

GOVERNMENT OF THE PUNJAB  
TEVTA SECRETARIAT  
GENERAL MANAGER ( OPERATIONS )  
96- GULBERG ROAD, LAHORE

DATED LAHORE THE 01-10-2003

To

1. The Zonal Manager ( North )
2. The Zonal Manager ( Central )
3. The Zonal Manager ( South )

**SUBJECT:- IMPLEMENTATION- INSTITUTE OPERATING MANUAL.**

The under mentioned policy will be followed for subject implementation.

The under mentioned policy was evolved during a joint meeting of Zonal Managers headed by General Managers ( Operations ) on 09 September 2003.

2. **The following schedule will be adhered to by all concerned :-**

- a. In phase-I the District Managers to intimate names of the Institutes which they plan to monitor for implementation of the manual in the first phase by **15<sup>th</sup> September 2003.** ( These should be major Institutes i.e GPIs, GTTIs, GCTs, GCC & GICs located in the District.
- b. The first report on implementation for institutes in Phase-I would be forwarded to the Zonal Offices by **15<sup>th</sup> October, 2003.**
- c. First report on monitoring by Zonal Office would be submitted by **1<sup>st</sup> November, 2003.**

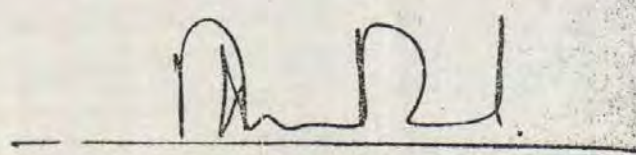
The remaining institutes will be covered in phase-2 as per under mentioned schedule :-

- a. Progress report for Phase-II Institutes will be provided by the District offices by **15<sup>th</sup> December 2003.**

The complete report for all Institutes of each district will be submitted by **15<sup>th</sup> January 2004.**

Subsequent monitoring reports will thereon be submitted on monthly basis for each phase. This report will be submitted along-with Monthly Progress Report by **1<sup>st</sup> of each month.**





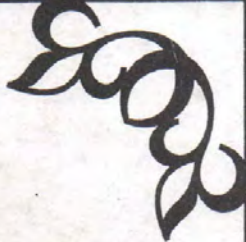
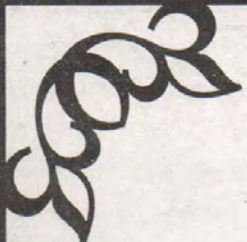
ENGR. COL@ M. QAMAR BASHIR  
GENERAL MANAGER ( OPERATIONS )

- d. The Chairman, TEVTA for information, please.



o/e







**TEVTA  
INSTITUTE  
OPERATING  
MANUAL**



**FIRST EDITION 20 Aug, 2003**

**Jadeed Educational Services**  
Urdu Bazar, Lahore. 7224382

## **OBJECTIVE**

To Improve the quality of students passing out and to create uniformity in operating procedure for all TEVTA institutes big or small This manual has been prepared to assist the Principal and staff in administering their institute in consonance with time tested principles of sound management and academic practices. The manual dwells at length on the whole spectrum of institutional activities. The operating procedures outlined therein can be easily incorporated and are progressive in nature. Implementation of this manual in letter and spirit is expected to raise the standard of TEVTA Institutes at par with any renowned teaching chain in Punjab.



## FOREWORD

All exemplary organizations whether striving for excellence or having already achieved it always conduct their day-to-day business in accordance and in harmony with a standard set of guidelines. Taking cognizance of this fact we at TEVTA Secretariat have designed and compiled a manual, which in general covers the whole spectrum of activities in an Institute. This manual has been the outcome of extensive labour and hard work put in by the TEVTA team headed by the Chairman, TEVTA Board Members and senior management. Long hours and extensive brain storming have resulted in this first manual. For ease of convenience and instant referral the manual has been divided into four sections. Each of the sections namely Academics, Co-Curricular, Management and Accounts offers broad guidelines to assist the Principal in managing his institute par excellence.

Management-	Techniques which will assist the Principal and senior staff to manage the institute par excellence.
Academics -	Measures and guidelines to improve the academic image of the institute.
Co-curricular-	Procedures which will enhance and generate a spirit of good will among staff and students.
Finance	Guidelines to prepare monthly and quarterly reports and returns.

You may notice that many of the procedures outlined in the manual are being practiced by you in one form or the other. This manual will assist you in systemizing your approach and will also allow you to cover the vital missing gaps. Procedures not being practiced in your institute must be initiated immediately. I can assure you that if you can inculcate the requisite zeal and motivating spirit in your subordinates to invoke the essence of the manual in your institute. You will find yourself the proud head of the best institute in your city and further-more you will feel great pride in being associated with TEVTA to be the hallmark of quality skill based training in Punjab. I wish you all success and the best of luck in your endeavors.

This manual is by no means the last word on the subject. The compilation of the manual has been coordinated by the Operations Department. All readers / users of the manual are at liberty to recommend any changes which may be communicated to the Operations Department for due consideration and subsequent inclusion.



**(SIKANDER MUSTAFA KHAN )  
CHAIRMAN, TEVTA.**

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## MANAGEMENT SECTION

This section includes policies, procedures and various other tools which are required for better management of multifarious activities of an institution. The head of the institution is responsible that Instructions and guidelines given are thoroughly understood by him and his staff and subsequently are implemented religiously.



**M-1****INSTITUTIONAL DATA**

- a) Relevant and useful data pertaining to the activities of an institution is a very useful management tool. It is imperative that important and vital data be displayed in the Principal's office using charts & the remaining data be kept in a ready recknor file.
- b) Listed below are some of the topics under which data be prepared, maintained and made available when required.
- i. Organogram of the institution.
  - ii. Details of Instructional staff
  - iii. Qualification record of Instructors.
  - iv. Details of Administration Staff.
  - v. Schedule of courses.
  - vi. Students of running courses
  - vii. Students intake record (course wise)
  - viii. Students intake record (Year wise)
  - ix. Record of Dropouts – Course wise
  - x. Progressive bar charts for last five years indicating intake, pass-outs, drop outs for each course and for complete institution.
  - xi. Restructuring Training plan details.
  - xii. Schedule/Plan of extra curriculum activities.
  - xiii. Examinations Schedule
  - xiv. Details of Training equipment with critical deficiencies.
  - xv. Projects In-hand
  - xvi. AR / SR Allotment/expenditure state.
  - xvii. State of funds including monthly expenditures.
  - xviii. Staff on various types of leave.
  - xix. Record of vehicle.
  - xx. Institution Assets State
  - xxi. List of Industries for Placement.
  - xxii. Details of Hostel Accommodations.
  - xxiii. Schedule of Regular Reports and Returns.
  - xxiv. Regular meetings / conferences Schedule.
- c) The above list will be extended or reduced keeping in view the needs and requirements of the institution. However all data will be updated regularly and the date of revision be invariably indicated.

- d) Principal/Head of the institution to ensure the following:-
- i. Data is correct in all respect.
  - ii. Information is updated daily/periodically keeping in view the change arising.
  - iii. Updation date is clearly indicated at the top of the chart/sheet.
  - iv. Data which requires authenticity, must have the source indicated.
  - v. Data/Information is all the time ready and available to be presented to any visiting officer.



**M-2****PUNCTUALITY OF STAFF**

- a) Punctuality is not only the presence of an individual at a particular place at the assigned time but it also includes the performance of an assigned task or duty in time. Efforts be made to inculcate this habit as a second nature in all staff members.
- b) A procedure will be evolved to ensure the following:-
  - i. All staff members report to the institution in the morning in time. Attendance register will be maintained for entry time of the arrival of each staff member. At a defined time, the register will be closed and put to Principal/HOD. Late arrivals record will also be maintained.
  - ii. Procedure be evolved to ensure all classes are held in time and record is maintained. Variations with reasons for defaulters be recorded for counseling and follow up remedial measures.
- c) Principal or Head of the Institution to ensure the following:-
  - i. Procedure for monitoring the punctuality is in place and is being followed.
  - ii. Remedial actions including counseling is done to habitual defaulters.
  - iii. Aspects must be recorded while evaluating annual performance.

