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**REPORT ON  
RESTRUCTURING  
OF THE  
INFORMATION KERALA MISSION,  
KERALA**

by

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## Introduction

On the basis of a project proposal by the State Planning Board, Government of Kerala, vide GO (MS) No.38/99/Plg dated 12/8/1999, accorded sanction for the implementation of the project 'Kerala Information Network for Local Bodies' and formed the Information Kerala Mission Group drawn from C-DIT on behalf of the State Planning Board. The broad objective of the programme was setting up of a computer network connecting all local bodies to the State Planning Board for effective implementation of decentralized planning. The contract validity with C-DIT expired on 31/3/2001. As per GO(MS) No. 24/2001/Plg) dated 18/7/2001, the administrative control of IKM was transferred from Planning Dept. to the Local Self Government Department and the term was extended for 1 year from 1/4/2001. Vide GO (MS) No. 46/2004/LSGD dated 28/01/2004, sanction was accorded for signing an MOU between C-DIT and LSG Department (Government of Kerala) to be effective from 01/04/2001. As per GO (MS) No. 343/2012/LSGD dated 22/12/2012, Government has accorded sanction for registering IKM as a society under Travancore Cochin Literary Scientific and Charitable Societies Registration Act 1955.

Vide GO (RT) No. 3865/2008/LSGD dated 03/11/2008, Government. of Kerala approved a staff structure for IKM prepared by Centre for Management Development. The remuneration for the project staff of IKM was revised by Government as per GO (MS) No. 320/2008/LSGD dated 03/12/2008. Further, vide G.O. 2971/2013/LSGD dated 04/12/2013 the government has constituted a committee for formulating the special rules and framing salary structure of IKM. Later the governments vide G.O (Rt) No. 3116/2015/LSGD dated 13.10.2015 have appointed a committee under the chairmanship of SPAO Shri. S. Divakaran Pillai to study and report the organizational framework of the society and for absorbing the staff in the IKM Society. A detailed report has been submitted by the committee which was considered and approved by the cabinet. When the report is referred to the Finance department (FD), the following remarks were passed. "In the state of Punjab Vs Jagjith Singh & others (Civil Appeal No.213/2013), the Honourable Supreme Court held that the temporary employees are entitled to get the minimum of the pay scale extended to the regular employees holding similar posts. It has been held that the principle of equal pay for equal work would be applicable to all temporary employees so as to vest in them the right to claim wages at par with the minimum of the pay scale of the regularly engaged government employees, holding the same post. Following the principle enunciated by the Honourable SC in the above case, FD may agree to extend the minimum of the pay scale of the regularly engaged employees in the Government to the employees of IKM. In case of the posts in IKM where no such similarity exists, the emoluments shall be fixed in consultation with FD. In respect of the restructuring of IKM, a committee may be constituted consisting of the representatives from AD, FD and IKM. The committee may look into the whole aspects and submit a more precise recommendation. A decision shall be taken thereof.

Accordingly, a committee was formed vide G.O. (Rt) No. 3311/2016/LSGD dated 5/12/2016, for preparing and submitting a precise recommendation on the restructuring of IKM, looking into the whole aspects. The Committee consists of-

- The Director of Panchayats (Chairman)
- The Additional Secretary (in charge of LSGD), Finance Department (Member)
- The State Performance Audit Officer (Member)
- The Executive Director, IKM (Member)

State Performance Audit Officer (SPA0) is associated with activities of IKM for the last ten years and he had held the additional charge of Executive Director for six months. Additional Secretary was the Secretary of a District Panchayat for more than four years. Director of Panchayats and Executive Director, IKM have sufficient experience in the field of Information Technology

Vide other proceedings Executive Director IKM was asked to propose pay structure to the staff of IKM. As both are related subjects they cannot be considered in isolation and committee decided to take up these issues together. The Committee considered the detailed report submitted by the previous committee headed by Sri. SD Pillai and focused on giving more precise recommendations in the light of the opinion of the finance department. The Committee deliberated in detail on the qualification, deployment of the existing staff, present requirements of the staff and the organization. It is clearly evident that in spite of many drawbacks and shortcomings, IKM had contributed to the e-governance development of the state and brought good efficiency in the service delivery of the local governments. The committee strongly feels that IKM as a society and institution has to be further strengthened so as to strengthen the local governments and their service delivery capabilities.

## 1. Present Scenario

The total staff strength of the society was fixed as 440 as per G.O (RT) No. 38/65/2008/LSGD dated 03.11.2008. Presently 365 employees are working in the society in various positions including five persons on deputation from other departments. The activities of the society are spread all over the state. The work force consists of Professional, Technical and Non-Technical hands. Except a few posts on deputation, the others are engaged in various periods and are working on consolidated pay. The present pay structure varies from Rs 10,500/- to Rs 40,334/-, whereas the staffs have put in service of 5 to 17 years in IKM. It is clear that the compensation is very low compared to the employees working in the government and similarly placed technical staff in other institutions. **As the morale of the staff is hit, IKM is losing competent staff and the development capabilities of the institution are at serious risk.**

The Committee discussed all the issues related to the staff policy matters of IKM in the light of

1. Supreme Court's rulings on the subject matter as quoted by the finance department
2. Need for welfare of the staff; to keep the morale and motivation of the staff high, and to strike a fine balance between the demands and the legal provisions.

## 2. Restructuring of the society and the staff

In the circumstances mentioned above, the Committee proposes the following structural reorganization and staff pattern for the Society to provide a system in the organization. The underlying principles are

- Effective management of the existing human power;
- Need to support Local governments in their governance;
- Create a system of career progression for the staff to provide much required motivation to the staff to update their skills and work for the betterment of the organization and local governments.
- Develop IKM into a strong software application development arm of the state government.

The current pattern of staffing (approved) under various Divisions including the vacant positions is summarized as below:

**TABLE 1: Various posts under various divisions of IKM**

<b>Division</b>	<b>Group</b>	<b>Sanctioned posts</b>
Executive Director		1
Directors (Technical)		1
Director (Implementation)		1
Implementation		17
Line of Business Enterprise		56
Software Development		44
Training		7
TSIM	Helpdesk & Testing	294
	GIS	
	Web	
	Field (DCs)	
	Field (DTOs)	
	Block Panchayat	
Corporate Management	Accounts	19
	Purchase & Works	
	Administration	
	<b>Total</b>	<b>440</b>

The above list of staff includes the core staff of IKM stationed at Headquarters, and the staff deployed in Block Panchayats, Municipal Corporations, Municipalities, District Panchayats and District Planning Committee offices for providing local level hand holding support.

At present, there are 365 persons employed in IKM on consolidated salary and 5 incumbents are on deputation, thus leaving 75 posts vacant. The details are given in the table.



