensatory allowance” means an allowance granted to an employee or regular worker to meet any estimated additional expenditure, which the employee has to incur for performance of any duties in any special area, or in special circumstances, or for the nature of the duty to be performed.

“Competent Authority” means the Controlling Authority

“Controlling Authority”, means authority exercising control in respect of all matters connected with work, attendance, allowances including traveling allowance, holidays, leave, compensatory leave, employment during leave, permission to publish, honours, rewards, conduct, duty hours and such matters, but not appointment and disciplinary matters, and refers to;

- (i) the Chairman of the Council, in relation to the post of ‘Director’ in Group A, specified in the Annexure to these orders,
- (ii) the Director in relation to all Group ‘A’ posts (except the Director) with pay scales equal to that of Professors and above specified in the Annexure to these orders,
- (iii) the Associate Director (Headquarters) or the Head of a Centre, as the case may be, in relation to all Group ‘A’ posts with pay scales lower than that of Professors specified in the Annexure to these orders,
- (iv) the officer in charge of Administration in the Headquarters or the Centre, or one or more other Group A Officers nominated by the Director in the Headquarters or the Centre, in relation to different categories of posts in Groups ‘B’, ‘C’ and ‘D’, specified in the Annexure to these orders.

“Council” means the governing Council of the Institute.

“Director”, means the Director of the Institute.

“Employee” means a regular worker or a person serving the Institute in any post specified in the first Schedule to these orders.

“Foreign service” means service for which an employee receives, with the approval of the Controlling Authority, his pay from any source other than the funds of the Institute.

“Grade” means gradation of the posts by pay scales given in the Annexure to these orders.

“Institute” means the Indian Statistical Institute including its headquarters offices in Kolkata and branches, offices and Centres in various other cities in India.

“Lien” means the title of an employee to hold, during the period of absence, a post to which he has been appointed on a regular basis.

“Officiate” means a regular worker’s performing the duties of a post to which he has been appointed on a temporary basis.

“Pay” means the pay admissible on the relevant date and includes special pay and personal pay, but shall not include any allowances, fee or honorarium. Unless the context otherwise requires the terms pay, special pay, personal pay, allowances, fee, honorarium and such other terms of remuneration shall have the same meaning as they have in the rules and orders of the Central Government, relevant to the context.

“Pay scale” means the pay scale attached to a post in the Annexure to these orders.

“Personal Scale (PS)” means pay scale allowed to an employee on personal consideration such as qualification, length of service or experience.

“Post” means the posts with names or designations listed in the Annexure to these orders. Note: In respect of only the posts falling under the category called ‘faculty’ the appointment of any member of the faculty by the appointing authority will be deemed to create the corresponding post against which he is appointed. Correspondingly, the termination of appointment of any member of the faculty will be deemed to be the termination of the corresponding post against which he was appointed.

“Regular worker” means a worker serving the Institute in any post specified in the Annexure to these orders, whose service is to continue until and unless it comes to a termination due to resignation, retirement, dismissal, removal, retrenchment or superannuation or for other proper reasons; or is to continue for a specified period of time.

Note: A worker will be regular only if the post held by him stands approved by the Department of Statistics of the Central Government as eligible for the salary against the post being met from the grants under salary head received from the Government, and in respect of whom the grants received by the Institute from the Central Government covers contributions to provident fund or pension liability on retirement in respect of him. Workers on consolidated pay for the duration of a project or on daily wages for specific work for specified duration explicit or implicit, or receiving piece rate payments, whether on work whole time or part time, will not be regular workers. Persons on deputation and faculty members taken on contract may be declared to be regular for any specific purpose by the Council, taking the circumstances in each case into account.

“Service” will include the period spent on duty, on leave or on deputation provided that any period of leave, without pay on deputation shall not be treated as service unless specifically ordered by a competent authority for any special reasons to be recorded. Provided further that the period during which a regular worker may remain suspended will be treated as service unless otherwise directed in the final orders of the relative proceedings.

"Sanctioning Authority" means:-

Central Government, Council of the Institute, Chairman of the Council, Director of the Institute, Head of a Centre, Associate Director, Officer heading the Administration in the headquarters or any other Group A Officer nominated by the Director in relation to matters requiring sanction or approval as per the relevant context, and in case of doubt the Director.

"Selection Committee" means:-

in relation to the posts in the Annexure to these Orders, the Selection Committees referred to in these Orders.

“Worker” for the purposes of these orders, shall mean a person rendering services to the

Institute whether part-time or whole-time and receiving remuneration there for directly from the Institute.

Provided that a person who renders occasional service to the Institute and receives there for directly, ad hoc fees or lump sum payment or honorarium or retaining fee, from the Institute, shall not be deemed to be a worker.

4.0 General Conditions of Service and Conduct:

4.1 Without prejudice to these standing service orders, the general conditions of service contained in Chapter 3 of the Fundamental Rules and connected rules and orders applicable to the employees of the Central Government will apply *mutatis mutandis* to the employees of the Institute including borrowed employees on deputation.

4.2 Without prejudice to these Standing Service Orders, the moral and ethical code of conduct contained in and the principles underlying the provisions of Central Civil Services (Conduct) Rules 1964 and Central Civil Services (Recognition of Service Association) Rules 1991, as amended by the Central Government from time to time, and connected other rules and orders, as applicable to the employees of the Central Government, will apply, *mutatis mutandis* to the employees of the Institute.

4.3 The whole time of an employee shall be at the disposal of the Institute and he may be employed by the Institute for the performance of such duties as may be assigned to him. Every employee shall at all times maintain absolute integrity and devotion to duty.

4.4 Every employee will conform to the orders of the Director in force, from time to time, relating to attendance and display of identity cards, wearing of uniforms where supplied by the Institute and being in effective physical or constructive communication with his superiors and subordinates at all times in the interest of one another's work.

4.5 Every employee shall extend utmost courtesy and attention to all persons with whom he has to deal with in the course of his duties.

4.6 Every employee shall endeavour to promote the interests of the Institute and shall not act in any manner prejudicial thereto.

4.7 No employee shall act contrary to the objectives of the Institute. All persons will act in a manner as will be conducive to development of the objectives of the Institute. The promotion of the objectives of the Institute shall be given priority over personal needs, to the extent of time and energy, reasonably expected to be given to the affairs of the Institute by an employee.

4.8 No employee shall engage in any act of corruption or nepotism or promote the cause of oneself or one's relatives while engaging in activities on behalf of the Institute.

4.9 Without permission of his controlling authority no employee shall allow any recognition honour, employment or other tangible or intangible benefit to be given to him

or his relative nor agree to publication of his work or that of his relative or publication about him or his relative by the Institute. He shall report the matter to the Director of the Institute as soon as he comes to know that he is likely, to become a party directly or indirectly to any decision resulting in him or his relative getting aforesaid benefit or honour without permission.

4.10 Every employee shall abide by the memorandum of association, rules, regulations and orders of the Institute and he shall respect all legal, ethical and moral decisions of the Council.

4.11 No employee shall engage in drunken or other socially unacceptable behaviour and in any case shall not be under the influence of alcohol or drugs in the premises of the Institute.

4.12 Every employee shall act fairly and justly in all activities connected with the Institute and not engage in morally unacceptable behaviour or any behaviour as will bring down the good image of the Institute.

4.13 Every employee shall make payment to the Institute of all dues to the Institute outstanding against him or demanded from him, within the time required to be paid and in any case within a month of the demand being received from the Institute.

4.14 Every employee shall abide by the directions of the Election Officer and cooperate in the proper conduct of elections in the Institute.

4.15 No employee shall accept any fee, honorarium, scholarship or fellowship for any work done by him for anybody other than the Institute without approval of the Controlling Authority.

4.16 Any action by an employee, which is contrary to the aforementioned general conditions of service and conduct, will constitute a misconduct and the employee shall be liable to disciplinary action under these orders.

5.0 Classification of posts :

5.1 The posts under the Institute are categorized into four groups 'A', 'B', 'C' and 'D', according to the pay scales attached to them, similar to classification of posts under the Central Government. They are further categorized by reference to the broad nature of the duties attaching to them, such as, faculty posts, scientific technical support posts, administrative support posts, engineering civil support posts etc. The number of permanent and temporary posts under the Institute are given in the Annexure to these Orders, indicating the number of posts in each group and category, separately for headquarters, branches and the different centers. In respect of all categories of posts other than faculty posts, the Council may direct the creation of any new permanent or temporary post in existing or new categories of posts only with the approval of the Central Government. In respect of a faculty member getting appointed, no approval by the Central

Government will be required for the automatic creation of necessary faculty post, provided financial provision is available under the total grant in aid approved by the Central Government. The number of permanent and temporary posts under any category of posts, in the headquarters and various centres, shall be reviewed every year by the Section 8(1) Committee (failing which they would be deemed to have been reviewed) and revised at the number of employees in such posts, subject to any specific directions of the Central Government. Total of permanent and temporary posts shall not exceed the number of regular employees in respect of whom pension or contributory provident fund liability falls on the Government. No transfer of posts from the category of faculty posts to other categories or vice versa shall be allowed. Transfer of posts between centres or stations, shall be made with the approval of the Council, save in case of emergent situations where the Director may order such transfers pending approval of the Council. On the occurrence of changes referred to above, the Annexure to these orders shall stand amended in accordance with such orders or directions.

5.2 The estimated budget grants proposed by the Council to the Central Government every year, shall cover all permanent and temporary posts in all categories as have already been approved by the Committee constituted under Section 8(1) of the ISI Act, 1959 and include provision for faculty posts likely to be automatically created with the appointment of the faculty. The lists of approved posts, category and station wise shall be annexed to the budget proposals.

6.0 Duties attaching to posts:

6.1 The Controlling Authority, for any post, shall have the power to determine the duties of the posts specified in the Annexure to these orders, which duties may be changed from time to time through office orders issued by the Controlling Authority. The Controlling Authority may also reallocate any duty from a post in one grade to a post in another grade, depending on the change in value attaching to that duty, or in pursuance of the discharge of the responsibility entrusted to the Controlling Authority or the priority accorded to the connected objectives of the Institute. The Controlling Authority may add prefixes or suffixes to the names given to the posts specified in the Annexure to these Orders in order to create designations of individual posts. Designation of incumbents in various posts may, therefore, contain the name of the post together additional words, eg a person holding a post of Attendant may be designated as 'Record Attendant' or "Counter Attendant" or "Shelf Attendant"

7.0 Appointment:

7.1 Appointment to posts under the Institute shall be made by the appointing Authority, who shall be,

(i) the Council, in respect of the post of Director of the Institute, as per provisions of the Bye-laws of the Institute,

(ii) the Director, in respect of posts in Group 'A' (except the Director) with pay scales

equal to that of Professors and above, specified in the Annexure to these orders,

(iii) the Associate Director (Headquarters) or the Head of a Centre, as the case may be, in respect of posts in Group 'A' with pay scales lower than that of Professors, specified in the Annexure to these orders,

(iv) the officer in charge of Administration in the Headquarters or the Centre, or one or more Group 'A' Officers nominated by the Director in the Headquarters or the Centre, in respect of posts in Groups 'B', 'C' and 'D', specified in the Annexure to these orders.

