

Committee Report

Policy on Human Resource Development in ICFRE



**Indian Council of Forestry Research & Education
Dehradun**



Photo credits:
Rakesh Kumar Dogra, IFS
(dogrark@icfre.org)



डॉ० वी० के० बहुगुणा, भा.व.से.
महानिदेशक, भा.वा.अ.शि.प.
एवं कुलाधिपति, व.अ.सं. विश्वविद्यालय
Dr. V. K. Bahuguna, IFS
Director General, ICFRE
and Chancellor, FRI University



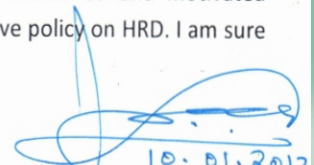
पर्यावरण एवं वन मंत्रालय, भारत सरकार
भारतीय वानिकी अनुसंधान एवं शिक्षा परिषद्
(आईएसओ 9001:2000 प्रमाणित संस्था)
पो.ओ. न्यू फॉरेस्ट, देहरादून - 248006 (उत्तराखण्ड)
Ministry of Environment and Forests,
Government of India
Indian Council of Forestry Research and Education
(An ISO 9001:2000 Certified Organisation)
P.O. New Forest, Dehra Dun - 248 006 (Uttarakhand)

The importance of well developed HRD policy can hardly be overemphasized in the success of any organization to meet its objectives. The main aim of such a policy in a scientific organization like ICFRE is to nurture researchers into socially responsible and highly capable professionals, competent to lead the forestry research education and extension at the national level. The HRD policy of ICFRE is being developed with an objective to orient organization envision its own role in stimulating and supporting employees contribution to the organization and national goals and how can the ICFRE fulfill its mission.

The HRD policy is expected to create an environment of opportunities not only to facilitate better understanding of the change in the sector taking place at National and International level and to prepare the Council to manage the change effectively, but also to foster a better social and cultural awareness and understanding, to tackle issues related to conservation, so very intricately linked to social welfare and livelihood of forest dependent communities.

The HRD policy of ICFRE is a step forward to inculcate professionalism in the research cadre by honing the definite skills of the researchers. Given the highly responsible and crucial role of researchers, it is imperative that they possess the necessary technical knowledge, skills and attitudes to discharge their responsibilities effectively. It is expected that the HRD policy will provide this platform for them and act as an agent of change in the Council in its assiduous quest for betterment.

I am extremely thankful to Dr Ram Prasad and his team of highly acclaimed and motivated professionals for their contribution in examining and suggesting a comprehensive policy on HRD. I am sure its implementation in totality will bring desired change.


10.01.2012
(Dr V K Bahuguna)

About ICFRE

Indian Council of Forestry Research and Education (ICFRE), an autonomous body in the Ministry of Environment & Forests has been undertaking the holistic development of forestry research through need based planning, promoting, conducting and coordinating research, education and extension, covering all aspects of forestry and natural resource management. The Council not only deals with the solution based forestry research in tune with the emerging issues in the sector, but also the global concerns such as climate change, conservation of biological diversity, combating desertification and sustainable management and development of resources. Topical research by the Council enhances public confidence in the ability of forest managers and researchers to successfully handle challenges related to natural resource management.

Vision:

To generate, preserve, disseminate and advance knowledge, technologies and solutions for addressing the issues related to forests and promote linkages arising out of interactions between people, forests and environment on a sustained basis through research, education and extension.

Thrust areas:

1. Managing forests and forest products for livelihood support
2. Biodiversity conservation and ecological security
3. Forestry interventions for climate change mitigation and adaptation
4. Management & improvement of forest genetic resources
5. Forestry education & policy research to meet emerging challenges
6. Forestry extension for taking research to people

ICFRE has Eight National level Research Institutes and four Centres of excellence located in different bio-geographical regions of the country to cater the forestry research needs of the Nation.

Research Institutes under the Council are:

- Forest Research Institute (FRI), Dehradun
- Institute of Forest Genetics and Tree Breeding (IFGTB), Coimbatore
- Institute of Wood Science and Technology (IWST), Bangalore
- Tropical Forest Research Institute (TFRI), Jabalpur
- Rain Forest Research Institute (RFRI), Jorhat
- Arid Forest Research Institute (AFRI), Jodhpur
- Himalayan Forest Research Institute (HFRI), Shimla
- Institute of Forest Productivity (IFP), Ranchi

Advanced research centres under the council are:

- Centre for Social Forestry and Eco-Rehabilitation (CSFER), Allahabad
- Centre for Forestry Research and Human Resource Development (CFRHRD), Chhindwara
- Forest Research Centre (FRC), Hyderabad
- Advanced Research Centre for Bamboo and Rattans (ARCBR), Aizawl

The details are available at www.icfre.org

Report of HRD Committee of ICFRE, Dehradun

The HRD Committee was constituted vide DG, ICFRE's order No. 31-25/2011-ICFRE(HRD) dated 08 August, 2011. The copy of the notification is annexed at "A".