**Table 2: Staff in position**

S.No	Division	Team	No. of staff	Total
1	Corporate Management	Administration	13	21
		Plan, purchase and works	2	
		Accounts	6	
2	LOBE		4	4
3	Training		4	4
4	Implementation		6	12
		District Co-ordinators	6	
5	Software Development		32	32
6	Web		4	4
7	GIS		5	5
8	TSIM	Testing and Help Desk	18	278
		TSIM	5	
		Field	241	
		DTO	14	
<b>Total existing staff</b>				<b>360</b>

The Committee tried to understand the expertise and job profile of the existing staff. It has been observed that while some of the staff is over burdened with work, some are not optimally utilized due to insufficient skill up gradation and due to lack of initiative in exploring available avenues. This is the case when the existing software applications are to be fine-tuned with lot of process automation yet to be done. It has been felt that many in the staff have to update their skill base as per the need of the organization and the needs of the local governments. It has been observed that organization has not taken any steps to build the capacity of the staff. Hence the committee decided to recommend for the reorganization of the staff into the following divisions and to take up effective and continuing training programmes to build the capacity of the staff along with venturing into available new avenues like hand holding and capacity building of local governments.

## 2.1 Proposed structure of IKM

By taking all the factors in to consideration the committee recommends implementing e-governance projects of local governments through IKM with the following organisational structure.

**Table 3: Proposed Wings / Divisions**

No.	Wings	Abbreviation
1	Research and Development	R & D
2	Operation and Maintenance	O & M
3	Human Resources	H R

The above wings can be further divided into 10 different Divisions based on the responsibilities assigned.

### 2.1.1 Research and Development Wing:

Research and Development Wing takes care of the process flow of the Software development life cycle Viz., Requirement gathering analysis, system analysis and system design, Coding and Testing. Software development life cycle is a process of building good software and its life cycle stages, provide quality and correctness of good software. For convenience of operation, this Wing is divided into the following divisions.

**Table. 4: Divisional Structure and Responsibilities**

No.	Divisions	Responsibilities
1	Research	Intellectual input and preparation of System Requirement Studies
2	Software Development	Software development
3	Testing and Quality Control	Validating and verifying that a software program or application or product is ready to be released
4	Remote Sensing & GIS	Digital database generation and supervision

#### 2.1.1.1 Research

In today's business world, the success of the project is the satisfaction of the customer. The satisfaction has direct linkage with their demand and fulfilment. In our case, the Local Governments (LGs) are the clients and they need hassle-free software for their activities. The research division is intended to provide intellectual inputs into the software development. Business Process Re-engineering (BPR) forms the major activity of this group. BPR is the analysis and redesign of workflows within and between enterprises in order to optimize end-to-end processes and automate non-value-added tasks. Reengineering starts with a high-level assessment of the organization's mission, strategic goals, and customer needs. Within the framework of this basic assessment of mission and goals, re-engineering focuses on the organization's business processes.

The responsibilities of the Division may be as follows:

- Identifying specific problem areas, solidifying particular goals and defining business objectives.
- General stakeholder consultation and preparation of Software Requirement Specification document which consists of all the product requirements to be designed and developed during the project life cycle.
- Build multiple use cases to describe each action that a user will take on the new system.
- Architecture design preparation from the requirement specifications and preparation of Design Document Specification.
- Integrate best practices in handling legacy systems and to provide systems support at the service/ product/site/team/department level.
- Database analysis - extracting data, cleaning it, potentially merging it with other data and performing a statistical analysis to better understand customers and customer behaviour.
- Preparation of software document for implementation.
- Assisting the Executive Director in preparation of various reports and documents.

### **2.1.1.2 Software Development Division**

For Local Governments, being the third tier of Government, service delivery should be ensured at the desired level. Conception and development of the specialized software systems are the major functions of the Software development division. Software development includes the computer programming, documenting, testing, and bug fixing. It also involves creating and maintaining applications and frameworks involved in the software life cycle and finally, resulting in a software product. Coding is the major task of the development team, which is divided into different modules/units.

The suggested responsibilities of the Division shall be as follows:

- Designing and developing fully Enterprise grade software
- To formulate system-testing procedures to ensure the quality and consistency of software systems developed
- To maintain existing software, manage and prioritize bug lists and support manufacturing.
- To enable source control management systems and continuous integration/deployment environments

### **2.1.1.3 Testing and Quality Control Division**

With new global demands for security and quality, the need for software product assurance is becoming more important. Software testing is a method of assessing the functionality and quality of a software program. It includes the process of validation & verification of the software, service, application or program, by verifying whether it meets the requirements mentioned in the Functional Requirements Document (FSD). Test techniques include the process of executing a program or application with the intent of finding software bugs (errors or defects).

Testing of software, database management and auditing is absolutely necessary for improving the efficiency and minimizing the complaint level of the software. As the customers of the software are the LGs and general public, adherence to quality of software is of prime importance for service delivery at the desired level. Hence, as Quality control has paramount importance in the software industry, a Testing and Quality Control Division is suggested.

The suggested responsibilities of the Division shall be as follows:

- To design test cases, do timely validation and verification of the software and testing of application software before release.
- Managing bug reports and communication with software development, ensuring timely and prompt release of patches/scripts to the field and its proper documentation;
- Establish standards for initial qualification and provide direction for the testing function through an aggressive educational program
- Certifying that a version is ready for release (depending on the field requirement and the status of bugs)

### **2.1.1.4 Remote Sensing & GIS Division**

Effective management of natural resources requires integration of very large volume of data extracted from various sources. This necessitates efficient spatial data integration at micro-level in the

context of the decentralized planning process. Remote Sensing and Geographic Information System is intended for gathering, analysing, interpreting, distributing and using geographical information at user level.

Major activities of the Division shall be State-level common framework data, digital data updating in cadastral scale, designing and building of relational databases and development of customized user-friendly GUI linked graphical interface with suitable front-ends to capture, storage, display, retrieval, analysis and query processing of spatially referenced digital data.

As the Government decided to generate the digital database through the accredited agencies, the GIS Division shall have a supervisory role in ensuring that the spatial and other data generated by external agencies are generated in a common format and are interoperable and seamless. The group shall give emphasis to generation of State-level centralized database and customized information system development. Services of a programmer/database manager are essential for developing Graphical User Interface (GUI). For the software development, additional staff requirement if any, can be supplemented from the Technical Staff of Research & Logistics Division.

### 2.1.2 Operation and Maintenance Wing

After successful testing of the software, the product is delivered / deployed to the LGs for their use. When the customers start using the developed system, actual problems come up, which needs to be solved from time to time. This process where the care is taken for the developed product is known as maintenance. Operation and maintenance wing is intended to provide handholding support not only to the institute but also to the LGs as a whole, pertaining to infrastructure and software deployment.

Various divisions under the wing and assigned responsibilities assigned to is as follows:

**Table. 5: Divisional Structure and Responsibilities - Operation and Maintenance Wing**

No	Department	Responsibilities
1	Technical Support & Facility Management and Service	Field level application support, Assessment of Purchase Requirement and Management of ICT equipment of LSGIs, networking infrastructure and AMC
2	IT and Web Management	Design, configure, administer, and optimize networks, Management & monitoring of Virtual and physical servers at SDC, Website management, Database Management
3	Capacity Building	Training and quality improvement programmes
4	Help Desk	Responding to calls pertaining to problems in the field, reporting bugs to software team and follow up

#### 2.1.2.1 Technical Support & Facility Management Service Division:

IKM is basically an e-governance institution. The ICT equipment like server, computers, printers, scanner, modem etc. are widely used for this purpose not only by the IKM but also by the Local Governments. IKM manages the servers, which are housed in the State Data Centre at the Co-Bank Tower and the Technopark.