7.2 Appointments to the posts referred to in the Annexure to these Orders shall be made by the Appointing Authority in accordance with the recommendations of a selection committee convened by the Appointing Authority, for recommending appointments to the posts. The Chairman of the Selection Committee shall be the Appointing Authority. The selection committee shall have as members a nominee of the Director, a nominee of the Secretary Department of Statistics and two experts from outside the Institute nominated by the Appointing Authority.

7.3 Selection for appointment to any post by transfer, promotion, transfer on deputation or direct recruitment shall be made on the basis of written tests or aptitude tests or interviews or confidential reports and connected personal records or any one or more of such methods, as decided by the Appointing Authority, at the time of each selection.

7.4 Panel of names for appointment shall be recommended by the selection committee, from amongst qualified candidates: (i) applying in response to any newspaper advertisement, (ii) recommended by the Employment Exchange against requisition from the Institute, and (iii) regular workers who are in employment in the Institute already and are qualified to apply for appointment and who apply.

7.5 The essential qualifications and experience to be possessed by the candidates or regular workers applying for appointment to a post will be fixed by the appointing authority, from time to time, at the time of issuing newspaper advertisement and sending requisition to the employment exchange, keeping in view the advances in sciences, changes in technology and work practices and the changing requirements of the Institute. The same essential qualifications and experience as laid down for direct recruits shall apply also to regular workers applying for the post. All appointments will be on selection basis and there shall be no separate promotion quota for regular workers. Desirable qualifications or experience, if any, laid down in addition to essential qualifications or experience, should not be the basis for rejecting any candidate as not qualified. A regular worker, if selected and appointed to the post, higher than what he is holding, shall be deemed to have been appointed to the post on promotion.

7.6 The age for direct recruits shall be not more than 25 years normally. The age limit may be raised up to 35, by the Appointing Authority at the time of issuing newspaper advertisement and sending requisition to the employment exchange in respect of any post, depending upon the age by which the candidates are likely to acquire the qualifications

required for the post. The age limit may be further raised up to 50, in case of regular workers and candidates working in Government and other autonomous organizations and similar Institutions in the private sector in view of their experience, as decided in each case by the Appointing Authority at the time of issuing newspaper advertisement and sending requisition to the employment exchange in respect of any post, with a view to ensure that sufficient number of suitable candidates apply for the post.

7.7 Internal transfers, between identical posts, may be ordered by the Director or the Appointing Authority common to both the posts, without recourse to a selection committee.

7.8 Any proposal for filling a post by a person not qualified for it and giving him the scale of the post as personal to him, for any special reason, will require the approval of the Central Government.

7.9 While making appointments, only where such a reservation is applicable under the orders of the Central Government, endeavours will be made to obtain scheduled castes and scheduled tribes candidates so as to ensure that the representation for scheduled castes and scheduled tribes and other reserved categories is attained in the number of employees of the Institute as per directions or orders of the Central Government applicable to the Institute. Only such relaxations and other concessions, which must be provided for scheduled castes and scheduled tribes candidates, in matters of age, qualifications and experience, in accordance with orders of the Central Government applicable to the Institute, shall be allowed to them.

7.10 No person who has entered into or contracted a marriage with a person having a spouse living, or, who having a spouse living has entered into or contracted a marriage with any person, shall be eligible for appointment to any post under the Institute.

8.0 Fitness:

8.1 No person shall be appointed to any post by direct recruitment unless he is declared medically fit by the medical authority approved by the Director or the Head of the Centre, as the case may be, and the Appointing Authority is satisfied that he possesses good character and antecedents.

9.0 Probation:

9.1 Every person appointed to a post under the Institute, whether by, promotion or by direct recruitment, shall be on probation in such post for the period indicated in the appointment order as per directions of the Appointing Authority, provided that the Appointing Authority may, in any individual case extend the period of probation by up to one year. Where no period is indicated in an order of promotion the period of probation shall be one year. Where no period is indicated in the order of direct recruitment the period of probation shall be two years.

9.2 Where a person appointed to a post under the Institute, on probation, is during his period of probation, found unsuitable for holding that post, or has not completed his period of probation satisfactorily, the Appointing Authority may

(a) in the case of a person appointed by, promotion revert him to the post held by him immediately before such appointment;

(b) in the case of a person appointed by direct recruitment, terminate his services under the Institute without notice.

10.0 Termination of Service:

10.1 Except as otherwise provided in any appointment order or other service contract relating to the services of a worker, the services of a regular worker who is employed on a time scale of pay, can be terminated by the Institute or by the regular worker, by giving three calendar month's notice or payment of an amount equal to three month's emoluments in lieu of notice. In the case of other workers, who are not regular workers, where nothing is specified in the letter of appointment or service contract of a casual or temporary worker or worker on daily rates of pay or on consolidated remuneration for services rendered, the period of notice or payment in lieu of notice would be one month on either side.

10.2 Notice or payment in lieu thereof shall not be necessary in the following cases.

(i) when the service of a worker comes to an end on the expiry of a fixed period of appointment.

(ii) where the appointment is made against a temporary post, on the abolition of the post or on the expiry of the period for which the post is created.

(iii) during the period of probation or extended period of probation of a regular worker, and

(iv) in disciplinary cases

11.0 Disciplinary Proceedings:

11.1 Without prejudice to these Standing Services Orders, the general principles and procedures underlying the provisions of Central Civil Services (Classification, Control and Appeal) Rules 1965 as amended by the Central Government from time to time, and principles and procedures contained in connected orders and procedures for Appeals and Review, applicable to the employees of the Central Government in the matter of disciplinary proceedings, suspension and such matters, will apply *mutatis mutandis* to the employees of the Institute.

12.0 Suspension:

12.1 The appointing authority or any other authority superior thereto may place an

employee under suspension -

(a) where a disciplinary proceeding against him is contemplated or is pending or

(b) where a case against him in respect of any criminal offence is under investigation or trial.

12.2 An employee who is detained in custody, whether on a criminal charge or otherwise, for a period exceeding forty eight hours shall be deemed to have been suspended with effect from the date of his detention, by an order of the Appointing Authority and shall remain under suspension until further orders.

12.3 An order of suspension made or deemed to have been made under these provisions may at any time be revoked by the authority, which made it, or by any superior authority.

13.0 Penalties:

13.1 The following penalties, may for good and sufficient reasons and as hereinafter provided, be imposed on an employee-

(i) censure;

(ii) withholding of promotions

(iii) recovery from pay of the whole or part of any, pecuniary, loss caused to the Institute by negligence or breach of the rules or regulations or Standing Services Orders of the Institute or orders or directions of superior authorities,

(iii)(a) reduction to a lower stage in the time scale of pay for a period not exceeding 3 years, without cumulative effect and not adversely affecting his pension,

(iv) withholding of increments of pay,

(v) reduction to a lower stage in the time scale of pay for a stated period, with or without stoppage of increments and with or without cumulative effect.

(vi) reduction to a lower time scale of pay, grade or post for a specified period with orders on seniority and pay after the specified period,

(vii) compulsory, retirement,

(viii) dismissal from service, and

(ix) withholding of pension or gratuity or both either in full or in part, or, withdrawing a pension in full or in part, or recovery from retirement gratuity or pension of any pecuniary loss caused to the Institute, if in any disciplinary proceedings, the pensioner is found guilty of grave misconduct or negligence during the period of service, including service rendered upon reemployment after retirement, provided that where a part of pension is withheld or withdrawn the amount of such pension shall not be reduced below the amount of rupees three hundred and seventy five per month.

Provided that in every case in which the charge of acceptance from any person of any gratification other than legal remuneration, as a motive or reward for doing or forbearing to do any official act is established, any of the penalties mentioned in clause (vii) to (ix) above shall be imposed.

Provided further that in any exceptional case and for special reasons recorded in writing any other penalty may be imposed.

13.2 Without prejudice to these Standing Services Orders, the general principles underlying the provisions of Fundamental Rules and Central Civil Services (Classification, Control and Appeal) Rules 1965, as amended by the Central Government from time to time, and the principles underlying the connected orders for imposing penalties applicable to the employees of the Central Government will apply, *mutatis mutandis* to the employees of the Institute.

13.3 The Appointing Authority or any other authority referred to in these Standing Services Orders which may be superior to the Appointing Authority, may impose on an employee any of the penalties referred to in these Standing Services Orders, save that the penalty of withholding of pension or gratuity or both either in full or in part, or, withdrawing a pension in full or in part, or recovery from retirement gratuity or pension of any pecuniary loss caused to the Institute, shall be imposed only by the Chairman of the Council on any employee other than the Director, and only by the President of the Institute on the Director.

13.4 No order imposing any penalty on an employee shall be passed except after
(a) the employee is informed in writing of the proposal to take action against him and of the allegations on which it is proposed to be taken and is given an opportunity to make any representation he may wish to make and
(b) such representation, if any, is taken into consideration by the authority imposing the penalty.

13.5 Where an order of suspension is made or a disciplinary proceeding is commenced against a borrowed employee the lending authority shall forthwith be informed of the circumstances leading to the order of suspension or commencement of the disciplinary proceeding, as the case may be. In the light of the findings in the disciplinary proceedings taken against such employee. If the authority imposing the penalty is of the opinion that any of the penalties specified in clauses 13.1 (v) to (ix) above should be imposed on him, it shall replace his services at the disposal of the lending authority and transmit to it the proceedings of the inquiry for such action as it deems necessary, and if the authority imposing the penalty is of the opinion that any other penalty should be imposed on him it may after consultation with the lending authority pass such orders on the case as it deems necessary.

Provided that in the event of a difference of opinion between the lending authority and the authority imposing the penalty, the services of the employee shall be replaced at the disposal of the lending authority.

Explanation: The expression 'Lending Authority' means the authority which has placed the services of the borrowed employee at the disposal of the Institute.

14.0 Appeals:

14.1 Subject to the provisions of the memorandum of association and rules and regulations of the Institute an Appeal shall lie, from any original order made, in exercise of the powers vested in him,

- (i) by the officers or authorities of the Institute subordinate to the Director, to the Director.
- (ii) by the Director, to the Chairman of the Council,
- (iii) by the Council to the President of the Indian Statistical Institute,

14.2 Period of limitation for appeal: Subject to the provisions of the memorandum of association and rules and regulations of the Institute no appeal shall be entertained unless it is submitted within a period of three months from the date on which the order appealed against is communicated to the person concerned.