The Committee had its first meeting in ICFRE on 21 September 2011 wherein practically all stakeholders were consulted and their views were heard and recorded. The copy of the minute, is annexed at "B".

The Committee also involved in discussion with senior management of ICFRE and went through different circulars, MoA of the Council and other relevant orders to understand the existing policy structure governing HRD issues. ICFRE was requested to provide information pertaining to different issues raised by associations and individuals. These are annexed at "C".

Before the final meeting, the members of the Committee went through the documents and sought clarification on certain issues from concerned management officials.

The Committee having examined the representations received from various stakeholders including recognized Associations of ICFRE and some individuals, the following recommendations are being given hereunder against each of the six Terms of References (TORs):

TOR I: *To examine and propose policy for enhancing the management skills of officers and senior researchers to keep them abreast with current thinking and trends in forestry research.*

1. Appointment of Director General:

The Council came into existence in October, 1988 with Dr. R.V. Singh, designated as first Director General (DG). He completed his tenure on 31 December, 1989 on his superannuation. In the past about 23 years there have been six regular DGs, including Dr. R.V. Singh, duly appointed by Govt. of India. However, for about eight years (about 50% time), the post remained vacant and was officiated by next senior person or many a times by Addl. Director General of Forests, MoEF, New Delhi, who in addition to their own duties and responsibilities in the Ministry also supervised the work of ICFRE. Needless to say they did not have adequate time to pay attention to the affairs of the Council. Thus the absence of a regular DG for a considerable time, created a vacuum and hampered the proper development of Council.

Even while selecting the incumbents the process has invariably been marred by some or the other controversies including litigations. The appointment was even bogged down in bureaucratic delays. All this was said to be on account of lack of

clarity in selection criteria and process. In other such organizations in the country (CSIR, ICAR, ICMR, etc.), it is a normal practice that outgoing and incoming heads are given farewell and reception on the same day. The most conducive thing should, therefore, be that the new DG joins at least one or two months before the completion of term of the outgoing DG and work as “under-study” so as to get familiarized about the working of the Council.

In India, the tenure of Head of Institution is normally for five years. ICFRE's “Memorandum of Articles” stipulates a normal tenure of five years, which has not been followed in ICFRE. For instance in the case of present DG a tenure of just two years has been specified, which is too small a period to make any significant contribution for the development of a Council with a number of institutions with varying disciplines and pan-India presence.

In view of the above facts, this Committee would like to make following suggestions:

- a) The term of DG should normally be for a fixed period of five years. In case the incumbent superannuates earlier, in the interest of organization, s/he should be considered for extension in service to complete the tenure. Else the incumbent should be allowed flexibility to complete his remaining service period in the Council.
 - b) The selection process should be streamlined including change of Recruitment Rules, Appointment of Search Committee, Eligibility Criteria, etc. so as to complete the entire process of selection before the completion of tenure of the outgoing DG.
 - c) Similar to ICAR model the Committee recommends to internalize the ICFRE office with the Ministry of Environment & Forests, by creating a Department of Forestry Research & Education under the Ministry of Environment & Forests, without diluting the autonomy enjoyed by the Council. This will facilitate the decision making process and ensure efficiency in forestry research & education of the country. Further the Committee feels that it will be appropriate to shift the Council's headquarter to New Delhi so that the coordination, internalization and empowerment of the ICFRE in service of forestry research & education in the country is best achieved.
2. Posts of DDGs/Directors of the Institutes and other senior positions in the Council should also be filled up by following similar norms and procedures as applicable to the selection of DG, so that there is no time lag between outgoing and incoming persons.
 3. Deputationists, generally IFS Officers coming from States, are not familiar with the working of Directorates/Divisions/other functional charges in the Institutes

and Council. In order to familiarize them with the functioning of ICFRE units, it is necessary that a process of orientation of deputationists for a period as may be decided by DG, should be put in place.