This division is responsible for implementation, logging the distribution of software and extending handholding support to various LGs. Releasing the updated version is also major task and to be properly followed up by the Division.

Management of IT Infrastructure, including (but not limited to) purchase, installation, maintenance, upgrade, system administration, auditing the usage and configuration, management of IT Infrastructure including the annual maintenance contract shall be undertaken by the IKM. For this purpose, a web-based centralized system of facility management should be in place, which shall be operated under the overall supervision of IKM. This division has to attend to various management issues related to the computer and peripherals and assume responsibilities of networking, preparation of estimate and execution of networking requirements. Database auditing comes under the preview of the Facility Management Service Division.

***Assigned Responsibilities may be:***

- Ensuring deployment, maintenance and monitoring of the software deployment status and pending software problems in local governments, database audit and configuration,
- Monitor status of software problems in fields and suggest remedies,
- Monitoring of the troubleshooting
- Monitoring/review of checklists – audit, (re)installation, configuration, registers - and maintaining summary/ consolidation of the checklists for the region.
- Provide technical support in IT infrastructure procurement, finalization of specification installation, maintenance, upgrades, configuration of all IT equipment, networking requirement of the local governments and IKM
- Maintenance infrastructure at local governments and monitoring of and report and attending the annual maintenance contract for the computer infrastructure and LGs
- Maintaining electronic stock register, including equipment, software and data library
- Perform on-site and remote technical support and to provide emergency on-call support.
- Maintenance of IT infrastructure within IKM
- Stand as an advisory for purchases of computer infrastructure of the LGs

**2.1.2.2 IT and Web Management Division**

In the modern world, the details of an institution are to be perused by the website of that organization. People cannot visit each and every institution for getting information or for availing service. Therefore, hosting and maintenance of the website and maintaining the web server at IKM and the State Data Centre are major tasks to be attended by IKM. Hence, we are suggesting a Web Management Division.

***Assigned Responsibilities may be:***

- Web and system administration and porting of data entered by local governments
- Ensuring registration and renewal of web-server domain names, DNS hosting and all related matters
- Coordinating with external agencies, Domain/Certificate Registrars, linking up various applications, including its administration and security

- Configuration & change management of web-sites, ensuring registration and renewal of web-server domain names, DNS hosting and all related matters, managing digital certificates for servers, including its renewal.
- User administration (setup and maintaining account) monitor system performance and provide security measures
- Overseeing computer security and anti-virus updates etc.
- Ensuring backup of all web-server/IKM data and applications for safe keeping of electronic data on regular interval for quick disaster recovery
- Logging all IT problems and resolutions and maintain minimum security standards and report malicious or suspicious activity and sensitive information stored on systems and maintain user access administration
- Support Video Conference for all offices in the Wide Area Network for systems and system audit logging
- Porting of legacy data entered by local governments
- Oversee network and server configuration maintenance and management, file management on centralized resource (i.e. File Servers, Virtualization Server, Overseeing computer security and anti-virus updates etc.
- Maintaining the web server at IKM and the State Data Centre, which hosts various websites and applications of LSGD
- Ensuring backup of all web-server/IKM data and applications for safe keeping of electronic data on regular interval for quick disaster recovery
- Network and server configuration maintenance and management.

#### **2.1.2.3 Capacity Building Division:**

The IKM cannot rise to the desired level of service delivery, unless adequate training programmes are implemented for the benefit of its own staff and of the LSGIs. Main function of this division shall be to arrange training in ICT to the staff of the Department as required.

The major assignments of the Division would be imparting need-based training, resource person management, arranging frequent feedback workshops and awareness programmes. The Division should look into the quality improvement programme and the orientation course to the staff of IKM before any new software is released to field or released with major changes.

At present the training activities of the institution is coordinated by the KILA. As the software development, local level deployment and maintenance is being taken care of by IKM, the committee strongly recommends organizing the software/hardware training through IKM. Also frequent workshops and review meetings should also be conducted. This necessitates retaining the Training Division in the headquarters with a support groups positioned at the northern, central and southern parts of the State. The service of domain experts may be hired for this purpose.

#### **2.1.2.4 Help Desk**

There are 1200 Local Governments distributed across the state, operating various e-governance initiatives. Therefore, it is quite natural to have issues in the operation of the software or during managing hardware. These issues are to be attended with utmost priority. A dedicated group of people is necessary for the management of these kinds of grievances. Hence, establishing a full-fledged Call Centre for attending the grievances of the Local Governments in two shifts each of 7 hours of duration from 7 AM to 9 PM is recommended.

A Call Centre is a centralized office used for receiving or transmitting a large volume of requests. A contact centre can be defined as a coordinated system of people, processes, technologies and strategies that provide access to information, resources, and expertise, through appropriate channels of communication, enabling interactions that create value for the customer and organization. The contact centre is a central point from which all customer contacts are managed. Typically, a call center should have the ability to handle a considerable volume of calls, at the same time screen calls, provide first hand solutions and forward the serious issues to software division.

Moreover, responding to problems in the field, reporting bugs to software development division and following it up for patch releases also form the responsibility of the group.

### **2.1.3 Human Resources**

This wing has to extend a supporting hand for the fulfilment of the domain functions of the organization. The Institution and Services Wing shall consist of Finance Division, Procurement Division and Establishment Division. The Division shall be under the overall control of a Controller of Administration, who shall be on deputation not below the rank of a Deputy Secretary to the Government or the Joint Director of Panchayats.

#### **2.1.3.1 Establishment Division**

IKM has Professional, Technical and administrative Staff. Therefore, a small but efficient establishment division is required to manage the daily affairs of the Society. The Division shall be headed by a management official not below the rank of an Under Secretary to the Government who shall be on deputation/direct recruitment. If qualified and experienced hand is available in-house, he/she shall also be considered.

#### **2.1.3.2 Finance Division**

IKM society has to undertake multi-faceted activities. The Division shall be headed by an official not below the rank of an Audit /Account Officer on deputation from AGs Office/Finance Department or similar Accounting service not below the rank of accounts/ Audit Officer/Under Secretary /direct recruitment. If qualified and experienced hand is available in-house, he/she shall also be considered.

#### **2.1.3.3 Procurement Division:**

The IKM society is envisaged as the total solution provider to the Local Governments. It includes procurement of hardware and software for the institute and also for the Local Governments. This Division shall work in close association with the Technical Support and Facility and Service Management Division. On advice of the Technical Support and Facility & Service management Division, the procurement Division shall invite quotations and finalize the purchase procedures for procurement of IT infrastructure for the Local Governments.

On the Basis of the requirement of the LGs and advance payment, the procurement Division shall place the order for the IT infrastructure to be delivered at the respective LGs. For all these assignments, procurement of IT equipment and services is a major responsibility. The Division shall be headed by a person on deputation not below the rank of a Under Secretary, who is well versed with purchase procedure and in Kerala Stores Purchase Rules. If qualified and experienced hand is available in house, he/she shall also be considered.