## M-3

**MORNING ASSEMBLY AND PRAYER**

- a) Well begun is half done. Assembly at the beginning of the day is a sign of collectivism and discipline. Beginning with the name of Allah sets an environment most suitable to an educational institution. Quranic verses according to the day to day human / social requirements and needs may be selected, recited and explained in the assembly for the enlightenment of the students and staff. The morning assembly not only ensures regularity / punctuality but the occasion also provides an opportunity to the institution management to make important announcements for the information & compliance by the student. The basic purpose of the morning prayer is to provide impetus to the teachers and students to work for self satisfaction and to the will of Almighty Allah for ultimate national cause.
- b) Regular Morning Assembly will be held in the institution. The students will be assembled either technology wise or course wise and the conduct will be on the following lines.
  - i. Reciting of one "Sura" each day by a student along with its translation.
  - ii. Recitation of the following prayer before the start of the class by the teacher.
  - iii. Weekly dress and personal care check of the students.
  - iv. Important announcements by the Principal/Senior members of the staff.
- c) The principal to ensure the following:-
  - i. Appoint a teacher as incharge to arrange the daily event of assembly.
  - ii. Monitor that the verses selected are up to the occasion and the daily activity of recitation is rotated among the students.
  - iii. Recitation and explanation are followed by a short speech covering some moral lesson.
  - iv. Keeping in view the strength of the students, provide Public Address System for the subject purpose.



M-4

**STAFF ATTENDANCE**  
**AND MOVEMENT CONTROL**

- a) All-staff members are expected to inform their HOD/ Principal, in case of they need to leave the premises. However such movement must have the approval of the concerned authority and is made when not required for teaching or other assigned tasks.
- b) A short leave register be kept with appropriate authorities to accord sanction of short leave. Officers exercising this authority be responsible to ensure that only those staff members allowed by him for the period specified, leave the premises. Movement of senior staff members/HOD will be monitored by the Principal himself and proper record for every day will be maintained.
- c) Principal/ H.O.D be responsible to ensure that short leave procedure is observed, followed, and recorded.

## M-5

**STUDENTS ATTENDANCE RECORD**

- a) To educate the young generation (students) is the main aim of establishing and maintaining educational institutions. The ultimate goal of their grooming to the effect of making them good human beings and disciplined citizens (members of society), assign the students a central position in the educational institutions. Hence it is necessary that the students are motivated to be regular in their attendance. Various steps of motivating and punitive measures must be taken to improve the attendance of the students. Appearance in final examination of all courses demand minimum attendance therefore the students should be properly briefed about the importance of attendance. The ultimate aim is to improve the academic culture in the institution and inculcate a sense of responsibility and discipline in the students.
- b) Following guidelines are listed below to ensure better attendance, thereby improving academic culture.
- i. Minimum attendance for each course is defined by Punjab Board of Technical Education which is a pre-requisite for appearing in annual examination. The rules are as under:-
- (a) A candidate must have completed overall 80% of attendance in order to be eligible to appear in the examination. However for Vocational Training it is 60%.
  - (b) The principal may condone upto 10% of shortage of attendance on the basis of genuine reasons provided to him/her to his/her satisfaction.
  - (c) If a candidate is short of the required percentage of attendance at the time of submission of admission form and fees to the Board but is likely to make up the shortage in due course of time, the Head of institution may send up his admission form and fee provisionally to the Board subject to confirmation when the candidate actually makes up the shortage. In case the candidate is unable to make up the shortage, the principal of institution shall withdraw his candidature by writing to the Controller of Examination not later than the 15<sup>th</sup> day before the commencement of the examination.
  - (d) Attendance shall be counted on the basis of total number of contact hours, theory and practical, for which the classes were actually held during an academic session.
- ii. Students at the time of start of the course will be informed clearly about this pre-requisite.



- iii This be also made as one of the agenda points for discussion / information during the routine teachers parent's meeting.
  - iv Every teacher before the start of the period/class must take the attendance on a proper proforma and forward it duly signed to the HOD/Incharge teacher every day.
  - v Any exceptional irregularity be brought to the notice of the Principal for necessary follow-up action.
  - vi Weekly or monthly record of attendance (keeping in view the length of the course) for each student will be displayed on the Main Notice Board of the institution for the information of the students.
  - vii Students having poor record of attendance will be interviewed by the Principal for counseling. Principal may issue warning in writing to students who fail to show improvement in attendance.
- c) The principal to be responsible for the followings:-
- i. Ensure that the instructions are understood by all and are duly complied with.
  - ii. Visit the classes and interact with the students and create in them awareness about importance of regularity in attendance.
  - iii. Establish various slabs of fine keeping in view the social set up of the area to ensure maximum attendance.
  - iv. Inform the consequences of poor attendance not only to the students but also to their parents in scheduled meetings.
  - v. Not to permit a student to appear in the final examination if his attendance does not meet the pre-requisites.

**M-6.****COURSE TIME TABLE.**

- a) Presence of permanent and everyday timetable is a must to run the classes efficiently and effectively. Properly prepared and displayed timetable facilitates the teachers and the students to act positively. Without timetable both the teachers and the students will remain confused.
- b) Course time tables are designed and made to streamline the course contents and regulate the classes as per the curriculum and help in monitoring the conduct of classes as per schedule. These also generate a sense of responsibility and duty in the teaching staff, which ultimately ensures the completion of the course covering all topics of the relevant subject in time.
- c) Following aspects will be covered in this regard: -
  - i. Time Tables will be made for each course separately on fortnightly basis.
  - ii. They will be displayed on the Main Notice Board or Departmental Notice Board.
  - iii. Each time table will invariably contain the following information: -
    - (a) Name of course.
    - (b) Running week number of the course.
    - (c) Dates of the week.
    - (d) Number of periods alongwith the timings.
    - (e) Periods defined for topic alongwith the main subject.
    - (f) Abbreviated name of the Instructor for various periods. Key to abbreviation be given at the bottom.
    - (g) Type and location of the class.
    - (h) Revision periods or self-study periods be included and indicated. Same be followed for various examination periods.
    - (i) Record of all time tables for each course be kept in a separate file.
- (d) Principals /H.O.D. during their visit to various classes must check and monitor that the class is being run as per time table including the topic of the subject. Instructors concerned will be responsible to ensure that they conduct the training as per schedule and complete the curriculum in time.
- (e) The principal through his staff be responsible for the following:-
  - i. The timetable has been prepared and displayed in the institution well before the commencement of the week.
  - ii. The timetable is displayed at more than one proper place for the convenience of teachers and students.
  - iii. All classes are conducted as per the time table.

**M-7.****CURRICULUM DISPLAY**

- a) Contents of curriculum should be at the tips of the teachers and the students. A well-defined curriculum displayed at a place within the access of both teachers and students keeps them aware of what they have to teach/study. It helps achieve the required results.
- b) The objective should be to keep the teachers and students abreast with the curriculum.
- c) The Principal to ensure the following:-
  - i. All the teachers possess copies of the curriculum including manual/ books relevant to their subjects.
  - ii. Copies of the curriculum are displayed in the staff room separately for each course being run.
  - iii. All the teacher cover the curriculum completely.
  - iv. The teachers provide details of curriculum to the students.