Provided that the appellate authority may entertain the appeal after the expiry of the said period if it is satisfied that the appellant had sufficient cause for not submitting the appeal in time.

14.3 Every person submitting an appeal shall do so separately and in his own name. The appeal shall be addressed to the appellate authority and shall contain all material statements and arguments on which the appellant relies and shall not contain any disrespectful or improper language and shall be complete in itself. Every appeal shall be submitted to the Director who shall, unless he is himself the appellate authority, transmit it to the appellate authority.

14.4 The appellate authority shall consider every appeal in such manner as it deems fit and pass such orders as it deems proper in the circumstances of the case, provided that no order imposing an enhanced penalty shall be passed unless the appellant is given an opportunity of making any representation which he may wish to make against such enhanced penalty.

15.0 Review: *

15.1 Subject to the provisions of the memorandum of association and rules and regulations of the Institute, the Chairman of the Council may, on his own motion or otherwise, review any order made by him or an authority subordinate to him and pass such orders as he deems fit in the circumstances of the case, provided that no order imposing an enhanced penalty shall be passed unless the person concerned has been given an opportunity of making any representation which he may wish to make against such enhanced penalty.

16.0 Reinstatement:

16.1 Where an employee who has been dismissed or suspended, is reinstated the authority reinstating him shall make an order specifying whether the employee may draw for the period of his absence from duty all or any pay and allowances admissible to persons on duty and whether such period may be treated as duty for all or any purposes.

17.0 Retirement

17.1 An employee, other than a faculty member shall retire from the service of the Institute on his attaining the age of sixty years, similar to employees of the Central

Government. The members of the Faculty of the Institute shall retire on attaining the age of sixty two.

18.0 Pay and Allowances:

18.1 Without prejudice to these Standing Services Orders the general principles and procedures contained in the Fundamental Rules, and Other Connected Rules and Orders, underlying the provisions with regard to fixation of initial pay and drawal of pay of all kinds (including special pay, personal pay / allowance, honorarium and fee), drawal of increments, joining time, employment during leave, allowances of all kinds and such other matters applicable to the employees of the Central Government, will apply *mutatis mutandis* to the employees of the Institute subject to approval of the Government of India.

18.2 Without prejudice to these Standing Services Orders, the general principles underlying the provisions relating to allowances and additions to pay contained in the Fundamental Rules, Staff Car Rules, Uniform Rules, and Other Connected Rules and Orders governing additions to Pay, including Dearness Allowance, City Compensatory Allowance, House Rent Allowance, Leave Travel Concession, Traveling and Daily allowances, and Overtime Allowance applicable to the employees of the Central Government will apply, *mutatis mutandis* to the employees of the Institute subject to approval of the Government of India.

18.3 Without prejudice to these Standing Services Orders, the general principles underlying the provisions contained in the Medical Attendance Rules applicable to the employees of the Central Government will apply, *mutatis mutandis* to the employees of the Institute subject to approval of the Government of India.

19.0 General Principles of Leave:

19.1 Leave cannot be claimed as a right. Discretion is reserved to the authority empowered to grant leave to revise or revoke leave at any time according to the exigencies of the service. An employee on leave is liable to be recalled from leave if the exigencies of service so require.

19.2 An employee on leave shall not take any service or accept any employment. An employee on leave preparatory to retirement shall not take any service or accept any employment without the previous permission of the Sanctioning Authority.

20.0 Leave of all kinds:

20.1 Without prejudice to these Standing Services Orders, and subject to any special orders of the Council in respect of any special kind of leave such as Academic Leave and restrictions imposed by the Council on any kind of leave, the Leave Rules, and Other Connected Rules and Orders applicable to the employees of the Central Government and governing the following kinds of leave and also holidays (including restricted holidays), right to leave, combination and conversion of leave, employment during leave, return to

duty, medical certificates connected with leave, overstayal of leave, lapse of leave, procedure for grant of leave and leave salary will apply *mutatis mutandis* to the employees of the Institute, subject to the approval of the Government of India, which bears the cost of all leave salaries and leave periods counting for pension.

Earned Leave,
Half Pay Leave.
Commutated Leave,
Leave Not Due,
Extraordinary Leave,
Quarantine Leave,
Maternity Leave & Paternity Leave
Study Leave,
Casual Leave

20.2 Subject to the provisions of these Standing Service Orders, any kind of leave other than casual leave may be granted in combination with or in continuation of any other kind of leave. The Controlling Authority may for good and sufficient reasons permit an employee to convert any kind of leave other than casual leave to any other kind of leave admissible to him.

20.3 Subject to the other provisions of these orders, an employee on leave on medical certificate shall not return to duty unless he produces a certificate of fitness from an authorised medical officer. For this purpose a certificate from the officer in charge of the Institute's dispensary, to which employee is attached for treatment will be acceptable. In case, however, of those employees who are not so attached, a certificate from medical practitioner approved by the controlling authority will be acceptable.

21.0 Duty Leave:

21.1 Compensatory leave for attending office on a holiday may in the interest of his health be allowed to an employee by the controlling authority, if no overtime pay is claimed. Such compensatory leave should be granted only rarely and never to persons who are regularly getting overtime pay.

21.2 The duty leave allowed to an officer or scientist is leave of absence from the Institute on work outside which he has been permitted to attend to, as his duty. There is therefore nothing really called duty leave. The term refers either to compensatory leave or absence from Institute for work elsewhere treated as duty.

22.0 Special Leave:

22.1 Special leave may be allowed to employee sportsman representing Institute in Tournaments outside, as per similar orders applicable to Central Government servants. There will be no question of any special leave where absence is treated as duty as per orders of controlling authority.

23.0 Leave on medical certificate:

23.1 The authority competent to sanction leave on medical certificate may, at its discretion, secure a second medical opinion by, requesting any medical officer to have the applicant medically examined. Should it decide to do so fee for such examination will be payable by the Institute.

Note: The mere possession of a medical certificate will not constitute a claim to any leave not admissible to the employee.

24.0 Deemed Resignation:

24.1 An employee who remains absent on the expiry of his leave shall not, unless the controlling authority otherwise directs, be entitled to any pay and allowances for the period of such absence and shall be deemed to have resigned from the service of the Institute if the period of such absence exceeds 30 days, the date of resignation taking effect from the date of absence.

25.0 Pension, Gratuity, Provident Fund and other retirement Benefits:

25.1 Without prejudice to the Memorandum of Association and rules and Regulations of the Institute and these Standing Service Orders, the Central Civil Services Pension Rules, Fundamental Rules, General Provident Fund Rules, and Other Connected Rules and Orders applicable to the employees of the Central Government, governing General Provident fund benefits, Pension, Gratuity, and other retirement benefits will apply *mutatis mutandis* to the employees of the Institute subject to the approval of the Government of India.

25.2 The Group insurance scheme for the employees of the Institute approved by the Council shall also apply subject to the approval of the Government of India.

26.0 Authentication:

26.1 All orders and decisions under the Standing Services Orders shall be authenticated by the signature of the Group 'A' Officer in charge of Administration in the Headquarters or his nominee or the Head of a center or his nominee, as the case may be.

27.0 Holidays:

27.1 Generally, the headquarters offices, branches and Centres of the Institute shall observe such holidays as are observed by the offices of the Government of India located in the respective stations of the Institute, subject to such changes as may be made by the Director, Associate Director or Head of Centre in the interest of co-ordination of work in the various stations and the limits on such holidays and restricted leave provisions.

28.0 Service Books and Character Rolls

28.1 The Institute shall maintain Service Book of each employee in such form and setting out such particulars as is maintained in respect of a corresponding employee of the Central Government. Where such book is maintained on computer, annual print out shall be taken and kept on files for ready reference by staff, audit etc.

28.2 The entries in the Service Book of an employee shall be made by the Controlling Authority, or by such other authority as may be specified by the Controlling Authority.

28.3 Every year, entries will be made in an annual Confidential Report on the work and conduct of each employee (other than members of Faculty). The entries shall be initiated by the authority to whom the employee is immediately subordinate. The remarks of the next superior authority shall be added to it. The entries shall be countersigned by the next superior authority, who will add his remarks. Only in respect of all Group 'A' employees, the report will also be signed with his remarks, if any, and in token of his acceptance of the report, by the Director, Associate Director or Head of Centre every year, who will order the communication of, adverse remarks, if any, to the employee reported upon. In respect of all Group 'B', "C" and 'D' employees, the report will be signed with his remarks, if any, and in token of his acceptance of the report, by the Officer in charge of Administration in Headquarters and by the Head of Centre in other stations, every year, who will order the communication of, adverse remarks, if any, to the employee reported upon.

29.0 Residuary conditions of Service

29.1 On any matter relating to the conditions of service of employees of the Institute, for which no provision is made in these Standing Services Orders or in any special orders of the Council, the provisions in the rules and orders applicable to corresponding employees of the Central Government shall apply *mutatis rnutandis* to the employees of the Institute, till such time as orders are passed by the Council.

29.2 All employees of the Institute are liable for transfer in the public interest to any of the offices or centers of the Institute In India. However, employees in posts in Groups 'C' and 'D' are liable to be transferred to another station only on promotion, at their request or in exceptional circumstances, in the public interest.

30.0 Power to relax

30.1 Notwithstanding anything contained in these Standing Services Orders, the Council may, in the case of any class of employees or class of cases, relax any of the provisions of these Standing Services Orders in order to relieve them of any undue hardship arising from the operation of such provisions, or in the interest of the Institute. If any financial liability will devolve on the Central Government thereby, approval of hat Government will be taken before the provision is relaxed.

31.0 Removal of doubts

31.1 Where a doubt arises as to whether any authority of the Institute is superior to any other authority or in the interpretation or application of any of the provisions of these Standing Services Orders to any employee of the Institute, the decision of the Council of the Institute shall be final, except that where any financial liability falls on the Central Government, approval of the Central Government will also be required.

31.2 Where a doubt arises in the interpretation or application of any of the provisions of these Standing Services Orders to any employee of the Institute, where rules or orders of the Central Government become applicable, *mutatis mutandis* to employees of the Institute, the reference to President of India in the rules and orders of the Government will be taken to refer to the President of the Institute or the Chairman of the Council, as the context requires, and the reference to any advisory body independent of the Government will be taken to refer to the Financial Advisor to the Government of India who is a member of the Council. In all such cases of doubt, the decision of the Chairman of the council taken in consultation with the said Financial Advisor to resolve the doubt shall be final.