### **3. Restructuring of the Existing Positions in IKM Based on Qualification and Experience**

As per the structure approved by the Government Vide G.O. (Rt) No. 3865/08/LSGD dated 3.11.2008 and G.O. (MS) No. 320/08/LSGD dated 3.12.2008, the staff strength of the IKM society was fixed at 440, including that of the administrative staff which was kept at 22.

This section covers the proposal for re-positioning of the staff of Information Kerala Mission under the autonomous body namely IKM Society. The Staff are placed in appropriate position according to their qualification and experience. For smooth functioning of the e-governance operations, the persons having requisite qualification, experience and skill (technical knowhow, interpersonal relation, communication etc.) shall be designated as Team Leaders and Project Managers, for the project, who shall act as first among equals. Mere designation shall not confer them of any right on seniority, rank or pay other than what is eligible as per their pay and allowances. On completion of the project, he/she shall be in the wing at par with others.

IKM being a Technical organization dealing with software development and its implementation, a three-tier system of designation is proposed, viz., Professional Staff, Technical Staff and Administrative Staff. The Professional staffs are those having minimum post-graduation/professional graduates (having qualifications such as B.Tech/MCA/AMIE/M.Sc. in computer related subjects). The Technical Staff are those with minimum graduation/3-year diploma in computer related subjects. They shall be placed in the category for providing technical support to the software development in the headquarters and hand holding activities in the field.

Administrative Staff are those who attend to the work related to administration, accounts and purchase, and who give administrative support to development activities of the institution and act as a support system to the other two Divisions. Various designations prevalent in the organization are not in alignment with their qualification, present role and hence it is very clear that this was done arbitrarily without any rationale. For example, people with qualifications such as SSLC, Pre degrees etc. are designated as Junior Technical Officer, Assistant Manager, District Co-ordinator. Hence the present designations are not considered in the restructured scenario.

#### **3.1 Staff Structure**

In addition to the Professional and Technical staff positioned for software development and management in the headquarters, sufficient number of Technical Staff including the supervision Staff is to be positioned at district-level to provide sustained hand holding, infrastructure management support and for hassle-free implementation of the e-governance activities of the Local Governments. The committee felt that the vacancies of remaining 75 posts need not be filled on permanent basis. In the present circumstances, the personnel engaged in software development are not sufficient to cater to the requirement and the people with expertise in technologies have to be inducted into the development team on short term basis. In the reorganized set up, after thoroughly assessing the manpower requirement in the headquarters and the field, the committee decided to recommend positioning 88 of them in Head Quarters and 277 of them in the field. The committee felt that there should not be any



further addition to the field staff and the total strength should be limited to present 365. IKM should focus on streamlining the applications by making them error free so that the present burden on field staff is lessened. Organization will have to conduct proper training programmes to upgrade technical skills of the employees and should be in a position to re-position people from the field into development teams as and when need arises. IKM should also venture into new avenues for the field staff like procurement, supply and maintenance of I.T hardware, capacity building of local governments.

Details of deployment of the staff in the headquarters and the field are as given below:

### 3.1.1 Staff Structure - Headquarters

Headquarters is the pivotal point for the software development and management of various activities of the Society. After assessing the overall requirements, the committee recommends restriction of total staff strength in the Head Quarters to 88, which includes 77 Technical Staff and 11 Administrative Staff, the details of which are given in the Table 7 below. The committee recommends to fill the 75 % of the positions in R&D with the existing staff and supplement the additional requirement with technical experts from outside on short term basis.

**Table 6: Staff deployment at the headquarters**

<b>Divisions</b>	<b>Required</b>
Executive Director	1
Deputy Director (Technical)	1
Deputy Director (Implementation)	1
<b><i>Research and Development Wing</i></b>	
Research	4
Software Development	40
Testing and Quality Control	7
GIS and remote sensing	4
<b><i>Operation &amp; Maintenance Wing</i></b>	
Implementation (Build and Deployment)	3
IT & Web Management	5
Capacity Building (Training)	4
Call Centre (14 hours operation in 2 shifts)	8
<b>Sub Total (a)</b>	<b>77</b>
<b><i>Administration &amp; Finance Wing</i></b>	
Controller of Administration	1
Establishment	5
Finance	3
Procurement	2
<b>Subtotal (b)</b>	<b>11</b>
<b>Total Projected staff in Headquarters (a+b)</b>	<b>88</b>

### 3.1.2 Staff deployment in the field

**Table 7: Staff deployment at the field**

<b>Staff requirement: Handholding support in the Field</b>	<b>No. of staff</b>
District Technical Officers (will be positioned in District panchayat and take care of District panchayat and District Planning Committee)	14
One hand hold staff for every block including 6 additional manpower for high range blocks.*	158
Municipalities (One technical staff in each of 87)	87
Municipal Corporation (three technical staff in each of 6)	18
<b>Total</b>	<b>277</b>

\* This group shall include persons without technical qualification. They may be given proper training in applications, hardware maintenance, marketing and purchase.

### 3.2 Prescribed qualification for various posts

It is seen that more than 80% of the incumbents in IKM doing the technical jobs including the software development are diploma holders (of three year duration). As the minimum qualification for the programmer/ Engineer is fixed as either B.Tech/Post Graduation in computer related subjects in the relevant field, such personnel holding graduation (computer related subjects) or 3-year diploma shall be put in the Technical category. On attaining the required qualification, they can be considered under the career progression in the Professional Staff category depending upon the vacancy available under a promotion policy approved by the Governing Body. For career advancement, the experience will be calculated from the date of acquisition of the qualification prescribed for the post.

The basic qualification prescribed for the Professional, Technical, administrative Staff and the proposed positions in the three wings of IKM are given in the Table 8. The Graduation/Post graduation acquired by the staff should be from a recognized University.

For Administrative posts, Graduation (from a recognized University) is fixed as the minimum qualification, other than that for the Assistant. The Administrative Staff possessing a Graduation are fixed in the Junior Assistant / Junior Accountant position. Depending upon the number of years put in by them, they are accordingly positioned in the respective higher posts.

Those staff in the Administrative category and who do not possess the Graduation for consideration to the post of Junior Assistant Grade II/ Junior Accountant Grade II, shall be placed in the entry post of Assistants. However, they will be granted four higher grades on completing the following specified period of service in their post and designated as Assistant Grade IV, Grade III, Grade II and I respectively:

- a. The first time-bound higher grade on completion of six years of service in the entry post (Assistant Grade IV);
- b. The second time-bound higher grade (Assistant Grade III) on completion of twelve years of service in the entry post;
- c. The third time-bound higher grade (Assistant Grade II) on completion of eighteen years of service in the entry post.
- d. The fourth time-bound higher grade (Assistant Grade I) on completion of twenty-four years of service in the entry post.

