



Quality Council of India
Service and Finance Manual
(Bye-laws as per Clause 10(a) of the Rules)

Effective from January 1, 2018

This Service & Finance Manual is in consonance with the Memorandum of Association (MoA) and Rules & Regulations of QCI as approved by the Government of India and has been framed under Clause 10 of the Rules & Regulations and shall be treated as the Bye-Laws of the Council. This manual is effective from 1st January, 2018 (as per the approval of the 50th Governing Body meeting held on December 6, 2017). This manual supersedes all its earlier versions and any notifications / orders issued (prior to its implementation), in respect of the provisions contained herein.

Foreword by SG

Quality Council of India (QCI), since its inception, has been extensively involved in fostering quality among all its stakeholders through voluntary certification schemes, design & delivery of customized capacity building programmes, making strategies for implementation & sensitizing a cross-section of stakeholders on new developments on quality in areas related to international framework of accreditation, industry, healthcare, environment, education & training etc. It also helps the Industry and the government to create a competitive ecosystem at the world level, through various interventions.

QCI being an independent entity, has the mandate to work as a third party body for fair assessment and evaluation through competent entities. It was therefore necessary to put in place provisions which can foster growth within the organization through transparency and accountability. Fortunately, the responsibility to lay down the bye-laws, was entrusted to the Governing body, through the first set of rules framed by the government for QCI. This Service & Finance Manual has been developed as a part of the bye-laws, with the aim of achieving a fundamental paradigm shift from inward-looking processes /services to services based on merit and performance.

The main objective of laying out this manual is to assist QCI officials in performing their operational responsibilities efficiently. This manual provides guidelines and sets out procedures that ensure an appropriate level of standardization in the application of rules, regulations and conditions of service. It is developed to bring in higher sense of propriety in conduct and financial transparency.

This Manual is an updated version of the Manuals published in 2009, 2013 and 2015 and will supersede earlier versions. Any subsequent changes in the provisions laid down herein shall be issued from time to time by way of circulars / office orders, to ensure that the organization can retain its edge over competing institutions.

Secretary General

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1.1 OVERVIEW

Quality Council of India (QCI) is a non-profit autonomous organisation registered under the Societies Registration Act XXI of 1860 to establish an accreditation structure in the country and to spread quality movement in India by undertaking a National Quality Campaign. The Vision and Mission statement of QCI are as under:

1.1.1 Vision

Creating an eco-system for Quality

1.1.2 Mission

To lead nationwide quality movement in India by involving all stakeholders for emphasis on adherence to quality standards in all spheres of activities primarily for promoting and protecting interests of the nation and its citizens.

1.2 ESTABLISHMENT OF QCI

1.2.1 QCI was established as a National body for Accreditation on recommendations of Expert Mission of EU after consultations in Inter-ministerial Task Force, Committee of Secretaries and Group of Ministers through a Cabinet decision in 1996. Accordingly, the QCI was set up through seed funding initially by the Government of India and the Indian Industry represented by the three premier industry associations, (i) Associated Chambers of Commerce and Industry of India (ASSOCHAM), (ii) Confederation of Indian Industry (CII) and (iii) Federation of Indian Chambers of Commerce and Industry (FICCI).

QCI was envisaged as an independent organization with its own source of funds through accreditation and activities of quality promotion. It was mandated to run the national quality campaign through limited plan funds.

1.2.2 The MoA of the Society was approved by the task force and the first Rules were made by the government. The constitution of the Governing Council was also decided and first Secretary General was designated by the Government of India.

1.2.3 It was decided that the Council shall run its affairs from its own funds, however initially some Plan funds/grants will be allocated from the government limited to expenses for implementing the national quality campaign and QCI was to exercise control over the

funds through detailed financial rules. The Department of Industrial Policy and Promotion, Ministry of Commerce and Industry were designated as the nodal point for all matters connected with quality and QCI.

1.2.4 QCI has been established to create a mechanism for third party assessment of products, services and processes. In tune with the international best practices, it was envisaged that the Council will play the role of the National Accreditation Body (NAB) as per existing eco-system of quality around the world and will ensure that the quality of life of citizens is improved. It was therefore, befitting that QCI was set up as an independent professional body with full autonomy framing its own rules, regulations, powers and functions in conformity with the provisions of the MoA.

1.2.5 The above was also validated by the Expenditure Reforms Commission in 2001 which was adopted by the Governing Body (GB) in its 41st meeting held on December 4, 2014. The recommendations included that QCI Secretariat shall be accountable for all its administrative, financial and establishment matters to the Governing Body only. It shall follow the relevant GFRs limited to the expenditure out of the funds given by the government and shall maintain its book of accounts as per its own rules. It shall follow its own service rules, Finance rules and function as per the relevant provisions as contained in MoA of the Societies Registration Act XXI of 1860. It shall have the power to frame additional rules, adopt rules, amend and repeal rules, anytime with prior approval of the Governing Body.

1.2.6 Being an independent organisation working under an overall international framework concerned with quality, it is stated that it is the sole responsibility of QCI to ensure equal opportunity during employment process, gender sensitive, accountable to the public through RTI Act. However, QCI may decide what voluntary information should be given in public domain so as to maintain confidentiality of assessment and accreditation services offered by it to its various stakeholders.

Note:

- (i) *The Cabinet note dated 09.02.1996 attached at Appendix-I*
- (ii) *The Objectives of QCI are defined in MoA, attached at Appendix – II.*
- (iii) *The Rules & Regulations of QCI are placed at Appendix-III.*

1.3 THE ORGANISATION

QCI shall function through the Governing Body and other executive bodies (Boards/Committees) for implementing the strategy, policy and operational guidelines set out by the Governing Council with a view of achieving international acceptance and recognition.

The various bodies of QCI are as under shown in Governance Structure in 1.3.1:

- (i) The Governing Council (GC)**
- (ii) The Governing Body (GB)**

(iii) **Finance Committee (FC)**

(iv) **Accreditation Boards (ABs) and Quality Promotion Board**

In addition, the organisation will have a full-fledged Secretariat which will manage the administrative, financial as well as the technical functions as authorized by the Governing Body from time to time, as shown in Administrative structure in 1.3.2.

1.3.1 Governance Structure

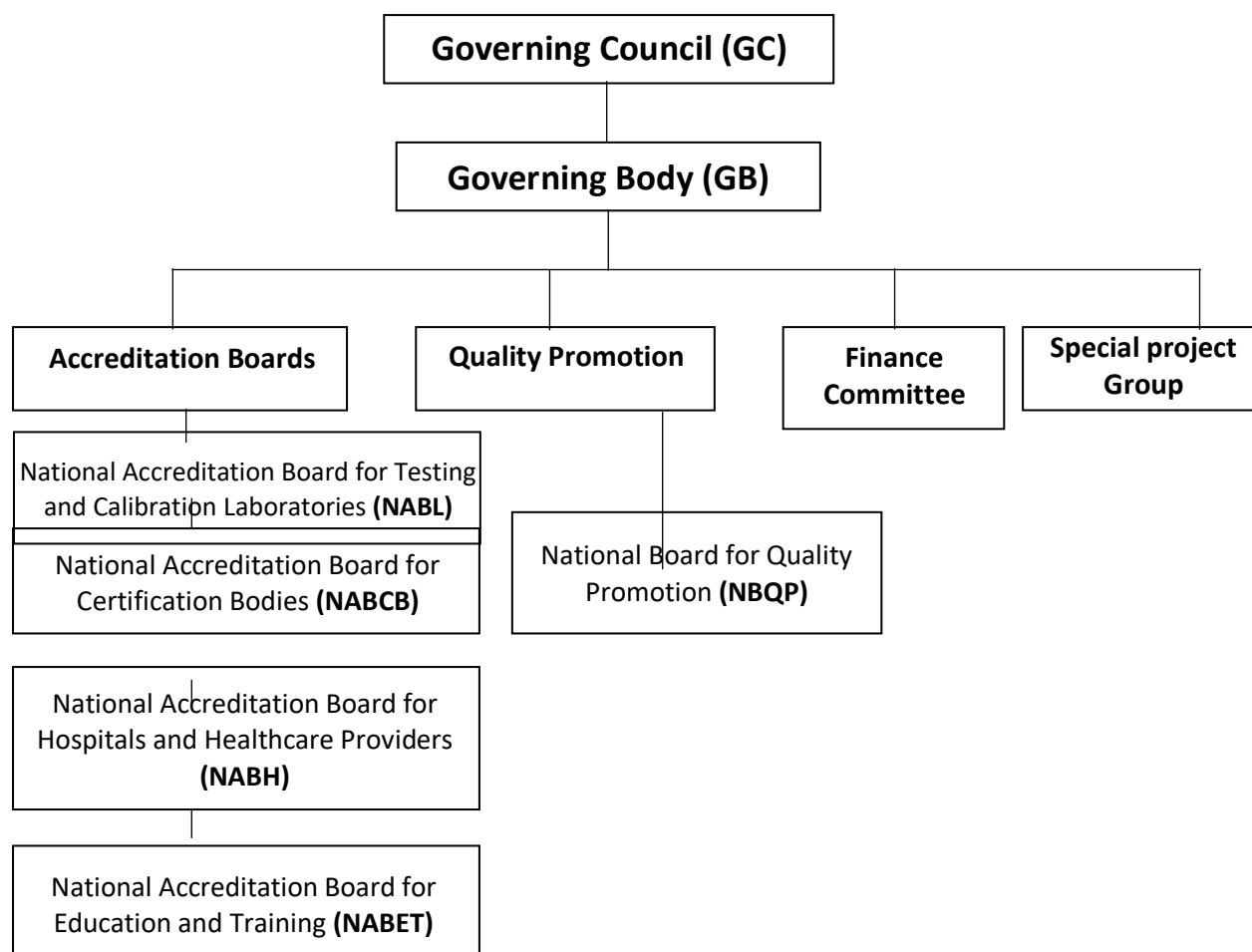


Fig. 1.1 Governance Structure

1.3.2 Administrative Structure

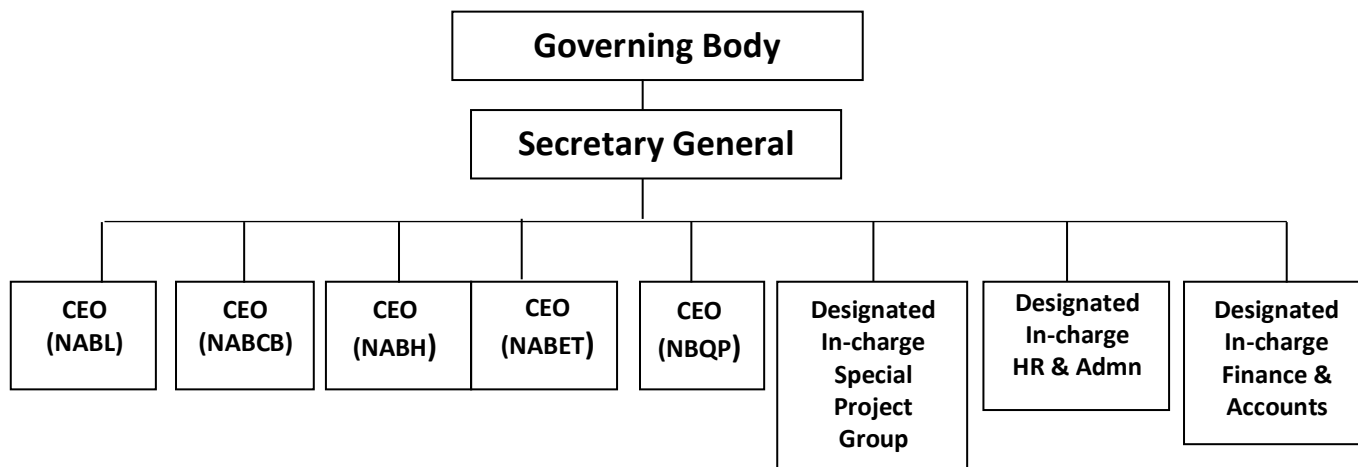


Fig. 1.2 Administrative Structure

1.3.3 The Governing Council (GC)

- (i) The Governing Council of QCI was initially constituted by the government as a part of the Cabinet decision of 1996. The initial constitution was of 31 members, with equal representatives of Government, Industry and other stakeholders. Presently, the Governing Council comprises of 38 members. Every member has one vote in the Governing Council.
- (ii) The Governing Council shall be the apex level body responsible for formulating the strategy, general policy, constitution and monitoring of various components of QCI including the Accreditation Boards with the objective of ensuring transparent and credible accreditation system.
- (iii) Minimum one third members shall constitute the quorum of the Governing Council.
- (iv) The Governing Council shall be headed by Chairperson, QCI.

Note:

The composition of the Governing Council is appended at Appendix –IV.

1.3.4 The Governing Body (GB)

- (i) The affairs of QCI shall be administered, directed and controlled (as stated in the “Rules and Regulations”) by the Governing Body.
- (ii) The Governing Body has 21 members from various stakeholders. It shall have representations from organizations working in quality domain, industry and the government. Every nominated member of the Governing Body (other than Ex-Officio member) shall have a term of 2 years and will be eligible for re-appointment for one additional term. The constitution of the Governing Body may be altered, modified and expanded by the Governing Council based on changing requirements and focus on the activities of QCI.

- (iii) The Governing Body shall manage all the affairs and funds of QCI and shall have authority to exercise all the powers subject, nevertheless in respect of expenditure, to such limitation as the Government of India may from time to time impose. *(Ref: Sub Clause (i) of Clause (9) of Rules and Regulations)*
- (iv) The Governing Body shall have the power to frame amend or repeal bye laws not inconsistent with the rules for the administration and management of the affairs of QCI and in particular to provide for the following:
 - a) Preparation and sanction of budget estimates, the sanctioning of expenditure, making and execution of contract for investment of funds of QCI and the sale of such investment and accounts and audit;
 - b) Conduct of business by the executive committee and by such other committee panels of experts as may be constituted from time to time.
 - c) Procedure for appointment of various executives and staff of QCI.
 - d) Creation and sanction of posts for QCI.
 - e) Terms and tenure of appointments, emoluments, allowances, rules of discipline and other conditions of service of the officers and the staff of QCI.
 - f) Terms and conditions governing scholarships, fellowships, deputations, grants-in-aid, research schemes and projects etc.
 - g) Such other matters as may be necessary for the administration of the affairs of QCI.
- (v) The Governing Council, through a Governing Body will monitor the progress of activities of the respective boards. *(Ref: Clause (10a) Bye laws of the Council under Rules & Regulations).*
- (vi) Minimum one third members shall constitute the quorum of the Governing Body.

Note:

The present composition of the Governing Body as approved by the Governing Council is appended at Appendix -V.

1.3.5 The Finance Committee

- (i) The Finance Committee shall consist of five members as indicated below:
 - a) Two members from amongst nominations from the Industry Associations having expertise in financial matters / entrepreneurship,
 - b) Two members from the Governing Body nominated by the Chairperson, QCI, and
 - c) Sr. Director / Director (Finance)/ Designated Incharge (Finance & Accounts), QCI to function as Member Secretary (ex-officio).
- (ii) The term of the members of the Finance Committee, other than the ex-officio member, shall be 2 years at a time which can be renewed for one additional term.
- (iii) It may also be ensured that all nominated four external members may not be new at any point of time, to have continuity.
- (iv) If a vacancy arises during the 2years period, the person appointed against the vacancy shall hold office for a full term of 2 years.
- (v) Minimum three members shall constitute the quorum of the Finance Committee.

Note:

The other details, terms of reference & functions of Finance Committee are mentioned in Chapter VIII clause 8.1.

1.3.6 Accreditation Boards and Quality Promotion Board

As depicted in the Governance structure at 1.3.1 above, QCI coordinates its activities through five constituent Boards briefed below:

1.3.6.1 National Accreditation Board for Certification Bodies(NABCB)

National Accreditation Board for Certification Bodies provides accreditation to Certification and Inspection Bodies based on assessment of their competence as per the Board's criteria and in accordance with International Standards and Guidelines. NABCB is internationally recognized and represents the interests of the Indian industry at international forums through membership and active participation. NABCB is a member of International Accreditation Forum (IAF) & Pacific Accreditation Cooperation (PAC) as well as signatory to their Multilateral Mutual Recognition Arrangements (MLAs / MRAs) for Quality Management Systems, Environmental Management Systems, Food Safety Management Systems, Product Certification, Global G.A.P. and Information Security Management Systems. NABCB is also a signatory to PAC MLA for Energy Management Systems. NABCB is a Full Member of International Laboratory Accreditation Cooperation (ILAC) & Asia Pacific Laboratory Accreditation Cooperation (APLAC) and a signatory to their MRAs for Inspection. NABCB accreditations are internationally equivalent and facilitates global acceptance of certifications / inspections by its accredited bodies.