**M-8. AREA UPKEEP AND MAINTENANCE**

- a) Work place is another home/house of the workers. Condition of the house speaks of the thinking and approach of the inmates. An educational institution is a house of the students and teachers. If the building and environments are kept clean, it will help develop good opinion about the house and inmates by the outsiders. The ultimate aim should be to maintain and create healthy academic and physical atmosphere in the institution.
- b) In order to achieve the above, following guidelines are given:-
- i. Area if large can be divided and assigned to staff members with support staff.
  - ii. Cleaning staff to ensure that area is clean & tidy before the opening time of the institution.
  - iii. Sense of proper house keeping be generated in the students. The up keep, tidiness & cleanliness of the classroom be made the responsibility of the class students.
  - iv. Maximum plantation, seasonal & permanent be done in the institution. This can be done by the dedicated staff for the purpose or staff from outside be hired for specific task / duration of time. Finances be met through institution own funds.
- c) The Principal may achieve the objective in the following manner:-
- i. Daily or weekly round / visit of the area / classrooms /lavatories / hostel etc to inspect and monitor the performance of the staff assigned this task.
  - ii. Arrange weekly / monthly collective cleaning exercise involving students and staff.
  - iii. Facilitating incentives to class declared as the best of the month.
  - iv. Form students' " Houses" like "Qasim House", "Tariq House" etc. In addition to other inter-house competition of sports etc, also arrange area up keep competition.
  - v. Any other activity, which helps in creating clean & hygienic environments inside the institution building and its open and green area.

**M-9.****STUDENTS UNIFORM**

- a) A well-dressed man's appearance is of great advantage. Apart from other things, dress also helps to project the personality. As educational institution is a workshop where character and personality are built, the lessons and inculcations on the use of uniform and other relevant things are integral part of the training here. This is the best way to eliminate the difference of social status and to create and maintain equality among the students. For this purpose the prescription of uniform dress is the best technique. It also suggests the spirit of collectivism among the students.
- b) Uniforms for students of TEVTA institutions have been standardized as under:-
- Boys
- i. Blue Shirt
  - ii. Grey Trousers
  - iii. Black Shoes
  - iv. Blue Pull-over/Blazer during winter.
- Girls
- i. White Kameez
  - ii. White Shalwar
  - iii. Black Shoes
  - iv. Dopatta for 1<sup>st</sup> Year – Blue
  - v. Dopatta for 2<sup>nd</sup> Year – Maroon
  - vi. Pull-over according to the colour of Dopatta during winter.
- c) All students will put on TEVTA Badge on their shirts (Boys) or Dopatta (Girls)
- d) Following guidelines are given on the subject:-
- i. One sample uniform will be displayed in a glass cabinet for guidance & reference for the students and standardization.
  - ii. Use of blue coverall be made mandatory & enforced strictly while working in the workshops.
  - iii. Condition and cleanliness of the uniform be checked in the morning assembly.
- e) The Principal to ensure that:-
- i. The significance of uniform is notified to the students.
  - ii. Frame and implement various programmes to motivate the student to put on proper uniform without taking it as a pressure.

**M-10.                    INSTITUTION- SECURITY ARRANGEMETS**

- a) Presently it has become necessary to save the institution from any possible subversive activity and theft of its assets. A proper security arrangement is must for protecting high cost equipment of the institution which is procured/ provided through great efforts and costs.
- b) Following guidelines are given to achieve the safe environments in the institutions:-
- i. Properly trained & experienced security guards / chowkidar be recruited who are well versant with the security duties.
  - ii. They must not be used for other purposes except the security duties.
  - iii. All security guards to wear defined uniform i.e. shalwar, kameez malaitia colour cloth with beret.
  - iv. Entry gate be manned by security guard who must ensure that visitors are allowed in only if duly authorized.
  - v. Visitor record will be maintained at the entry point & put up to the Principal on regular basis.
  - vi. Security guard to ensure that students leaving the institutions before closing time have authority for the purpose.
  - vii. Area night guards be employed.
  - viii. Security lights at various critical points be installed and switched on during night.
  - ix. Computer labs, workshop, offices, classrooms have proper locking arrangements & their keys are kept safely under the responsibility of a designated staff member.
  - x. Motorcycle & cycle stands are properly manned against theft or pilferage.
- c) The principal will ensure:-
- i. Use of the uniform by the security personnel.
  - ii. A full time chowkidar / security guard is posted at the entrance gate to watch the incoming and outgoing persons.
  - iii. A proper register will be maintained for keeping the record of visitors.
  - iv. A cycle stand / shed will be constructed or the area for cycle stand will be earmarked and no one should be allowed to park his cycle / motorcycle at any other place. This will help minimize the risk of theft.
  - v. Serviceability of security lights through his staff.
  - vi. Supervise and check the security arrangements during day & night periodically.



**M-11.                    LEAVE PROCEDURE STUDENTS**

- a) Regularity in studies and attendance of classes by the students is in the benefit of the students. It also reflects the attitude of a student towards achieving his goal i.e training. However leave becomes essential some times which a student needs to avail. In principle, student should be discouraged to avail leave on frivolous grounds as this also affects their attendance requirement of the course.
- b) Principal to ensure the following:-
  - i. Leave procedure for various duration of courses is defined and all students are fully aware of it.
  - ii. Proper record of leave is maintained for each course and is regularly put up to him.
  - iii. Leave sanctioning authority with maximum number of leaves at one time is defined and followed.
  - iv. In case of excessive leave obtained by a student, his parent are properly informed alongwith the consequences of long absence.

**M-12.****LEAVE POLICY - STAFF**

- a) Staff, specially the Instructors are the back bone of a training institution and the most important tool of imparting knowledge. All staff members are expected to realize the fact & obtain leave only when the circumstances are un-avoidable. Leave should be considered as a privilege and not the right.
- b) Types and amount of leave for the staff member and the policy regulating it is already notified in various rules. The staff is expected to follow these regulations.
- c) Following aspects must be kept in mind by the Principal and other sanctioning authorities before considering leave.
  - i. Affect on the training schedule.
  - ii. Alternate arrangements
  - iii. Frequency and amount of leave already taken.
  - iv. Maintenance of proper leave record for all staff members. Scrutinization of this record by the principal daily & ensure no class is affected by the absence of a teacher.
  - v. Long absence from duty on any type of leave must not be encouraged. Principal to ensure that individual proceeds on leave when in dire need and not as a habit.
  - vi. Leave may not be given if it affects the training of the students.
  - vii. Individual does not proceed on leave unless and until his request for leave is sanctioned.
  - viii. Attendance record be reflected in the A.C.R.

**M-13. HOSTEL MANAGEMENT**

- a) Hostel where available becomes a part and parcel of the educational institution and is used to accommodate the students from the area far from the institution. Hostel Management is a real difficult job. Young students are away from their homes at the disposal of hostel authorities for food, accommodation and study. Therefore it becomes imperative that the affairs of the hostel are properly and efficiently managed.
- b) Following points / aspects must be adhered for better running of the hostel affairs thereby making the facility more conducive for academic environments:-
- i. A proper Hostel Warden/Superintendent be appointed who is required to stay in the hostel. Preferably a non-family faculty member be assigned this task.
  - ii. A Hostel Management Committee be constituted to run the affairs of the hostel. Senior student be included in this committee.
  - iii. No political activity be allowed in the hostel.
  - iv. Night stay of visitors in the hostel will not be allowed in any circumstances. Common room only be declared for visitors / guests. All rooms & other areas of the accommodation be declared as "Out of Bound" for the visitors.
  - v. No fire-arm will be allowed to be kept in the hostel. To monitor this regular physical checks be made.
  - vi. A separate Mess Management Committee be formed to monitor the expenses of the mess and running of the kitchen. Expenses be kept at the minimum within the financial range of the students.
  - vii. All types of hostel funds be defined. Their collection & expenditure should be properly monitored and recorded by the Hostel Committee under the supervision of Hostel Warden.
  - viii. Television with a VCR and a couple of Newspapers / Magazines be provided in the Hostel Common room.
  - ix. Bringing of VCR from outside in the hostel and students rooms will be prohibited.
  - x. Healthy recreational facilities like table tennis, carom boards, chess etc be provided in the common room.
  - xi. Bring in and use of liquor and other intoxicating materials will not be allowed in the hostel.
  - xii. Hostel be kept clean and tidy through regular inspections by the Warden.
  - xiii. Hostel Warden must ensure that no such activity is held in the hostel, which is against the academic requirements, anti-social and disturb the peace of inmates.
  - xiv. Women visitors even if they are related will not be allowed in male hostels.
  - xv. Hostel warden after checking the credentials of the visitor may permit meeting in the common room or allow the student to leave the hostel with



- the guest for defined time. However visitors record must be maintained by the warden.
- xvi. Warden to ensure “light out” time is strictly followed.
- c) Principal being the overall incharge of the institution is also responsible that the hostel activities function according to the defined policies. General responsibilities include: -
  - i. Monitor the functioning of the hostel – the food for the students and their study schedule.
  - ii. Get daily report from the Superintendent / Warden of the hostel on various matters.
  - iii. Ensure that hygienic and cleanliness is maintained in the hostel.
  - iv. Expel the student from the hostel and if required from the institution who violates the rules and policies of the hostel.