**Table 8: Basic qualification prescribed for Professional/Technical/Administrative staff**

No	Designation	Minimum Qualification
1	Executive Director	Directly appointed by the Government
2	Deputy Director (Research & Development)	First class B.Tech in Computer Science or MCA after BCA, or MSc Computer Science after BSc Computer Science or MSc. Software Engg. or equivalent
		15 years of experience in software development, RDBMS, standards and SOU; managing software development projects through its entire life cycle; comprehensive understanding of object-oriented and service-oriented application development;
		At least 5 years at a senior management level in delivering Information Technology driven projects
		Desirable: open source application development
		(The experience can be relaxed in case of deserving candidates)
	Mode of appointment	On deputation/direct recruitment/career Progression
3	Deputy Director (Operation and Service)	First class in B.Tech/MCA/MSc. Computer Science/ MSc. Software Engg. or equivalent
		15 years' experience in managing e-governance driven projects and infrastructure development and management of which least 5 years at a senior management level.
		Desirable: Experience in System and Network Administration
		(The experience can be relaxed in case of deserving candidates)
	Mode of appointment	On deputation/direct recruitment/ career Progression
<b>4</b>	<b>Professional Staff – Research &amp; Development Division</b>	
a	Senior Programmer Grade I	Career Progression
b	Senior Programmer Grade II	
c	Senior Programmer Grade III	B.Tech/MCA/M.Sc in computer-related subjects
d	Programmer Grade I	Career Progression
e	Programmer Grade II	
f	Programmer Grade III	
g	Junior Programmer	B.Tech/MCA/M.Sc in computer-related subjects
		Direct recruitment
	<b>Professional Staff – Operation and Maintenance Division</b>	
a	Senior Support Engineer Grade I	Career Progression
b	Senior Support Engineer Grade II	
c	Senior Support Engineer Grade III	B.Tech/MCA/M.Sc in computer-related subjects
d	Support Engineer Grade I	Career Progression
e	Support Engineer Grade II	

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No	Designation	Minimum Qualification
f	Support Engineer Grade III	
g	Jr. Support Engineer	B.Tech/MCA/ M.Sc in computer- related subjects
		Direct recruitment
<b>5</b>	<b>Technical Staff</b>	
a	Senior Technical Officer Grade I	Career progression
b	Senior Technical Officer Grade II	
c	Senior Technical Officer Grade III	
d	Technical Officer Grade I	Graduation/3 year Diploma in related subjects
e	Technical Officer Grade II	Career progression
f	Technical Officer Grade III	
g	Junior Technical Officer	Graduation/3 year Diploma in related subjects Direct recruitment
<b>6</b>	<b>Administrative Staff</b>	
a	Controller of Administration	On deputation (not below the rank of a Deputy Secretary)
b	Finance Officer	On deputation from the office of the Accountant General/Finance department or similar accounting service not below the rank of accounts/ Audit Officer/Under Secretary
		Career Progression
c	Purchase and Stores Officer	on deputation not below the rank of a under Secretary / Career Progression
d	Administrative Officer	On deputation not below the rank of a under Secretary
		Career Progression
e	Manager	
f	Deputy Manager	
g	Associate Manager	
h	Assistant Manager	Qualification: Graduation
i	Senior Assistant Grade I	
j	Senior Assistant Grade II	Career progression
k	Senior assistant Grade III	Qualification: Graduation
		Direct recruitment
l	Assistant	Below Graduation / Direct recruitment

In the restructured setup, the existing staff of the IKM shall be positioned in the Professional, Technical, non-Technical and Administrative categories after giving due weightage to their qualification and total number of years of service in IKM in their respective Divisions as per the table 9. Staffs who have been presently involved in software development and with requisite qualification will be given priority for positioning in development team.

The committee found that there is considerable number of staff with non-technical qualification and positioned in various roles like District Coordinators/Junior technical Officer/Managers. Many of them have no role in the headquarters, which is mainly focused on development and maintenance of applications. As they have exposure to the applications developed by IKM, the committee recommends positioning them in the field after training them more on applications, support process. There should be earnest efforts on their part to acquire technical qualification in order to progress in career further.

**Table 9: The prescribed residency period under different post for consideration to career progression**

No	Designation	Retaining period in years
<b>Professional Staff – Research &amp; Development Division</b>		
(a)	Senior Programmer Grade I	05 years in post (b)
(b)	Senior Programmer Grade II	05 years in post (c)
(c)	Senior Programmer Grade III	05 years in post (d)
(d)	Programmer Grade I	05 years in post (e)
(e)	Programmer Grade II	05 years in post (f)
(f)	Programmer Grade III	04 years in post (g)
(g)	Junior Programmer	Entry Post
<b>Professional Staff – Operation and Maintenance Division</b>		
(a)	Senior Support Engineer Grade I	05 years in post (b)
(b)	Senior Support Engineer Grade II	05 years in post (c)
(c)	Senior Support Engineer Grade III	05 years in post (d)
(d)	Support Engineer Grade I	05 years in post (e)
(e)	Support Engineer Grade II	05 years in post (f)
(f)	Support Engineer Grade III	04 years in post (g)
(g)	Junior Support Engineer	Entry post
<b>Technical Staff</b>		
(a)	Senior Technical Officer Grade I	05 years in post (b)
(b)	Senior Technical Officer Grade II	05 years in post (c)
(c)	Senior Technical Officer Grade III	05 years in post (d)
(d)	Technical Officer Grade I	05 years in post (e)
(e)	Technical Officer Grade II	05 years in post (f)
(f)	Technical Officer Grade III	04 years in post (g)
(g)	Junior Technical Officer	Entry post
<b>Administrative Staff (with minimum Graduation)</b>		
(a)	Manager	05 years in post (b)
(b)	Deputy Manager	05 years in post (c)
(c)	Associate Manager	05 years in post (d)
(d)	Assistant Manager	05 years in post (e)
(e)	Senior Assistant Grade I	05 years in post (f)
(f)	Senior Assistant Grade II	04 years in post (g)
(g)	Senior Assistant Grade III	Entry Post
<b>Administrative Staff (without graduation)</b>		

No	Designation	Retaining period in years
(a)	Assistant – Grade –I	24 years in post (e)
(b)	Assistant – Grade II	18 years in post (e)
(c)	Assistant – Grade III	12 years in post (e)
(d)	Assistant –Grade IV	06 years in post (e)
(e)	Assistant	Entry post

By considering all the above aspects into consideration, the staffs of IKM can be repositioned by the same committee like this after acceptance of this report.

### ***3.3 Guidelines for repositioning the staff***

The committee proposes the following guidelines for repositioning the staff in the restructured setup.

#### **Broad guidelines for positioning the staff**

No	Guidelines
1	Verify the certificates of the incumbents in accordance with the Government and University rules and check out the qualifications as per the documents produced. Also verify the record pertaining to the qualification, date of joining, consolidation and break in service (if any) of the incumbents.
2	The experience of the incumbents shall be calculated with effect from the date on which they joined the institution irrespective of whether they are recruited on daily wages or in consolidated pay
3	The date of joining the service shall be reckoned as it is recorded in the service book.
4	Break in service if any of the incumbents, shall be discounted from the total experience. In such cases, for calculation of experience, number of days of break in service is deducted from total number of days of service put in by the incumbent
5	After deducting the break in service period, the total year of experience is to be re-fixed.
6	According to the educational qualification acquired by the incumbents, viz., professional degree, post-graduation, graduation in computer related subjects, graduation (arts subjects), 3-year diploma, less than graduation/diploma etc. the Staff are categorized as Professional, Technical and Administrative. Other courses such as MBA/M.Com/MA (Arts) are not considered as Technical/Professional degree. Such staffs are to be placed as Administrative Staff.
7	The staff in the software development division and holding professional degree and post-graduation in computer related subjects are placed as professional staff and designated as programmers. Whereas, the staff in the software group who are holding graduation/3-year diploma are placed in the Technical Staff category.
8	According to the category of staff, their qualification and their total years of service in IKM, the Staff are placed in an appropriate pay structure.
9	The staff in the Technical category that are graduates/post graduates in Arts subjects and drawing the salary of Technical Staff should be reverted back to the appropriate position and scale in the non-technical category, by protecting their salary. Similarly, the non-technical staff, drawing the salary of Technical Staff should also be reverted back in the similar way.