1.3.6.2 National Accreditation Board for Hospitals & Healthcare Providers (NABH)

National Accreditation Board for Hospitals & Healthcare Providers (NABH) operates accreditation programme for healthcare organisations. The board is structured to cater to much desired needs of the consumers and to set benchmarks for progress of healthcare organizations. The board while being supported by all stakeholders including industry, consumers, government, operates within the overall internationally accepted benchmarks of quality. NABH is an Institutional Member of the International Society for Quality in Health Care (ISQua). It is also a member as well as on the Board of Asian Society for Quality in Healthcare (ASQua).

1.3.6.3 National Accreditation Board for Education and Training (NABET)

National Accreditation Board for Education and Training (NABET) has set up a well-established mechanisms for overall quality assurance in sectors such as services, education-formal and non-formal both, industry, environment etc. for focused strategic direction it performs its activities through five distinct verticals namely; Formal Education Excellence Division (FEED), Skills Training, Skill Certification, Environment & MSME. The activities of the Board are accreditation of Certification Bodies that are

working in the domain of Personnel Certification, certification of training providers and Educational organizations. NABET works with many Ministries, State Governments and sector specific associations/chambers to help them create structures and standards in their services, training institutions and other regulatory processes through third party accreditation mechanism. With the aim to add creative value to the services, education and training-learning ecosystem NABET works as per International standards and protocols. NABET is a member of International Accreditation Forum (IAF) & Pacific Accreditation Cooperation (PAC).

1.3.6.4 National Accreditation Board for Testing and Calibration of Laboratories (NABL):

National Accreditation Board for Testing and Calibration of Laboratories (NABL) grants Accreditation (Recognition) of Technical competence of a testing, calibration, medical laboratory, Proficiency testing provider (PTP) and Reference Material Producer (RMP) for a specific scope following the international standards. NABL has Mutual Recognition Arrangements (MRA) with Asia Pacific Laboratory Accreditation Cooperation (APLAC) and is also signatory to International Laboratory Accreditation Cooperation (ILAC).

1.3.6.5 National Board for Quality Promotion (NBQP)

National Board for Quality Promotion (NBQP) works on the Vision of promoting quality of life for the Citizens of India. As part of National Quality Campaign, the Board organizes National Quality Conclaves, World Quality Day celebrations, seminars/workshops, regular awareness programs pan-India, etc. It has also instituted QCI-D L Shah National Quality Award to motivate the industry to upgrade /enhance their processes through the application of appropriate Quality Tools & Techniques. Board provides technical support to both Central and State government departments in implementing ISO 9001 standards as well as in undertaking process improvement projects through the Kaizen/Lean/5S methodology. It also operates scheme for registration of consultants as auditors in line with international standards and Professional Membership scheme. Further, Board accredits Training Courses/Programmes pertaining to Lead Auditor and Internal Auditor.

1.4 STRUCTURE OF THE BOARDS

- (i) Each Board shall be headed by a Chairperson. The procedure for appointment of Chairperson of the Boards is given in clause 2.3.
- (ii) Each Board shall have 18-25 members drawn from various organizations of repute and comprise of representations from the government, industry and other stakeholders to guide & monitor the activities & progress of the Board.
- (iii) Members of the Board, other than ex-officio members, shall be nominated by the Chairperson of the Board and reported to Governing Body for ratification. Each Board shall function within their mandate.

- (iv) The term of Board members other than ex-officio member shall be 2 years at a time which can be renewed for one additional term.
- (v) Each Board shall have complete functional autonomy. All the technical functions of the constituent Board of QCI are dealt with by the Board.
- (vi) The administrative and financial assistance to each Board shall be provided by QCI Secretariat.
- (vii) Being functionally independent, subject to the bye-laws of QCI, each Board shall function as an independent business entity and its revenue receipts shall flow into, and its approved expenditure (subject to the budgetary allocation) shall be met out of the consolidated fund being maintained by QCI Secretariat. The Finance Committee shall review the financial performance of each Board separately.
- (viii) The functions of each board shall be carried out by the staff of technical cadre and it shall be headed by a Chief Executive Officer (CEO). The recruitment process for CEO of a Board is detailed in clause 2.6 and process for recruitment of technical staff is given at clause 2.9.
- (ix) The staff of a Board (including the staff of QCI Secretariat posted in different Boards as per the 'note' given in clause 1.5 below) can be transferred / placed across different Boards, as per requirement, in consultations with the concerned CEO and subject to prior approval of the Secretary General. All staff members shall be administratively & financially governed by QCI Secretariat.
- (x) In order to have lateral discussions and homogeneity in functioning of each Board, the CEO of each Board shall be a special invitee in the Board meeting of other Boards. They shall, however, have no powers to vote.

Note:

The present constitution of each Board is appended at Appendix-VI.

1.5

QCI SECRETARIAT

- (i) QCI Secretariat shall be the co-ordinating office for all HR & Administration, Finance & Accounts and disciplinary functions of all Boards and Special Projects.
- (ii) QCI Secretariat shall have staff of both technical and non-technical cadre to carry out the activities related to Special Project Group, Finance & Accounts, HR & Administration, Ethics Cell, Media & Promotion Cell, eQuest Cell, etc. (detailed Structure of QCI Secretariat is appended at Appendix-VII). The categorization of technical and non-technical cadre is as below:

S.No.	Designation
Technical Cadre	
1	Sr. Director/Director
2	Joint Director
3	Deputy Director

4	Assistant Director
Non-Technical Cadre	
5	Sr. Director/Director (HR & Administration /Finance & Accounts)
6	Joint Director (HR & Administration /Finance & Accounts) / Jt. Programme Manager
7	Deputy Director (HR & Administration /Finance & Accounts) / Dy. Programme Manager
8	Assistant Director (HR & Administration / Finance & Accounts) / Executive Secretary to SG/ Sr. Programme Officer
9	Accounts Officer / **Administrative Officer/ Programme Officer
10	Sr. Accountant /** Sr. Executive Assistant (Sr. EA)/ Sr. Programme Assistant
11	Accountant / **Executive Assistant (EA)/ Programme Assistant
12	Non – Executives

Table 1.1 - Cadres in QCI Secretariat

Note:

**** The EA / Sr. EA / Administrative Officer in constituent Boards of QCI are non-technical posts and are purely of administrative nature. These posts are represented in a consolidated manner in QCI Secretariat as the Boards have purely technical nature of posts and will be posted in Boards as per requirement.**

1.6 FRAMEWORK FOR OPERATION

To uphold and advance the honor and dignity of the profession, and in keeping with high standards of ethical conduct it is hereby acknowledged that all employees whether directly employed by QCI or working on behalf of QCI will:

- (i) work to promote confidence, trust and accountability amongst all its stakeholders;
- (ii) be honest and impartial, and will serve with devotion all clients, and the public at large;
- (iii) strive to increase the competence and prestige of the profession;
- (iv) use knowledge and skill for the advancement of human welfare, and in promoting the safety and reliability of products and services for public use;
- (v) earnestly endeavour to aid the work with dedication for the fulfilment of the Mission, aims and objectives of QCI;

- (vi) be dignified, facilitating and modest in explaining work and merit;
- (vii) not disclose information concerning the business affairs or technical processes of any present or former employer/ stakeholder or client without consent;
- (viii) maintain confidentiality wherever the competitive edge of a client may be at stake;
- (ix) not accept compensation from more than one party for the same service without the consent of all parties;
- (x) take care that credit for the work of others is given to those whom it is due and intellectual property is safe guarded;
- (xi) endeavour to maintain quality through professional development and create provisions for career advancement of staff provided consistent quality is delivered;
- (xii) not compete unfairly with others;
- (xiii) extend professional discourse and confidence to all associates and those with whom mutual collaborative relations are developed.
- (xiv) not accept expensive gifts, undue favours or payments from anyone doing business with QCI.
- (xv) maintain decorum, punctuality and discipline.
- (xvi) Any person who is connected with QCI either by way of employment or engagement by virtue of being a member of committee or assessors or consultants etc., shall declare their interest in the organisations they are associated with. QCI shall ensure that the transactions with such organisations are on arms-length basis.

QCI has defined the ethical and moral framework in which ever QCI employees and management personnel are ought to act. The same is defined separately in 'Ethics Manual'.

1.7 REGISTERED OFFICE OF QCI

- 1.7.1 The Registered Office of QCI is located in the National Capital Territory of Delhi.
- 1.7.2 The Office of QCI shall function five days a week from Monday to Friday. However, it shall remain closed on holidays as notified every year.
- 1.7.3 The official timings for QCI on all working days shall be from 9:00 AM to 5:30 PM including lunch time of 30 minutes. However, in case of exigency the staff may be required to work on off-days/holidays and beyond office hours.
- 1.7.4 The facility of flexi timings may be granted to any official in exceptional circumstances with proper justification. However, the said permission shall only be granted based on the recommendation of the concerned CEO/HoD and prior approval of the Secretary General. It shall be the responsibility of the concerned CEO/HoD to monitor adherence to the flexi timings requested by the official.

1.8 ATTENDANCE SYSTEM

All offices of QCI shall follow an appropriate attendance system and forward the record

of the same to HR & Administration Office at end of the month for computation of salary and leaves.

1.9 DECISIONS IN EMERGENT SITUATIONS

- 1.9.1 In case of an emergent situation having been arisen to take a decision on any particular issue which falls in the domain of the Governing Body, and it is not feasible to convene the meeting of the Governing Body at a very short notice, the Chairperson, Governing Body (Chairperson, QCI) in such a situation is authorized to take a decision as he/she may deem fit. The matter shall be placed before the Governing Body in its next meeting for ratification.
- 1.9.2 If the Governing Body does not ratify the said decision, the same shall be repealed prospectively. However, any decision in the interim period shall not be reversed or repealed.



2.1 APPOINTMENT OF CHAIRPERSON, QCI

- 2.1.1 The Chairperson, QCI shall be nominated by the Hon'ble Prime Minister of India for a period of three years out of a panel forwarded by the Nodal Point (DIPP) after receiving nominations from the CII, FICCI and ASSOCHAM. It shall be the discretion of the Prime Minister either to choose from amongst the panel proposed by the Nodal Point or to nominate a person of eminence in the field of quality or related areas.
- 2.1.2 The **Chairperson, QCI** shall be a non-executive head of the organization and shall **Chair the Governing Council and the Governing Body.**
- 2.1.3 The Chairperson can hold other posts on pecuniary basis and shall not be a paid employee of QCI. The Chairperson can hold the post at the discretion of the Prime Minister for multiple terms of 3 years.
- 2.1.4 The Chairperson shall represent QCI on all public forums and shall work to enhance the scope and reach of the organization in India and abroad.
- 2.1.5 Extension of term of Chairperson shall be initiated atleast six months in advance by the nodal point (DIPP as per Cabinet decision).

2.2 APPOINTMENT OF CHAIRPERSON, FINANCE COMMITTEE (FC)

- 2.2.1 The Chairperson of the Finance Committee shall be appointed by the Chairperson, QCI and put up before the Governing Body for ratification. While doing so, Chairperson, QCI may seek nominations from the industry bodies and/or members of Governing Council. The tenure of the Chairperson, Finance Committee shall be 2 Years and may be extended for one additional term by the Chairperson, QCI.
- 2.2.2 Chairperson, Finance Committee shall be the ex-officio member of the Governing Body.

2.3 APPOINTMENT OF CHAIRPERSONS OF BOARDS

- 2.3.1 The Chairperson of the Board shall be nominated by the Chairperson of QCI and approved by the Governing body based on recommendations of the industry bodies or members of Governing Council. The tenure of the Chairperson shall be 2 Years and may be extended for one additional term by the Chairperson, QCI.
- 2.3.2 The Chairperson of the Board is an ex-officio member of Governing Body.

2.4 APPOINTMENT OF SECRETARY GENERAL (SG)

2.4.1 The Secretary General shall be selected based on the open advertisement and through a Search-cum-Selection Committee as defined by the Governing Body. However, the appointment shall be made after obtaining approval of the Hon'ble Minister of Commerce & Industry (CIM). The Secretary General shall be initially appointed for tenure of three years and the orders for appointment shall be issued under the signature of the Chairperson, QCI.

2.4.2 The composition of Search-cum-Selection Committee is as under:

Chairperson

Chairperson, QCI

Members

- (i) President, ASSOCHAM or his representative
- (ii) President, FICCI or his representative
- (iii) President, CII or his representative
- (iv) An outside expert nominated by Chairperson, QCI
- (v) Secretary DIPP or his nominee

2.4.3 The terms and conditions of appointment and pay and allowances of the Secretary General shall be as approved by the Governing Body.

2.4.4 The Secretary General may be eligible for extension beyond the existing tenure.

- (i) The extension for another term may be recommended by the Chairperson, QCI, who will evaluate the performance and record the reasons for the grant of extension, to DIPP. The recommendations thereon will be sent to approving authority.
- (ii) The Governing Body, QCI is the appointing authority for the post of Secretary General and the orders for the extension shall be issued under the signature of Chairperson, QCI. The requisite action for this may commence at least 3 months in advance from the date of expiry of the term.
- (iii) No extension beyond a tenure of six years *shall* be permitted. The incumbent may, however, apply and be considered for appointment as a fresh candidate duly observing prescribed recruitment process.

2.4.5 Secretary General can hold the post till the age of 65 years, subject to-

- (i) The incumbent for the post of Secretary General taken on deputation shall be restricted to age of retirement in the parent organization.
- (ii) The incumbent for the post of Secretary General taken by Direct Recruitment & other Cases shall be restricted to maximum of 65 years of age.

2.4.6 For all practical purposes, the appointing and disciplinary authority of Secretary General shall be the Governing Body.

- 2.4.7 Secretary General can be removed by majority vote of the Governing Body, however the same may be done only after giving reasonable opportunity in the interest of fairness, probity and following the principles of natural justice.

Note:

The above provisions for appointment of Secretary General, QCI supersede the RR conveyed vide DIPP letter dated 3.7.2014.

2.5 POWERS AND FUNCTIONS OF SECRETARY GENERAL

- 2.5.1 The Secretary General shall act as the Member Secretary of the Society as per the provision of the Societies Registration Act.
- 2.5.2 The Secretary General shall function as the Chief Executive Officer of Quality Council of India and shall have all the executive powers to supervise and manage the technical, administrative and financial functions of the Council as per the rules of Council.
- 2.5.3 The Secretary General shall, subject to the provisions of rules and decisions of the Governing Body, exercise general supervision and administrative control over the officers and staff of QCI including delineating their duties and functions.
- 2.5.4 The Secretary General shall coordinate and exercise professional leadership in respect of all activities of QCI.
- 2.5.5 The Secretary General shall be the appointing authority for various positions in QCI.
- 2.5.6 The Secretary General may also delegate his/her powers to officers subordinate to him/her for administrative, financial, legal matters and other issues, as and when the need arises or it is considered absolutely necessary.

2.6 APPOINTMENT OF CEO FOR BOARDS

- 2.6.1 The CEO shall be selected based on the open advertisement and through a Search-cum-Selection Committee (constitution defined at clause 2.12.1). However, the appointment shall be made after the approval of the Chairperson, QCI. The CEO shall be appointed for a tenure of three (3) years.
- 2.6.2 The terms and conditions of appointment and pay and allowances of the CEO shall be as prescribed.
- 2.6.3 The CEO shall be eligible for extension of tenure on approval of a Committee headed by Chairperson QCI, Chairperson of concerned Accreditation Board and Secretary General based on performance to be evaluated annually as per procedure.
- 2.6.4 In case of exigency / post of CEO in any board falls vacant, Secretary General/CEO of any other Board may be assigned the additional charge as an interim arrangement or charge may be given to a Senior officer within the Board, in consultation with Chairperson, QCI, until the post is filled as per the stipulated procedure.
- 2.6.5 If the performance of CEO falls below VERY GOOD, he may be asked to improve performance or relieved of his responsibilities in consultation with Chairperson of Board and Chairperson, OCI as per terms of appointment.