**M-14. ESTABLISHMENT OF CANTEEN / CAFETERIA**

- a) Facility of a canteen / cafeteria depending upon the strength of students / size of the institution is a place where students can refresh themselves during the break time. This helps the student for getting together and acts as a place where they can relax, breaking the monotony of classroom. Institution must establish such facility which be improved gradually.
- b) Following guidelines are listed for the institution management:-
  - i. Simple but clean and hygienic canteen such facility be established and if possible provided with some sitting place.
  - ii. Prices of commodities available be kept at a competitive rate and price list is displayed. All prices to be controlled by the Principal.
  - iii. Canteen management Committee from the staff and students be made.
  - iv. Canteen contractor must be checked for cleanliness, provision of fresh & hygienic eatables with minimum price. The aim should be to provide the facility at affordable rates and not to make funds for the Institution or facilitate exorbitant projects for the canteen contractor.

**M-15. DRINKING WATER FACILITY**

- a) The cause of majority of diseases is the use of polluted drinking water. There are some cureless diseases caused by polluted water. It is a major issue of today's society. The students should be provided clean and hygienic drinking water at the institution premises.
- b) The Principal be responsible for:-
  - i. Ensuring that the source of drinking water is not polluted.
  - ii. Make efforts to install electric water cooler at the premises and if possible install water filters.
  - iii. In summer, ensure that cold water is available in water coolers if electric water coolers are not available.
  - iv. Water purification analysis be ensured on regular basis from outside agencies where available. In case the standards are not met, remedial actions are taken.



M-16

**ESTATE MANAGEMENT.**

- a) Every major Institute functioning in a Government building and maintaining official residences for staff will invariably nominate an estate management officer and one or two staff to assist in record keeping and maintenance of Govt. property. Smaller Institutes may detail clerical staff for record keeping purposes.
- b) Responsibilities of estate management officer will be as under:-
- i. Upkeep of lawns/play ground.
  - ii. Upkeep and maintenance of record of repair/maintenance to academic block, hostels and staff residences.
  - iii. Implement standardized rules for allotment of staff residences in consultation with Institute Principal/Committee.
  - iv. Establish code of conduct for staff occupying residences.
  - v. Establish rules for billing for utilities where separate billing arrangements for Institute and residences have not been provided.
  - vi. Estate management officer will be responsible for plantation in the Institutes & will check all unauthorized cutting of trees.
  - vii. Maintain record of AR/SR for its efficient utilization as per prioritization in consultation with the Principal.

**M-17      HOUSE-KEEPING BY STUDENTS & TEACHERS.**

- a) Institutes should dedicate some time during routine institute activity for house keeping/general cleanliness activities under supervision of institute staff.
- b) Teachers & students should jointly form groups to carry out the following tasks:-
  - i. Upkeep of lawns/play grounds.
  - ii. Upkeep of library.
  - iii. Plantation during season & care of plants.
  - iv. Cleanliness of class rooms and hostel areas.
  - v. Maintenance of laboratory equipment.

**M-18****STAFF TRAINING.**

- a) Principals of Institutes should be deeply involved in improving upon the quality of education being imparted. The cardinal issue in imparting quality education is the competence of the Instructor. Principals during routine visits to class rooms will note any shortfall in subject content/delivery by the Instructor. Necessary advice rendered to the Instructor regarding his weakness which should be recorded by the Principal and a periodic check be kept to see if improvement takes place.
- i. The Principals may recommend training of certain Instructors on priority for corrective training by academic branch.
  - ii. Monthly/quarterly results should be critically examined by Principals to identify teaching weaknesses and increased monitoring of weak Instructors be carried out to improve their performance.



**M-19**      **IMAGE BUILDING ACTIONS & ACTIVITIES**

- a) To a visitor the following indicators would shape an impressive image about the Institute:-
- i. A properly located reception office manned by pleasant & helping staff
  - ii. The Principals office – Its décor.
  - iii. General out look of the Institute –
    - (a) Well kept lawns/play ground.
    - (b) Clean & well laid out class rooms.
    - (c) Well laid out labs with clean, painted equipment, and major machinery marked by display cards etc.
    - (d) Rostrums for Instructors.
    - (e) Well-maintained library with proper record.
    - (f) Well furnished staff rooms.
    - (g) Notice boards placed prominently & photographs of major activity/special occasions displayed.
    - (h) Proper Cycle/Motor Cycle Stand/Car Park.
    - (i) Proper cafeteria clean & presentable.
    - (j) Clean latrines.
    - (k) Honour Rolls displayed at appropriate location.
    - (l) Well maintained auditorium if held.
  - vi. Institute activity to be highlighted in local press e.g.  
  
Board position by any student in exams.  
Speech contest/debate activity.  
Games activity/competition.  
Any social work undertaken by Institute.
  - v. Institute functions should be planned well and local dignitaries invited for prize distribution ceremonies.

**M-20      BOM-INSTITUTE MONITORING GUIDELINES**

- a) Regular monitoring of academic & non-academic activity of Institutes by District Boards is an essential part of the TEVTA vision. To make this activity effective, the President of a District Board may like to cover all district Institutes in his jurisdiction by nominating different members of the board to monitor a certain number of Institutes. Constant check of day to day working and remedial action in consultation with the Institute heads will go a long way in improving the overall performance of the Institutes. Apart from other routine activity the following may be given special attention:-
- i. Adherence to timings by both staff & students.
  - ii. Availability of teaching staff during working hours.
  - iii. Running of classes as per time table.
  - iv. General cleanliness.
  - v. Tutorial groups where formed may be encouraged by attendance.
  - vi. Sports/extra curricular activity be encouraged and monitored.
  - vii. Particular attention be given to the out-look of the Institute and concrete steps to improve upon this aspect may be recommended.
  - viii. Review results of the institutes.
  - ix. Monitor placement of pass outs.
- b) The above activity should be in the knowledge of District Manager for follow up & corrective action as pointed out by BOM.

M-21

**ON JOB TRAINING OF STUDENTS—**  
**INTERACTION WITH BOM.**

- a) District Managers & Institute Principals should always involve district board members for this all important activity which will go a long way in absorption of TEVTA pass-outs in industry.
- i. Specific field of OJT defined by Academic Department be kept in mind while selecting industry for trainees.
  - ii. District BOM and RD&A Section be approached for maximum assistance in this regard.



**M-22      MANAGEMENT TO UTILIZE CAPACITY**

- a) Every course in an Institute has been designed for a certain number of students based on the best possible use of the resources provided e.g. the training equipment, the teaching aids the space available and definitely on the number of Instructors authorized.
  - i. Each course being run in the Institute should be advertised effectively making use of hand bills, posters and the local press.
  - ii. Major components of a course be listed and job prospects indicated.
  - iii. Institute prospectus should be impressive and should list past achievements.
  - iv. The best publicity for increasing intake would however always be previous results.

## ACADEMIC SECTION

This segment includes various tools and methods which are required for uplifting of academic activities of an institution. The head of institution is responsible that instructions given are thoroughly understood by him and his staff and subsequently are implemented in true spirit.