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No	Guidelines
	Every incumbent shall be placed at the appropriate position/ designation on the basis of the qualification possessed by him/her at the time of appointment. Those placed in Technical category, on acquiring higher qualification prescribed for the professional staff, he/she will be placed at the lowest rung of the group (Professional category) and progression to higher position shall be on the basis of number of years spent in the entry post. However, the pay drawn by them will be protected.
10	After assessing minimum requirement of staff in each Divisions and in the field a total 88 incumbents are recommended to be retained in the headquarters. The rest of the staff should be redeployed in the LGIs and in the field for providing administrative support, handholding support, infrastructure management and marketing etc., after providing appropriate training. Under no circumstance, gender discrimination shall be applied in deployment of the staff either in headquarters or field.
11	The committee recommends retaining of 75% of the recommended posts in software development, the rest with new recruits in short term basis.
12	As per the requirements, with the approval of the EC of IKM the Executive Director can recruit project staff for a limited period.
13	The committee recommends refresher courses and quality improvement programs for the staff of IKM.
14	For each Project, the Executive Director shall identify a Team Lead/Project Manager from among the group.
15	Seniority list in each category of positions should be prepared and notified.
16	Community-wise list should be prepared by grouping the staff in each divisions and gaps shall be listed and community reservation norms of the Government should be applied in future recruitments.

#### 4. Proposed Pay Structure:

At present many staff in IKM are underpaid and this affected the morale of the staff leading to exit of many competent staff putting the entire application development process of LSGD at serious risk. It is felt that the staff requires remuneration commensurate with their qualification and experience in the field and a system of career progression good enough to motivate them to work harder. In tune with the ruling of Hon'ble Supreme Court in Civil Appeal No: 213/2013, committee tried to explore the similarly placed staff in the Government of Kerala. Organizations like C-DIT, Keltron have their own systems of pay. Hence committee decided to prepare pay structure based on the Public Works Department (PWD), which consists of technical posts.

Based on this, the Committee proposes the following pay for various technical posts in IKM. Since in PWD, there is a fixed pattern of promotions and increments, the posts and scales in PWD cannot be adopted in toto. Even though the minimum qualification for the professional staff is fixed as B Tech/Post Graduation in computer related subjects, the entry post could not be equated to Assistant Engineer in PWD and the highest proposed post could not be equated to Superintending Engineer or Executive Engineer in higher grade considering the non-competitive (unlike KPSC) selection of existing staff and financial unsoundness of IKM. After considering all the relevant factors and taking a practical view to develop a system of remuneration and career progression, the entry post of the professional staff is considered on par with Draftsman Grade I and the highest post on par with that of Executive Engineer in PWD. This was done only to derive the consolidated pay that has to be given. The pay difference between the highest and the entry post are apportioned equally among other positions. The technical staffs are placed at one position below that of the professional staff. Their entry post is considered on par with that of the Overseer Grade II and the highest post to that of Assistant Executive Engineer Higher Grade.

In the case of Administrative staff with graduation the entry post is considered on par with that of Clerk in government service and the highest post of Manager with that of Senior Superintendent (Higher Grade). In the case of non-graduates, the entry post is equated to that of Attender. Accordingly, the following lump sum pay structure is proposed for the IKM staff. Due to the special nature of work in software development committee proposes 10% of the lumpsum pay as special pay for those working in Software Development Division so long as they are employed in this division. Anybody posted in this division will be eligible for this special pay for the duration of their posting in this division.

**Table 10: Proposed pay for the various technical posts in IKM**

Sl No	#	Designation	Retaining period in years	Lump sum Pay
<b>Professional Staff – Research &amp; Development Division</b>				
1		Deputy Director (Research and Development) *		100000
2		Deputy Director (Operation and Maintenance)		80000
3	(a)	Senior Programmer Grade I	05 years in post (b)	68700
4	(b)	Senior Programmer Grade II	05 years in post (c)	61500



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Sl No	#	Designation	Retaining period in years	Lump sum Pay
5	(c)	Senior Programmer Grade III	05 years in post (d)	54500
6	(d)	Programmer Grade I	05 years in post (e)	47500
7	(e)	Programmer Grade II	05 years in post (f)	40500
8	(f)	Programmer Grade III	04 years in post (g)	33500
9	(g)	Junior Programmer	Entry Post	26500
<b>Professional Staff – Operation and Maintenance Division</b>				
8	(a)	Senior Support Engineer Grade I	05 years in post (b)	68700
9	(b)	Senior Support Engineer Grade II	05 years in post (c)	61500
10	(c)	Senior Support Engineer Grade III	05 years in post (d)	54500
11	(d)	Support Engineer Grade I	05 years in post (e)	47500
12	(e)	Support Engineer Grade II	05 years in post (f)	40500
13	(f)	Support Engineer Grade III	04 years in post (g)	33500
14	(g)	Junior Support Engineer	Entry post	26500
<b>Technical Staff</b>				
10	(a)	Senior Technical Officer Grade I	05 years in post (b)	46200
11	(b)	Senior Technical Officer Grade II	05 years in post (c)	42200
12	(c)	Senior Technical Officer Grade III	05 years in post (d)	38200
13	(d)	Technical Officer Grade I	05yrs in post (e)	34200
14	(e)	Technical Officer Grade II	05 years in post (f)	30200
15	(f)	Technical Officer Grade III	04 years in post (g)	26200
16	(g)	Junior Technical Officer	Entry post	22200
<b>Administrative Staff (with minimum Graduation)</b>				
12		Controller of Administration		45800
13		Finance Officer		42500
14		Purchase and Stores Officer		42500
15		Administrative Officer		42500
16	(a)	Manager	05 years in post (b)	40600
17	(b)	Deputy Manager	05 years in post (c)	37000
18	(c)	Associate Manager	05 years in post (d)	33400
19	(d)	Assistant Manager	05 years in post (e)	29800
20	(e)	Senior Assistant Grade I	05 years in post (f)	26200
21	(f)	Senior Assistant Grade II	04 years in post (g)	22600
22	(g)	Senior Assistant Grade III	Entry Post	19000
<b>Administrative Staff (without graduation)</b>				
23	(a)	Assistant Grade I	24 years in post (e)	29000
24	(b)	Assistant Grade II	18 years in post (e)	26000
25	(c)	Assistant Grade III	12 years in post (e)	23000
26	(d)	Assistant Grade IV	06 years in post (e)	20000
27	(e)	Assistant	Entry post	17000

\* To get a good resource with sufficient experience to lead software development team we need to provide sufficient compensation.