2.7 CADRES IN QCI AND BOARDS

- 2.7.1 The various sanctioned positions in the organization are of regular/contract/tenured nature.
- 2.7.2 For staff working in regular positions in the organization, there will be promotional avenues based on evaluation of performance as per the criteria laid down in clause 3.6.
- 2.7.3 The criteria and avenues for promotion shall not be merely based completion of residency period by the employee in a particular position in QCI, but shall be mainly based on objective assessment of the performance of the employee.
- 2.7.4 The cadres of the sanctioned posts are categorized as technical & non-technical positions, the details of the same along-with the minimum experience required for each positions is as under:

A: Technical and Non-technical posts in QCI Secretariat

<i>S. No.</i>	<i>Designation</i>	<i>Minimum Experience</i>
1	Sr. Director	20 years
2	Director	18 years
3	Jt. Director / Jt. Programme Manager	15 years
4	Dy. Director / Dy. Programme Manager	10 years
5	Asstt. Director/Executive Secretary to SG / Sr. Programme Officer	5 years
6	Accounts officer/Administrative Officer/ Accreditation Officers / Programme Officer	3 years
7	Sr. Accountant/Sr. Executive Assistant / Sr. Programme Assistant	2 years
8	Accountant / Executive Assistant / Programme Assistant	1 year

Table 2.1- Technical and Non-technical posts in QCI Secretariat

B: Technical Posts of the Boards

<i>S. No.</i>	<i>Designation</i>	<i>Minimum Experience</i>
1	CEO	20 years
2	Sr. Director	20 years
3	Director	18 years
4	Jt. Director	15 years
5	Dy. Director	10 years
6	Asstt. Director	5 years
7	Accreditation Officer	3 years
8	Executive officer	1 year
9	Executive Officer Trainee	Fresh

Table 2.2- Technical Posts of the Boards

2.8 PROCEDURE FOR SANCTION OF POSTS

Any proposal for sanction of regular/contract/tenure positions must follow the procedure given below:

- (i) The proposal should be made by the administration in case of QCI Secretariat and by the CEO in case of a Board.
- (ii) The requirements should be presented in the budget of the respective Board/QCI Secretariat in the beginning of the financial year.
- (iii) The proposal should generally cover needs of a Board / QCI Secretariat for next 2-3 years.
- (iv) It should highlight the following:
 - a) the purpose for which the position is required,
 - b) no. of position(s) along with skill sets required,
 - c) estimated financial impact,
 - d) competencies and qualifications,
 - e) expected time by which the person needs to be in place,
 - f) mode of appointment i.e. regular/deputation or on contract, should be specified and
 - g) possibility of continuing the contract position and its duration and also to specify the provision for regularization on contract or absorption on deputation.
- (v) The proposal in case of Boards of QCI should be recommended by the

concerned Board.

- (vi) The proposal received from the constituent Board and on recommendation of Secretary General shall be reviewed by QCI Secretariat both administratively and financially.
- (vii) In case there are issues related to the points mentioned in clause 2.8, sub-clause 'iv' (a-g), QCI Secretariat in consultation with the concerned Board will resolve the same.
- (viii) The final proposal / recommendations will be sent to the Governing Body for approval.
- (ix) The process of recruitment shall be initiated by QCI Secretariat after approval of Governing Body.
- (x) Engagement of professionals on short-term project based requirements shall be governed by clause 2.10.

2.9 RECRUITMENT PROCESS

The recruitment / engagement shall be done centrally by QCI Secretariat against the sanctioned posts and for temporary need / project based requirement of short duration as detailed below:

I. Recruitment against the sanctioned posts (regular / contract / tenure / deputation):

- (i) This will be done after the positions are duly approved by Governing Body following the Cadre structure as given in clause 2.7 and recruitment to such posts will follow rules at clause 2.9.1 to 2.9.3.
- (ii) In case, a vacancy of a sanctioned position arises at any point of time the same shall be filled as per any one of the following procedure:
 - a) Advertisement as per the laid down procedure
 - b) By issuing appointment to waitlisted candidates in earlier selection process, if any, provided the panel is not more than 12 months old.
 - c) Engaging professionals for limited period till regular appointment is made or as per requirement in the organisation.
 - d) Inviting on deputation by circulation to various departments.

II. Engagement on need / project based requirement of short duration

QCI may engage professionals against temporary need / project based requirement of short duration, as per the guidelines mentioned in clause 2.10.

2.9.1 Regular Appointment

- (i) To fill up the sanctioned post(s), the advertisement shall be issued in at least 2 national newspapers, giving reference of QCI website to get all the details (such as essential & desirable qualification, required experience, competencies, area of operation, minimum CTC etc.) related to the post(s).
- (ii) All applications will be received in QCI Secretariat and shall be screened by a Screening Committee to ascertain the eligibility of the candidates.

- (iii) The Screening Committee shall be constituted by Secretary General and it shall comprise of three to five members including representation from amongst officers of the concerned board, if applicable.
- (iv) The Screening Committee will shortlist the candidates for the advertised post. Merely applying and fulfilling the eligibility criteria may not guarantee shortlisting of the candidate.
- (v) The Screening Committee may devise the shortlisting criteria depending on the number of applications received for the advertised post(s).
- (vi) The dates for conducting test / interview / discussion will be decided by QCI Secretariat in consultation with the Selection Committee (constitution defined at 2.12).
- (vii) There shall be no TA/DA paid to the shortlisted candidates for attending the interview.
- (viii) The Selection Committee will be provided with a detailed synopsis of the shortlisted candidates providing information regarding acquired qualification, experience, certifications, pay drawn etc.
- (ix) The candidate if found suitable for the post applied, the Selection Committee may discuss either during or after the selection the total CTC in the CTC slabs for the post and may recommend protection of the candidate's current pay that may be higher than the minimum of the pay band in QCI.
- (x) The pay is fixed on the basis of current salary drawn and no revision after joining is admissible, however, subject to annual review.
- (xi) The recommendations of the Selection Committee specifying the list of selected candidates and wait list drawn (if any) will be put up to the Secretary General for final approval before issuing the Offer Letter (except for the posts where specific provisions are elsewhere mentioned).
- (xii) The Offer Letter will be issued to the candidate giving the time of joining. Any extension thereof shall be subject to the approval of the Secretary General.
- (xiii) A vigilance clearance or reference check may be required at the discretion of the Secretary General.
- (xiv) Other criterion to be taken into consideration are:
 - a) No relaxation in respect of qualifications or experience for appointment to any post will be permissible except in circumstances when repeated attempts for recruitment have been made and a suitable candidate could not be identified or selected.
 - b) Such cases will require sanction of the Governing Body with full justification for doing so.
 - c) As far as possible, vacancies in respect of posts to the level of Sr. Director/Director may be filled through promotions, subject to internal candidates being found suitable on the basis of performance.
 - d) In case the internal candidates are not meeting the performance criteria or are not considered suitable by the Cadre Review Committee (CRC), then the position may be filled through deputation/contract.

- e) In case the post is still not filled on deputation/contract basis in spite of making at least two attempts, the senior most internal candidates will be posted to that position on adhoc basis without any financial benefits.
- f) Such arrangement may not be continued beyond one year.

2.9.2 Contract and tenure based appointment

- (i) These appointments shall be within the sanctioned posts. For such appointments, if the concerned Board/QCI feels that the incumbent can be regularized at a later stage the advertisement should include that 'the post is being filled on contract basis and likely to be regularized depending on the performance of the candidate to be evaluated by the Cadre Review Committee'.
- (ii) The procedure as laid down at clause 2.9.1 shall be followed for these appointments.
- (iii) The appointment in such cases shall be for a pre-determined period with a fixed salary as in the corresponding regular post or as per the guidelines stipulated in the matter.
- (iv) The selection committee may fix the pay as per the designation and care may be taken to protect the pay, the person was ordinarily drawing prior to joining the organization.
- (v) The contract employees may be provided with benefits as per the policy notified by QCI in the matter.
- (vi) The contract employee (if appointed with the provision of regularisation, as stated in s.no (i) above) may be considered for regularization against the sanctioned post through the Cadre Review Committee, if the performance is consistently 'Very Good' or above. However, it must be ensured that absorption/regularization is done only for roles which are of permanent nature and only if the ab-initio appointment were made following procedures applicable for regular appointment.
- (vii) Once regularized, the person will be governed by the service conditions, rules and regulations applicable to the regular employees.
- (viii) On regularization of such incumbents, the time spent through continuous service on contract shall be treated as experience in the organization.
- (ix) Contract or tenure based appointments shall cease to exist through efflux of time, unless extended and no separate order would be required to be issued.

2.9.3 Appointment on Deputation

- (i) The appointment on Deputation may be resorted to where specific skill sets may be required.
- (ii) These appointments shall be made against vacancies in regular posts only OR against leave vacancies with specified tenure.
- (iii) The procedure as laid down at clause 2.9.1 may be followed for these appointments.
- (iv) The appointment in such cases shall be for a pre-determined period which may be extended or curtailed as per the terms of deputation of the lending organization. Such appointments shall be on full-time basis.

- (v) Employees on deputation will necessarily follow the CTC pattern and other terms and conditions of QCI. However, QCI shall pay the Leave Salary, Pension contribution and any other contributions to the lending organization.
- (vi) The appointee on deputation (if not appointed against leave vacancy) can be considered for absorption through the Cadre Review Committee if performance of the appointee is 'Very Good' or above. Absorption may be done only after following the rules of the lending organisation and with the consent of the employee.
- (vii) On absorption, the Cadre Review Committee may fix the pay as per the designation and will take care to protect the pay the person would have ordinarily drawn in the parent cadre or the existing pay during deputation period whichever is more.
- (viii) It must be ensured that absorption/regularization is done only against the vacancies which are long-term in nature and only if the ab-initio appointment was made following procedures as applicable.
- (ix) Time spent in organization on deputation will be counted as service rendered to the organization.

2.9.4 Probation on appointment against sanctioned posts

- (i) All newly appointed regular employees up to the rank of Joint Director shall be on probation for one year.
- (ii) The probation period will be followed by confirmation subject to the satisfaction of the competent authority on his/her performance during the probation period.
- (iii) If the performance of the probationer is found below good, the same will be communicated to the official with shortcomings / comments and areas of improvement by the concerned reporting / reviewing officer under intimation to HR & Administration.
- (iv) The competent authority may extend the period of probation by a period of six months giving an opportunity to improve the performance. In case, the services still remain unsatisfactory during the extended probation period, the probation may be further extended (total period not exceeding two years) or the services may be terminated at the discretion of the Secretary General without assigning any reason. The performance during the extended probation period shall be monitored continuously by the reporting & reviewing officer and the feedback will be provided to the employee under intimation to HR & Administration.
- (v) In case, a female employee proceeds on maternity leave during the period of probation, the same will be extended by the duration of the maternity leave taken during the period of probation.
- (vi) In case the employee avails Extra Ordinary Leave during the period of probation, the probation will be extended according to the duration of leave.
- (vii) Period of Probation will be computed excluding period(s) of leave without pay or period of absence from duty.
- (viii) In case a probationer is found indulging in unethical activities or committing errors that may be harmful to the organization or misbehaving with other employees or found guilty of an act of misconduct, the service of the probationer is liable to be terminated without assigning any reason.

2.9.5 Submission of Documents on Appointment

The following documents are required to be submitted by the new recruits prior to issue of the appointment order for joining QCI:

- (i) Vigilance Clearance from earlier organization (where applicable)
- (ii) Relieving Order and experience certificate from previous employer
- (iii) Two letters of reference from persons not related to incumbent
- (iv) Date of Birth Certificate (Matriculation certificate)
- (v) Certificates / Degrees of Educational Qualifications
- (vi) Experience Certificate from all previous employers
- (vii) Medical fitness certificate from NABH accredited or Govt. hospital
- (viii) Declaration of Family members and details of dependent members
- (ix) Declaration of Hometown
- (x) Declaration of Property
- (xi) Declaration about no criminal proceedings are pending against him/her in any court of law in the Country
- (xii) An undertaking to abide by the "Code of Conduct" of the organisation
- (xiii) Declarations regarding any business interests of the recruit or his family members are involved in.

2.10 ENGAGEMENT ON SHORT-TERM PROJECT BASED REQUIREMENTS

Being a dynamic organization working on various strategic and operational projects of the Government and/or industry, short-term engagement may be resorted to and the terms and conditions of such engagements will be as decided by the Secretary General.

However, such engagements are of temporary nature (shall not be exceeding 2 years unless the project requires extension) and shall be decided on the basis of test / interview / personal discussions / and search.

The emoluments shall be as per the guidelines laid down from time to time, separately.

2.10.1 Special Project Group

In order to incubate new schemes and to help promote quality delivery in projects as per the need of the Government and other bodies, QCI Special Project Group presently encompasses divisions namely; Zero Defect Zero Effect (ZED), Project Analysis Document Division (PADD), Project Planning & Implementation Division (PPID), etc. Professionals are engaged on short-term basis on a consolidated professional fee/remuneration. These professionals are not engaged against regular vacancies. Such professionals are engaged through campus placement, alumni associations, national / international networks, social media including LinkedIn search etc. through a defined process (detailed guidelines shall be separately mentioned).

2.10.1.1. Young Professionals

- (i) These may be engaged and positioned appropriately as per their experience in different cadres, for example: Program Director, Project Manager, Project Associate, Junior Associate, Analyst, Junior Analyst, Management Trainees or any other suitable position that help in carrying out the specific assignments:
- (ii) These professionals can be engaged on emergency basis for creating expertise in a new area of operation or to steer an existing area or scheme in QCI Secretariat / Boards. The Professionals can be engaged ordinarily for a period of two years, on full time basis on mutually agreed terms and conditions. Engagement may be extended as per requirement after due diligence.
- (iii) Professionals in short term engagement must be Graduate in Engineering / Science / Commerce / Economics / Medical / Management / Humanities or relevant field, age preferably not beyond 35 years.
- (iv) However, a student who is still studying may also be engaged at the level of Management Trainee, during his/her semester breaks (with or without remuneration).
- (v) Up gradation / downgrading of such professionals may be allowed based on the performance appraisal of the individual.
- (vi) The remuneration or its revision will be made commensurate with the business revenue generated through the scheme or the project the professionals is involved in.
- (vii) It may be ensured that these professionals are provided with all facilitations by the organization, however, no service benefits will accrue to them.
- (viii) These professionals may be attached to offices of Government for specific projects of National Interest to work as a 'Project Management Unit'.

2.10.1.2 Senior Professionals

- (i) For need based requirement QCI may engage few Senior Professionals with the approval of the Secretary General and position them appropriately as per their experience and qualification as Principal Adviser/Sr. Adviser/Adviser/Dy. Adviser/Assistant Adviser or any other suitable positions that helps in carrying out their specific assignments.
- (ii) Such designations shall not be those associated with regular/contract/deputation based employees.
- (iii) These professionals may be engaged on professional fee on per man-day or consolidated (per month) basis and their engagement can be either full time or part time.
- (iv) They may also be engaged on retainer-ship basis with schedule of payments decided for each professional.

2.10.1.3 General conditions of engagement for Professionals

- (i) The engagement may be initially for a period up to six months on part time or full time basis on mutually agreed remuneration and terms and conditions. Any extension beyond six months shall be with approval of Secretary General.
- (ii) There may be nominal enhancement in remuneration on completion of one year in case the assignment runs through more than a year. The enhancement will be nominal on the fee decided at the time of hiring the services.
- (iii) The Terms of Reference/Engagement and guidelines for Professionals engaged on full-time or part-time basis under clause 2.10.1.1 & 2.10.1.2 shall be separately defined.
- (iv) It must be ensured that any person engaged as a professional would not take up any activity outside the organisation which poses a conflict of interest.
- (v) These professionals will have no right and claim for absorption against regular/contract/tenure positions in QCI.
- (vi) The professionals shall be governed by the model code of conduct rules stipulated by QCI from time to time.
- (vii) Leave for one day, of any kind (per month) shall be admissible to such professionals. The leave(s) un-utilize during a calendar year shall not be carried forward to the succeeding year. The professionals shall have six days working week (Monday to Saturday). Full-time professionals are required to follow the office timings as applicable.
- (viii) The terms of contract and guidelines for the functioning of such professionals shall be separately defined. The person is found to be guilty of any insubordination, intemperance or other misconduct or of any breach or non-performance.
- (ix) The services of a Professional may be discontinued at any time by the competent authority, if;
 - (i) the person is found to be guilty of any insubordination, intemperance or other misconduct or of any breach or non-performance.
 - (ii) it is proved beyond doubt that QCI has incurred loss/ damage due to the wilful act of the person by way of theft, pilferage, damage etc of any of the movable or immovable property of QCI.
 - (iii) if the concerned is found incapable of discharging the assigned duties in accordance with the demand of the job/project for which engaged .
 - (iv) if the person is found to be involved in any activity outside the organisation, which poses conflict interest.

2.10.2 Secondment from Industry

- (i) Professionals from Industry through secondment may be considered as secondees to work for QCI on short term basis, on mutually agreed remuneration and terms and conditions between QCI and the Industry based on the requirement. The duration of secondment may vary from two to three months or more but not exceeding two years.