4. The senior scientists should be deputed to identified leading institutions in the country (ASCI, Hyderabad, IIMs, IIFM, etc.) to equip them with research management and administrative capacity.
5. Training need assessment (TNA) work should be outsourced to specialist(s)/agencies as per the requirement of different research activities of the Council.
6. Senior scientists should be designated as National Project Directors/Subject Matter Coordinators, and likewise so as to provide them wider exposure in research, management & administration. It is further recommended that certain administrative positions at senior level may also be assigned to the distinguished scientists of the Council.
7. In view of forestry research needs changing with the time, it is necessary to re-organize the Disciplines and Divisions through consultative process. It is high time to establish Centre of Excellence in few thrust areas like Policy Research, Community Forestry & Community Based Natural Resource Management (CBNRM), Climate Change etc.
 - a) Distinguished “Chairs” in thrust areas should be established. The eminent persons identified through prominent peers should be invited to the “Chair”.
 - b) The practice of appointment of Emeritus scientists is prevalent in other Councils and their institutions. This needs to be introduced in ICFRE also.
 - c) Post of National Scientist at the level of DDG/Scientist “H” should be created.
8. Flexible Complementing Scheme should be made more rigorous. Evaluation of work of individual scientist should be done through third party as is applicable in Indian Universities and other National Institutes.
9. Collaborative research and networking with eminent institutions in the country and outside should be encouraged in order to widen the research base of the Council and its Institutes.

TOR II : To examine and propose enhancing core competence of the researchers in their areas of specialization, including curriculum through training, facilitation of visits to advanced institutes, professional interactions, research workshops and seminars etc.

10. In certain disciplines (Paper technology, biotechnology, climate change, application of nano-science, eco-system modeling & forecasting, environmental economics, and other frontier areas of research), the scientists including the deputationists should be sent to prestigious institutions in India and abroad for further training and research.
11. In order to increase the international presence of ICFRE, certain proactive initiatives should be taken.
 - a) Exchange programme between ICFRE and other similar Councils/Institutions in Asia-Pacific region should be established. The Council should also play leading role in addressing the forestry research problems of SAARC and other developing countries, including in Africa. The Council should also propose hosting alternative headquarters of APAFRI and similar bodies at FRI, Dehra Dun. Networking beyond Asian region should also be explored on the recommendations of Council's scientists.
 - b) The Council should encourage young forestry researchers from SAARC countries and African regions for research work in India under on-going collaboration programmes. This type of international collaboration will generate global perspectives on different themes (Paper Pulp Industry, Forestry & livelihood, biodiversity, climate change, carbon forestry, eco-system service valuation etc.) There should be a dedicated centre providing working facility to researchers from different countries and regions. Fellowships can be arranged/awarded from interested industries/Corporate Houses under their CSR (e.g. International Forestry Institute at Port Land, USA). A corpus fund should be created to meet the expenditure for this purpose.
 - c) The Council should host at least one international and two national workshops/conferences every year in one or other of its Institutes. Since the Council is an autonomous academic institution, it can generate resources from National and International Donors in India.
 - d) DST and other National bodies have a dedicated fund for sponsoring researchers to attend international seminars. Council should also establish its own funds to sponsor researchers of forestry departments of Universities, SFRI and its own scientists from this fund. They should not be required to struggle for funds & clearances for participation in important international events. DG of the Council should exercise his powers in this respect and, if need, be obtain necessary approval from BOG.
 - e) Scientists should have an opportunity to opt for a short term training programme once in a year and sabbatical leave once in service tenure.

- f) Directors of the Institutes should fully exercise the delegated administrative/ financial powers to sponsor their scientists for attending national trainings and other academic programs.
- g) The National Project Directors/ ADGs/ Coordinators and similar positions, should be given imprest fund (the amount may be decided by the DG as per the requirement of the Project) and power to incur expenditure for the smooth implementation of the project.
- h) Comprehensive induction programme for newly recruited scientists/researchers should be organized at ICFRE and its Institutes for about six months. This period could be extended as per requirement. The training module needs to be carefully developed taking into consideration the requirements of the Institutes and specialization of the individual scientist/researcher. Successful completion of induction course should be made mandatory for confirmation in service.
- i) Lateral induction of scientists at different levels was prevalent earlier. This needs to be revived to infuse new expertise.
- j) From amongst research/technical/support staff, persons with relevant qualification and experience should be inducted at appropriate level of scientist/researchers through promotion/recruitment. Appropriate changes may be required in the recruitment rules. The necessary relaxation in respect of age/class (e.g. I, II division) may be given by DG on the recommendations of the Directors.
- k) The scientists may be allowed to join other institutions with assured lien in the Council.
- l) Core Groups of scientists/researchers in important disciplines across ICFRE Institutes should be formed to team multi-disciplinary and multi-institutional researchers.
- m) In each Division a group of bright researchers should be identified and nurtured for taking up bigger responsibilities in future.