For initial positioning of the existing staff, their qualification and experience up to 31/03/2017 is to be taken into account. Positioning is to be made according to the residency period shown in table 9. After placing them in the proposed position, weightage is to be given for the remaining length of service for completed years. Two per cent annual increment is proposed for each completed year of service.

However, as the development wing deserves preferential treatment because of the character of their work and their expertise they have to be given a special pay equivalent to 10% of their pay.

The committee feels that after repositioning of the staff and re-fixing the remuneration, the provision should be made for compensating the raise in the cost of living index. Hence it is recommended that 2% annual increment may be given to the staff of IKM.

The case of Sri. Aiby Mohandas who was working as Project Manager of the Saankhya project requires a special mention. Considering his educational qualification, he can be placed in the administrative staff category only. But the efforts done by him in designing, coding, de-bugging and providing sustained field level handholding support for the Saankhya Software is worth mentioning. It was this software that has brought in the confidence of LGs in IKM when the reputation of the institution among the LGS was at a lower end. It was because of his acquired knowledge; the institution has posted him as Project Manager for the development of Saankhya. Shri Aiby Mohandas possesses a total of 17 years of experience in software development, including the 7 year of service in IKM. Considering his experience in the software development field, the committee recommends to place him in the Technical Category as a special case.

## 5. Financial Commitment and Source of Fund

As per the bye-law of the society approved by the Government in 2013-2014 (G.O. (Ms) No.15/2014/LSGD dated 201.01.2014), membership fee was to be collected from the local bodies towards technical support, training and web casting etc., (Section 20; page Nos. 15 and 16 of MoA approved by the Government) in three instalments 2013-14, 2014-15 and 2015-16. Out of the total membership fee thus collected, an amount of Rs. 92.08 crore (Rupees ninety-two crores and eight lakh only) has to be remitted back to the state Government in 2014-15 to trade off the investment so far made by the State Government in the IKM. The remaining funds on account of the collection towards membership fee is the IKM share, which should be kept as Fixed Deposit in the Treasury. This amount will come to Rs. 46.04 crore. The interest accrued on this Fixed Deposit may be made use as a Revolving Fund of the Society.

In addition, a yearly subscription @ Re. 1/yr/population as prescribed in the byelaw was to be collected from all Local Governments from 2016-17 in lieu of the services rendered to them. This yearly subscription thus collected work out as Rs. 900 lakh per year

Though approved by the Government, the membership fee and the yearly subscription fee could not be collected from the LGs. The committee feels that collection of one time membership fee and yearly subscription @Re. 1/yr/population is not practical. IKM should not be used as medium to collect back the development fund given to LGs for developmental activities. The committee agrees with the view of the committee chaired by Sri. S D Pillai that a more practical approach is necessary for realising the fund required for meeting the salary expenses of the staff of IKM. It is obvious that IKM Society is working for serving the local governments in Kerala. Hence it is quite justifiable that sizable part of the expenditure of IKM should come from the local governments.

Based on the principles of re positioning of the staff mentioned above and the lump sum pay proposed, the probable amount required for the salary expenses of the staff is worked out and shown in the annexure. This calculation is purely for projecting the probable fund requirements and should not be treated as pay fixation and positioning of the staff. The positioning of the staff has to be made by another committee constituted internally after thorough verification of the service records. As per the above projection, amount required for one-month salary of the staff other than those on deputation and two Deputy Directors and Director works out to Rs. 1.05 crore per month. Assuming that the salary of 5 Officers on deputation and Deputy Directors as Rupees 6 lakhs per month, annual requirement is Rs. 13.2 Crores. It is recommended that 0.25% of the Development Fund given to Grama Panchayats, Corporations and Municipalities and 0.10% of the Development Fund given to District Panchayats and Block Panchayats can be recovered from them as the cost of service rendered by IKM. On the basis of the development fund ear marked for 2017-18, this amount will come out to be Rs 13.04 Crores. Amount required for other expenditure of IKM may to be met from budgetary support. Government have already issued orders GO(Rt) No. 1228/2016/LSGD dated 08/03/2016 directing the local governments to contribute their share to IKM and most of the local government have started transferring the amount.

## **6. Principle for career advancement and Termination**

The committee recommends a system of assessment and promotion from one grade to the next higher grade, irrespective of occurrence of vacancies in the higher grade. Assessment promotion shall be purely on merit, and no employee can claim a higher grade as a matter of right merely on the basis of length of service. It should be made mandatory to every employee to submit a quarterly self-Assessment Report of the work done during the previous quarter in the prescribed format to the immediate supervising officer, who shall review it annually and shall submit it to the Deputy Director concerned/Controller of Administration as the case may be. They, with their remarks, may submit it to the Executive Director for acceptance. The process should be completed before the last working day of the month following the quarter.

IKM shall devise a ten point scoring sheet to assess an employ on a quarterly basis. The immediate superior officer to whom self-appraisal report is submitted should award marks for each attribute. The attributes to be evaluated may be

- punctuality in accomplishing tasks,
- interest in assigned duties,
- ability to understand situations,
- ability to hold responsibilities,
- interest in learning,
- leadership qualities,
- ability to work in teams,
- willingness to put extra efforts to attain the goals of IKM,
- interest in dealing /solving the problems of Local Governments, and
- Innovations or special works done,
- Self-initiatives.

Each attributes may be assigned ten scores. The score given by the reporting officer (immediate superior officer) shall be increased/decreased with justification by higher officers and Executive Director. Self-assessment and scoring shall be made applicable to all staff excluding Executive Director.

Average of the four quarterly reports obtained by an employee shall be basis for his/her score for a year. The four quarterly self-assessment report and the annual score sheets together forms the Annual Assessment Report of the staff. If the score of the Annual assessment period is less than 65, he/she shall not be considered for career promotion that year. In the succeeding year he/she can be considered again by excluding the score of the first year and considering that of the latest year. This process may go on till he/she qualifies for promotion. If the concerned employee gets average score of F (<35%) in two successive years, his service shall be terminated from IKM.

Yearly score obtained by an employee shall be intimated to him so as to give a chance for improvement. The Executive Director or an officer authorised by him shall decide on any appeals on the scores.

### **6.1 Annual Confidential Report**

An Annual Confidential Report (ACR) shall be maintained for each staff member other than the Executive Director. A suitable form of ACR shall be devised by IKM. The form shall contain sheets for self-appraisal, reporting, review and acceptance. On the basis of various attributes a staff member shall be assigned a grade as A (>90%), B (80-89%), C(65-79%), D(50-64%) or E(35-49%) or F(<35%). The grading shall be made by the reporting officer liable to be altered by the reviewing/accepting officer or by the Executive Director. The grade obtained by a staff member, if it is C, D, E or F shall be intimated to him for improvement. If more than half the grades obtained by a staff member during the residency period is D, E or F, he/she shall not be considered for career advancement for that year. The procedure prescribed for average score shall be followed in the case of excluded candidates here also.

If the concerned employee gets F grade in two successive years, his service shall be terminated from IKM. Any employee may be terminated by Executive Director / Assessment Committee on grounds of serious financial impropriety, gross indiscipline or insubordination, intentional mala fide software development/misuse (under IT Act) after appropriate enquiry and after giving suitable opportunity of being heard to the concerned employee.