**Annexure to Draft Standing Service Orders 2002
Part 1 of 6 (All Centres)**

Indian Statistical Institute

Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
A	Director & JN Professor	26000 fixed	Faculty	Kolkata	2	1	1
A	Distinguished Scientist	22400-525-24500	Faculty	Kolkata	2	0	2
A	Distinguished Scientist	22400-525-24500	Faculty	Delhi	2	1	1
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Kolkata	84	33	51
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Delhi	20	8	12
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Bangalore	19	7	12
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Hyderabad	2	0	2
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Chennai	2	0	2
A	Chief Admn Officer	16400-450-20900	Administration	Kolkata	1	1	0
A	Associate Professor/ Eq	12000-420-18300	Faculty	Kolkata	67	25	42
A	Associate Professor/ Eq	12000-420-18300	Faculty	Delhi	9	3	6
A	Associate Professor/ Eq	12000-420-18300	Faculty	Bangalore	10	3	7
A	Associate Professor/ Eq	12000-420-18300	Faculty	Hyderabad	3	0	3
A	Associate Professor/ Eq	12000-420-18300	Faculty	Chennai	2	0	2
A	Associate Professor/ Eq	12000-420-18300	Faculty	Coimbatore	2	0	2
A	Associate Professor/ Eq	12000-420-18300	Faculty	Pune	1	0	1
A	Associate Professor/ Eq	12000-420-18300	Faculty	Mumbai	1	0	1
A	Associate Professor/ Eq	12000-420-18300	Faculty	Vadodra	1	0	1
A	Accounts Officer(P.S.)	12000-375-16500	Accounts	Kolkata	2	2	0
A	SeniorCivilEngr	12000-375-16500	EnggCivil	Kolkata	1	0	1
A	AdmnOfficer	12000-375-16500	Administration	Delhi	1	1	0
A	Lecturer Sr Scale/Equiv.	10000-325-15200	Faculty	Kolkata	7	0	7
A	Input Output Controller	10000-325-15200	Sc Technical	Kolkata	1	1	0
A	ExecOfficer(SG)/ OSD	10000-325-15200	Administration	Kolkata	4	4	0
A	Accountant (P.S.)	10000-325-15200	Accounts	Kolkata	1	1	0
A	Senior SecurityOfficer	10000-325-15200	Security	Kolkata	1	1	0
A	EngineerCivilGrl	10000-325-15200	EnggCivil	Kolkata	1	1	0
A	Assistant Medical Officer	10000-325-15200	Medical	Kolkata	2	2	0
A	Exec Officer(SG)	10000-325-15200	Administration	Delhi	2	2	0
A	Lecturer Sr Scale/Equiv.	10000-325-15200	Faculty	Bangalore	4	1	3
A	Input Output Controller	10000-325-15200	Sc Technical	Bangalore	1	1	0
A	Exec Officer(SG)	10000-325-15200	Administration	Bangalore	1	1	0
A	Tech Offcer SQC Grill Sr Sc	10000-325-15200	Faculty	Chennai	2	0	2
A	Tech Offcer SQC Grill Sr Sc	10000-325-15200	Faculty	Coimbatore	1	0	1
A	Tech Offcer SQC Grill Sr Sc	10000-325-15200	Faculty	Pune	1	0	1
A	Lecturer & Equivalent	8000-275-13500	Faculty	Kolkata	42	12	30
A	DPT / RA / APO / EDP S	8000-275-13500	Sc Technical	Kolkata	27	7	20
A	Exec Officer	8000-275-13500	Administration	Kolkata	5	4	1
A	Accountant	8000-275-13500	Accounts	Kolkata	4	4	0
A	SeniorOverseerCivil(PS)	8000-275-13500	EnggCivil	Kolkata	4	2	2
A	Section OfficerElec(PS)	8000-275-13500	EnggElectrical	Kolkata	1	1	0
A	Lecturer & Equivalent	8000-275-13500	Faculty	Delhi	8	3	5
A	Accountant	8000-275-13500	Accounts	Delhi	2	2	0
A	SeniorOverseerCivil	8000-275-13500	EnggCivil	Delhi	1	1	0
A	Section OfficerElec(PS)	8000-275-13500	EnggElectrical	Delhi	1	1	0
A	Lecturer & Equivalent	8000-275-13500	Faculty	Bangalore	7	1	6
A	Data Processing Technician	8000-275-13500	Sc Technical	Bangalore	2	2	0
A	Accountant	8000-275-13500	Accounts	Bangalore	1	1	0
A	Lecturer	8000-275-13500	Faculty	Giridih	2	0	2
A	Tech Offcer SQC Grill	8000-275-13500	Faculty	Hyderabad	1	0	1
A	Tech Offcer SQC Grill	8000-275-13500	Faculty	Vadodra	2	0	2
B	Sr. Technical Assistant	6500-200-10500	Sc Technical	Kolkata	21	1	20
B	Reprogr / SrTA Lib	6500-200-10500	Sc Library	Kolkata	9	0	9
B	Section Officer	6500-200-10500	Administration	Kolkata	35	14	21
B	Section OfficerA/Cs	6500-200-10500	Accounts	Kolkata	16	13	3
B	HeadCashier	6500-200-10500	Cash	Kolkata	1	1	0
B	StenographerGr I	6500-200-10500	Stenographer	Kolkata	5	5	0
B	Section OfficerTel	6500-200-10500	EnggTelephone	Kolkata	1	1	0
B	Manager Printing	6500-200-10500	Printing	Kolkata	1	0	1
B	Sr Technical Assistant Lib	6500-200-10500	Sc Library	Delhi	1	0	1
B	Section Officer	6500-200-10500	Administration	Delhi	4	4	0

Annexure to Draft Standing Service Orders 2002
Part 1 of 6 (All Centres) continued

Indian Statistical Institute

Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
B	Section OfficerA/Cs	6500-200-10500	Accounts	Delhi	1	1	0
B	StenographerGr I	6500-200-10500	Stenographer	Delhi	1	1	0
B	SecurityOfficer	6500-200-10500	Security	Delhi	1	1	0
B	Section OfficerTel	6500-200-10500	EnggTelephone	Delhi	1	1	0
B	Sr Technical Assistant Lib	6500-200-10500	Sc Library	Bangalore	1	0	1
B	Section Officer	6500-200-10500	Administration	Bangalore	2	2	0
B	SecurityOfficer	6500-200-10500	Security	Bangalore	1	1	0
B	Sr. Technical Assistant	6500-200-10500	Sc Technical	Giridih	2	0	2
B	Section Officer	6500-200-10500	Administration	Giridih	1	0	1
B	StenographerGr I	6500-200-10500	Stenogrrapher	Hyderabad	1	1	0
B	Section Officer	6500-200-10500	Administration	Chennai	1	1	0
B	StenographerGr I	6500-200-10500	Stenographer	Chennai	1	1	0
B	SecurityOfficer	6500-200-10500	Security	Chennai	1	1	0
B	Section Officer	6500-200-10500	Administration	Coimbatore	2	2	0
B	Section Officer	6500-200-10500	Administration	Pune	1	1	0
B	StenographerGr I	6500-200-10500	Stenogrrapher	Mumbai	1	1	0
B	Sr. Technical Assistant	6500-200-10500	Sc Technical	Vadodra	1	0	1
B	StenographerGr I	6500-200-10500	Stenographer	Vadodra	1	1	0
C	T Asst / Lab Tech / EDM Op	5500-175-9000	Sc Technical	Kolkata	31	1	30
C	Asst. Repr / Tech Asst Lib	5500-175-9000	Sc Library	Kolkata	9	0	9
C	SeniorAssistant	5500-175-9000	Administration	Kolkata	12	9	3
C	SeniorAssistantA/Cs	5500-175-9000	Accounts	Kolkata	10	9	1
C	StenographerGr II	5500-175-9000	Stenographer	Kolkata	1	1	0
C	Senior Typist	5500-175-9000	Typing	Kolkata	9	8	1
C	OverseerCivil	5500-175-9000	EnggCivil	Kolkata	2	2	0
C	SeniorTelephSupvrsr	5500-175-9000	EnggTelephone	Kolkata	5	2	3
C	Overseer Printing	5500-175-9000	Printing	Kolkata	1	0	1
C	Tech Asst / Lab Technician	5500-175-9000	Sc Technical	Delhi	3	0	3
C	Technical Assistant Lib	5500-175-9000	Sc Library	Delhi	1	0	1
C	SeniorAssistant	5500-175-9000	Administration	Delhi	1	1	0
C	StenographerGr II	5500-175-9000	Stenographer	Delhi	1	1	0
C	SeniorTelephSupvrsr	5500-175-9000	EnggTelephone	Delhi	1	1	0
C	Technical Assistant Lib	5500-175-9000	Sc Library	Bangalore	1	0	1
C	SeniorAssistantA/Cs	5500-175-9000	Accounts	Bangalore	1	1	0
C	SeniorAssistant	5500-175-9000	Administration	Giridih	1	0	0
C	SeniorAssistant	5500-175-9000	Administration	Chennai	1	1	0
C	Senior Typist	5500-175-9000	Typing	Mumbai	1	1	0
C	Jr Tech Asst / Sr Lab Asst	5000-150-8000	Sc Technical	Kolkata	23	0	23
C	Asst. Repr / Jr Tech Asst	5000-150-8000	Sc Library	Kolkata	8	0	8
C	Assistant	5000-150-8000	Administration	Kolkata	27	20	7
C	AssistantA/Cs	5000-150-8000	Accounts	Kolkata	7	7	0
C	Cashier	5000-150-8000	Cash	Kolkata	3	3	0
C	Typist GrI	5000-150-8000	Typing	Kolkata	9	6	3
C	DrivercumSupervisor	5000-150-8000	Driver/ Mechani	Kolkata	8	8	0
C	SupervsrAirCond ? Electr	5000-150-8000	EnggElectrical	Kolkata	5	3	2
C	BinderyForemanGrl	5000-150-8000	Binding	Kolkata	14	0	13
C	Jr. Technical Assistant Lib	5000-150-8000	Sc Library	Delhi	3	0	3
C	Assistant	5000-150-8000	Administration	Delhi	1	1	0
C	Cashier	5000-150-8000	Cash	Delhi	1	1	0
C	Typist GrI	5000-150-8000	Typing	Delhi	1	1	0
C	DrivercumSupervisor	5000-150-8000	Driver/ Mechani	Delhi	2	2	0
C	SupervsrElectrical	5000-150-8000	EnggElectrical	Delhi	3	3	0
C	Sr Laboratory Assistant	5000-150-8000	Sc Technical	Bangalore	1	0	1
C	Assistant	5000-150-8000	Administration	Bangalore	1	1	0
C	Cashier	5000-150-8000	Cash	Bangalore	1	1	0
C	StenographerGr III	5000-150-8000	Stenographer	Bangalore	2	2	0
C	Typist GrI	5000-150-8000	Typing	Bangalore	1	1	0
C	SenioEstateSupvrsr	5000-150-8000	Sweeping	Bangalore	1	1	0
C	DrivercumSupervisor	5000-150-8000	Driver/ Mechani	Bangalore	2	2	0
C	Assistant	5000-150-8000	Administration	Chennai	1	1	0
C	Library Assistant	4500-125-7000	Sc Library	Kolkata	3	0	3