- (ii) Such candidates need to be recommended by the Industry as per profile and competencies as required by QCI. While doing so the concerned Industry needs to agree in writing to retain them on their rolls once secondment period is over.
- (iii) Their terms of appointment with the Industry may be verified before they are released by the Industry to work for QCI.
- (iv) The Industry may pay part or full wages to secondees and part payment may be made by QCI on mutual agreement between the Industry and QCI.
- (v) Leave for one day of any kind (per month) will be admissible which cannot be carried forward to the succeeding year. The secondees shall have six days working week (Monday to Saturday) and shall have to follow the office timings as applicable.
- (vi) The secondees will have no right and claim for permanent absorption on regular/contract/tenure positions in QCI.
- (vii) The secondees shall be governed by the model code of conduct rules stipulated by QCI from time to time.
- (viii) The contract and guidelines for the functioning of the secondees shall be separately defined by an executive order.
- (ix) The competent authority for such appointments shall be the Secretary General on requirements proposed by the Board / Special Projects Group.

2.11 EMPANELMENT OF ASSESSORS / AUDITORS / CONSULTANTS / TRAINER / FACULTY

The concerned Boards may have their own criteria of empaneling technical experts for need based projects & programmes. The following should be ensured:

- 2.11.1 The Boards shall maintain a panel of Assessors / Auditors / Consultants / Trainer / Faculty for projects and programmes for professional/technical work required in normal course of a project/task implementation, review, visits, assessment and accreditation assignments etc.
- 2.11.2 The Boards shall maintain a standard rate list of fees for such experts with approval of their Board and ratification by Governing Body.
- 2.11.3 The criteria for selection and allocation of work to the panel of experts, including the terms and conditions of engagement, shall be decided by the concerned Boards.
- 2.11.4 The Boards must have a clear code of conduct for such experts with inputs from HR & Administration.

2.12 COMPOSITION OF THE COMMITTEES

2.12.1 Constitution of Selection Committees

Selection Committee for the purpose of selecting the suitable candidates against various sanctioned positions (including regular/ contract/ tenure/ deputation) shall be as under:

Post	Constitution of Selection Committee (Technical Cadre)
CEO	<u>Search cum Selection Committee</u> <ul style="list-style-type: none"> Chairperson of the respective Board (Chair) Chairperson of Finance Committee Secretary General One outside expert nominated by SG One HR expert (internal / external) nominated by the SG
Asst. Director to Sr. Director	<ul style="list-style-type: none"> Secretary General or nominee (Chair) One member of concerned Board nominated by Chairperson of Board CEO of the Board HR expert (internal / external) nominated by the SG
All other Officials below the level of Assistant Director	<ul style="list-style-type: none"> Secretary General or nominee (Chair) One outside Expert nominated by SG CEO or nominee (depending on position) of the Board HR expert (internal / external) nominated by the SG
Post	Constitution of Selection Committee(Non-Technical Cadre)
Asst. Director to Sr. Director	<ul style="list-style-type: none"> Secretary General or nominee (Chair) One officer at the level of CEO/Sr. Director /Director in QCI Secretariat HR expert (internal/external) nominated by the SG
All other Officials below the level of Assistant Director	<ul style="list-style-type: none"> Secretary General or nominee (Chair) One officer at the level of Director / Joint Director in QCI Secretariat HR expert (internal / external) nominated by the SG

Table 2.3- Composition of the Selection Committees

2.12.2 Constitution of the Cadre Review Committees

Cadre Review Committee to review the performance of employees for promotion, absorption, extension of tenure etc. shall be constituted as under:

Post	Constitution of Cadre Review Committee (Technical Cadre)
Asst. Director to Director	(x) Secretary General or nominee (Chair) (xi) CEO of the Board /HoD or nominee (xii) Designated In-charge, HR & Administration
All other Officials below the level of Assistant Director	(xiii) Secretary General or nominee (Chair) (xiv) A nominee of the CEO of the Board / HoD (depending on position) (xv) Designated In-charge, HR & Administration
Post	Constitution of Cadre Review Committee (Non-technical Cadre)

Asst. Director to Director	(xvi) Secretary General or nominee (Chair) (xvii) CEO / one officer at the level of Sr. Director /Director in QCI Secretariat (depending on position) (xviii) Designated In-charge, HR & Administration
All other Officials below the level of Assistant Director	(xix) Secretary General or nominee (Chair) (xx) One officer at the level of Director / Joint Director in QCI Secretariat (xxi) Designated In-charge, HR & Administration

Table 2.4 - Composition of the Cadre Review Committees

2.13 COMPETENCY PROFILE FOR VARIOUS POSITIONS IN QCI

- 2.13.1 The competency profile covering essential and desirable Academic/Professional qualifications, required experience and competencies, roles and responsibilities etc. for various positions have been defined and appended at Appendix-VIII. However, the concerned Boards may decide on specific skill sets required for any position.
- 2.13.2 Over a period of time, if a new requirement emerges with specific expertise, the generic skillsets in the competency profile may be suggested by the concerned Board for approval of the Governing Body.

2.14 RESIDUAL SERVICE CONDITIONS

In pursuance of MoA and Rules & regulations vide Clause 10, 'Bye- laws of the Council', approved by the Government, any Residual Service Conditions must be approved by the Governing Body and a notification issued. These Residual Service Conditions will be made a part of the service rules. While considering these, the Governing Body may consider relevant government rules on the subject and ensure that the variations vis-à-vis changes being adopted, if any, are properly justified before the Governing Body.

QCI shall maintain a list of amendments to the Service Manual and make references to the approval of Governing Body and reasons for such amendment" as per Appendix-XI.

Such changes when implemented shall be applicable mutatis-mutandis on all employees of the organization.

2.15 PAY FIXATION FOR APPOINTEES AGAINST THE REGULAR POST

- 2.15.1 In case of a new employee appointed against a sanctioned post he/she shall normally be placed in the basic minimum of the scale/CTC slab prescribed for the post appointed for, unless recommended by the Selection Committee and approved by the competent authority, for any enhancement in the pay.
- 2.15.2 However, in case the employee is already in service his/her pay may be protected based on the recommendation of Selection Committee and/or approval of competent authority on submission of Last Pay Certificate (LPC)/Last Pay Slip/Income Tax Returns.



3.1 SALARY STRUCTURE

3.1.1 QCI follows cost to company (CTC) pattern for all staff appointed against sanctioned posts by creating certain slabs/Pay Grades having minimum and maximum range of Basic Pay for various ranks/ posts/designations given in Table 3.1 below:

Designation	Basic Pay per month (rounded off) in Rs. Minimum-Maximum
Technical Staff	
Secretary General	1,50,000 - 2,70,000
CEO of the Boards	1,10,000-2,00,000
Sr. Director	91,000 - 1,60,000
Director	82,000 - 1,40,000
Joint Director	68,000- 1,20,000
Deputy Director	50,000-1,00,000
Assistant Director	34,000-75,000
Accreditation Officer	32,000-60,000
Executive Officer	28,000-60,000
Executive Officer –Trainee	55,000 pm consolidated
Non- Technical Staff (Financial & Administrative)	
Sr. Director	91,000 - 1,60,000
Director	82,000 - 1,40,000
Jt. Director/ Jt. Programme Manager	68,000- 1,20,000
Dy. Director/ Dy. Programme Manager	50,000-1,00,000
Assistant Director / Executive Secretary to SG/ Sr. Programme Officer	34,000 - 75,000
Accounts Officer /Admin. Officer / Programme Officer	28,000 - 60,000
Sr. Accountant/ Sr. Executive Asst./ Sr. Programme Assistant	23,000 - 50,000
Accountant/Executive Asst. / Programme Assistant	19,000 - 37,000
Driver/ Receptionist/ Office Asst.	14,000-28,000

Table: 3.1 - Salary Structure

3.1.2 Components of CTC

CTC will comprise of Basic Pay (as given in table 3.1 above) and the following additional components:

- | | | |
|-------|-------------------------------|---------------------|
| (i) | Special Allowance | =20% of Basic Pay |
| (ii) | HRA | =50% of Basic Pay |
| (iii) | Perquisites and Allowances | =40% of Basic Pay |
| (iv) | Provident Fund | =12% of Basic Pay |
| (v) | Gratuity | =4.18% of Basic Pay |
| (vi) | Superannuation Reserve Fund | =15% of Basic Pay |
| (vii) | Medical Allowance & Insurance | = 8% of Basic Pay |

Note:

Gratuity will be payable only after 5 years of continuous service

3.1.3 Details of Additional components of CTC :

3.1.3.1 Special Allowance

It is paid in lieu of dearness allowance to meet the inflation on commodities essential for day to day use.

3.1.3.2 House Rent Allowance (HRA)

It is paid in lieu of residential accommodation for the employee and his/her family.

3.1.3.3 Perquisites & Allowances

On the basis of trends and norms existing and being followed in the organizations registered under Societies Act, PSEs and autonomous establishments etc., few common perks form the part of 40% of the basic pay as Perquisites & Allowances. These Perquisites & Allowances are Professional Upgrading allowance, conveyance, vehicle repair and maintenance, medical reimbursement for general ailment for self and family, Newspapers, books and journals, self-development and Leave Travel Allowance (LTA) etc. In nutshell, the total liability on QCI shall not be more than 40% of the Basic pay of an employee towards such perquisites & allowances subject to the following conditions:

- (i) All such payments shall be subject to income tax as per Income Tax Act, 1961, and rules thereunder.
- (ii) Vouchers / documentary evidence, if any, may be submitted for claiming exemption under the Income Tax Act.

3.1.3.4 Provident Fund

All employees of QCI shall become members of the Provident Fund governed by the Employees' Provident Fund Act, 1952. The coverage of each employee will be under following conditions:

- (i) Each employee shall make a contribution towards provident fund. The amount of

contribution shall not be less than 12% of basic pay which will be deducted from monthly salary.

- (ii) QCI's contribution as employer, equivalent to 12% of employees' basic pay will be the part of CTC.
- (iii) The PF money shall either be kept with the Regional PF commissioner or with the approved PF trusts of QCI on the approval of the PF commissioner.
- (iv) Interest payable and withdrawals from the PF money will be governed by the rules of the respective authority holding the Funds.
- (v) The maintenance of PF account of the employees will be in accordance with the rules and regulations of the Employees Provident Fund Act, 1952 or as amended from time to time.

3.1.3.5 Gratuity

Gratuity will be paid by the Organisation as per the following guidelines:

- (i) The gratuity will be equivalent to basic + special allowance calculated on the basis of 15 days for every completed year of service. The qualifying service will be calculated from the date of joining (including probation period) to date of cessation from service. The period of EOL pay shall be excluded to arrive at completed years of qualifying service.
- (ii) The payment of gratuity shall be made to the employee at the time of superannuation / resignation subject to the condition that the employee has completed minimum of 5 years of service even at the time of death / termination from employment with terminal benefit.
- (iii) The payment of gratuity will be as per Payment of Gratuity Act and will be subject to the provisions of Income Tax applicable at the time of payment of Gratuity.

3.1.3.6 Superannuation Reserve Fund

- (i) All employees shall be covered by the Superannuation Reserve fund maintained with LIC and governed by rules of LIC for such funds.
- (ii) QCI shall contribute 15% of annual basic salary as the contribution towards the account of every employee. This will not be the monthly payment to the employee. However, the fund transferred to LIC and paid accumulated amount to the employee at the time of his/her superannuation as per scheme of LIC.
- (iii) Any withdrawal from this account will be as per rules of LIC.

3.1.3.7 Medical Allowance

QCI will pay medical insurance policy and accident insurance policy as defined in clause 3.4. The premium paid against these policies will be part of the medical allowance. Balance amount of medical allowance will be paid to employees to meet their medical pay-outson production of bills and will be subject to provisions of Income Tax Act.

3.2 EMPLOYEE WELFARE AND MOTIVATION

3.2.1 Ex-gratia

In order to bring objectivity and encouragement towards better performance and motivation to QCI employees / staff, they may be given Ex-gratia payment at the time of Diwali depending on reserves available. However, while calculating ex-gratia following guidelines may be followed:

- (i) The Ex-gratia payment for a financial year will be limited to 5% of Reserve generated during the financial year. This will have two components:
- (ii) 3% of reserves on achievement of target fixed for generation of reserve for current year
- (iii) 2% of reserve for achievement of minimum 10% increase in reserves over the previous year

3.3 ANNUAL INCREMENT

- (i) A benchmark annual increment figure shall be worked out based on the previous year's performance, annual increments in the industry, D.A. increase to Government employees, inflation and any other relevant factors. The annual increment (x^*/x) will be in terms of percentage of the basic pay.
- (ii) An employee completing one year of service on regular / contract / tenured / deputation basis shall be eligible for increment.
- (iii) The performance appraisal shall be a factor in deciding the grant of increment as detailed below:

- a) GOOD performance - x^*/x
- b) Very GOOD performance - $1.2 x^*/1.1 x$
- c) Outstanding performance - $1.4 x^*/1.2 x$

Note: Where x^* is less than or equal to 7%

- (iv) However, for all those who are not covered above (for being below "GOOD" performance), 50% of "x" will be paid as increment to defray the inflation along with a warning letter to improve performance with specified areas of improvement.
- (v) Annual increment shall be made effective from one standard date in a year i.e., 1st April. For employees joining during the year, first increment will be granted w.e.f. date of successful completion of probation period/one year. Subsequently, the next increment would be brought in line w.e.f. standard date by granting it on pro-rata basis for time period spent from last increment till 31st March vis-à-vis one year. And thereafter, the annual increment will be released w.e.f. 1st April.
- (vi) To motivate the employees who reach maximum of their grade, they may be given some nominal increase in their basic pay by giving them 'Stagnation Increment' @50% of base increment granted to other regular employees. However, the first increment shall be given after one year of reaching the

maximum of the scale. Further, a maximum of three Stagnation Increments shall be given to an employee, provided he/she secures overall performance rating of 'Good' or above in the preceding year after the grant of last increment and provided that no vigilance case is pending against the employee. (approved in 58th GB held on 18.03.2020)

3.4 MEDICAL AND ACCIDENT INSURANCE

3.4.1 Hospitalization coverage

For the purpose of availing medical hospitalization facilities, the term 'family' means employee's Spouse, Parents dependent upon the employee. A female employee has an option to include either her parents or her parent-in-law; option exercised can be changed only once during service; Children including the legally adopted children, unmarried sons – till he starts earning or attains 25 years whichever is earlier, daughter – till she starts earning or gets married, whichever is earlier, irrespective of age limit. This will also include widowed / divorced / separated daughters. The scheme will be operated as follows:

- (i) An umbrella type medical policy of Rs.10 lakhs for each employee will be taken for complete family of the employees from the selected general insurance company.
- (ii) A Standing Committee under the Chairpersonship of CEO, NABH, Sr. Director/ Director, NABH, Designated In-charge (HR & Administration) and Designated In-charge (Finance & Accounts) will be set up by Secretary General. The committee will, on the basis of coverage of best treatment facility and payment efficiency, will select the General Insurance Company providing umbrella medi-claim policy for the employees and their family members for Hospitalization in any of the best available hospitals. The Secretary General/ Committee may review process once in two years.
- (iii) The premium of such policy will be paid by QCI directly to Insurance Company.

3.4.2 Accident Insurance

To provide safeguard from any unexpected fatal incidents due to accident or natural calamities, this scheme will cover only the working employee and not his/her families or dependents on the following circumstances:

- (i) If the employee is on duty during the working hour. If the employee is on official duty or tour to local or out station.
- (ii) All employees shall be covered by accident insurance for an amount equal to 36 months of his/her basic salary as on 1st January with one of the general insurance companies.
- (iii) The premium of such policy will be paid by QCI directly to the Insurance Company.

3.5 REIMBURSEMENTS

3.5.1 Allowance for Mobile - for official purposes

S. No.	Designations	AMOUNT In Rs.(p.m.)
1	Secretary General	2,500
2	CEO of the Board	2,000
3	Sr. Director/Director	2,000
4	Jt. Director/Dy. Director	1,000
5	Assistant Director	800
6	Below Assistant Director	500

Table 3.2 - Allowance for Mobile - for official purposes

3.5.2 Allowance for Mobile / Telephone - for Home

QCI officials as per the following details shall be entitled for Allowance for Mobile / Telephone **at** home:

Sl.No	Designation	AMOUNT In Rs.(p.m.)
1	Secretary General	2,500
2	CEO of the Board	2,000
3	Sr. Director/Director	1,500
4	Jt. Director/Dy. Director	1,000

Table 3.3 - Allowance for Mobile / Telephone - for Home

Note:

All the reimbursements are restricted to the amount indicated above, subject to production of undertaking / bills, wherever applicable.