The assessment of a qualified employee for promotion should be made once in a financial year, and on promotion from one grade to next higher grade, the post held by him/her shall be upgraded automatically. On assessment promotion, the promoted person carries the post with him and as and when he vacates the post, the vacancy shall be treated to have occurred at the lowest grade in the Division and fresh recruitment shall be made at that grade.

There is no vacancy-oriented promotion to higher posts. The incumbents shall be considered for higher grades when they complete the minimum residency period in a particular post.

### **6.2 Screening Committee**

The Career Advancement Promotion of all the staff shall be made on the basis of the recommendation of the Assessment committee formed exclusively for this purpose.

In the beginning of a calendar year, the Executive Director of the Society shall constitute a screening committee for short listing the candidates and recommending them for the assessment interview. The Annual Assessment Report and ACR of all staff members who are to complete the residency period by that quarter end shall be placed before the screening committee for shortlisting the candidates. The list shall be published in the website and notice board of IKM. The list along with the AAR and ACR may be placed before the Assessment Committee.

### **6.3 Assessment Committee:**

The Executive Director of the Society shall constitute an assessment committee for interviewing the candidates. Career advancement of the employees will be based on the assessment of suitability of a candidate by the Assessment Committee on the basis of AAR and ACR and the interview of the candidates with reference to assigned tasks and accomplished works. The Executive Director should ensure that the Assessment Committee includes members qualified to assess the performance of the staff to be assessed.

The Assessment Committee shall prepare the list of the successful candidates separately for each category in the order of ranking. The Executive Committee should approve the minutes of the Assessment Committee and the assessment promotion will be with effect from the date on which the candidate is eligible for promotion. The decision of the Assessment Committee shall be final. There shall be no appeal against the decision of the Assessment Committee.

**Table 11 : The prescribed residency period under different post for consideration to career progression**

No	Designation	Retaining period in years
<b>Professional Staff – Research &amp; Development Division</b>		
(a)	Senior Programmer Grade I	05 years in post (b)
(b)	Senior Programmer Grade II	05 years in post (c)
(c)	Senior Programmer Grade III	05 years in post (d)
(d)	Programmer Grade I	05 years in post (e)
(e)	Programmer Grade II	05 years in post (f)
(f)	Programmer Grade III	04 years in post (g)
(g)	Junior Programmer	Entry Post
<b>Professional Staff – Operation and Maintenance Division</b>		
(a)	Senior Support Engineer Grade I	05 years in post (b)
(b)	Senior Support Engineer Grade II	05 years in post (c)
(c)	Senior Support Engineer Grade III	05 years in post (d)
(d)	Support Engineer Grade I	05 years in post (e)
(e)	Support Engineer Grade II	05 years in post (f)
(f)	Support Engineer Grade III	04 years in post (g)
(g)	Junior Support Engineer	Entry post
<b>Technical Staff</b>		
(a)	Senior Technical Officer Grade I	05 years in post (b)
(b)	Senior Technical Officer Grade II	05 years in post (c)
(c)	Senior Technical Officer Grade III	05 years in post (d)
(d)	Technical Officer Grade I	05 years in post (e)
(e)	Technical Officer Grade II	05 years in post (f)
(f)	Technical Officer Grade III	04 years in post (g)
(g)	Junior Technical Officer	Entry post
<b>Administrative Staff (with minimum Graduation)</b>		
(a)	Manager	05 years in post (b)
(b)	Deputy Manager	05 years in post (c)
(c)	Associate Manager	05 years in post (d)
(d)	Assistant Manager	05 years in post (e)
(e)	Senior Assistant Grade I	05 years in post (f)
(f)	Senior Assistant Grade II	04 years in post (g)
(g)	Senior Assistant Grade III	Entry Post
<b>Administrative Staff (without graduation)</b>		
(a)	Assistant – Grade –I	24 years in post (e)

Report on Restructuring of IKM, Kerala dated 18 March 2017

<b>No</b>	<b>Designation</b>	<b>Retaining period in years</b>
(b)	Assistant – Grade II	18 years in post (e)
(c)	Assistant – Grade III	12 years in post (e)
(d)	Assistant –Grade IV	06 years in post (e)
(e)	Assistant	Entry post

## **7. Constitution of an Expert Committee**

Government may constitute an expert committee consisting of persons with sufficient experience in the working of local governments, and software development to give domain support and guidance in the development of software. Approval of this committee shall be made mandatory for the rollout of the software developed by IKM.

## **8. Staff Rules – Information Kerala Mission**

(Service Conditions and Staff benefits)

IKM is now registered as a society employing sizable number of staff. It is highly essential to have defined rules governing the service conditions of the staff. Hence it is recommended that the services of an expert/committee may be employed at the earliest to frame the service rules of IKM staff. Till such rules are framed, KSR may be followed as a stopgap arrangement.

## **9. Implementation of this Report**

If accepted, it is recommended that the recommendations in the report may be implemented in toto. Implementation of the report piece meal such as financial benefits of the staff, raising the revenue of the society, etc. may not serve the purpose intended. Restructuring of the society is essential for its continued existence.

## **10. Summary of Recommendations**

1. IKM may be restructured into three wings – Research and Development wing, Operation and Maintenance wing and Human Resource wing.
2. Existing staff may be repositioned in the above wings purely on the basis of their Qualification and Experience
3. All the existing staff may be retained and assigned duties according to their qualification.
4. IKM shall venture into other areas to retain staff. The probable areas are purchase and maintenance of hardware for local governments, training of the local government staff, etc.
5. IKM shall have a Helpdesk manned by competent staff. The Helpdesk shall function from 7am to 9pm in two shifts.
6. Eighty eight of the existing staff shall be retained in Headquarters and the rest shall be deployed in the field after giving necessary training.
7. Existing vacancy of 75 staffs shall not be filled on permanent basis.
8. No more additions to the field staff.
9. Fresh hands may be posted for software development on short-term basis.
10. Existing staff may be categorised into Professional, Technical and Administrative category on the basis of qualifications. They shall be repositioned in defined positions on the basis of qualification and experience.
11. Remuneration of staff is fixed as consolidated pay with two percent annual increment.
12. Fixation of pay is made taking the pay structure of Public Works Department on comparable basis.



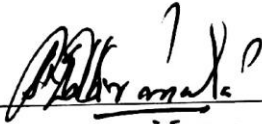
13. There shall be sufficient incentive for good work in terms of promotion and career progression along with pay increase. Similarly, strict action like suspension, termination should be taken against the employees who are poor performing, ineffective and acting against the interests of the organization.
14. Future career advancement of the staff shall be on the basis of objective assessment following definite procedure.
15. Staff cost of IKM shall be recovered from the local governments.
16. Recommendations of the report may be implemented in totality.



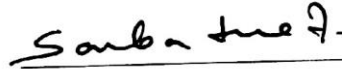
**P. Bala Kiran. I.A.S.,  
The Director of Panchayats (Chairman)**



**T.K. Soman  
The Additional Secretary (in charge of  
LSGD), Finance Department (Member)**



**S. Divakaran Pillai,  
The State Performance Audit Officer  
(Member)**



**S. Sambasiva Rao. I.A.S.,  
The Executive Director, IKM (Member)**