A-1

### Lesson Plan

- a) It is a tool for the teacher to transmit his instructional objectives to his pupils in a planned manner with the view to develop the knowledge, abilities and skill of the students.
  - i. Every teacher will develop his lesson plan ( in a specified format).
  - ii. He may consult his seniors and colleagues in developing the lesson plan.
  - iii. He will ensure that he is teaching the class strictly in accordance with lesson plan.
  - iv. He will keep lesson plans in a file or folder when going in class.
  - v. The Principal & District Manager will frequently / periodically check the preparation, maintenance & application of lesson plan for teaching the class.
  - vi. The TEVTA Management / BOMs will also inspect the implementation of lesson plan from the current academic session.
  - vii. The Academic Audit Section, while carrying out audit should evaluate a teacher on the enclosed proforma.



A-2

**Assignment / Class Presentation**

- a) Practice makes a man perfect. Assignments and class presentation by students promote retention and perfection in knowledge and skill. Attitude of hardworking and self confidence is developed in the students with these activities.
- i. At the end of each major topic the teacher will give the job practice or assignment work to the students.
  - ii. The teacher will also check the assignment and provide guidance on weak points to the student.
  - iii. The teacher will also have a ready record with him about class assignments.
  - iv. The teacher will involve the class in delivering the presentations on given curriculum topics.
  - v. Spot testing/quiz be encouraged.
  - vi. The report of students lacking interest in class activity, be given to their parents for remedial measures, counselling etc.
- b) The Principal, HOI, DM , ZM will carry out inspection to observe this activity and motivate all concerned.

A-3

**MONTHLY TEST ANALYSIS AND ACTION**

- a) Tests are the methods adopted to evaluate the comprehension of instruction imparted to the students. It helps the teacher / institute management to achieve the desired results.
- It is envisaged that each teacher should :-
- i. Conduct monthly tests of his subject / class.
  - ii. Keep the record of test result with him for monitoring students performance regularly.
  - iii. Submit a copy of result to the HOD for record / analysis purpose.
  - iv. Hold a meeting / discussion with principal regarding his subject results.
  - v. Initiate the counseling for selected students for their academic improvement.
- b) The Principal will hold a meeting with parents of those students who are weak in their studies on report of respective teacher.

A-4

**MID TERM TEST (MTT)**

- a) In order to check the standard of instruction imparted, all the teachers and students should be involved in the test and measurement activity for a specific duration. After completing approximately half the academic session (at least) 50% syllabi is evaluated in Mid Term Test, putting the all students and teachers in an examination environment.
- i. MTT will be conducted when approximately 50 % course is covered according to curriculum spread of institution.
  - ii. The results / test record will be maintained by institute / college controller of examination.
  - iii. The progress report MTT will be sent to the parents of the students by the HOI.
  - iv. The counseling, with the parents of academically weak students, will be managed by HOI/HOD.
- b) Continuous efforts will be exercised by the institutions for the improvement of identified weak students, special fines will be imposed on the defaulter students not taking part in MTT.



A-5

**SEND UP TEST (SUT)**

- a) It is a tool to evaluate the students and teacher performances regarding coverage of syllabi, and ascertaining the students eligibility for Board / University Examination.
  - i. The SUT will be conducted / finished by the institutions at least 3 weeks before the last date of entertainment of admission forms by the University / PBTE.
  - ii. The Controller of Examination will maintain the result and record of SUT.
  - iii. The result of SUT will be displayed on the notice board for the information of students.
- b) The detention of students from appearing in Board / University Examination will depend on the performance of students in SUT, as per Board / University rules.

A-6

**EFFECTIVE SESSIONAL ASSESSMENT**  
**FOR PRACTICALS**

- a) Practice make a man perfect. In technical training, proficiency in carrying out any job on ground depends upon the practical knowledge gained in the course. Keeping this in view max emphasis has to be laid on practicals and their conduct.
- b) To achieve the desired goals all instructors to ensure the following:-
  - i. Conduct the practicals of his subject /class.
  - ii. Keep the record of practicals for monitoring students regularly.
  - iii. Submit a copy of the record of practicals to HO1/HOD for proper record/analysis.
  - iv. Hold a meeting with HO1 and HOD for inadequacies faced in carrying out practicals.
- c) The Principal or Head of Institute to ensure the effective sessional assessment of practicals according to curriculum.

A-7

### **Competition / Recognition & Incentives**

- a) In order to generate a spirit of healthy competition among the students in their learning activity and ultimately improve the attitude and image of students community various competitions should be arranged. There should a system of competition, recognition and incentives in the institutions.
- i. The Head of Institution (HOI), will promote this activity for academic and extra-curricular activities in the institution.
  - ii. The students securing 1<sup>st</sup> & 2<sup>nd</sup> position in monthly tests in a class may be awarded colour badges, sashes, or caps & college insignia.
  - iii. HOI may arrange tea party with position holders, once in a six months discussing their style of study at home and appreciating their hard work.
  - iv. The names of position holders be displayed on notice boards and they may be praised and appreciated in the morning assembly.
- b) Words of appreciation by the teacher for performing well in assignments / presentation will be a source of inspiration for the students.



A-8

**GUIDANCE FOR TEACHERS TRAINING**

- a) Teacher has a pivotal role to play in the modern educational system. Teaching is a skill and it is a well acclaimed maxim that teachers are born not made. Here we can add one thing to it that a teachers training refines the abilities of a teacher and can make the teacher more and more focused and goal oriented. Moreover, a teacher can be familiarized with the use of educational technology, which can further improve the communication skills of a teacher.
- b) Teaching is a very vast field and complete teachers training cannot be imparted by any organization to all the teachers because it implies heavy costs and is very lengthy.
- i. Target oriented short courses can be arranged, where existing teachers can join a course for one or two weeks and go back and serve at their institutions.
  - ii. Teachers Training Programmes should be designed for a category of teachers, keeping in view their area of teaching. Uniform or common training programs do not yield good results as the taxonomical levels are different for the teaching of cognitive, psychomotor and effective skills.
  - iii. Training should be comprehensive and should cover the:
    - ✓ General and specific objectives to be achieved by teaching of a specific topic.
    - ✓ Preparation of lesson plans.
    - ✓ Use of Audio visual Aids.
    - ✓ Taking feedback of actual learning of the students by conducting class test.
  - iv. Master trainers should be properly trained in the specific area of knowledge and they should have a command over their field.
  - v. Teachers training should be a continuous practice and teachers once trained should be called back for further training. By this we can appraise the change in their attitude and can further strengthen their teaching skills.
  - vi. Inspection should be arranged to judge the performance of those teachers who have been trained. Their deficiencies and shortcomings will help us as a feed forward in arranging the further training programmes.

A-9

**TEACHERS PERFORMANCE MONITORING**

- a) In the whole educational arena, the teacher is the center of attraction. If teachers perform well, an average educational set up can yield best results.
- Keeping in view the pivotal role of teachers in the educational process, we should be very careful and objective in monitoring the performance of a teacher.
- b) The Principal or Head of Institute should ensure:
- i. The teacher has carefully prepared the break up of topics of the syllabi before the start of academic session.
  - ii. The teachers have set specific objectives of each topic and he has determined the taxonomical level of each topic.
  - iii. The lesson plan has been prepared by the teacher well ahead of time.
  - iv. Teaching aids available in the institution have been properly utilized by the teachers or not.
  - v. Teacher is regularly taking the classes and covering the syllabi well as per schedule or not.
  - vi. Class tests are being conducted and evaluated by the teacher regularly or not.
  - vii. The teachers are counseling the students lagging behind in class or otherwise.
  - viii. The teacher is updating his knowledge and skill with latest developments.
  - ix. To arrange informal session with the teachers in which currently applied teaching modalities may be reviewed and upgraded.
  - x. Professionals from the concerned field are invited in institutions from time to time as guest speakers to provide an inspiration to students and teachers to grow according to needs of the job market.