Annexure to Draft Standing Service Orders 2002
Indian Statistical Institute **Part 1 of 6 (All Centres) continued**

Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
C	Sales Assistant	4500-125-7000	Administration	Kolkata	1	0	1
C	SeniorCook(P.S.)	4500-125-7000	Cook	Kolkata	1	0	1
C	SeniorDriver / MechAuto GrI	4500-125-7000	Driver/ Mechani	Kolkata	7	7	0
C	JrSupvsrTech/ SrCarp/Plumb	4500-125-7000	EnggCivil	Kolkata	9	5	4
C	SeniorElectMistryGrI	4500-125-7000	EnggElectrical	Kolkata	6	2	4
C	SeniorTeleph Op GrI	4500-125-7000	EnggTelephone	Kolkata	3	1	2
C	Nurse/Compndr Dispensr GrI	4500-125-7000	Medical	Kolkata	3	3	0
C	Section Holder	4500-125-7000	Printing	Kolkata	1	0	1
C	BinderyForemanGrI	4500-125-7000	Binding	Kolkata	3	0	3
C	TailoringForeman	4500-125-7000	Tailoring	Kolkata	4	0	4
C	Library Assistant	4500-125-7000	Sc Library	Delhi	1	0	1
C	SenioCook(P.S.)	4500-125-7000	Cook	Delhi	1	1	0
C	SeniorPlumber	4500-125-7000	EnggCivil	Delhi	1	1	0
C	SeniorDriverGrI	4500-125-7000	Driver/ Mechani	Bangalore	1	1	0
C	SeniorElectMistryGrI	4500-125-7000	EnggElectrical	Bangalore	1	1	0
C	SeniorTeleph Op GrI	4500-125-7000	EnggTelephone	Bangalore	1	0	1
C	Jr Repro/Sh & Count Asst GrI	4000-100-6000	Sc Library	Kolkata	14	0	14
C	JrAssistant GrI	4000-100-6000	Administration	Kolkata	48	28	20
C	JrAssistant GrI A/Cs	4000-100-6000	Accounts	Kolkata	8	7	1
C	Typist GrI	4000-100-6000	Typing	Kolkata	11	10	1
C	SeniorCook	4000-100-6000	Cook	Kolkata	10	4	6
C	EstateSupervisor GrI	4000-100-6000	Sweeping	Kolkata	1	1	0
C	MateGardener(PS)	4000-100-6000	Gardening	Kolkata	1	1	0
C	MateMajdoorGrI(PS)	4000-100-6000	Majdoor	Kolkata	1	1	0
C	SeniorDriverGrI	4000-100-6000	Driver/ Mechani	Kolkata	1	1	0
C	MistryCarp/ Ptg/Plumb/SmGrI	4000-100-6000	EnggCivil	Kolkata	10	1	9
C	Liftman(PS)/Sr Elec Mistr GrI	4000-100-6000	EnggElectrical	Kolkata	10	6	4
C	Compositor/Mc/Mech/MonoOp	4000-100-6000	Printing	Kolkata	15	0	15
C	Binder GrI	4000-100-6000	Binding	Kolkata	8	0	7
C	SeniorCook	4000-100-6000	Cook	Delhi	1	1	0
C	Shelf & Counter Asst GrI	4000-100-6000	Sc Library	Bangalore	1	0	1
C	JrAssistant GrI	4000-100-6000	Administration	Bangalore	3	2	1
C	JrAssistant GrI A/Cs	4000-100-6000	Accounts	Bangalore	1	1	0
C	SeniorCook	4000-100-6000	Cook	Bangalore	2	2	0
C	SeniorDriverGrI	4000-100-6000	Driver/ Mechani	Bangalore	1	1	0
C	JrAssistant GrI	4000-100-6000	Accounts	Giridih	1	0	0
C	JrAssistant GrI A/Cs	4000-100-6000	Accounts	Giridih	1	0	1
C	Typist GrI	4000-100-6000	Typing	Giridih	1	0	1
C	SenioElectrMistryGrI	4000-100-6000	EnggElectrical	Giridih	1	0	0
C	JrAssistant GrI	4000-100-6000	Administration	Chennai	1	1	0
C	JrAssistant GrI	4000-100-6000	Administration	Coimbatore	1	1	0
C	Laboratory Assistant	3200-85-4900	Sc Technical	Kolkata	5	0	5
C	Repr, Sh & Counter Asst GrI	3200-85-4900	Sc Library	Kolkata	6	0	6
C	JrAssistant GrI	3200-85-4900	Administration	Kolkata	32	15	17
C	JrAssistant GrI A/Cs	3200-85-4900	Accounts	Kolkata	5	5	0
C	CookGrI	3200-85-4900	Cook	Kolkata	4	4	0
C	CounterAttndntGrI	3200-85-4900	Attendant	Kolkata	4	4	0
C	TradeHelper	3200-85-4900	Helper	Kolkata	2	0	2
C	SecurityGrLeader	3200-85-4900	Security	Kolkata	5	5	0
C	MateGardener	3200-85-4900	Gardening	Kolkata	2	2	0
C	MistryMechAttTr(PS)	3200-85-4900	Driver/ Mechani	Kolkata	2	0	2
C	MistryCarpentryGrI	3200-85-4900	EnggCivil	Kolkata	12	1	11
C	ElectricMistry/ Att (PS)	3200-85-4900	EnggElectrical	Kolkata	2	0	2
C	Medical Attendant GrI	3200-85-4900	Medical	Kolkata	1	1	0
C	Metal Melter/Mono(PS)/PrPrs	3200-85-4900	Printing	Kolkata	6	0	6
C	BiderGrI	3200-85-4900	Binding	Kolkata	1	0	0
C	TrHelper(Tailring)(PS)	3200-85-4900	Tailoring	Kolkata	1	0	1
C	JrAssistant GrI	3200-85-4900	Administration	Delhi	2	2	0
C	SecurityGrLeader	3200-85-4900	Security	Delhi	1	1	0
C	MateGardener	3200-85-4900	Gardening	Delhi	1	1	0
C	Driver	3200-85-4900	Driver/ Mechani	Delhi	1	1	0

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Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
C	MistryEnggGrll	3200-85-4900	EnggCivil	Delhi	1	1	0
C	ElectricMistryAC	3200-85-4900	EnggElectrical	Delhi	1	1	0
C	Shelf & Counter Asst Grll	3200-85-4900	Sc Library	Bangalore	1	0	1
C	JrAssistant Grll	3200-85-4900	Administration	Bangalore	1	1	0
C	Xerox OP Grll	3200-85-4900	Photocopying	Bangalore	1	1	0
C	SecurityGrLeader	3200-85-4900	Security	Bangalore	1	1	0
C	MateGardener	3200-85-4900	Gardening	Bangalore	1	1	0
C	MistryPlumbGrll	3200-85-4900	EnggCivil	Bangalore	1	1	0
C	Laboratory Assistant	3200-85-4900	Sc Technical	Giridih	1	0	1
C	JrAssistant Grll	3200-85-4900	Administration	Giridih	1	0	0
C	JrAssistant Grll A/Cs	3200-85-4900	Accounts	Hyderabad	1	1	0
C	Typist Grll	3200-85-4900	Typing	Hyderabad	1	1	0
C	Senior Helper(PS)	3200-85-4900	Helper	Chennai	1	1	0
D	Laboratory Attendant	3050-75-3950-80-4590	Sc Technical	Kolkata	14	0	14
D	Library Attendant Grll	3050-75-3950-80-4590	Sc Library	Kolkata	5	0	5
D	Xerox OP Grll	3050-75-3950-80-4590	Photocopying	Kolkata	4	3	1
D	CookGrll	3050-75-3950-80-4590	Cook	Kolkata	4	1	3
D	SeniorServiceBoy	3050-75-3950-80-4590	Service Boy	Kolkata	18	4	14
D	CounterAttndntGrll	3050-75-3950-80-4590	Attendant	Kolkata	37	19	18
D	Senior Helper	3050-75-3950-80-4590	Helper	Kolkata	30	12	18
D	SecurityGuardGrll	3050-75-3950-80-4590	Security	Kolkata	28	14	14
D	Sr/MateSwperJamGrll/SrMajd	3050-75-3950-80-4590	Sweeping	Kolkata	41	23	18
D	GardenerGrll	3050-75-3950-80-4590	Gardening	Kolkata	14	0	14
D	CleanerGrll/MisMecAttAuto	3050-75-3950-80-4590	Driver/ Mechani	Kolkata	3	0	3
D	MistryMechAttdEngg/PmpOp	3050-75-3950-80-4590	EnggCivil	Kolkata	6	1	5
D	Liftman/MisMechElecAtt	3050-75-3950-80-4590	EnggElectrical	Kolkata	11	0	11
D	Medical Attendant Grll	3050-75-3950-80-4590	Medical	Kolkata	3	1	2
D	CookGrll	3050-75-3950-80-4590	Cook	Delhi	1	1	0
D	SeniorServiceBoy	3050-75-3950-80-4590	Service Boy	Delhi	3	3	0
D	Record Attendant	3050-75-3950-80-4590	Attendant	Delhi	1	1	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Delhi	4	4	0
D	SecurityGuardGrll	3050-75-3950-80-4590	Security	Delhi	3	3	0
D	SrJam/MateSwperJamGrll	3050-75-3950-80-4590	Sweeping	Delhi	4	4	0
D	GardenerGrll	3050-75-3950-80-4590	Gardening	Delhi	5	5	0
D	MistryMechElectrAttndt	3050-75-3950-80-4590	EnggElectrical	Delhi	1	1	0
C	Library Attendant Grll	3050-75-3950-80-4590	Sc Library	Bangalore	1	0	1
D	CookGrll	3050-75-3950-80-4590	Cook	Bangalore	2	2	0
D	CounterAttndntGrll/Rec Att	3050-75-3950-80-4590	Attendant	Bangalore	4	4	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Bangalore	3	3	0
D	SecurityGuardGrll	3050-75-3950-80-4590	Security	Bangalore	3	3	0
D	SeniorSweeperJam	3050-75-3950-80-4590	Sweeping	Bangalore	1	1	0
D	GardenerGrll	3050-75-3950-80-4590	Gardening	Bangalore	2	2	0
D	MistryMechElectrAttndt	3050-75-3950-80-4590	EnggElectrical	Bangalore	1	1	0
D	CookGrll	3050-75-3950-80-4590	Cook	Giridih	2	0	0
D	Record Attendant	3050-75-3950-80-4590	Attendant	Giridih	1	0	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Giridih	2	0	0
D	SecurityGuardGrll	3050-75-3950-80-4590	Security	Giridih	7	0	7
D	SeniorSweeperJam	3050-75-3950-80-4590	Sweeping	Giridih	1	0	0
D	GardenerGrll	3050-75-3950-80-4590	Gardening	Giridih	1	0	0
D	Farm Labour Grll	3050-75-3950-80-4590	Majdoor	Giridih	4	0	4
D	MistryMechElectrAttndt	3050-75-3950-80-4590	EnggElectrical	Giridih	1	0	0
D	Record Attendant	3050-75-3950-80-4590	Attendant	Hyderabad	2	2	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Hyderabad	1	1	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Chennai	1	1	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Pune	1	1	0
D	Record Attendant	3050-75-3950-80-4590	Attendant	Mumbai	1	1	0
D	SecurityGuardGrll	3050-75-3950-80-4590	Security	Vadodra	1	1	0
D	ServiceBoyGrll	2750-70-3800-75-4400	Service Boy	Kolkata	6	2	4
D	HelperGrll	2750-70-3800-75-4400	Helper	Kolkata	46	13	33
D	SecurityGuardGrll	2750-70-3800-75-4400	Security	Kolkata	15	7	8
D	SweeperJamGrll	2750-70-3800-75-4400	Sweeping	Kolkata	17	0	17