3.6 PROMOTIONS

3.6.1 General conditions for Promotion

Promotions are viewed by employees as a major reward for motivation and therefore needs a very careful handling. It shall be governed by the following provisions:

- Employees with outstanding / very good performance will be considered for promotion to next level only after successful completion of the minimum residency period (in the current post) required for promotion to next level, as mentioned in clause 3.6.2.
- Promotion shall not be treated as a matter of right.
- The promotions shall be considered through a Cadre Review Committee (CRC). The composition of Cadre Review Committee is given at clause 2.12.2.
- HR & Administration shall chalk out an activity calendar for Cadre Review

Committee, which shall meet twice a year in the months of January / February and June/July or at an appropriate time, deemed fit.

- (v) It shall be the responsibility of the Designated In-charge, HR & Administration, to maintain proper appraisals every year for all officers and staff of QCI.
- (vi) All promotions will be from the date CRC is conducted prospectively. In case a meeting of Cadre Review Committee is delayed due to any reason it shall not give any right to the individual to claim promotion from a retrospective date.

3.6.2 Eligibility Criteria for Promotion

3.6.2.1 Every employee conforming to the eligibility criteria given below shall be considered for promotion by the Cadre Review Committee (as defined in clause 2.12.2):

Sl.No	Rank/Designation	Minimum qualifying years of service in the respective post within the organization)
Technical		
1	Executive Officer Trainee	2 years
2	Executive Officer	2 years
3	Accreditation officer	2 years
4	For all other ranks	5 years
Non-Technical		
5	Executive Assistant/ Accountant	2 years
6	Sr. Executive Assistant / Sr. Accountant	2 years
7	Administrative Officer / Accounts Officer	2 years
8	For all other ranks	5 years

Table 3.4 – Eligibility Criteria for Promotion

3.6.2.2 The appraisal shall be a factor in deciding the grant of promotion. The rating / levels of appraisal shall be as under:

Level of performance	Percentage	Rating
Excellent	>90%	5
Very Good	>75% to ≤90%	4
Good	>60% to ≤75%	3
Needing improvement	>50% to ≤60%	2
Poor/Unsatisfactory	≤50%	1

Table 3.5 – Rating Levels for Performance Appraisal

3.6.2.3 Promotions within the same Cadre or to next higher Cadre shall only be considered after the period specified above, in a particular position subject to overall rating of 4 or above i.e., Very Good and above, performance level, during the qualifying years for promotion. In case, the employee does not have overall average of minimum of Very

Good performance level, in the qualifying years, his/her case shall be considered for promotion in the subsequent year only on fulfilment of minimum of Very Good performance during the period of eligibility as per the Performance Appraisal Report.

3.6.2.4 However, promotions from one Cadre to next higher Cadre shall take place only upon availability of a vacancy in the higher Cadre.

3.6.2.5 Minimum eligibility criteria for promotion of five years for those at Sl. No 4 & 8, in Table 3.4 above, can be reduced by one year in case of individuals having achieved an Excellent (>90%) or above overall score of performance appraisal report in last four consecutive years.

3.6.2.6 Employees holding the non-Executive position, for which there is no clear cut promotion channel, can be considered for promotion after similar time duration of 5 years and their new corresponding designation could be created and placed in an appropriate CTC slab.

3.6.3 Evaluation of Merit

3.6.3.1 The evaluation and eligibility for promotion will be a two stage process detailed below:

- (i) Stage-1, will only be a qualifying criteria to appear before the Cadre Review Committee.
- (ii) Evaluation marks at the qualifying Stage-1 shall not be counted in Stage-2.
- (iii) The evaluation method and marking criteria which shall be used in case of employees eligible for promotion is as under:

Stage(s)	Criteria	Points
Stage 1	Performance Appraisal for the past required length of service (Quantifying criteria – at least Very Good)	
Stage 2 (a)	Commendations received, Awards, Accolades, Membership of bodies/ committees, Outreach activities, Innovations, Project Output etc.	10
(b)	Confidential feedback from peers and other stakeholders.	20
(c)	Overall assessment of Cadre Review committee on the basis of interview/ interaction.	20
	Total	50

Table 3.6 - Evaluation of Merit

- (iv) An employee whose overall rating in Stage-1 is below or equal to 75% during the residency period (mentioned in Table 3.4 above), shall not be considered for Stage-2.

3.6.3.2 Peer review shall be taken from minimum 5-6 stakeholders with whom the employee has interacted on regular basis w.r.t. his/her work that may include committee members -1 to 2, seniors (other than the reporting officer or CEO) – 2 and subordinate staff / colleague from same or other boards/divisions - 2. In case the employee under

consideration is not involved in any committee additional, 2 seniors from same or other board/division may be taken.

3.6.3.3 Individual having a higher score in Stage-2, will have an edge over the others in the event number of eligible candidates being more than the number of vacancies.

3.6.3.4 While deciding the cases (of eligible employees) to be placed before 'Cadre Review Committee', for its consideration for promotion or otherwise in a particular month of a year (i.e. Jan/ Feb or June/July or as appropriate), HR & Administration may follow the practice of considering officials due for promotion after the last Cadre Review Committee Meeting and succeeding 2 months only. However, the HR & Administration shall ensure that (barring some exceptional circumstances) the Gap between two CRC meetings is not more than one year .

3.6.3.5 The recommendation of the Cadre Review Committee shall be put up to the Secretary General for approval by HR & Administration. All promotions as approved by the Secretary General shall be reported in the Governing Body.

3.6.3.6 A promotion will be made effective from the date of Cadre Review Committee prospectively.

3.6.4 Pay fixation on Promotion

3.6.4.1 In case of promotion, if the emoluments of an employee are more than the minimum basic pay in the new rank/designation, then the pay would be protected in new rank/designation provided the protected pay lies within the CTC slab for the post **or** shall be restricted to the maximum of the CTC slab, prescribed for the post.

3.6.4.2 All promoted employees would be eligible for regular annual increments as and when it falls due. However, it will not be applicable to the employee whose basic pay is restricted to the maximum of the CTC slab mentioned in clause 3.6.4.1.

3.6.5 Promotion of Employees on Deputation or Lien to/from other Organizations

3.6.5.1 An employee on deputation to another organisation may be considered for promotion in QCI during the period in accordance with the process prescribed in this manual. However, the promotion would be effective only on his/her return to QCI.

3.6.5.2 In case of an employee who is not on deputation to another organisation but merely retaining lien in QCI, he/she would not be considered for promotion during the period. He/she would merely retain the option to return to his/her substantive scale before the expiry of lien.

3.6.5.3 The employees who are on deputation/lien from other organisations to QCI shall not be covered under these promotion rules. Their promotions can only be dealt with by the lending/parent organization.

3.6.6 Promotion / Confirmation - Pending Disciplinary Proceedings / Prosecution

3.6.6.1 If disciplinary proceedings against an employee have been initiated by issuing a charge-sheet either for minor or major penalty, his case will not be considered till the conclusion of the disciplinary proceedings.

3.6.6.2 In case where an employee has been punished as a result of disciplinary proceedings or convicted by a Court of Law, the following procedure shall be observed in the

matter regarding promotion/ confirmation:

- (i) Wherever an order imposing a penalty specifies the period of penalty, during the pendency of such period the employee concerned would not be promoted/confirmed.
- (ii) Wherever an order imposing a penalty does not specify any period, the Competent Authority may take into account the penalty imposed upon the employee in determining his suitability for promotion/confirmation.

3.7 SUPERANNUATION

- 3.7.1 The age of retirement on superannuation will be 60 years for QCI employees appointed against sanctioned posts.
- 3.7.1 Retirement would be effective from the afternoon of the last day of the month in which the age of superannuation is attained, but an employee whose date of birth is on the first day of the month shall retire on the afternoon of the last day of the preceding month.
- 3.7.3 An extension upto two years may be granted based on performance and requirement of QCI. However, such extension shall be granted after the approval of Governing Body.

3.8 RESIGNATION

- 3.8.1 Any QCI employee appointed against the sanctioned post if desires to resign from his/her service in QCI, shall be required to give one month's notice in writing to competent authority through proper channel or in lieu of the notice period or part of the period, one month's emoluments or part of it as the case may be.
- 3.8.2 Notice period for employees appointed against sanctioned post may be allowed to be set off against accumulated Privilege Leave, if due in his/her account and based on his/her request to competent authority through proper channel. The acceptance or otherwise in this respect shall be communicated in writing to the employee concerned, by the HR & Administration after the approval of Secretary General.
- 3.8.3 For professional engagements (as referred in Chapter-II, clause 2.10) a notice period of 15 days shall be required.
- 3.8.4 In any of the cases listed above in clause 3.8.1 & 3.8.3, the notice period shall be counted from the date of submission of the resignation.

Note:

No resignation shall take effect unless it is recommended by CEO/HOD and accepted by the Secretary General.

3.9 TERMINATION

3.9.1 Termination may happen due to:

- (i) Poor performance
- (ii) Disciplinary action
- (iii) Misconduct
- (iv) Any other reason which may be detrimental to the image of the organization

3.9.2 In case of employees on probation termination due to poor performance shall take place, when even after two consecutive extensions of six months of probation period, performance remains 'Below Good'. However, in case of confirmed (regular) employees, termination may happen if the performance of the concerned employee for two consecutive years is 'Below Good'. However, in both the cases, it must be ensured that an advisory was given to the concerned employee to improve his/her performance as mentioned in Chapter-IV, clause 4.6.4.

3.9.3 The services of an employee appointed on regular / contract / deputation / tenured basis, may be terminated by the disciplinary authority, after following due process and taking into account the principles of natural justice as per the disciplinary procedure mentioned in Chapter-VII.

3.9.4 In case of misconduct, the services of a professional can be terminated without assigning any reason.

3.9.5 However, there shall be no need to follow any procedure on cessation of the contract/engagement period with efflux of time.

4.1 PERFORMANCE MANAGEMENT

A distinct focus on improving performance of an employee is one of the most essential aspects of an organization. Therefore, there is a need to install an effective performance management system in the organization.

The Performance management system should aim at motivating employees for higher levels of performance in their current as well as future role bringing an alignment between individual and organization goals. The detailed objectives of Performance management in QCI are as under:

4.1.1 Objectives

- (i) To enable employees to plan their work, utilize their capabilities and maximize their contributions.
- (ii) To create a performance culture through continuous performance improvements of individual employees, teams and the organization.
- (iii) To identify and develop leadership talent for future.

4.2 ABILITIES / SKILLS TO BE EXHIBITED BY QCI EXECUTIVE / EMPLOYEE

Every QCI executive / employee is required to exhibit certain competencies / skills / abilities (mentioned below) while achieving their KPIs (Key performance Indicators):

4.2.1 Competencies:

- (i) Technical / Functional competencies
- (ii) Commercial acumen
- (iii) Interpersonal skills and team work
- (iv) Initiative
- (v) Communication skills (listening, clarity of thought and expression, written and oral)
- (vi) Positive attitude (viewing things positively and with optimism and not being critical or cynical of everything; ability to look at brighter side of change and various other decisions, policies and innovations etc., and not being over critical or all the time critical of people and events, etc.),
- (vii) Efficiency & Efficacy (Speed of disposal of work),
- (viii) Creativity.

4.2.2 Potential factors

These are the qualities that become increasingly critical for senior management positions and are meant to prepare executives for handling higher roles as they grow in the organization. These are assessment of there their abilities to handle higher responsibilities including the following or more:

- (i) Vision and Strategy
- (ii) Leadership
- (iii) Ability to assume responsibility
- (iv) Execution ability
- (v) Proactive problem solving skill
- (vi) Change Management (openness to change, initiate and manage change)

4.2.3 Values

These include beliefs, behaviours and actions (IDEALS) that are to be exhibited by every executive/employee:

- (vii) Decisiveness
- (viii) Ethics & Integrity
- (ix) Accountability
- (x) Speaking fearlessly /coherence between thought, word and deed (not having one thing in mind and speaking different things to please people or gain advantage of some kind or the other)
- (xi) Commitment - attempting to keep up promises or verbal commitments

4.3 KRAs AND KPIs OF EMPLOYEES

Key Result Areas (KRAs) are the main responsibility of any role / job that an employee needs to produce results and they form the base to define the Key Performance Indicators (KPIs), which are used for appraisal and setting development plan for each role/employee. To manage each KRA one or more KPIs are set. The KPIs may be classified as under:

- (i) Routine KPIs (i.e. jobs of routine nature and at the same time critical contributions of the official.
- (ii) Non-routine KPIs / Special Projects / activities: Non-routine KPIs are key contributions of the role holder other than the routine activities. These are the jobs not undertaken frequently by individual or not a part of the current job / tasks and responsibilities but undertaken by the individual on his/her initiative to make a difference in the organization as a whole and demonstrate his/her competencies. These projects may become critical inputs for future leadership assessments.

4.4 MINIMUM PERIOD OF ASSESSMENT / ASSESSMENT FOR PART PERIOD

- (i) For the purpose of performance assessment, the assessment year shall be counted from 1st April of a year to 31st March of the succeeding year.
- (ii) Assessment of performance in respect of an employee would be done only if the employee has worked in a regular grade/scale for at least 3 months at a stretch during the assessment period.
- (iii) If an employee has worked under more than one Reporting Officer during the assessment period, the Reporting Officer and Reviewing Officer immediately preceding the expiry of the assessment period would assess the performance of the employee in the prescribed APAR form.

4.5 NON-AVAILABILITY OF APAR

Where one or more Annual Performance Appraisal Reports have not been submitted due to any reason including; employee being under suspension / superannuation / permanent or total disablement / medical unfitness, the appraisal rating pertaining to the immediately preceding appraisal shall be given subject to a maximum of corresponding rating of 2 mentioned in clause 3.6.2.2.

4.6 COMPONENTS OF THE PERFORMANCE MANAGEMENT SYSTEM

The Performance management system has following components.

- (i) Performance Planning
- (ii) Development Planning
- (iii) Performance Monitoring
- (iv) Performance appraisal and review
- (v) Performance feedback, counselling and improvement

4.6.1 Performance Planning:

- (i) On the basis of broad guidelines / goals from the performance plan of the Council, the Boards / Divisions under the ambit of QCI shall clearly define their activities, processes involved and planned results / outcomes at the beginning of the year.
- (ii) Based on the above, Individual KPIs (routine and non-routine both) shall be defined in consultation with Reporting Officer and with concurrence of the concerned CEO/HoD.
- (iii) While defining the individual KPIs it should be ensured that they follow the following guidelines:
 - (i) are Specific and logical,
 - (ii) are Measurable (can be quantified and evaluated)
 - (iii) may be difficult but are Achievable to motivate performance
 - (iv) are relevant /realistic (should be associated to job)
 - (v) are time based (defining expected time to undertake the activities)
 - (vi) define the expected results/outcomes

The total number of KPIs/routine activities to be assigned to an employee should normally vary from 10-15. The activities to be allocated/assigned to an employee shall be defined as per the format below:

Sno	KRA	KPI	Measure (Targets /deadlines)	Weightages

4.6.2 Development Planning

- (i) The training and development needs may arise out of new task or activities the executive concerned is expected to perform during the assessment period for which he/she does not have adequate knowledge or skills or any other competencies or some form of development interventions which will help him/her to perform better.
- (ii) As the appraisee shall be aware of the list of the KPIs to be accomplished, corresponding time investments and results/outcomes at the beginning of the year hence, based on the same he/she shall identify his/her own development needs along with his plan for meeting the needs in the month of April itself and record the same along with his/her performance plan. He shall inform about the same to his CEO / HoD through his reporting officer. The performance and development plan would finally be approved by CEO/HoD. In case of any non-agreement between Reporting Officer and the appraisee, decision of the CEO / HoD shall be final.
- (iii) Considering the training needs of employees in the Board/Division, the CEO / HoD will then decide the priority for covering the executives in the department and shall make a plan for the same. This may include conducting in-house trainings or sponsoring the employee(s) for training in some specialized area to other organizations. Any training and development support needed from the organization is to be identified and informed to Secretary General for his approval by April end of the year.
- (iv) Training shall be imparted to executives at the discretion of the Management. It cannot be claimed as right. Self-development (to upgrade skills in area of operation/allocated work or any other area in which the employee desires to gain knowledge) is the primary responsibility of the Individual executive concerned, the Management can only facilitate to the extent possible.