TOR III : To examine and propose requirement of in-service training for enhancement of professional skills at all levels so as to update their knowledge, skill and capability.

12. The training programme for support research and technical staff should be annual feature. Training facility should be created within the Council/Institutes. There should be a budget line for meeting expenses on this account. As far as possible, the resource persons should be taken from within the system. However, 20-25% resource persons could be taken from outside.

13. Policy for rotational posting of ministerial staff is necessary to provide them opportunities to learn the work of different branches and prepare for sharing higher responsibilities. Such persons may also require refresher courses which can again be organized in the Council/Institutes. Sharing higher responsibilities will entitle them for special pay/allowances as per Govt. of India's rules.
14. There should be a JCM at Institute level and in the Council to address the grievances of employees/scientists and others.
15. The Council needs to create an enabling environment for fast tracking the decision making process. The present traditional approach of decision making process involving multilevel scrutiny should be dispensed with. Council should consider appointing a management consultant to study and suggest appropriate measures for de-bureaucratization of the system.

TOR IV : To examine and propose up-gradation of infrastructure so as to match with the skills of researchers

16. A large number of equipments were imported during World Bank assisted FREE Project. They have outlived their utility and have become obsolete. A number of new products and electronic gadgets are now available for quality analysis. The Council should assess the requirements project-wise and procure them. A centralized lab with very sophisticated equipments with log book facility and trained staff should also be created in all Institutes to cater to the requirements of researchers who do not have easy access in other labs.
17. There is concept of virtual labs and rooms and, therefore, instead of creating additional physical infrastructure, there is need to optimize the available resources.
18. Transport facility to scientists/researchers should be enhanced by procuring new vehicles or by outsourcing. As a welfare measures, school buses and ambulances should be replaced as per the requirements. Similarly, the Council should endeavor to introduce CGHS access to its entire staff, in-service and retired.
19. Pension benefits which are reported to be applicable in ICAR should be examined for its application in ICFRE also.

TOR V: To examine and propose the terms and conditions of deputation in respect of IFS officers in ICFRE and in its institutes.

20. Research & teaching requires long term commitment. The incumbents join these institutions and before they fully mature in their job, their tenure comes to an end. This creates undue frustration because a large number of IFS Officers have definite leaning towards academics and, therefore, they want their career in these type of assignments. It is, therefore, felt necessary that deputationists of ICFRE and similar other academic institutions of MoEF should have uniform term of deputation of seven years or more.

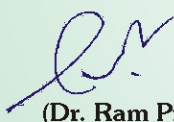
21. In attracting best talent, it is necessary that DG should have power to identify an officer based on his experience and Ministry should facilitate his/her selection as per the recommendations of the DG.
22. Standard term & conditions of deputation of All India Service Officers to autonomous organization should be fully applicable to ICFRE and its Institutes.
23. On the lines of Wildlife Diploma course, ICFRE should also foster specialization in the forestry subjects among IFS/SFS Officers. Long/medium term courses can be appropriately designed.

TOR VI: To examine the possibility of training allowance @30 percent of basic pay as extended to IGNFA Dehradun, CASFOS, Dehradun, DFE and WII Dehradun

24. A number of institutions with facilities of training allowance are located in Dehra Dun itself. These facilities are, however, not available to ICFRE deputationists. As a result the officers from ICFRE are always tempted to move to IGNFA and other institutions engaged only in training programme. In order to attract and retain the talented foresters, it is highly desirable to provide them training-cum-research allowance of 30%. This will go a long way in bringing field foresters into active forestry research, extension and education field and may contribute immensely to the frontier & applied areas of forestry research.
25. **Final Recommendation:** The Committee is of the view that the above recommendations (1-24) are linked with each other and therefore, their partial (on pick and choose basis) acceptance may not bear the desired impacts. Their full implementation for improving efficiency of the Council's performance is therefore desirable.

ACKNOWLEDGMENT

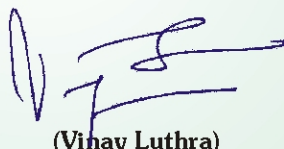
The Committee would like to thank the Director General, and his officers/scientists/staff for facilitating the deliberations of the Committee. The scientists, IFS officers & researchers, individuals and members of different associations of the Council actively participated and provided valuable inputs for the betterment of forestry research and education. The Committee appreciates and acknowledges their contribution in finalizing the recommendations, which it is hoped, will help to address their grievances and help them to perform to the best of their abilities and bring name and fame to the Council. The Committee would also thank and appreciate the valuable inputs including secretarial assistance provided by Dr. Anil Negi, Scientist and Shri Y.P. Bajaj, PS.



