

## **Minutes of the Internal Quality Assurance Team ( IQAT) held on July 25, 2016 , 3.00 PM( Venue- C-205)**

Members present:

Capt. Pradeep Padhy, Registrar

Dr, Suresh Jain, member

Dr. R. Sitaraman, member

Dr. Sapna A. Narula, Convenor

The new academic workload exercise was presented before the house by the Convenor. She also presented the rationale behind the entire exercise and also how various academic performance indicators were designed and the challenges in implementation of these indicators. The committee after due deliberation agreed on the following points:

After having discussion on whether to quantify the academic performance indicators, the committee members were of unanimous opinion that in the larger interest of institutional goals and related performance, it would be really good to have a quantification of performance indicators. The members were of the opinion that the entire exercise should be transparent, motivating and encouraging for faculty members and that work must be acknowledged, while ensuring the work is equally distributed at both intradepartmental and interdepartmental levels.

The committee agreed that we need to define key result areas for distribution of equal workload and performance measurement and the entire system is to be linked with performance appraisal. Also, the work load must be assigned in consultation with peers to ensure the achievement of results

It was suggested that such a system is liable to develop biases over a period of time; so to avoid it 360 degree appraisal must be ensured with proper feedback to the faculty members.

Most importantly, the workload distribution has to be carried out department-wise, especially as there are subject-related variations in terms of expectations, tasks and metrics. Comparisons across departments in this matter may be counterproductive.

In case such a system is initiated, it would be good to formally orient the new recruits regarding this performance appraisal system-, the expectations of the institution and peers thereby ensuring growth of both individual faculty members and the institution.

Notwithstanding the above, the appraisal system also has to take into account the special nature of challenges faced by founding faculty. Applying the same metrics in such cases would not be equitable.

The committee agreed on having further discussions about benchmarking of activities and the academic indicators in the next meeting as it required more exercise but was of the view that though there may be some universal indicators at the University level but there certainly would be some variations across departments

The committee also recommended to valuate various academic jobs as such an exercise would not be beneficial without valuation.

The meeting ended with a vote of thanks by convenor.

( Sapna A. Narula)