A-10

**ANALYSIS OF FINAL RESULTS.**

- a) Analysis of institute final result reflects the performance of teacher for his subjects and helps the management in taking appropriate decision for improvement.
  - i. Immediately after the declaration of result by the University/Board a statement will be prepared by the HOI showing technology/trade wise results on proforma given below.
  - ii. Another statement showing the subject-wise result will also be prepared of each trade/technology.
  - iii. On the basis of these results, targets will be fixed for achievement of better results by the HOI for the trade/technology and subjects in consultation with concerned HOD's and teachers.
  - iv. In monthly meeting of HOI & teachers, it will be emphasized upon the teachers to work hard for achieving the targets.
  - v. The blue print of the above result statements will also be provided to the DM & ZM concerned for monitoring.

b) **NAME OF INSTITUTE** \_\_\_\_\_.

Sr. No	Trade / Tech	Capacity	Enrollment	Pass Percentages		
				1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> Year
				Instit.		
				Board		



**A-11      PRE-EXAMS REVISION PROGRAMME (PERP).**

- a) PERP is an activity to be carried out in the institute after completion of courses by the teachers. It will help the students in preparing them for annual examination to be conducted by the University/Board.
- i. The teacher will design a comprehensive PERP of his subjects in consultation with HOI /HOD as the case may be.
  - ii. This activity will have to be completed one week before the start of annual examination.
  - iii. In PERP, the teacher will also prepare a bank of important questions on the basis of 4 years question papers of his respective subjects. This question bank will be discussed/solved in the class.
  - iv. A file for all such questions bank of respective subjects will be maintained and kept in the office of HOI/HOD.
  - v. The District Managers / Zonal Managers TEVTA, Secretariat officers may inspect the question bank document during PERP period.
  - vi. During PERP the emphasis will be given both on theory as well as practical component of the course.
  - vii. The PERP will be carried out only for 1<sup>st</sup> Annual Examination, for the benefit of all the students.
- b) The HOI/HOD will rigorously involve themselves in this activity through class inspection and daily counseling with teachers.

A-12

**STUDENTS TEACHER INTERACTION**

- a) Student Teacher relationship is quite diverse. It does not end up with the end of the lecture. In fact, teacher is a guide, mentor and above all a role model for the students.
- i. In the teaching of psychomotor skill, the student teacher interaction is very close. At every stage teacher is to act as mentor and he is to provide step to step guidance to the student.
  - ii. In teaching of a cognitive skills the student teacher interaction is usually in groups.
  - iii. Teacher plays a very important role in the development of attitudes and building value system in the students.
  - iv. Tutorial sessions play a very important role in building confidence in the student. Students have greater interaction with their tutor in a more open and informal atmosphere.
  - v. Class assignments and individual projects to the students also provide an opportunity to the students to interact with the teacher.
  - vi. Remedial assistance session to weak students be arranged.
- b) Seminars, symposiums, exhibitions arranged with in the educational institutions can help in strengthening the student teacher interaction.

A-13

**UTILIZATION OF TEACHERS****TIME AFTER CLASSES.**

- a) Time is more than gold. A teacher is custodian of time treasure. Time management by teacher will bring a remarkable change in image, attitude and system of the institutions and as a whole in the TEVTA system.
- b) The time of a teachers after classes will be utilized by involving them in institute curricular, extra-curricular and management activities as follows: -
  - i. To sit in library regularly and interact with teacher/student on academic and current affairs.
  - ii. To assign certain duties to the teacher e.g. admission, fee concession, students affairs, examination, counselling with students, sports, debates etc.
  - iii. To provide feed back to HOI/HOD regarding students academic problem, irritants and law and order.
  - iv. To declare the competent and senior teacher as College Council Members, Senior Tutor, Day Master, Chairman Sports Board, Hostel Warden, Superintendent, Security Officer, Chief Proctor etc.
- c) To constitute various Committees for institute management which will involve the teacher in solving institute problem. It will create sense of participation and ownership in teachers.



A-14

**PRINCIPAL TEACHER MEETINGS.**

- a) Such meetings provide an opportunity for inter action among the Principal and teachers regarding academic, extra curricular and management activities of the institute. It helps in problem specification and problem solving with the view to achieve desired objectives.
- i. Monthly staff meetings to be arranged in institute by the HOI declaring one of competent teacher as meeting secretary to coordinate between principal and teachers.
  - ii. All academic, extra curricular and management matters should be discussed in the meeting and minutes be recorded in the minute register.
  - iii. Progress of all decision taken and action proposed in the monthly meeting on problem solving must be reviewed in the next meeting.
  - iv. The attendance register, statement of drop outs and struck off names of habitual absent students prepared by respective teacher will be checked and verified by the HOI/HOD as the case may be in accordance with the rules mentioned in prospectus.
  - v. A course covering register be maintained and discussed in the staff meeting to review and assess, whether the teaching is in conformity with the curriculum spread provided by the Academic Department of TEVTA, Secretariat.
- b) The implementation of the Institute operating manual should also be reviewed in the monthly staff meeting to promote uniform academic and extra curricular activities.

**A-15      LAB EQUIPMENT EVALUATIONS SYSTEM**

- a) List of laboratory equipment required for a course is given in every curriculum and course incharge/institute incharge should ensure that before start of course the requisite laboratory equipment is complete and in proper working order. This equipment should be taken on proper ledger charge and assigned to an incharge for safe keeping and upkeep.
- b) Following checks may be carried out to keep job equipment in best possible condition:-
  - i. Daily Check – At the time of issue to students or before/after use by a class.
  - ii. Monthly Check – By maintenance/repair personnel for ensuring timely repair & carrying out routine maintenance.
  - iii. Six Monthly Check – By charge holder & maintenance personnel.
  - iv. Yearly Check – Complete stock taking/condition as to service ability & recommendation for replacement/repair.
- c) Calibration of all equipment be carried out where recommended as per manufacturers manual.

**A-16      LIBRARY UTILIZATION (SELF STUDY)**

- a) Library is a place where companion of students are shelved as we have heard that book is the best companion. It is essential to promote the habit of library utilization in the students of an institute.
- i. The Librarian/Incharge Library shall deliver a lecture in each class emphasizing the importance of library utilization and method to use library in the start of academic session.
  - ii. Each class once in the start of lesson will be brought into the library hall/room by the concerned teacher. He will help them with the coordination of Librarian to apply the method of use of library.
  - iii. The students will be directed to bring their library issue cards in tutorial group meeting and the incharge of group will carry out continuous phased checking of these cards to observe their interest in library utilization and then take remedial action as required to promote this activity.
  - iv. The HOI, DM & ZM while inspecting the classes should take care of this activity too.
  - v. The HOI will highlight the inadequacies and short coming of library regarding books furniture to District Manager.

**A-17 BUILDING TEACHER PRIDE AND SELF STEEM.**

- a) The faculty reflects the image of an institute for the students and society to build the teachers pride and self esteem, it becomes essential to have a system for this out come with in the institute.
- i. The teachers should be smartly dressed.
  - ii. Graduate teacher to wear gown as per entitlement.
  - iii. As a man is recognized by his deed so the teacher will be recognized on the basis of his performance i.e. results, involvement in institute management affairs etc.
  - iv. Appreciation letters for teachers showing best results through BOM & DMs.
  - v. Special introduction for outstanding teacher during visit of dignitaries be arranged.
  - vi. Counselling be arranged by BOM & DM with the help of Principal for the teacher who need it.
  - vii. Maximum number of teacher be involved in extra- curricular and institute management affairs and assigning them various portfolios with rotation.
- b) The teacher with outstanding performance will be given preference while recommending for foreign/local training.



## **CO-CURRICULAR ACTIVITY**

Co-curricular activities form an essential part of grooming for students at all levels and should be given due importance by all staff.

