

Norms regarding Consultancy assignments taken up by faculty members:

One of the Objectives of the Institute enshrined in its Memorandum of Association is to assist Government, Public and Private sectors and other Organizations to improve management practices through consultancy and other services. In pursuance of this objective, the Institute proposes to offer consultancy services to the clientele organizations which in turn shall not only enable it to perform its basic objective function, but can also help the faculty members to improve, upgrade and diversify in their areas of specialization by gaining access to the field realities.

The consultancy work is an integral part of the job of a faculty member and, as such, there should be no restriction being put on the number and nature of such assignments/projects being undertaken by faculty members and the resultant remuneration earned. The institute should therefore encourage faculty members to get themselves engaged in consultancy work by developing liaison with various Organizations, Ministries, Departments and other Private Concerns. However in order to ensure that the consultancy assignments/projects taken have a direct bearing on the basic objective function of the institute and in no case hampers the fulfillment of primary duties and responsibilities of the faculty members, there is a need to formulate a comprehensive policy and work out norms for this purpose.

In the backdrop of above mentioned facts, the policy and the norms to govern taking up of consultancy assignments/projects by the faculty members of the Institute and sharing of their consultancy fee have been worked out as follows:

- i) Consultancy projects be taken up by the Institute on priority basis as these will generate more revenue for the Institute. Faculty members and the staff associated with such projects should be allowed to share such consultancy fee received by the Institute to serve as inducement for them.
- ii) A consultancy project should normally be allotted to such a faculty member(s) on whose efforts a consultancy project is given to the Institute.

- iii) In order to promote team spirit, more than one faculty member can be associated with a consultancy assignment, provided the project is jointly secured by such faculty members.
- iv) For working out the consultancy fee to be charged by the institute, the faculty members while submitting the project to the funding agency should consider the aspects of man-hour input at different levels, use of infrastructure and the involvement of the supporting staff. For this purpose, the projects may be segregated into the following two categories:
 - a) A Project which involves one or more faculty members, supporting staff and the use of infrastructure facilities such as library, computer lab. etc; and
 - b) A Project which requires the participation of faculty member(s) only without any use of Institutional infrastructure or support.
- v) The consultancy fee received by the Institute on any project should be shared on the following pattern subject to enhancements from time to time:

For type (a) Projects:

- a) 50% of the consultancy fee should go to the Institute.
- b) 50% of the consultancy fee should be shared by the faculty member (s) and the supportive staff involved in the project.

For type (b) Projects:

- a) 30% of the consultancy fee should go to the Institute.
- b) 70% of the consultancy fee should be shared by the faculty member (s) and the supportive staff involved in the project.

However in case of both the types of Project, the maximum honorarium shared by the supporting staff shall be

limited to only twenty percent of the amount received by the faculty member(s).

- vi) Budget estimates of every Consultancy Project should provide for the indirect costs incurred by the Institute to the tune of 15% of the total budget estimates for the Project which should directly go to the revenue account of the institute.
- vii) A faculty member may not normally take up additional consultancy projects till the backlog of existing projects is cleared.
- viii) No consultancy fee should be shared with a faculty member on any such project which forms the part of routine allotment and, as such, reflected in the Annual Research Calendar.
- ix) A Committee should be constituted to review and monitor the progress on consultancy projects to ensure their timely completion. In order to ensure completion of pending projects, a dead line should be fixed by the Committee for their completion in consultation with the concerned faculty member(s).

The Sub-committee of IMPARD Executive Council is accordingly requested to approve the proposal for adopting it as a policy on Consultancy by the Institute.