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Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
D	GardenerGrll	2750-70-3800-75-4400	Gardening	Kolkata	6	0	6
D	MajdoorGrl	2750-70-3800-75-4400	Majdoor	Kolkata	1	0	1
D	CleanerGrll	2750-70-3800-75-4400	Driver/ Mechani	Kolkata	3	0	3
D	PumpOprGrll	2750-70-3800-75-4400	EnggCivil	Kolkata	4	0	4
D	SecurityGuardGrll	2750-70-3800-75-4400	Security	Delhi	2	2	0
D	SweeperJamGrl	2750-70-3800-75-4400	Sweeping	Delhi	1	1	0
D	MajdoorGrl	2750-70-3800-75-4400	Majdoor	Delhi	1	1	0
D	ServiceBoyGrl	2750-70-3800-75-4400	Service Boy	Bangalore	3	3	0
D	HelperGrl	2750-70-3800-75-4400	Helper	Bangalore	2	2	0
D	SecurityGuardGrll	2750-70-3800-75-4400	Security	Bangalore	5	5	0
D	SweeperJamGrl	2750-70-3800-75-4400	Sweeping	Bangalore	3	3	0
D	GardenerGrll	2750-70-3800-75-4400	Gardening	Bangalore	1	1	0
D	ServiceBoyGrl	2750-70-3800-75-4400	Service Boy	Giridih	1	0	0
D	MajdoorGrl	2750-70-3800-75-4400	Majdoor	Giridih	1	0	0
D	SecurityGuardGrll	2750-70-3800-75-4400	Security	Chennai	1	1	0
D	SweeperJamGrl	2750-70-3800-75-4400	Sweeping	Chennai	1	1	0
D	HelperGrl	2750-70-3800-75-4400	Helper	Coimbatore	1	1	0
D	ServiceBoyGrll	2650-65-3300-70-4000	Service Boy	Kolkata	8	7	1
D	HelperGrll	2650-65-3300-70-4000	Helper	Kolkata	32	13	19
D	SweeperJamGrll	2650-65-3300-70-4000	Sweeping	Kolkata	16	0	16
D	MajdoorGrll	2650-65-3300-70-4000	Majdoor	Kolkata	7	0	7
D	ServiceBoyGrll	2650-65-3300-70-4000	Service Boy	Delhi	1	1	0
D	SweeperJamGrll	2650-65-3300-70-4000	Sweeping	Delhi	1	1	0
D	ServiceBoyGrll	2650-65-3300-70-4000	Service Boy	Bangalore	2	2	0
D	HelperGrll	2650-65-3300-70-4000	Helper	Bangalore	1	1	0
D	SweeperJamGrll	2650-65-3300-70-4000	Sweeping	Bangalore	1	1	0
D	HelperGrll	2650-65-3300-70-4000	Helper	Giridih	1	0	0
D	SweeperJamGrll	2650-65-3300-70-4000	Sweeping	Giridih	1	0	0
D	SweeperJamGrll	2650-65-3300-70-4000	Sweeping	Chennai	1	1	0
D	HelperGrll	2650-65-3300-70-4000	Helper	Mumbai	1	1	0
U	Uncategorised	2650 fixed	UncatHelp	Kolkata	9	0	0
U	Uncategorised	2650 fixed	UncatHelp	Delhi	3	0	0
					1502	635	836
Kolkata					1189	451	726
Delhi					115	79	33
Bangalore					112	76	36
Giridih					35	0	19
Chennai					17	11	6
Coimbatore					7	4	3
Hyderabad					12	6	6
Pune					4	2	2
Mumbai					5	4	1
Vadodra					6	2	4
					1502	635	836

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Indian Statistical Institute

Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
A	Director & JN Professor	26000 fixed	Faculty	Kolkata	2	1	1
A	Distinguished Scientist	22400-525-24500	Faculty	Kolkata	2	0	2
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Kolkata	84	33	51
A	Chief Admn Officer	16400-450-20900	Administration	Kolkata	1	1	0
A	Associate Professor/ Eq	12000-420-18300	Faculty	Kolkata	67	25	42
A	Accounts Officer(P.S.)	12000-375-16500	Accounts	Kolkata	2	2	0
A	SeniorCivilEngr	12000-375-16500	EnggCivil	Kolkata	1	0	1
A	Lecturer Sr Scale/Equiv.	10000-325-15200	Faculty	Kolkata	7	0	7
A	Input Output Controller	10000-325-15200	Sc Technical	Kolkata	1	1	0
A	ExecOfficer(SG)/ OSD	10000-325-15200	Administration	Kolkata	4	4	0
A	Accountant (P.S.)	10000-325-15200	Accounts	Kolkata	1	1	0
A	Senior SecurityOfficer	10000-325-15200	Security	Kolkata	1	1	0
A	EngineerCivilGrl	10000-325-15200	EnggCivil	Kolkata	1	1	0
A	Assistant Medical Officer	10000-325-15200	Medical	Kolkata	2	2	0
A	Lecturer & Equivalent	8000-275-13500	Faculty	Kolkata	42	12	30
A	DPT / RA / APO / EDP S	8000-275-13500	Sc Technical	Kolkata	27	7	20
A	Exec Officer	8000-275-13500	Administration	Kolkata	5	4	1
A	Accountant	8000-275-13500	Accounts	Kolkata	4	4	0
A	SeniorOverseerCivil(PS)	8000-275-13500	EnggCivil	Kolkata	4	2	2
A	Section OfficerElec(PS)	8000-275-13500	EnggElectrical	Kolkata	1	1	0
B	Sr. Technical Assistant	6500-200-10500	Sc Technical	Kolkata	21	1	20
B	Reprogr / SrTA Lib	6500-200-10500	Sc Library	Kolkata	9	0	9
B	Section Officer	6500-200-10500	Administration	Kolkata	35	14	21
B	Section OfficerA/Cs	6500-200-10500	Accounts	Kolkata	16	13	3
B	HeadCashier	6500-200-10500	Cash	Kolkata	1	1	0
B	StenographerGr I	6500-200-10500	Stenographer	Kolkata	5	5	0
B	Section OfficerTel	6500-200-10500	EnggTelephone	Kolkata	1	1	0
B	Manager Printing	6500-200-10500	Printing	Kolkata	1	0	1
C	T Asst / Lab Tech / EDM Op	5500-175-9000	Sc Technical	Kolkata	31	1	30
C	Asst. Repr / Tech Asst Lib	5500-175-9000	Sc Library	Kolkata	9	0	9
C	SeniorAssistant	5500-175-9000	Administration	Kolkata	12	9	3
C	SeniorAssistantA/Cs	5500-175-9000	Accounts	Kolkata	10	9	1
C	StenographerGr II	5500-175-9000	Stenographer	Kolkata	1	1	0
C	Senior Typist	5500-175-9000	Typing	Kolkata	9	8	1
C	OverseerCivil	5500-175-9000	EnggCivil	Kolkata	2	2	0
C	SeniorTelephSuprvsr	5500-175-9000	EnggTelephone	Kolkata	5	2	3
C	Overseer Printing	5500-175-9000	Printing	Kolkata	1	0	1
C	Jr Tech Asst / Sr Lab Asst	5000-150-8000	Sc Technical	Kolkata	23	0	23
C	Asst. Repr / Jr Tech Asst	5000-150-8000	Sc Library	Kolkata	8	0	8
C	Assistant	5000-150-8000	Administration	Kolkata	27	20	7
C	AssistantA/Cs	5000-150-8000	Accounts	Kolkata	7	7	0
C	Cashier	5000-150-8000	Cash	Kolkata	3	3	0
C	Typist Grl	5000-150-8000	Typing	Kolkata	9	6	3
C	DrivercumSupervisor	5000-150-8000	Driver/ Mechanic	Kolkata	8	8	0
C	SuprvsrAirCond ? Electr	5000-150-8000	EnggElectrical	Kolkata	5	3	2
C	BinderyForemanGrl	5000-150-8000	Binding	Kolkata	14	0	13
C	Library Assistant	4500-125-7000	Sc Library	Kolkata	3	0	3
C	Sales Assistant	4500-125-7000	Administration	Kolkata	1	0	1
C	SeniorCook(P.S.)	4500-125-7000	Cook	Kolkata	1	0	1
C	SeniorDriver / MechAuto Grl	4500-125-7000	Driver/ Mechanic	Kolkata	7	7	0
C	JrSupvsrTech/ SrCarp/Plumb	4500-125-7000	EnggCivil	Kolkata	9	5	4
C	SeniorElectMistryGrl	4500-125-7000	EnggElectrical	Kolkata	6	2	4
C	SeniorTeleph Op Grl	4500-125-7000	EnggTelephone	Kolkata	3	1	2
C	Nurse/Compndr Dispensr Grl	4500-125-7000	Medical	Kolkata	3	3	0
C	Section Holder	4500-125-7000	Printing	Kolkata	1	0	1
C	BinderyForemanGrII	4500-125-7000	Binding	Kolkata	3	0	3
C	TailoringForeman	4500-125-7000	Tailoring	Kolkata	4	0	4
C	Jr Repro/Sh & Count Asst Grl	4000-100-6000	Sc Library	Kolkata	14	0	14

Annexure to Draft Standing Service Orders 2002
Indian Statistical Institute Part 2 of 6 (Kolkata) contd.

Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
C	JrAssistant GrI	4000-100-6000	Administration	Kolkata	48	28	20
C	JrAssistant GrI A/Cs	4000-100-6000	Accounts	Kolkata	8	7	1
C	Typist GrII	4000-100-6000	Typing	Kolkata	11	10	1
C	SeniorCook	4000-100-6000	Cook	Kolkata	10	4	6
C	EstateSupervisor GrII	4000-100-6000	Sweeping	Kolkata	1	1	0
C	MateGardener(PS)	4000-100-6000	Gardening	Kolkata	1	1	0
C	MateMajdoor(PS)	4000-100-6000	Majdoor	Kolkata	1	1	0
C	SeniorDriverGrII	4000-100-6000	Driver/ Mechanic	Kolkata	1	1	0
C	MistryCarp/ Ptg/Plumb/SmGrI	4000-100-6000	EnggCivil	Kolkata	10	1	9
C	Liftman(PS)/Sr Elec Mistr GrII	4000-100-6000	EnggElectrical	Kolkata	10	6	4
C	Compositor/Mc/Mech/MonoOp	4000-100-6000	Printing	Kolkata	15	0	15
C	Binder GrI	4000-100-6000	Binding	Kolkata	8	0	7
C	Laboratory Assistant	3200-85-4900	Sc Technical	Kolkata	5	0	5
C	Repr, Sh & Counter Asst GrII	3200-85-4900	Sc Library	Kolkata	6	0	6
C	JrAssistant GrII	3200-85-4900	Administration	Kolkata	32	15	17
C	JrAssistant GrII A/Cs	3200-85-4900	Accounts	Kolkata	5	5	0
C	CookGrI	3200-85-4900	Cook	Kolkata	4	4	0
C	CounterAttndntGrI	3200-85-4900	Attendant	Kolkata	4	4	0
C	TradeHelper	3200-85-4900	Helper	Kolkata	2	0	2
C	SecurityGrLeader	3200-85-4900	Security	Kolkata	5	5	0
C	MateGardener	3200-85-4900	Gardening	Kolkata	2	2	0
C	MistryMechAttTr(PS)	3200-85-4900	Driver/ Mechanic	Kolkata	2	0	2
C	MistryCarpentryGrII	3200-85-4900	EnggCivil	Kolkata	12	1	11
C	ElectricMistry/ Att (PS)	3200-85-4900	EnggElectrical	Kolkata	2	0	2
C	Medical Attendant GrI	3200-85-4900	Medical	Kolkata	1	1	0
C	Metal Melter/Mono(PS)/PrPrs	3200-85-4900	Printing	Kolkata	6	0	6
C	BiderGrII	3200-85-4900	Binding	Kolkata	1	0	0
C	TrHelper(Tailring)(PS)	3200-85-4900	Tailoring	Kolkata	1	0	1
D	Laboratory Attendant	3050-75-3950-80-4590	Sc Technical	Kolkata	14	0	14
D	Library Attendant GrII	3050-75-3950-80-4590	Sc Library	Kolkata	5	0	5
D	Xerox OP GrII	3050-75-3950-80-4590	Photocopying	Kolkata	4	3	1
D	CookGrII	3050-75-3950-80-4590	Cook	Kolkata	4	1	3
D	SeniorServiceBoy	3050-75-3950-80-4590	Service Boy	Kolkata	18	4	14
D	CounterAttndntGrII	3050-75-3950-80-4590	Attendant	Kolkata	37	19	18
D	Senior Helper	3050-75-3950-80-4590	Helper	Kolkata	30	12	18
D	SecurityGuardGrI	3050-75-3950-80-4590	Security	Kolkata	28	14	14
D	Sr/MateSwperJamGrII/SrMajd	3050-75-3950-80-4590	Sweeping	Kolkata	41	23	18
D	GardenerGrII	3050-75-3950-80-4590	Gardening	Kolkata	14	0	14
D	CleanerGrI/MisMecAttAuto	3050-75-3950-80-4590	Driver/ Mechanic	Kolkata	3	0	3
D	MistryMechAttEngg/PmpOp	3050-75-3950-80-4590	EnggCivil	Kolkata	6	1	5
D	Liftman/MisMechElecAtt	3050-75-3950-80-4590	EnggElectrical	Kolkata	11	0	11
D	Medical Attendant GrII	3050-75-3950-80-4590	Medical	Kolkata	3	1	2
D	ServiceBoyGrI	2750-70-3800-75-4400	Service Boy	Kolkata	6	2	4
D	HelperGrI	2750-70-3800-75-4400	Helper	Kolkata	46	13	33
D	SecurityGuardGrII	2750-70-3800-75-4400	Security	Kolkata	15	7	8
D	SweeperJamGrI	2750-70-3800-75-4400	Sweeping	Kolkata	17	0	17
D	GardenerGrII	2750-70-3800-75-4400	Gardening	Kolkata	6	0	6
D	MajdoorGrI	2750-70-3800-75-4400	Majdoor	Kolkata	1	0	1
D	CleanerGrII	2750-70-3800-75-4400	Driver/ Mechanic	Kolkata	3	0	3
D	PumpOprGrII	2750-70-3800-75-4400	EnggCivil	Kolkata	4	0	4
D	ServiceBoyGrII	2650-65-3300-70-4000	Service Boy	Kolkata	8	7	1
D	HelperGrII	2650-65-3300-70-4000	Helper	Kolkata	32	13	19
D	SweeperJamGrII	2650-65-3300-70-4000	Sweeping	Kolkata	16	0	16
D	MajdoorGrII	2650-65-3300-70-4000	Majdoor	Kolkata	7	0	7
U	Uncategorised	2650 fixed	UncatHelp	Kolkata	9	0	0
				Kolkata	1189	451	726

Annexure to Draft Standing Service Orders 2002
Indian Statistical Institute **Part 3 of 6 (Delhi)**

Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post	
A	Distinguished Scientist	22400-525-24500	Faculty	Delhi	2	1	1	
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Delhi	20	8	12	
A	Associate Professor/ Eq	12000-420-18300	Faculty	Delhi	9	3	6	
A	AdmnOfficer	12000-375-16500	Administration	Delhi	1	1	0	
A	Exec Officer(SG)	10000-325-15200	Administration	Delhi	2	2	0	
A	Lecturer & Equivalent	8000-275-13500	Faculty	Delhi	8	3	5	
A	Accountant	8000-275-13500	Accounts	Delhi	2	2	0	
A	SeniorOverseerCivil	8000-275-13500	EnggCivil	Delhi	1	1	0	
A	Section OfficerElec(PS)	8000-275-13500	EnggElectrical	Delhi	1	1	0	
B	Sr Technical Assistant Lib	6500-200-10500	Sc Library	Delhi	1	0	1	
B	Section Officer	6500-200-10500	Administration	Delhi	4	4	0	
B	Section OfficerA/Cs	6500-200-10500	Accounts	Delhi	1	1	0	
B	StenographerGr I	6500-200-10500	Stenographer	Delhi	1	1	0	
B	SecurityOfficer	6500-200-10500	Security	Delhi	1	1	0	
B	Section OfficerTel	6500-200-10500	EnggTelephone	Delhi	1	1	0	
C	Tech Asst / Lab Technician	5500-175-9000	Sc Technical	Delhi	3	0	3	
C	Technical Assistant Lib	5500-175-9000	Sc Library	Delhi	1	0	1	
C	SeniorAssistant	5500-175-9000	Administration	Delhi	1	1	0	
C	StenographerGr II	5500-175-9000	Stenographer	Delhi	1	1	0	
C	SeniorTelephSupvsr	5500-175-9000	EnggTelephone	Delhi	1	1	0	
C	Jr. Technical Assistant Lib	5000-150-8000	Sc Library	Delhi	3	0	3	
C	Assistant	5000-150-8000	Administration	Delhi	1	1	0	
C	Cashier	5000-150-8000	Cash	Delhi	1	1	0	
C	Typist GrI	5000-150-8000	Typing	Delhi	1	1	0	
C	DrivercumSupervisor	5000-150-8000	Driver/ Mechanic	Delhi	2	2	0	
C	SupvsrElectrical	5000-150-8000	EnggElectrical	Delhi	3	3	0	
C	Library Assistant	4500-125-7000	Sc Library	Delhi	1	0	1	
C	SenioCook(P.S.)	4500-125-7000	Cook	Delhi	1	1	0	
C	SeniorPlumber	4500-125-7000	EnggCivil	Delhi	1	1	0	
C	SeniorCook	4000-100-6000	Cook	Delhi	1	1	0	
C	JrAssistant GrII	3200-85-4900	Administration	Delhi	2	2	0	
C	SecurityGrLeader	3200-85-4900	Security	Delhi	1	1	0	
C	MateGardener	3200-85-4900	Gardening	Delhi	1	1	0	
C	Driver	3200-85-4900	Driver/ Mechanic	Delhi	1	1	0	
C	MistryEnggGrII	3200-85-4900	EnggCivil	Delhi	1	1	0	
C	ElectricMistryAC	3200-85-4900	EnggElectrical	Delhi	1	1	0	
D	CookGrII	3050-75-3950-80-4590	Cook	Delhi	1	1	0	
D	SenlorServiceBoy	3050-75-3950-80-4590	Service Boy	Delhi	3	3	0	
D	Record Attendant	3050-75-3950-80-4590	Attendant	Delhi	1	1	0	
D	Senior Helper	3050-75-3950-80-4590	Helper	Delhi	4	4	0	
D	SecurityGuardGrI	3050-75-3950-80-4590	Security	Delhi	3	3	0	
D	SrJam/MateSwperJamGrII	3050-75-3950-80-4590	Sweeping	Delhi	4	4	0	
D	GardenerGrI	3050-75-3950-80-4590	Gardening	Delhi	5	5	0	
C	MistryMechElectrAtndt	3050-75-3950-80-4590	EnggElectrical	Delhi	1	1	0	
D	SecurityGuardGrII	2750-70-3800-75-4400	Security	Delhi	2	2	0	
D	SweeperJamGrI	2750-70-3800-75-4400	Sweeping	Delhi	1	1	0	
D	MajdoorGrI	2750-70-3800-75-4400	Majdoor	Delhi	1	1	0	
D	ServiceBoyGrII	2650-65-3300-70-4000	Service Boy	Delhi	1	1	0	
D	SweeperJamGrII	2650-65-3300-70-4000	Sweeping	Delhi	1	1	0	
U	Uncategorised	2650 fixed	UncatHelp	Delhi	3	0	0	
					Delhi	115	79	33

Annexure to Draft Standing Service Orders 2002
Part 4 of 6 (Bangalore)