This sections essentially gives guidelines which if followed by Principals/Heads of Institutes will go a long way in promoting a healthy work environment in our Institutes.

C-1

**FORMATION & FUNCTIONING**  
**OF TUTORIAL GROUPS**

- a). Involvement of students in co-curricular activity will be encouraged by formation of tutorial groups. These groups will help out in solution to individual/collective problems and assist in development of a healthy work environment in Institutes.
- b). The following activities will be conducted in the tutorial groups:-
  - i. Every tutorial group will have a monthly meeting wherein attendance will be mandatory.
  - ii. In the monthly meetings, individual/collective problems of the students will be discussed & solutions recommended.
  - iii. Activities like debates/speech contests may stem from this group activity leading on to inter group competitions.
  - iv. Involvement of a district board member in a tutorial group once in a while may be arranged.
  - v. Monthly activity of all tutorials will be recorded in a register which will be put up to the Principal along with recommendations for remedial action.

C-2

**SPORTS ACTIVITIES IN INSTITUTIONS.**

- a) All TEVTA Institutes will encourage students to participate in extra curricular activities. Major Institutes having own play grounds should conduct regular games under respective D.P.Es. or designated sports officers for the purpose.
- i. Each major Institute should decide on the number of teams they will prepare for entry in the annual competition by PBTE.
  - ii. Timings for the board competition should be declared in advance so that Institutions/districts can complete their local competitions & select the best possible team in time for the board annual competition.
  - iii. GTTIs and GVIs should be included in the competitions being conducted by the PBTE.
  - iv. Smaller Institutes not having own play grounds will conduct games requiring less space & less cost intensive e.g. Volley ball, Badminton etc.
  - v. All Institutes should be encouraged to hold some sports activity at the scale possible keeping in mind their resources & prizes be awarded to students performing well in sports activities.



C-3

**DEBATES/SPEECH CONTESTS**

- a) A very important part of co-curricular activity which needs to be promoted in TEVTA Institutions is the holding of debates & speech contests. This activity provides a chance to the students to express themselves; it acts as a confidence building activity and if properly conducted forms an essential part of the character building process for students.
- b) The activity can stem from tutorial groups, leading on to district level activity and terminating in TEVTA level competitions. Local dignitaries & literary figures may be invited in these competitions to give out motivation lectures and the activity to culminate in a certificate award ceremony for encouragement to the participating students. Occasions of national importance be used for such activity and topics relevant to important national/international events/occurrences be picked up in advance and inter Institute competition encouraged on a regular basis.

C-4

**ANNUAL PRIZE AWARD POLICY.**

- a) Every Institute should ensure that by the end of the academic year they take stock of their activity for the past year and as a mark of appreciation for their outstanding students in academics, co-curricular & extra curricular activity they should invariably hold simple but impressive annual prize distribution ceremonies. The occasion should be planned in a befitting manner and be graced by the President/members of the District Boards and local dignitaries.
- b) This appreciation of the high achievers goes a long way in motivating other students to compete for recognition.

Following awards may be given by the college:-

- i. First position – each class.
- ii. First position in Qirat/Naat, debate/quiz contest.
- iii. First position in any sports event of the Institute.
- iv. Position holders of any of the above in district/inter district/zonal and provincial competitions.
- v. Best overall performance in a course.
- vi. Best all round student of the year.
- vii. Best teacher of the year.

C-5

**STUDY/INDUSTRIAL TOURS**  
**FOR STUDENTS.**

- a) Study tours for students should be planned by Institute incharges the assistance of the District Board of Management at the start of the academic year.
- b) Local industry to be selected to economize on effort and cost.
- c) Tour should be undertaken in industries relevant to the field of study.
- d) Study tours to be mandatory for all courses of 1-year and above.
- e) Where possible study tours may also be arranged for short courses at the discretion of the Principal.



## **Finance Section**

This section give information about the working of Finance and Accounts Department of TEVTA, job responsibilities of the concerned officials and procedures to be adopted to prepare books of accounts on double entry system. It also contains guideline for institute accountant to send accounting information to his district accountant with prescribed frequency. It also gives guideline to institute's accountant about what sort of information, he is supposed to maintain in his institution.

## F-1 Working of the Finance & Accounts Department of TEVTA

- a) In the organizational setup of Finance Department of TEVTA a district has been assumed as a business unit. In districts there are various institutions. In every institution there will be an accountant cum cashier who will maintain cash imprest and inventory of fixed assets situated in the institute. The accountant of the institute would functionally be reportable to the District Accountant of the concerned District.
- b) To prepare books of accounts on double entry system of each institute, the accountant of the institute would fill the proformas as per annexure "F-2", "F-3", "F-4", "F-5", "F-6" & "F-7" and send it to the District Accountant of District Office on monthly basis. The District Accountant would be responsible for the preparation of books of accounts on double entry system of the each institute under his district. The method of entering the data into the accounting software has been defined in the accounting manual, which would be only available to him at the district level. If he feels any problem relating to data entry he would consult his Zonal Accountant.
- c) After finalization of data entry, the District Accountant would prepare the consolidated accounts of his district and forward it to his Zonal Accountant.
- d) District Accountant of each district will be responsible for getting the books of accounts of the institutes of his district audited from the external auditors. He would liaison with the external auditor in the matters relating to audit.
- e) District Accountant will also be responsible for getting the books of accounts of his institutes audited from Government Auditors (Auditor General Commercial Audit) and Internal Auditors of TEVTA. However Internal Auditors and Government Auditors can directly go to the institutes.
- f) The Zonal Accountant would guide the District Accountants of his zone. After getting consolidated Accounts from the districts, Zonal Accountant would enter the data into the accounting software and then prepare consolidated accounts at the zone level and forward it to the Deputy Manager Accounts at Head Office. The Accounting Manual will also be available to the Zonal Accountants.
- g) Deputy Manager Accounts at Head Office after getting consolidated accounts from the zones and final accounts of Tevta Secretariat would enter the data into the accounting software and then prepare the consolidated accounts of the whole TEVTA. Deputy Manager Accounts would forward the consolidated accounts to General Manager Finance & Admin for review. After reviewing the consolidated final accounts, General Manager Finance & Admin would present the final accounts to the TEVTA Board for its approval.

- h) Deputy Manager Accounts would also be responsible for updating and improvements in the accounting manual after getting approval of change from General Manager Finance & Admin.
- i) Presently there is only one professionally qualified Assistant Manager Internal Audit in the Internal Audit Department of TEVTA. As per proposed organization structure of Internal Audit Department Manager Internal Audit would head the Internal Audit Department of TEVTA. The main responsibility of the internal audit department would be to conduct the detailed internal audit of each institute/office of the TEVTA once in a year. Besides, conducting audit of the institutes/offices audit department would also make recommendation for the improvements in the accounting system and to further strengthen the internal controls.
- j) Every institute and District would prepare daily Cash & Bank position on daily basis. Proforma of daily cash & bank position is given as annexure "F-8".
- k) Every institute and District office will be required to maintain Fixed Assets Register on prescribed format. Proforma of Fixed Assets Register is given as Annexure "F-9".
- l) Every Accountant at institute, District, Zone and Head Office will be required to maintain budget position proforma at quarterly basis. Budget position proforma is given as Annexure "F-10", "F-11", "F-12" and "F-13".
- m) District Accountants will provide guidance to institution accountants for managing these Proformas.