4.6.3 Performance Monitoring

- (i) It is recommended that the Performance Review Discussions are held between individual concerned & his/her Reporting Officer from time to time during the period of assessment to inform the employee about the areas where he/she has performed to desired level and those where he needs improvement. The same should be intimated to the employee in writing.
- (ii) In case the Reporting Officer finds that the performance of the employee (even after several advisory) on any of the prescribed factors / parameters is falling

below the desired level, he/she may advise the concerned employee in writing to improve under intimation to administration.

- (iii) The Reporting Officer should also assist the employee concerned in identifying and developing competencies for the subsequent period. The developmental activities, if any, also may be recorded in the development plan.

4.6.4 Performance Appraisal and Review

- (i) The performance appraisal and review for the confirmed employee will be conducted once in every calendar year in the month of April. However, for employees under probation mid-term review will also be done.
- (ii) The individual KPI / activity shall be quantified / verified by the Reporting & Reviewing Officer to the extent of achievement in the defined time-frame, in accordance with the five point rating scale given below:

Level	Parameter	Description
1	nsatisfactory / Poor	Performance consistently poor, much below expectations in most essential areas of responsibility, significant improvement needed in one or more important areas.
2	Needing improvement	Performance below expectations in some of essential areas of responsibility, improvement needed in one or more important areas. Quality of work not good.
3	Meets expectations/Good.	Performanceconsistently met in all essential areas of responsibility, overall quality of work good.
4	Exceeds expectations Very Good.	Performance exceeded expectations in all essential areas of responsibility, overall quality of work very good.
5	Significantly above expectations / Excellent	Performance far exceeded expectations due to exceptionally high quality of work performed in all areas.

Table 4.1 –Scale for Performance Review

- (iii) Rating will be multiplied by the corresponding weightage for the KPI / activity to get an individual score. The individual score will be added to get overall score.
- (iv) The Reporting Officer shall assess the performance, attributes and potential of the employee on the prescribed factors/items in APAR form.
- (v) No factor/parameter shall be left blank and the assessment shall be indicated in the space provided.
- (vi) While assessing the General Grading, the Reporting Officer is advised to differentiate between the performance levels of employees working under him/her and to the extent possible, follow the distribution pattern as indicated below for each grade of employees:

General Grading	Maximum Ceiling
Excellent	Upto 10 to 20%
Very Good	Upto 20 to 30%
Good	Upto 40%
Needing improvement	Upto 20%
Unsatisfactory/Poor	Less than 10%

Table 4.2 - General Grading

- (vii) The Reviewing Officer is required to carefully go through the assessment of the Reporting Officer in each factor/parameter and record as to whether he/she accepts the assessment of the Reporting Officer in all respects in the space provided under the column 'Views of the Reviewing Officer'. In case he/she differs from the assessment of the Reporting Officer, in any respect, he/she should give his/her own grading in respect of the said item / factor(s). Accordingly, the Reviewing Officer would work out the General Grading based on the grading agreed to by him/her and the grading given by him/her wherever he/she has differed. The assessment of Reviewing Officer will be final.
- (viii) The Reviewing Officer would also differentiate between the performance levels of all the employees under his/her control and to the extent possible, follow the distribution pattern for each grade as given above.
- (ix) If required, 360 Degree Feedback may be taken for CEO/HODs or similarly placed other senior officials at the discretion of the competent authority. Wherein the official shall be assessed at the end of the year by his juniors, seniors, assessors/committee members/ other stakeholders, as applicable. These along with Self-assessment by the official concerned gives insights into the impact made by him/her on his/her subordinate staff, colleagues and other stakeholders.
- (x) In case the Reporting / Reviewing officer has rated an employee's performance as 'Excellent' he/she needs to give justification in this respect clearly stating the specific details that have been exceptionally good.
- (xi) The Reporting / Reviewing officer may rate an employee's performance as unsatisfactory /poor, if despite number of advisory notes in writing and counselling during the period of assessment, the employee has failed to improve his / her performance. However, in such case of adverse remark, a letter communicating the adverse remark shall be sent to the concerned employee by the concerned Board / Division under the signature of Reviewing Officer (under intimation to Administration). It may be noted that any adverse remark not communicated to the employee shall not be taken into account to adversely affect the promotion / confirmation/ increment of the employee.
- (xii) Where the performance of an employee appointed against a regular post is rated below Good i.e. $\leq 60\%$ following action shall be taken:
 - a) 'Unsatisfactory/poor' performance may be asked to leave the organization provided a period of six months was/is given to him/her to show improvement and performance was/is carefully monitored.

- b) An employee performing 'Needing improvement' may be issued an advisory by the Reporting Officer and communicated in writing, the areas of improvement. If, the performance in the second consecutive year remains unsatisfactory/needing improvement, then the person may be asked to leave the organisation.

Note:

- (i) *The weightages and criteria's for evaluation of performance of an employee shall be notified separately as part of APAR form.*
- (ii) *Every employee is required to fill in the 'Annual Performance Appraisal Report' form (either online or hardcopy as the case may be) in the month of April every year.*
- (iii) *The duly filled in APAR form with comments of Reporting and Reviewing Officer should reach HR & Administration within 15 days or by April 30 every year.*
- (iv) *In case no comments of the Reporting / Reviewing Officer are received on the APAR form of an employee within the stipulated time, it will be presumed that the officer/official concerned has no comments to offer and the matter shall be dealt with as per the applicable rules / approval of the competent authority.*
- (v) *On Receipt of the APAR of the employees, the HR & Administration shall review the same and shall ensure that the rating pattern of the Reporting and Reviewing officer is in line with the clause 4.6.4*
- (vi) *In case any deviation is observed, it after the approval of SG shall send the advisory to the concerned official.*

4.6.5

Appeal on Adverse Remarks (i.e. Unsatisfactory/Poor):

- (i) The employee may appeal against the adverse entry to the Appellate Authority (given at clause 7.7.2) within 7 days from the date of issue of the communication. The Appellate Authority shall, after careful consideration of such appeal, dispose-off the appeal within 15 days from the date of receipt of the letter of appeal.
- (ii) While disposing the appeal as above, the Appellate Authority may decide either to expunge or retain the adverse entries. The decision of the Appellate Authority in this aspect shall be final. The same shall be communicated to the concerned employee by Hr & Administration after the approval of Secretary General.
- (iii) In case of expunction of adverse entry, the performance shall be treated as "Needing improvement" or as recommended by the 'Appellate Authority' and approved by SG.

4.7

PRECAUTIONS FOR ASSESSMENT/FEEDBACK

- (i) While giving feedback, it should be ensured that it contributes to mutuality and building relationships and reinforces new positive behaviour / competencies in the employee.
- (ii) Feedback should be descriptive and not evaluative. It should also be data based and specific and not based on impressions.
- (iii) Feedback should be given on continuous basis and not sporadically or once a while.

**5.1 GENERAL GUIDELINES FOR LEAVES**

- 5.1.1 Leave cannot be claimed as a matter of right. Leave, if granted, can be curtailed/ refused at any time depending upon the exigencies of work.
- 5.1.2 Leave shall not be granted to an employee who is under suspension or whom the competent authority has decided to dismiss or remove from services.
- 5.1.3 Employees joining the service of QCI after the first day of January shall be eligible for proportionate number of days of admissible Leaves for the remaining part of the calendar year. While calculating proportionate number of days of admissible Leaves, the fraction (if any) will be rounded off to the nearest whole number.
- 5.1.4 In case during the sanctioned leave period, the employee desires to proceed to a station or a place outside the city where he or she is positioned to discharge his/ her routine duties, he/she shall be required to take the station Leave.
- 5.1.5 Employee who has been granted leave shall not resume duty/return to duty before the expiry of the leave granted to him/her.
- 5.1.6 Authorities empowered to sanctioned leave shall be as per delegation of powers appended as Appendix –IX.

5.2 COMBINATION OF LEAVE

- 5.2.1 Any kind of leave except casual leave may be availed of in combination with or in continuation of any other kind of leave. Grant of leave in continuation of maternity leave shall be on medical certificate.
- 5.2.2 Holidays occurring at either end of the period of leave (of any kind) may be prefixed or suffixed. Holidays occurring during the period of Casual leave shall not be counted as leave. The intervening holidays shall, however, be counted as leave in case of Maternity Leave, Paternity Leave PL, Sick leave and Extra Ordinary Leave (EOL).

5.3 RECALL FROM LEAVE

An employee may in the exigencies of work, be recalled from leave with the approval of the competent authority. In case of such recall, the period from the date the employee starts from the station where he/she is on leave, to the date of his/her resuming duty shall be counted as 'DUTY'. The said period will be credited back to his/her leave account.

5.4 ABSENCE FROM DUTY AND OVERSTAYAL OF LEAVE

- 5.4.1 Absence from duty without sanctioned leave is misconduct and is liable for action in accordance with the stipulated disciplinary rules.

5.4.2 Overstay on leave means remaining absent from duty without prior permission beyond the sanctioned leave period. Overstay on leave shall be dealt with in the same manner as absence from duty.

5.5 EMPLOYMENT /ENGAGEMENT DURING LEAVE

An employee who is on any kind of leave under these Rules cannot take up any service/employment/engagement/assignment elsewhere (either on payment or otherwise) during the leave period.

5.6 CATEGORY OF LEAVES

The categories of leaves (in a calendar year) applicable to an employee appointed on regular / deputation /contract / tenured basis against sanctioned posts, are defined as under:

S No.	Type of Leave	Admissible No	Accumulation up to (days)	En-cashable
1.	Casual Leave (CL)	9 days	Not allowed	No
2.	Privilege Leave (PL)	30 days	300 days	Yes
3.	Sick Leave (SL)	10 days (with full pay) OR 20 days (with half pay)	240 days (with full pay) OR 480 days (with half pay)	No
4.	Maternity Leave	180 days	Not allowed	No
5.	Paternity Leave	15 days	Not allowed	No
6.	Extra Ordinary Leave (EOL)	Depends upon situation and subject to approval by SG		

Table 5.1 - Categories of Leave

5.6.1 Casual Leave

- (i) There shall be 9 Casual Leaves in a Calendar Year (starting from January 1st).
- (ii) Casual leave is not a recognized form of leave. Hence an official on casual leave is not treated as absent from duty.
- (iii) All regular employees will be entitled to avail Casual Leave in a calendar year with prior permission of the reporting officer. Casual leave cannot be combined with any other type of leave.
- (iv) It should normally not be granted for more than 5 days at any one time except in special circumstances.
- (v) Casual leave entitlement will be on pro-rata basis for those who have put less than one year of service.
- (vi) Weekends and Holidays will not be counted as part of the casual leave.
- (vii) Casual leave can be taken for half- day also.
- (viii) Un-availed Casual Leave in any Calendar Year cannot be carried forward to the succeeding calendar year.

5.6.2

Privilege Leave

- (i) Employees of QCI shall be entitled for Privilege Leave (PL), which can be accumulated maximum upto 300 days during the entire service period in QCI.
- (ii) 15 days PL will be credited to the leave account of the employee on 1st of January and 1st of July every year. For part of the year, leave is to be credited on pro-rata basis, that is, at the rate of 2½ for each completed calendar month.
- (iii) Where the balance at credit is 286/300, further advance credit of 15 days on 1st January / 1st July will be kept separately and set off against the PL availed of during that half year ending 30th June / 31st December. If the leave availed is less than 15 days, a reminder will be credited to the leave account subject to the ceiling of 300 days at the close of that half year.
- (iv) Closed holidays including Saturday and Sunday may be allowed to combine with the leave as prefixed/ suffixed. Intervening holidays will be included in the leave availed by the employee.
- (v) An employee desiring to avail PL, shall make an application, in writing, in the prescribed form, at least one week prior to commencement of such leave. The same will be sanctioned by the Competent Authority as defined in 'Delegation of Powers', Appendix-IX. HR & Administration shall maintain such records.
- (vi) The maximum PL that may be granted at a time to any employee shall be 180 days.
- (vii) On cessation from service on account of superannuation/ death/ resignation, PL at the credit of employees shall be encashed as per the rules subject to maximum of 300 days. Any privilege leave en-cashed in the past will be deducted from the total accumulated Privilege leaves to arrive at eligible leave for encashment. The Leave salary which an employee shall be entitled to shall be equal to basic pay and all other allowances & perks as drawn by the employee immediately before proceeding on PL.

5.6.3

Sick Leave

- (i) Regular employees shall be entitled for 20 days Sick Leave per every completed year of service which will be credited every 6 month as per calendar year. During the period of Sick Leave, employee will have the option to take either 20 days on half pay or commuted to 10 days with full pay in a year. The Sick Leave can be accumulate up to 480 days- Half day/ 240- full pay beyond which no sick leave will be credited in the leave account.
- (ii) The un-availed Sick Leaves in the credit can NOT BE ENCASHED.
- (iii) A medical certificate from a registered Medical Practitioner is required to be submitted along with the application for grant of sick leave where the leave is for more than three days. QCI reserves the right to appoint its own Medical Practitioner for getting second opinion on any application for grant of sick leave.
- (iv) Request for extension of sick leave must be accompanied by a registered Medical Practitioner's certificate. Any misuse or misrepresentation will be deemed as breach of trust and liable to action under disciplinary rules.

5.6.4 Maternity Leave

- (i) A female employee (married / unmarried) with less than two surviving children may be granted Maternity leave for 180 days from the date of its commencement.
- (ii) During such period, leave salary will be equal to the pay drawn immediately before proceeding on leave.
- (iii) Maternity leave not exceeding 45 days in the entire service may be granted to female employee (irrespective of number of surviving children) in case of Miscarriage /Abortion on production of medical certificate from a registered Medical Practitioner.
- (iv) Closed holidays may be prefixed or suffixed with Maternity Leave. Intervening holidays will be counted as part of the maternity leave.
- (v) Maternity leave may be combined with leave of any other kind due and admissible (other than casual leave).
However, in such cases the period of leave beyond the maternity leave will be regularized against Privileged or Sick leave as the case may be and leave salary will be payable accordingly. If no such leave is available in the leave account, the period will be counted as EOL upon which no leave salary will be payable.
- (vi) Maternity leave is not admissible for 'threatened abortion'.
- (vii) Maternity leave will count as service for increments and also for gratuity for confirmed employees.
- (viii) In case the maternity leave is availed during probation period, the period of probation will be extended commensurate to the leave period availed.

5.6.5 Paternity Leave

- (i) A male employee with less than two surviving children, may be granted Paternity Leave by an authority competent to grant leave during the confinement of his wife for child birth which can be applied before child birth or within six months from the date of delivery of the child.
- (ii) Paternity leave is also admissible for 15 days from the date of valid adoption of a child below the age of one year.
- (iii) During this period of leave, he shall be paid leave salary equal to the pay drawn immediately before proceeding on leave.
- (iv) If Paternity Leave is not availed within the period specified in sub-rule (a), such leave shall be treated as lapsed.

5.6.6 Extra-Ordinary Leave

- (i) An employee shall be eligible for extra-ordinary leave when no other leave is admissible to him, or when other leave is admissible, the employee applies in writing for grant of extra-ordinary leave.
- (ii) An employee shall be entitled to Extra-Ordinary Leave for a period of three months only, on one occasion. However, in special circumstances, Extra-Ordinary Leave may be granted up to the following limits:
 - (i) On medical certificate from an authorized medical attendant, an employee

shall be entitled to 6 months extra-ordinary leave.

- (ii) An employee who has completed one year of service shall be entitled to 18 months extraordinary leave in case he is undergoing treatment for Tuberculosis, Leprosy, Cancer, etc. in a recognised medical institution or by a recognised specialist.
- (iii) Extra-ordinary leave shall be admissible upto 36 months in exceptional cases where it is certified by an authorized medical attendant and endorsed by Chief Medical Officer that it is necessary for treatment of chronic ailments/diseases such as Tuberculosis, Leprosy, Cancer, etc.
- (iv) This leave will not count for qualifying service for increment, gratuity or any other purpose whatsoever it may be.
- (iii) Two spells of extra-ordinary leaves intervened by any other kind of view shall be treated as one spell of extra-ordinary leave.
- (iv) This leave is neither debited to leave account nor any leave salary shall be paid.

5.7 OTHER PROVISIONS

S No.	Type	Quantum in days/ months and approval required	
1.	Deputation	2 years maximum upto 3 years	Approval by SG
2.	Lien	12 months, maximum upto 2 years	Approval by SG

Table 5.2 - Other Provisions regarding Deputation & Lien

5.7.1 Deputation

- (i) A regular employee can be deputed to a government organization if the receiving organization makes a request, for a maximum period of 24 months as indicated above.
- (ii) The general rules of deputation in the government shall be applicable for such employees. EOL may be sanctioned for the purpose of deputation with prior approval of the Secretary General after completing six years of service in the organization.
- (iii) No extension in the deputation period will be allowed, unless the post on which deputation is granted is a fixed tenure post of more than 3 years. In case of LWP / EOL having been sanctioned to cover the term of deputation, this period shall not count towards qualifying service for increment, leave, gratuity and other retirement benefits, and the borrowing department shall not be required to pay any leave salary / pension contribution to QCI for the period of deputation.

