

Work Norms for YASHADA Faculty (2009-2012)

A meeting of the *ad hoc* Committee to revise YASHADA work norms was held on 19 January 2009, and the first proposal was a result of those deliberations. Thereafter, the Proposal was discussed in detail at the Faculty Meeting on 19 April 2009, and the following is a draft of the modified work norms for YASHADA Faculty for Heads of Department, Professors, Associate Professors, Assistant Professors and Research Officers.

Definitions

Any quantification of work must begin with clarity on the definitions of the various units used, and as the majority of the YASHADA Faculty is essentially occupied with teaching and training, these units are defined at the very outset:

Teaching unit

As the nomenclature of YASHADA faculty indicates, their primary task is the transfer of knowledge and skills to the trainees. Therefore, it is necessary to define the teaching Unit in all its variations:

Sr. No.	Type of Teaching session	Duration	Points/Course Weeks
1.	Lecture (Subject-specific Introductory/Inaugural: Could include Expectation Analysis, Background Presentation, Ice-breaking exercise etc) Valedictory: Should be summative of the entire course, and pointing the way ahead. Must include an evaluation (other than the forms) through discussion, in which at least one faculty from another department must record their impressions, which must be incorporated in the CD's Report along with a statistical analysis of Evaluation Forms.	90 minutes	1 Teaching Unit
2.	Activity (Role Play, Group exercise, Panel discussion, Computer Lab, Evaluation, Examination)	90 minutes	1 Teaching Unit
3.	Study tour (every study tour is expected to include some learning activity like group reports, surveys, evaluations, resource mapping, etc. and a study tour report must be included in the CD's report)	1 day or multiples	4 Teaching Units or multiples

Training

At present, the terms 'Training Programme' and 'Workshop' are used interchangeably – a training input if it's of 1-2 days' duration is simply termed a workshop. In these work norms we wish to make a formal separation between the two. Thus a Training Programme is an intervention in which the participants have been duly nominated by a Government Department, which follows the D – 60 process, and where the pedagogy is largely lecture based. The major work input is in the pre-programme phase. (Preparation of reading material etc)

For the purpose of these Work Norms, 1 TRAINING UNIT (TU) is defined as a training intervention of 3 days' duration, with adjustments as per the table below:

Sr. No.	Duration of Training	IH/OR*	Training Units
1.	Less than 3 days	In House	0.5 Training Unit
2.	3 days (Multiplied in case of longer programmes)	In House	1 Training Unit
3.	4-5 days	In House	1.5 Training Unit
4.	Less than 3 days	Outreach	1 Training Unit
5.	3 days (Multiplied in case of longer programmes)	Outreach	2 Training Units
6.	4-5 days	Outreach	3 Training Units

* As Outreach programmes require a lot of travel time, time away from home and extra administrative work, we have given double credit for O/R programmes, to maintain equity between departments and among faculty.

Workshop Unit

The following activities may be considered as Workshops, and 1 Workshop Unit (equivalent to 1 Training unit) will be awarded for ON CAMPUS workshops, irrespective of duration, as the same amount of preparation (sometimes more) is required for a successful workshop, as for a 3-day training programme. It may be noted that in a workshop, most of the work output occurs post-workshop, and participants are invited rather than nominated.

The WU credits will be doubled for Outreach Workshops.

Sr. No.	Type of Workshop	Workshop Units
1.	Workshop/Project Meetings	1 Workshop Unit
2.	Project Formulation	1 Workshop Unit
3.	Training Needs Analysis	1 Workshop Unit
4.	Validation Workshop	1 Workshop Unit
5.	Module Development/ Curriculum Development	1 Workshop Unit
6.	Stocktaking/Review Meeting	1 Workshop Unit
7.	Evaluation Workshop	1 Workshop Unit
8.	Dissemination Workshop	1 Workshop Unit
9.	Brainstorming Workshop	1 Workshop Unit
10.	Research Methodology Workshop	1 Workshop Unit
11.	Regional/ National Workshop	1 Workshop Unit
12.	Policy Formulation Workshop	1 Workshop Unit
13.	Presentations for visiting donors, partners	1 Workshop Unit

Proposed Work Norms:

In order to provide standardized norms for YASHADA which are perceived as just, equitable and achievable across all departments and activities, the following post-wise work norms are proposed:

Post	Teaching + Administration (40%)	Training/workshops/ Research (60%)
HoDs	60 units + 20 units for administration	30 Units
Associate Professors (non-HoDs)	80	30 Units
Assistant Professors	80	30 Units
Research Officers	40 (Trade-off with Project-related research and support)	30 Units

Research Unit

With YASHADA's increasing engagement in sponsored projects, departments like SIUD and RDC are taking on staff whose work does not fit into the conventional teaching-training paradigm. Therefore it is necessary to define an equivalence formula for research and project activities. The following norms are based on the assumption that a typical project will have a duration of 4 months:

Sr. No.	Types of Research Work	Points/Workshop Weeks
1.	Research Proposal	1 Research Unit
2.	Design of Research	1 Research Unit
3.	Field Surveys & Studies	2 Research Unit
4.	Analysis	1 Research Unit
5.	Report Writing	2 Research Unit
6.	Content Development (per 10 pages)	1 Research Unit

1 Research Unit = 3 days of work

For longer projects, they may, as a matter of convenience be expressed as multiples of 4 months, and all activity credits will get suitably multiplied.

The following example indicates how to assess MANDAYS for a project of 12 month duration, with a staff of 3:

Activities 1-5 = 7 units x 3 workdays = 21 workdays

Staff of 3 working full-time = 21 x 3 = 63 mandays

Duration 12 months = 63 x 3 base project units = 189 mandays.

The key to the success of these norms would be that at the start of each year, the concerned HOD approves and submits the work plan of all the faculty in a particular department,

specifying their activity-wise units, how this adds up to 100% performance, and what additional activities each proposes to undertake.

The above proposal was discussed and validated at the YASHADA Academic Council Meeting, held on 7 February 2009, and may kindly be approved.

Sd/-
V. Ramani
Director General

As approved by the Director General on 28/10/2009.

Director TMC