Proforma 'F-2' **Receipts****Name Of Institute:-****Year**

	<b>Salary</b>	<b>Non Salary</b>
July		
August		
September		
October		
November		
December		
January		
February		
March		
April		
May		
June		
<b>Total</b>		

**Accountant****Drawing & Disbursing Officer**

**Payments**

Name Of Institute:-   
 Year

	Summary of Officer Salary (16 and above)												
	July	August	September	October	November	December	January	February	March	April	May	June	Total
01000-BASIC SALARIES													
01100-Pay of Officer													
02000-REGULAR ALLOWS													
02200-House Rent Allow.													
02300-Conveyance Allow.													
02700-Washing Allow													
02800-Dress Allw.													
02900-Other Allow.													
02907-Medical Allow.													
02914-Entertainment Charges													
02928-Charges Allow.													
02935-Spl. Addl. Allow													
02999-Others													
<b>02000-TOTAL R/ALLOW.</b>													
<b>03000-OTHER ALLOWS.</b>													
03300-Honorarium													
03400-Medical Charges													
03700-Cont Paid Staff													
03800-Leave Salary													
03900-Others													
<b>03000-TOTAL O/ALLOW.</b>													
<b>00000-TOTAL ESTB CHARG.</b>													
<b>Deductions</b>													
<b>Net Establishment Chrg.</b>													

Accountant Drawing & Disbursing Officer

**Payments**

Name Of Institute:-

Year

**Summary of Staff Salary (1-15)**

	July	August	September	October	November	December	January	February	March	April	May	June	Total
<b>01000-BASIC SALARIES</b>													
01200-Pay of Staff													
<b>02000-REGULAR ALLOWS</b>													
02200-House Rent Allow.													
02300-Conveyance Allow													
02700-Washing Allow													
02800-Dress Allw.													
02900-Other Allow.													
02907-Medical Allow.													
02914-Entertainment Charges													
02928-Charges Allow.													
02935-Spl Addl Allow.													
02999-Others													
<b>02000-TOTAL RALLOW.</b>													
<b>03000-OTHER ALLOWS.</b>													
03300-Honorarium													
03400-Medical Charges													
03700-Cont. Paid Staff.													
03800-Leave Salary													
03900-Others													
<b>03000-TOTAL O'ALLOW.</b>													
<b>00000-TOTAL ESTB. CHARG.</b>													
<b>Deductions</b>													
<b>Net Establishment Chrg.</b>													

Accountant

Drawing & Disbursing Officer



Proforma 'F-5'

**Payments**

Name Of Institute:-

Year

Summary of Non-Salary													
	July	August	September	October	November	December	January	February	March	April	May	June	Total
<b>10000-PURCHASE OF D/G.</b>													
11000-Transport													
12000-Machinery & Equip.													
13000-Furniture & Fix.													
<b>10000-TOTAL PUR.D/GOODS</b>													
<b>40000-REPAIR OF D/GOODS</b>													
41000-Transport Charges													
42000-Machinery & Equip.													
43000-Furniture & Fix.													
44900-Others													
<b>40000-TOTAL R.D/GOODS.</b>													
<b>50000- C &amp; S.</b>													
<b>51000-TRANSPORTATION</b>													
51100-T,A													
51200-Freight/Transportation													
51300-P.O.L.Charges													
51400-Conveyance ALLow.													
51900-Others.													
<b>51000-TOTAL.</b>													
<b>52000-COMMOICATION</b>													
52100-Postage & Telegraph													
52200-Telephone & Trunk													
<b>52000-TOTAL</b>													
<b>53000-UTILITIES</b>													
53100-Gas Charges													
53200-Water Charges													
53300-Electricity Charges													
53400-Hot & Cold W/Charges													
<b>53000-TOTAL UTILITIES</b>													
54000-Stationery Charges													
55000-Printing Charges													
56000-Newspaper & Books													
57000-Uniform & Liveries													
<b>58000-RENT.RATE &amp; TAXES</b>													
58100-Rent of Office Building													
58600-Rate & Taxes													
58900-Others													
<b>58000-TOTAL</b>													
<b>59000-OTHERS</b>													
59300-Law Charges													
59400-Fair & Exhibition													
59500-Publicity & Adv Charg													
59600-Payment O/Services													
59800-Cost Other Store/Trg.M													
59900-Others													
<b>59000-TOTAL OTHERS</b>													
<b>50000-TOTAL C &amp; S.</b>													
<b>60000-TRANSFERPAYMENT</b>													
Old Age Benefits													
65000-Scholarship													
67000-Entertainment													
Cont Paid Staff/Worker Pay.													
Bouns													
Gratuity													
Group Insurance													
Misc													
<b>60000-TOTAL</b>													
<b>TOTAL NON SALARY</b>													

Accountant

Co-Signatory/ DDO



Proforma 'F-6' Receipts

Name Of Institute:-

Year

Month	Govt. Fund				Board Fee				Non-Govt. Fund				G. Total	
	Admission Fee 1	Tuition Fee 2	Misc. Fee 3	Total 4	Registration Fee 5	Exam. Fee 6	Misc. Fee 7	Total 8	Printing Fund 9	Welfare Fund 10	Maintenance Fund 11	Security Fund 12		Total 13
July														4+8+13
August														
September														
October														
November														
December														
January														
February														
March														
April														
May														
June														
Total														

Accountant

Drawing & Disbursing Officer

Proforma 'F-7' **Payments**

Name Of Institute:-   
 Year

**Institution Cash Book**

Month	Govt. Fund		Board Fee		Non-Govt. Fund					G.Total		
	Name Of Bank	Amount	Name Of Bank	Amount	Name Of Bank	Amount	Name Of Bank	Amount	Name Of Bank		Amount	Security Fund Amount
		1		2								
July												
August												
September												
October												
November												
December												
January												
February												
March												
April												
May												
June												
<b>Total</b>												7=3+4+5+6 1+2+7

Accountant Drawing & Disbursing Officer

Proforma "F-8"

DAILY BANK & CASH STATEMENT

Institute/Office \_\_\_\_\_

DATE : \_\_\_\_\_

Sr. No	BANKS	A/C NO	BALANCE IN BANK Rs.	UN-PRESENTED CHEQUES Rs.	UN-CREDITED CHEQUES Rs.	BALANCE BANK BOOK Rs.
1						
2						
3						
4						
5						
<b>TOTAL</b>						

Rs \_\_\_\_\_

CASH IN HAND :

ADVANCE AGAINST EXPENSES





Proforma "F-10"

**BUDGET POSITION**

**INSTITUTE** \_\_\_\_\_

**PERIOD** \_\_\_\_\_

\_\_\_\_\_  
**RS**

**BUDGET DEMANDED BY THE INSTITUTE:**

\_\_\_\_\_

**BUDGET RECEIVED BY THE INSTITUTE:**

\_\_\_\_\_

**BUDGET UTILIZED BY THE INSTITUTE:**

\_\_\_\_\_

**BUDGET IN HAND AS AT** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Proforma "F-11"

**BUDGET POSITION**

**INSTITUTE** \_\_\_\_\_

**PERIOD** \_\_\_\_\_

\_\_\_\_\_ **RS** \_\_\_\_\_

**BUDGET DEMANDED BY THE INSTITUTE:**

\_\_\_\_\_

**BUDGET RECEIVED BY THE INSTITUTE:**

\_\_\_\_\_

**BUDGET UTILIZED BY THE INSTITUTE:**

\_\_\_\_\_

**BUDGET IN HAND AS AT** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Proforma "F-12"

**BUDGET POSITION**

**INSTITUTE** \_\_\_\_\_

**PERIOD** \_\_\_\_\_

\_\_\_\_\_ **RS** \_\_\_\_\_

**BUDGET DEMANDED BY THE INSTITUTE:**

\_\_\_\_\_

**BUDGET RECEIVED BY THE INSTITUTE:**

\_\_\_\_\_

**BUDGET UTILIZED BY THE INSTITUTE:**

\_\_\_\_\_

**BUDGET IN HAND AS AT** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Proforma "F-13"

**BUDGET POSITION**

**INSTITUTE** \_\_\_\_\_

**PERIOD** \_\_\_\_\_

\_\_\_\_\_ **RS**

**BUDGET DEMANDED BY THE INSTITUTE:**

**BUDGET RECEIVED BY THE INSTITUTE:**

**BUDGET UTILIZED BY THE INSTITUTE:**

**BUDGET IN HAND AS AT** \_\_\_\_\_