Indian Statistical Institute

Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Bangalore	19	7	12
A	Associate Professor/ Eq	12000-420-18300	Faculty	Bangalore	10	3	7
A	Lecturer Sr Scale/Equiv.	10000-325-15200	Faculty	Bangalore	4	1	3
A	Input Output Controller	10000-325-15200	Sc Technical	Bangalore	1	1	0
A	Exec Officer(SG)	10000-325-15200	Administration	Bangalore	1	1	0
A	Lecturer & Equivalent	8000-275-13500	Faculty	Bangalore	7	1	6
A	Data Processing Techncn.	8000-275-13500	Sc Technical	Bangalore	2	2	0
A	Accountant	8000-275-13500	Accounts	Bangalore	1	1	0
B	Sr Technical Assistant Lib	6500-200-10500	Sc Library	Bangalore	1	0	1
B	Section Officer	6500-200-10500	Administration	Bangalore	2	2	0
B	SecurityOfficer	6500-200-10500	Security	Bangalore	1	1	0
C	Technical Assistant Lib	5500-175-9000	Sc Library	Bangalore	1	0	1
C	SeniorAssistantA/Cs	5500-175-9000	Accounts	Bangalore	1	1	0
C	Sr Laboratory Assistant	5000-150-8000	Sc Technical	Bangalore	1	0	1
C	Assistant	5000-150-8000	Administration	Bangalore	1	1	0
C	Cashier	5000-150-8000	Cash	Bangalore	1	1	0
C	StenographerGr III	5000-150-8000	Stenog+D23raphe	Bangalore	2	2	0
C	Typist GrI	5000-150-8000	Typing	Bangalore	1	1	0
C	SenioEstateSuprvsr	5000-150-8000	Sweeping	Bangalore	1	1	0
C	DrivercumSupervisor	5000-150-8000	Driver/ Mechanic	Bangalore	2	2	0
C	SeniorDriverGrI	4500-125-7000	Driver/ Mechanic	Bangalore	1	1	0
C	SeniorElectMistryGrI	4500-125-7000	EnggElectrical	Bangalore	1	1	0
C	SeniorTeleph Op GrI	4500-125-7000	EnggTelephone	Bangalore	1	0	1
C	Shelf & Counter Asst GrI	4000-100-6000	Sc Library	Bangalore	1	0	1
C	JrAssistant GrI	4000-100-6000	Administration	Bangalore	3	2	1
C	JrAssistant GrI A/Cs	4000-100-6000	Accounts	Bangalore	1	1	0
C	SeniorCook	4000-100-6000	Cook	Bangalore	2	2	0
C	SeniorDriverGrII	4000-100-6000	Driver/ Mechanic	Bangalore	1	1	0
C	Shelf & Counter Asst GrII	3200-85-4900	Sc Library	Bangalore	1	0	1
C	JrAssistant GrII	3200-85-4900	Administration	Bangalore	1	1	0
C	Xerox OP GrI	3200-85-4900	Photocopying	Bangalore	1	1	0
C	SecurityGrLeader	3200-85-4900	Security	Bangalore	1	1	0
C	MateGardener	3200-85-4900	Gardening	Bangalore	1	1	0
C	MistryPlumbGrII	3200-85-4900	EnggCivil	Bangalore	1	1	0
D	Library Attendant GrII	3050-75-3950-80-4590	Sc Library	Bangalore	1	0	1
D	CookGrII	3050-75-3950-80-4590	Cook	Bangalore	2	2	0
D	CounterAttndntGrII/Rec Att	3050-75-3950-80-4590	Attendant	Bangalore	4	4	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Bangalore	3	3	0
D	SecurityGuardGrI	3050-75-3950-80-4590	Security	Bangalore	3	3	0
D	SeniorSweeperJam	3050-75-3950-80-4590	Sweeping	Bangalore	1	1	0
D	GardenerGrI	3050-75-3950-80-4590	Gardening	Bangalore	2	2	0
D	MistryMechElectrAttndt	3050-75-3950-80-4590	EnggElectrical	Bangalore	1	1	0
D	ServiceBoyGrI	2750-70-3800-75-4400	Service Boy	Bangalore	3	3	0
D	HelperGrI	2750-70-3800-75-4400	Helper	Bangalore	2	2	0
D	SecurityGuardGrII	2750-70-3800-75-4400	Security	Bangalore	5	5	0
D	SweeperJamGrI	2750-70-3800-75-4400	Sweeping	Bangalore	3	3	0
D	GardenerGrII	2750-70-3800-75-4400	Gardening	Bangalore	1	1	0
D	ServiceBoyGrII	2650-65-3300-70-4000	Service Boy	Bangalore	2	2	0
D	HelperGrII	2650-65-3300-70-4000	Helper	Bangalore	1	1	0
D	SweeperJamGrII	2650-65-3300-70-4000	Sweeping	Bangalore	1	1	0
				Bangalore	112	76	36

Annexure to Draft Standing Service Orders 2002
Part 5 of 6 (Giridih)

Indian Statistical Institute

Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
A	Lecturer	8000-275-13500	Faculty	Giridih	2	0	2
B	Sr. Technical Assistant	6500-200-10500	Sc Technical	Giridih	2	0	2
B	Section Officer	6500-200-10500	Administration	Giridih	1	0	1
C	SeniorAssistant	5500-175-9000	Administration	Giridih	1	0	0
C	JrAssistant Grl	4000-100-6000	Accounts	Giridih	1	0	0
C	JrAssistant Grl A/Cs	4000-100-6000	Accounts	Giridih	1	0	1
C	Typist Grll	4000-100-6000	Typing	Giridih	1	0	1
C	SenioElectrMistryGrll	4000-100-6000	EnggElectrical	Giridih	1	0	0
C	Laboratory Assistant	3200-85-4900	Sc Technical	Giridih	1	0	1
C	JrAssistant Grll	3200-85-4900	Administration	Giridih	1	0	0
D	CookGrll	3050-75-3950-80-4590	Cook	Giridih	2	0	0
D	Record Attendant	3050-75-3950-80-4590	Attendant	Giridih	1	0	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Giridih	2	0	0
D	SecurityGuardGrl	3050-75-3950-80-4590	Security	Giridih	7	0	7
D	SeniorSweeperJam	3050-75-3950-80-4590	Sweeping	Giridih	1	0	0
D	GardenerGrl	3050-75-3950-80-4590	Gardening	Giridih	1	0	0
D	Farm Labour Grl	3050-75-3950-80-4590	Majdoor	Giridih	4	0	4
D	MistryMechElectrAttndt	3050-75-3950-80-4590	EnggElectrical	Giridih	1	0	0
D	ServiceBoyGrl	2750-70-3800-75-4400	Service Boy	Giridih	1	0	0
D	MajdoorGrl	2750-70-3800-75-4400	Majdoor	Giridih	1	0	0
D	HelperGrll	2650-65-3300-70-4000	Helper	Giridih	1	0	0
D	SweeperJamGrll	2650-65-3300-70-4000	Sweeping	Giridih	1	0	0
				Giridih	35	0	19

Annexure to Draft Standing Service Orders 2002
Part 6 of 6 (six SQC centres)

Indian Statistical Institute

Gr	Name of Post / Designation	Pay Scale	Category	Station	Number	Pt.Post	Ty.Post
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Hyderabad	2	0	2
A	Associate Professor/ Eq	12000-420-18300	Faculty	Hyderabad	3	0	3
A	Tech Offcer SQC Grill	8000-275-13500	Faculty	Hyderabad	1	0	1
B	StenographerGr I	6500-200-10500	Stenographer	Hyderabad	1	1	0
C	JrAssistant Grll A/Cs	3200-85-4900	Accounts	Hyderabad	1	1	0
C	Typist Grill	3200-85-4900	Typing	Hyderabad	1	1	0
D	Record Attendant	3050-75-3950-80-4590	Attendant	Hyderabad	2	2	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Hyderabad	1	1	0
				Hyderabad	12	6	6
A	Professor & Equivalent	16400-450-20900-500-22400	Faculty	Chennai	2	0	2
A	Associate Professor/ Eq	12000-420-18300	Faculty	Chennai	2	0	2
A	Tech Offcr SQC Grill Sr Sc	10000-325-15200	Faculty	Chennai	2	0	2
B	Section Officer	6500-200-10500	Administration	Chennai	1	1	0
B	StenographerGr I	6500-200-10500	Stenographer	Chennai	1	1	0
B	SecurityOfficer	6500-200-10500	Security	Chennai	1	1	0
C	SeniorAssistant	5500-175-9000	Administration	Chennai	1	1	0
C	Assistant	5000-150-8000	Administration	Chennai	1	1	0
C	JrAssistant GrI	4000-100-6000	Administration	Chennai	1	1	0
C	Senior Helper(PS)	3200-85-4900	Helper	Chennai	1	1	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Chennai	1	1	0
D	SecurityGuardGrll	2750-70-3800-75-4400	Security	Chennai	1	1	0
D	SweeperJamGrI	2750-70-3800-75-4400	Sweeping	Chennai	1	1	0
D	SweeperJamGrll	2650-65-3300-70-4000	Sweeping	Chennai	1	1	0
				Chennai	17	11	6
A	Associate Professor/ Eq	12000-420-18300	Faculty	Coimbatore	2	0	2
A	Tech Offcr SQC Grill Sr Sc	10000-325-15200	Faculty	Coimbatore	1	0	1
B	Section Officer	6500-200-10500	Administration	Coimbatore	2	2	0
C	JrAssistant GrI	4000-100-6000	Administration	Coimbatore	1	1	0
D	HelperGrI	2750-70-3800-75-4400	Helper	Coimbatore	1	1	0
				Coimbatore	7	4	3
A	Associate Professor/ Eq	12000-420-18300	Faculty	Pune	1	0	1
A	Tech Offcr SQC Grill Sr Sc	10000-325-15200	Faculty	Pune	1	0	1
B	Section Officer	6500-200-10500	Administration	Pune	1	1	0
D	Senior Helper	3050-75-3950-80-4590	Helper	Pune	1	1	0
				Pune	4	2	2
A	Associate Professor/ Eq	12000-420-18300	Faculty	Mumbai	1	0	1
B	StenographerGr I	6500-200-10500	Stenographer	Mumbai	1	1	0
C	Senior Typist	5500-175-9000	Typing	Mumbai	1	1	0
D	Record Attendant	3050-75-3950-80-4590	Attendant	Mumbai	1	1	0
D	HelperGrll	2650-65-3300-70-4000	Helper	Mumbai	1	1	0
				Mumbai	5	4	1
A	Associate Professor/ Eq	12000-420-18300	Faculty	Vadodra	1	0	1
A	Tech Offcer SQC Grill	8000-275-13500	Faculty	Vadodra	2	0	2
B	Sr. Technical Assistant	6500-200-10500	Sc Technical	Vadodra	1	0	1
B	StenographerGr I	6500-200-10500	Stenographer	Vadodra	1	1	0
D	SecurityGuardGrI	3050-75-3950-80-4590	Security	Vadodra	1	1	0
				Vadodra	6	2	4
Total 6 centres					51	29	22