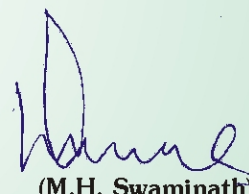
(Dr. Ram Prasad)
Chairman



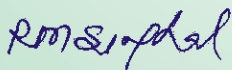
(M.S. Garbyal)
Member



(Vinay Luthra)
Member



(M.H. Swaminath)
Member



(Dr. R.M. Singhal)
Member



(Dr. M.N. Jha)
Member



(Dr. N.S.K. Harsh)
Member



(Rakesh Kumar Dogra)
Member-Secretary

Annexure - A

Sudhanshu Gupta, IFS
Secretary, ICFRE

Phones: 0135 2758614(O)
0135 2752173(R)
0135 2224588
FAX No. 0135 2750298

INDIAN COUNCIL OF FORESTRY RESEARCH AND EDUCATION

(An autonomous Body of Ministry of Environment & Forests, Government of India)

P.O: New Forest, Dehradun 248 006 (Uttarakhand)

No.31-25/2011-ICFRE (HRD)

Dated:08 Aug 2011

ORDER

The Director General, ICFRE is pleased to constitute Human Resource Development (HRD) committee as under

1. Dr. Ram Prasad, - Chairman
Former Director IIFM Bhopal
2. Shri M.S. Garbyal, - Member
Dy. Director General (Admin), ICFRE
3. Shri. Vinay Luthra, - Member
Managing Director, KSTDC, 49,
Second Floor, (West) Kanija Bhavan,
Race Course Road
Bangalore 560 001
4. Dr. M.S. Swaminath, - Member
Additional PCCF (Wild life),
2nd Floor, Aranya Bhavam, 18 Cross.
Malleswaram, Bangalore
pccfwl@gmail.com
5. Dr. R.M Singhal, - Member
Retd. DDG (Research), ICFRE
6. Dr. M.N. Jha, - Member
Retd. Scientist, FRI
7. Dr. N.S. K. Harsh - Member
Head
Forest pathology Division,
FRI Dehradun
8. Shri. R.K.Dogra - Member-Secretary
ADG (Education)

The mandate of the committee is as follows:-

- To examine and propose policy for enhancing the management skills of officers and senior researchers to keep them abreast with current thinking and trends in forestry research.
- To examine and propose enhancing the core competence of the researchers in their areas of specialization including curriculum through training, facilitation of visits to advanced Institutes, professional interactions, research workshops and seminars etc.
- To examine and propose requirement of in-service training for enhancement of professional skills at all levels so as to update their knowledge, skills and capability.
- To examine and propose up-gradation of infrastructure so as to match with the skills of researchers.
- To examine and propose the terms and conditions of deputation in respect of IFS officers in ICFRE and its Institutes.
- To examine possibility of training allowance @ 30% of basic pay as extended to IGNFA, Dehra Dun, CASFOS, Dehra Dun, DFE and Wildlife Institute of India, Dehra Dun

The committee will submit its recommendations to the DG, ICFRE within two months from the date of issue of this order.



(Sudhanshu Gupta)
Secretary, ICFRE

Distribution:-

1. All DDGs/ADGs/Director (P&IC)/Head, BCC/CVO/Head IAC, ICFRE.
2. All Directors of ICFRE Institutes.
3. All Members of the Committee
4. Sr. P.S. to DG, ICFRE

AUTHORS

Dr. Ram Prasad, Former Director, IIFM, Bhopal.

Chairman

Shri. M.S.Garbyal, Dy. Director General (Admin), ICFRE

Member

Shri. Vinay Luthra, Additional PCCF, Karnatak, Bangalore

Member

Shri M.H.Swaminath, Additional PCCF (Wildlife), Bangalore

Member

Dr. R. M. Singhal, Retd. Scientist, Dy. Director General (Research),
ICFRE

Member

Dr. M.N.Jha, Retd. Scientist, Former Dean, FRI, Dehra Dun

Member

Dr. N.S.K.Harsh, Head, Forest Pathology Division, FRI, Dehra Dun

Member

Shri. Rakesh Kumar Dogra, Asstt. Director General (Education),
ICFRE

Member Secretary