5.7.2 Lien

- (i) A regular confirmed employee can hold lien over the present position for a period of 12 months at a time (maximum upto 2 years in exceptional circumstances) after the approval of the Secretary General, provided the employee has served in QCI for the minimum corresponding period of the lien.
- (ii) During lien period, there shall be no financial liabilities such as gratuity, superannuation, provident fund, bonus, ex-gratia, etc. accrued to QCI.
- (iii) The period of lien shall not be counted towards qualifying service for promotion.



CHAPTER-VI

TRAVEL RULES

6.1 RULES FOR TRAVEL

6.1.1 LOCAL TRAVEL

- 6.1.1.1 Cost of transport incurred for executing official work will be reimbursed, as per eligibility / as per applicable norms (to be notified by HR & Administration through separate circulars) as far as possible for local journey within the National Capital Region comprising Delhi, Gurgaon, Noida, Greater Noida, Faridabad Ghaziabad and others within 50-60kms.
- 6.1.1.2 The reimbursement rate for own vehicle and hired transport for official travel will be subject to review as and when necessary.

6.2 PERMISSIBLE LIMITS FOR TRAVEL EXPENSES

6.2.1 Domestic

Officials of QCI who are required to undertake tours outside the City or where they are positioned to discharge their routine duties and responsibilities in connection with QCI's affairs will be provided with following facilities:

Category	Mode	Max. limit of amount against bills			Daily Allowance (in INR)	Local Conveyance (in INR)
		Boarding	Lodging			
		A class& Other Cities	A class Cities (in INR)	Other Cities (in INR)		
Secretary General	Business Class	Actual	10000/- or actual whichever is less per day	6000/- or actual whichever is less per day	1000 per day	AC Taxi (actual)
CEO/ Sr.Director /Director	Air- Economy Class*/1 st Class AC Train / AC Bus	Actual	8000 or actual whichever is less per day	5000/- or actual whichever is less per day	750 per day	AC Taxi (actual) AC Taxi for places not connected with trains
Jt. Dir / Dy. Dir / Asst. Dir	Air- Economy Class /2 nd	Actual	5000 or actual whichever is	4000/- or actual whichever is	500 per day	AC Taxi (actual) AC Taxi

	AC Train with approval of CEO/SG		less per day	less per day		for places not connected with trains
Below Asst. Director	Air-Economy Class /3 rd AC Train with approval of CEO/SG	Actual	4000 or actual whichever is less per day	2500/- or actual whichever is less per day	500 per day	AC Taxi (actual) AC Taxi for places not connected with trains

Table 6.1 – Domestic Travel – Permissible limits

Note:

- (i) *In special circumstances like being part of a delegation or team which needs to stay in the same place or where the meeting/event is being held in a hotel and the organizer has booked rooms in the same hotel, the employees may stay in there even beyond their entitlement with specific approval of Secretary General.*
- (ii) *In exceptional circumstances, with proper justification the above limits, may be relaxed by Secretary General on case to case basis.*
- (iii) **A class cities-** *Delhi; Mumbai; Kolkata; Chennai; Bangalore; Hyderabad*

6.2.2 International

6.2.2.1 Officers deputed on official deputation/delegation/tour in connection with the affairs of the Council shall be provided with the following facilities:

Category of officers	Mode of travel	Lodging Max. Limit against bill per day	Daily Allowance (includes Boarding and incidental expenses) per day	Local conveyance against bill
Secretary General	Air Executive/ Business class	250	100	Taxi
CEO/ Sr. Director/ Director	Air Economy class	200	100	Taxi
Jt. Director /Dy. Director/ Asstt. Director and below Asst. Director	Air Economy class	150	100	Taxi

Table 6. 2 - Entitlements for Boarding/lodging etc. (All figures in US Dollars)

- 6.2.2.2 In special circumstances like being a part of the delegation or team which needs to stay in the same place or where the meeting/event is being held in a hotel and the organizer has booked rooms in the same hotel, the officers concerned may stay there even if it is beyond their entitlement, with the specific approval of the Secretary General.
- 6.2.2.3 Where boarding and lodging both are provided by the host, the daily allowance per day admissible to an official shall be 25% of the daily allowance and local conveyance charges at actuals.
- 6.2.2.4 Where only lodging has been arranged by the host, he will be entitled to full daily allowance admissible to him/her and local conveyance charges at actuals on submission of bills.
- 6.2.2.5 Where the boarding and lodging both have been arranged by the employee on its own, full amount of daily allowance will be paid and local conveyance charges at actuals.
- 6.2.2.6 Bills /vouchers will be produced for boarding and lodging charges and local conveyance. In case of some of the expenses not supported by vouchers/bills, a special approval will be required from the Secretary General.
- 6.2.2.7 Expenses on liquor and smoking are strictly prohibited unless and until these are necessitated to entertain the guest(s) during the visit with the prior permission of the Secretary General. The Secretary General has full right to put a limitation on 6.2.2.1 for such expenses while granting permission.

6.3 ADVANCE FOR TOUR

- 6.3.1 Any employees traveling on official duty shall be allowed to draw an advance not exceeding 90 per cent of estimated travelling expenses, after approval by the HoD / Secretary General.
- 6.3.2 The advance is to be adjusted within fifteen days from the date of completion of journey.
- 6.3.3 In case, the advance remains unadjusted for more than a month, the same shall be deducted from the salary of subsequent month.
- 6.3.4 The employee shall not be entitled for any fresh advance without settlement of the previous advance.

6.4 SETTLEMENT OF TRAVEL EXPENSES

- 6.4.1 An employee is required to submit the settlement of travel expenses for the approved period in the prescribed format within a maximum time of 15 days from the date of completion of the journey supported by bills / cash memos as per the following requirement.
- (i) In this respect, employee is required to get the approval of appropriate authority on the Travel authorisation form (Refer Appendix -X). Travel Authorisation form after the approval is to be submitted to Finance & Accounts Department.

- (ii) An employee is required to submit the statement of travel expenses (Refer: Appendix -X, Tour Expense Report) within a maximum time two week after the tour supported by bills/cash memos. Also, in case of travelling by Air along with all other bills, employees must submit boarding pass for claiming the expense. In case of non-availability of supported bills, the employee will be required to seek specific approval of Secretary General.
- (iii) Boards shall ensure that in cases where official travel is paid for by client, the tickets are booked by the client itself. However, where re-imbursement of travel expenses by a client is promised, travel tickets may be arranged by QCI on case to case basis.

6.5 INTERNATIONAL ASSIGNMENTS

6.5.1 Official deputations/delegations/tours on behalf of QCI

The officials of QCI may be required to visit abroad for serving the interest of the organization and of the country. The assignment must have tangible or intangible benefits for QCI, a complete proposal indicating amongst other things the objective of the visit and financial implications involved will be put up through proper channel to the Secretary General for his approval.

6.5.2 Any financial gains accruing as a result of such visit shall be made to QCI.

7.1 GENERAL

- (i) These Rules shall be called as the Code of Conduct, Discipline and Appeal Rules.
- (ii) These Rules shall come into force on approval of this Manual by the Governing Body.
- (iii) For the purpose of these Rules, Disciplinary Authority means the Officer of the Council as specified in the Table 7.1, clause 7.6.2.
- (iv) For the purpose of these Rules, Appellate Authority means an Officer of QCI with whom an appeal against the decision of the Disciplinary Authority shall be made by the Officer or staff who has been proceeded against on charges of indiscipline or misconduct as per the provisions of this manual. The list of Appellate Authorities applicable to QCI employees / staff is as per specified in Table 7.1 under clause 7.6.2.

7.1.1 APPLICABILITY

These Rules shall apply to all officials / staff employed by QCI on regular /contract/ tenured/deputation basis. For staff engaged temporarily as professionals, separate rules may be notified.

7.2 CODE OF CONDUCT FOR QCI EMPLOYEES

Every employee of QCI shall all the times is expected to:

- (i) maintain absolute integrity, sincerity, dedication and devotion in the assigned work and all acts;
- (ii) not indulge /associate in any act or activity that directly or indirectly tarnishes the image of the organization or its office bearers;
- (iii) not indulge in any act/activity (in terms of written, verbal & physical) inside/outside QCI premises (including that of its boards/divisions) either directly or indirectly, contravening the interests of the organisation/its office bearers;
- (iv) be punctual, obedient and not resort to unauthorized absence from duty.
- (v) be polite /courteous in all his/her actions & words, with his/her seniors, fellow colleagues and stakeholders;
- (vi) not indulge in any act of sexual harassment;
- (vii) not indulge in any act or activity such as theft, fraud, misappropriation of organisation funds/property, cause damage to QCI property or any other corrupt practices such as hiding /withholding an information against the interest of organisation, wilful delay, withholding sanction beyond reasonable time, receiving or giving pecuniary benefits to an individual or organization for favour.
- (viii) prompt and attentive in disposal of the assigned work with exactitude;

- (ix) not engage in any act or activity leading to employment, trade, profession or falling outside the scope of his/her employment in QCI without the written prior permission from the Secretary General;
- (x) not to take up any consultancy / professional assignment either on part time or full time at individual level.
- (xi) not to breach secrecy regarding the affairs of QCI or divulging, directly or indirectly any information of a confidential nature coming to his/her knowledge to any other person or body not entitled to get such information.
- (xii) not to participate in any defamatory broadcast or telecast or contributing to any magazine, newspaper to any other media relating to the affairs of QCI without the prior permission from the Secretary General.
- (xiii) not to knowingly make a false statement in work resulting in loss to the organization or in any application, report, declaration and statement of bill or other information submitted by him/her to QCI.
- (xiv) not to involve in any activity such as drunkenness or riotous or disorderly or any illegal / unethical behaviour /act in and around the premises of QCI.
- (xv) not to make false unsubstantiated allegations in anonymous or pseudo anonymous manner to any authority with the intention to soil the image of the organization or its office bearers either directly or indirectly;
- (xvi) not to involve in any other act of omission/commission which has the potential to tarnish the image of QCI.

Note:

- (i) *The above instances of misconduct area illustrative in nature and not exhaustive.*
- (ii) *In case any QCI employee does not abide by / adhere to any of the provisions above, it shall amount to misconduct and the employee is liable for the disciplinary action as per the provisions of this manual.*

7.3 SEXUAL HARASSMENT AT WORK PLACE

7.3.1 Sexual harassment is unwelcome behaviour, which could be expected to make a person feel offended, humiliated or intimidated. It can be physical, verbal, written or through signs. Sexual harassment is covered at the workplace when it happens:

- (i) at work
- (ii) at work-related events
- (iii) between people sharing the same workplace
- (iv) between colleagues outside of work.

7.3.2 It includes such unwelcome sexually determined behaviour, whether directly or otherwise, as:

- (i) Physical contact and advances;
- (ii) Demand or request for sexual favours;
- (iii) Sexually coloured remarks;
- (iv) Showing any pornography; or
- (v) Any other unwelcome physical, verbal and non-verbal conduct of a sexual nature by email or any electronic medium such as email, whatsapp, twitter, facebook, SMS, etc.

Note:

- (i) *The above instances of misconduct are illustrative in nature and not exhaustive.*
- (ii) *Provided that where there is a complaint of sexual harassment within the meaning of this clause, the Committee against Sexual Harassment established by QCI for inquiring into such complaints (Through a separate order), shall be deemed to be the inquiring authority appointed by the disciplinary authority for the purpose of these rules.*
- (iii) *Detailed guidelines in the matter shall be defined separately.*

7.4 INTIMATION ABOUT DETENTION/VIGILANCE/COURT MATTER

- 7.4.1 It shall be the duty of every QCI employee, who may be arrested for any reason, to intimate the fact of his arrest and the circumstances connected therewith to the office immediately even though he/she may have subsequently been released on bail/acquitted of the charges.
- 7.4.2 Any employee appointed by QCI shall have to inform the office at the time of his/her joining about any vigilance enquiry either pending or initiated against him/her & subsequently dismissed off, in his/her earlier employments in writing.
- 7.4.3 Any employee either in position or fresh recruit shall have to declare about any court case(s) either dismissed or pending against him/her in any court of law of India or other countries at the time of submission of annual performance appraisal report/joining.

Note:

Failure to divulge / declare the above information to the administration through a written mode shall amount to misconduct and the concerned employee is liable for disciplinary action as per the provision of this manual.

7.5 DISCIPLINARY PROCEEDINGS

If an appropriate authority/disciplinary authority, based on the preliminary inquiry or otherwise come to the opinion that a prima facie case exists for initiation of disciplinary proceedings against an employee of QCI, it will first decide whether the proceedings should be initiated for a Major Penalty or a Minor Penalty. After this decision the proceedings will start accordingly.

The detailed flow chart for initiating disciplinary proceedings is detailed in clause 7.5.1, below:

7.5.1 Procedure proceedings: proceedings)

for disciplinary
(Flow Chart for

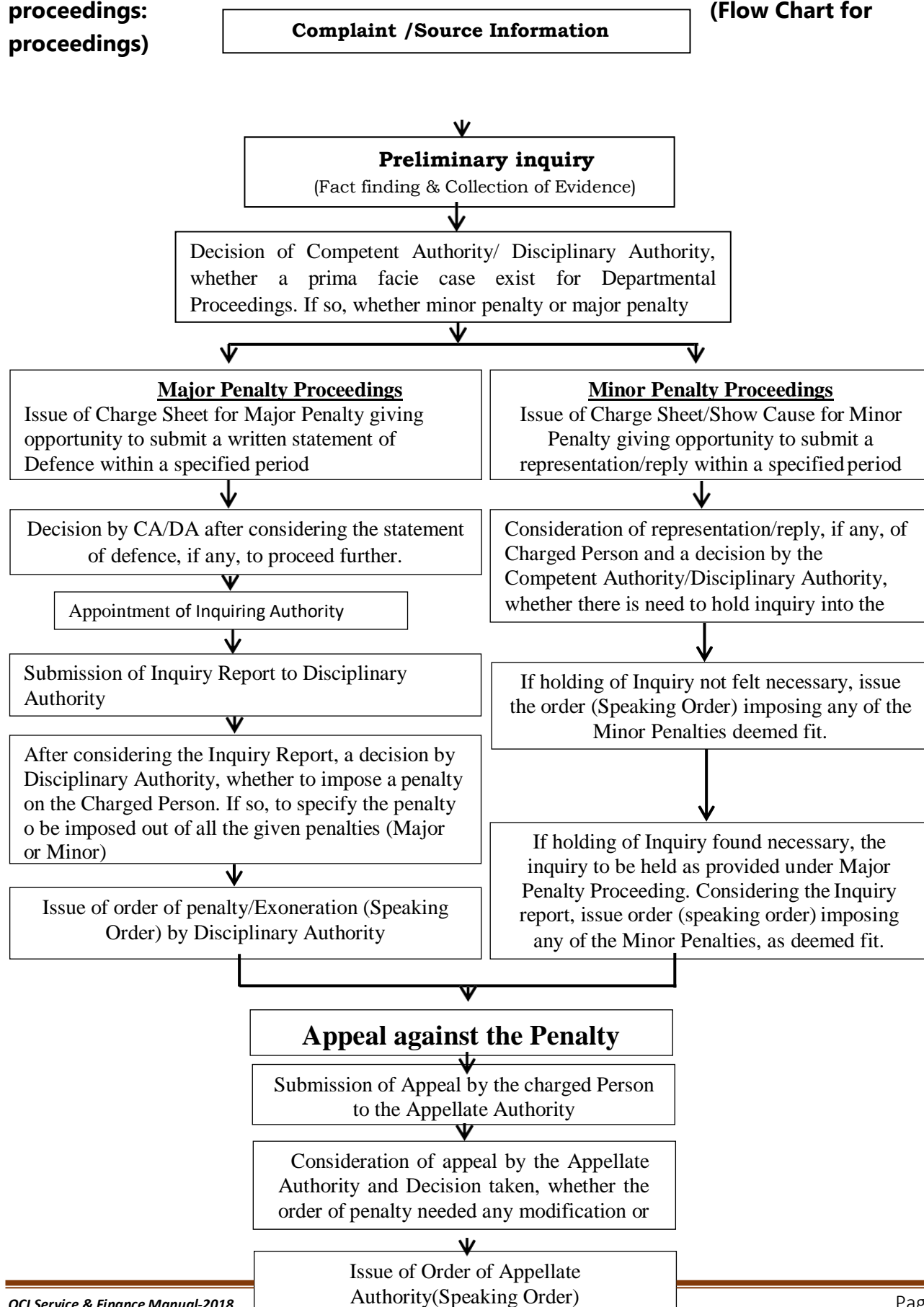


Fig-7.1: Flow chart for Disciplinary Proceedings

Note:

The procedure indicated in chart above shall be followed in respect of Disciplinary Proceedings for awarding Major/Minor penalty to any QCI employee (appointed against sanctioned post). However, the detailed process in respect of the same shall be defined separately at discretion of the competent authority. In case of any change is felt/required, the decision of competent authority shall be final.

7.5.2 Report of Inquiry Officer

- (i) After the conclusion of the Inquiry, the inquiry officer shall prepare a report containing the following:
 - a) Gist of the articles of charge and the statement of the imputations of misconduct or misbehaviour
 - b) Gist of the defence of the employee in respect of each article of charge;
 - c) An assessment of the evidence in respect of each article of charge;
 - d) The findings on each article of charge and the reasons therefor.
- (ii) If in the opinion of the 'Inquiring Committee' the proceedings of the inquiry establish any 'Articles of Charge' different from the original 'Articles of the Charge', it may record its findings on such article of charge; provided that the findings on such article of charge shall not be recorded unless the employee has either admitted the facts on which such article of charge is based or has had a reasonable opportunity of defending himself against such article of charge.
- (iii) The 'Inquiry Officer', shall forward to the Disciplinary Authority, the records of Inquiry which shall include:
 - a) The 'Report of the Inquiry';
 - b) The written statement of defence, if any, submitted by the employee;
 - c) The oral and documentary evidence produced in the course of the inquiry;
 - d) The orders, if any, made by the disciplinary authority and the 'Inquiry Officer' in regard to the enquiry.

7.5.3 Action on the Report of Inquiry Officer

- (i) The 'Disciplinary Authority', if it disagrees with the findings of the 'Inquiry Officer' for reasons to be recorded by it in writing may;

Either remit the case to the same or another 'Inquiry Officer' for fresh / further inquiry

OR

Record its own findings on such charge, if the evidence on record is sufficient for the purpose.

- (ii) Considering the provision above, the disciplinary authority having regard to its findings on all or any of the articles of charge is of the opinion that:

The act of omission or commission by the employee is liable for any Major / Minor;

OR

No penalty is called for;

- (iii) However, in either of the case above, the 'Disciplinary Authority' shall put up the matter to the Competent Authority / Secretary General (as the case may be) with his recommendations / recording, for approval and final decision.
- (iv) The order in the matter shall be issued by the HR & Administration after the approval of Competent Authority (i.e. Secretary General for all employees below the level of CEO and Chairperson, QCI for CEO). Provided the order of penalty/exoneration shall be in the speaking order (the employee shall also be supplied with a copy of the report of inquiry).

7.6 PENALTIES

The penalties which may be awarded to any employee are as under:

(i) Minor Penalties

- a) Censure
- b) Withholding of one increment – up to three years and without cumulative effect.
- c) Recovery from pay whole or part of any pecuniary loss caused to QCI by negligence.
- d) Withholding Promotion

(ii) Major Penalties

- (i) Compulsory retirement.
- (ii) Termination with accrued benefits
- (iii) Termination without any benefit

7.7 APPEAL

- 7.7.1 An officer/staff of QCI who has been proceeded against by the Disciplinary Authority, may at his/her discretion, make an appeal to the Appellate Authority against the decision of the Disciplinary Authority.

7.7.2 The decision of the Appellate Authority shall be final in such cases.

Categories of Officers/Staff of QCI	Disciplinary Authority (DA)	Appellate Authority (AA)
Below the level of CEO / HOD	CEO / HOD	Secretary General
CEO / HOD	Secretary General	Chairperson
Secretary General	Chairperson, QCI	Governing Body

Table 7.1- Disciplinary and Appellate Authorities

7.7.3 Appeal against the order mentioned in clause 7.5.2(vi) must be made to the Appellate Authority within 30 days from the date of issuance of the order.

7.7.4 The Appellate Authority shall consider the appeal and take the decision that the order of penalty needs any modification or not and pass the final orders.

7.8 SUSPENSION

7.8.1 The appointing authority or any other authority to which it is subordinate or the Disciplinary authority or any other authority empowered on behalf of the Secretary General may consider it appropriate to place an employee of QCI under suspension in the following circumstances:

- (i) Where a disciplinary proceeding against him/her is contemplated or pending for the charge of:
 - (i) Any offence or conduct involving moral turpitude;
 - (ii) Corruption, embezzlement or misappropriation of QCI money and misuse of official power for personal gain;
 - (iii) Serious negligence and dereliction of duties resulting in considerable loss to QCI;
 - (iv) Desertion of duty;
 - (v) Refusal or deliberate failure to carry out written orders of superior officers;
 - (vi) Engaging himself in activities prejudicial to the interest of QCI;
- (ii) Where continuation of an employee in the office of QCI is likely to prejudice the investigation, trial or any inquiry or to seriously subvert discipline in the office;
- (iii) Where a case against him/her in respect of any criminal offence is under investigation, inquiry or trial by CBI, Police or any other agency;

7.9 DEEMED SUSPENSION

7.9.1 In case of detention of an employee in custody, whether on a criminal charge or otherwise, for a period exceeding 48 hours, he/she shall be deemed to have been suspended with effect from the date of detention, by an order of the appointing authority and shall remain under suspension until further orders.

7.9.2 Where a penalty of dismissal, removal or compulsory retirement from service imposed upon an employee under suspension is set aside on appeal under these Rules and the case is remitted for further inquiry or any other directions, the order of suspension

shall be deemed to have continued in force on and from the date of the original order of dismissal, removal or compulsory retirement and shall remain in force until further orders.

7.9.3 Where a penalty of dismissal or removal from service imposed upon an employee is set aside or declared or rendered void in consequence of or by a decision of court of law and the disciplinary authority, on consideration of the circumstances of the case, decides to hold a further inquiry against him on the allegations on which the penalty of dismissal or removal was originally imposed, the employee shall be deemed to have been placed under suspension by the appointing authority from the date of the original order of dismissal or removal and shall continue to remain under suspension until further orders.

7.9.4 An order of suspension made or deemed to have been made under this Rule may at any time be modified or revoked by the authority which made the order or deemed to have made the order or by any authority to which that authority is subordinate.

7.9.5 Notwithstanding anything contained herein above, the provision contained in Ethics Manual which is being defined separately shall take precedence in case of issues related to Ethics.

7.10 SUBSISTENCE ALLOWANCE

7.10.1 During the period of suspension an amount equal to leave salary which an employee would have drawn if he/she had been on leave on half pay would be admissible to the suspended employee as subsistence allowance.

The subsistence allowance shall not be denied on any ground unless an employee is unable to/does not furnish a certificate that he is not engaged in any other employment, business, profession or vocation during the period of suspension.

7.10.2 Where the period of suspension exceeds three months, the authority which made or deemed to have made the order of suspension, shall review the subsistence allowance and pass necessary orders before the expiry of first three months with regard to the increase or decrease of subsistence allowance based on the following criteria :

- (i) The allowance may be increased by a suitable amount not exceeding 50% of initial subsistence allowance if the suspension is prolonged due to reasons not directly attributable to the employee under suspension.
- (ii) The amount of subsistence allowance may be reduced by 50% of the initial subsistence allowance if in the opinion of the competent authority the period of suspension has been prolonged due to the reasons (to be recorded in writing) directly attributable to the employee under suspension.

7.10.3 In case of an employee having been arrested by the police on a criminal charge and not granted bail, no subsistence allowance is payable. However, on grant of bail, if the competent authority decides to continue the suspension, the employee shall be entitled to subsistence allowance from the date he is granted bail.

7.11 PERIOD OF SUSPENSION ON REVOCATION

7.11.1 When the suspension is revoked and the employee under suspension is reinstated, the competent authority may grant to him/her the pay and allowances for the period of suspension: as per the following provisions:

- (i) In case of an employee exonerated of the charges and not awarded any of the penalties, the pay and allowances which the employee is entitled for, if not suspended, less the subsistence allowance (already paid) shall be paid to the employee and the period of absence from duty (due to suspension) will be treated as a period spent on duty.
- (ii) In case, the charges are proved and the employee is awarded any of the penalties, normally the period of suspension will not be treated as period spent on duty and the employee will not be paid any pay and allowances except the subsistence allowance already paid to him/her.
- (iii) In case the suspension is revoked during the pendency of disciplinary proceedings or court trail a decision with regard to the treating of the period of suspension will be taken after the proceedings/trial is concluded.

Note:

- (i) *The organisation at its discretion may define detailed process for such case of suspension.*
- (ii) *Under normal circumstances, subsistence allowance shall not be paid for more than 12 months. In exceptional circumstances, the matter may be put up to Governing Body for approval for any further extension of payment of subsistence with justification.*

7.12 GRIEVANCE REDRESSAL MECHANISM

7.12.1 The objective of Grievance Redressal is to provide an easily accessible machinery to ensure expeditious settlement of grievances of employees and also recommend preventive action to minimise grievances of employees.

7.12.2 'Grievance' for the purpose of these rules would only mean:

- (i) a grievance arising out of the implementation of the policies/rules or decisions of the organisation.
- (ii) matters of individual nature like those relating to leave, increment, acting arrangements, non-extension of benefits under rules, interpretation of Service Rules, etc.

7.12.3 Matters falling in the following areas shall not be covered by the Grievance Redressal Mechanism under these rules:

- (i) Annual Performance Appraisals/Confidential Reports
- (ii) Promotions including CRC minutes & decisions; probation; confirmation; absorption
- (iii) General issues pertaining to fringe benefits

- (iv) Disciplinary action taken under Conduct, Discipline & Appeal Rules of QCI
- (v) Cases relating to vigilance, security and termination of service
- (vi) Matters of training
- (vii) Grievances arising out of discharge or dismissal of an employee

7.12.4 The Grievance Redressal Committee shall be constituted by Secretary General. It shall have representation from all the Boards and one representative from HR & Administration.

7.12.5 Procedure for handling Grievances

- (i) The concerned employee will be required to formally make a representation to his/her CEO/HOD within a period of one month. The CEO/HOD would examine the grievance and give a personal hearing to the aggrieved employee to try to resolve the issue (in accordance with the applicable rules/policies of QCI), at his level and inform his decision to the aggrieved employee in writing within a week under intimation to HR & Administration.
- (ii) If the employee is not satisfied, he/she may appeal to the Secretary General clearly bringing out the fallacies in the response received from CEO/HoD. The Secretary General will refer the representation again to the CEO/HoD to seek detailed comments and facts of the matter.
- (iii) Secretary General may thereafter, either decide or refer the case to a Grievance Committee, if he/she prima facie feels that the case merits re-consideration.
- (iv) The Committee shall examine the grievance in detail and give its recommendation to Secretary General within a month. The Committee may give opportunity to an aggrieved employee to present his/her case personally before it, prior to taking final decision on his/her grievance.
- (v) The Committee while giving its recommendation shall ensure that they are in conformity with the rules, regulations & policies of QCI.
- (vi) On receipt of Grievance Redressal Committee Report, Secretary General will take a final decision which will be communicated to the employee by HR & Administration.
- (vii) In case the aggrieved officer is CEO/HoD, he/she shall submit the grievance directly to Secretary General and it shall be dealt with as detailed above.
- (viii) If the complaint pertains against CEO/HoD, the aggrieved official may submit the grievance directly to Secretary General and it shall be processed as per the provisions mentioned above.



Accounting Policy and Procedures

8.1 TERMS OF REFERENCE OF FINANCE & ACCOUNTS COMMITTEE

8.1.1 The terms of reference & functions of Finance Committee shall be as follows:

8.1.2 The Finance Committee shall be a separate entity from the Secretariat of QCI and shall be independent in functioning and submit its report to the Governing Body. Its functions shall include:

- (i) to scrutinize and review the budgetary requirements of QCI and to exercise full budgetary control over all of its receipts and expenditures;
- (ii) to finalize the Revised Budget Estimates of the current financial year and Budget Estimates for the next financial year;
- (iii) to finalize the budgetary allocations /re-allocations amongst various heads and also amongst the Accreditation Boards and other Divisions of QCI;
- (iv) to review the capital infrastructure, procurement and disposal of assets;
- (v) to decide upon the parking of resources/funds of QCI;
- (vi) to supervise and streamline the matters relating to direct and indirect taxation;
- (vii) to monitor internal and external audits;
- (viii) to examine financial implications of any structural changes in the functioning of QCI
- (ix) to review the financial performance of the Boards; and
- (x) to give advice and make recommendations on any other matter which may be referred to it by the Secretary General/ Governing Body.

8.1.3 Finance Committee will also review regulatory compliances and make its recommendations to Secretary General;

8.1.4 The Chairperson of the Finance Committee shall be the permanent Member of the Governing Body and the Governing Council.

8.2 OVERVIEW OF FINANCIAL AND ACCOUNTING POLICY AND PROCEDURES

- (i) QCI endeavours to adhere to the application of accounting policies as per Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI) to the extent applicable to QCI as a Registered Society.
- (ii) Financial position of QCI is directly affected by the accounting policies followed in preparation of financial statements.

Prime consideration in the selection of the accounting policies is that the Financial Statements should reflect a true and fair view of the state of affairs and the income and expenditure of QCI.

(iii) Financial Year - *1st April to 31st March*

8.2.1 Basis of Accounting

QCI follows "**Accrual**" basis of accounting.

Accrual Basis of Accounting

- (i) Accrual basis of accounting is the method of recording all financial and non-financial transactions by which, revenue, costs, assets and liabilities are reflected in the accounts during the period in which they accrue. The accrual basis of accounting includes considerations relating to deferral, allocations, depreciation and amortisation. This basis is also referred to as '**Mercantile Basis of Accounting**'.
- (ii) Accrual Basis of accounting attempts to record the financial effects of the transactions and other events of QCI in the period in which they occur rather than recording them in the period(s) in which cash is received or paid by QCI. The financial statements of QCI are prepared generally following the Accrual Basis. However, grants and donations are recognized only when received by QCI as Society.

8.2.2 Applicability & Compliance with Accounting Standards *issued by ICAI*

QCI for all its activities shall be following the Accounting Standards issued by *ICAI*:

- (i) Disclosure of Accounting Policies (AS-1)
- (ii) Valuation of Inventory (AS-2)
- (iii) Contingencies & Events occurring after the Balance Sheet date (AS-4)
- (iv) Net Profit or Loss for the period, Prior period & Changes in Accounting Policies (AS-5)
- (v) Depreciation Accounting (AS-6)
- (vi) Revenue Recognition (AS-9)
- (vii) Accounting for Fixed Assets (AS-10)
- (viii) The Effect in change in Foreign Exchange rate (AS-11)
- (ix) Accounting for Government Grants (AS-12)
- (x) Accounting for Investments (AS-13)
- (xi) Intangible Assets (AS-26)
- (xii) Impairment of Assets(AS-28)

8.3 DEFINITIONS

Major terms used in the Financial Statements of QCI are explained below:

- (i) **Accrual Concept:** All the items of incomes & expenses are recognised in the Income & Expenditure Account, based on when they are *earned or incurred* (and not on when the monies in respect thereof are received or paid).
- (ii) **Corpus Fund:** Corpus fund denotes a permanent fund kept for the basic expenditures needed for the setting-up of the organisation and its survival. The corpus fund is generally utilized for meeting long term fund needs including acquisition of fixed assets. Corpus funds are generally created out of corpus contributions/corpus donations. A donation will be treated as corpus donation

only if it is accompanied by a specific written direction of the donor to that effect.

- (iii) **Current Liability:** Current Liabilities including amounts payable to suppliers and service providers (collectively Referred to as sundry creditors), the amounts payable for government taxes and other amounts payable by QCI that fall due for payment in a relatively short period, normally not more than twelve months.
- (iv) **Current Assets:** Assets, expected to be converted to cash within one year. These include cash & bank, accounts receivable, and inventory.
- (v) **Expenditure:** Expenditure are expenses that are incurred as costs relating to the activities of the organisation within an accounting period or that are incurred for the revenue earned during the period or the benefits of which do not extend beyond that period.
- (vi) **Expenses Payable:** Expenses incurred in an accounting year for which payment is postponed.
- (vii) **Fixed Assets:** An asset that is not consumed or sold during the normal course of business, such as land, buildings, equipment, machinery, vehicles, leasehold improvements and other such items.
- (viii) Fixed assets enable their owner to carry on the operations. In accounting, the term 'fixed' does not necessarily mean immovable; any asset expected to last, or be in use for, more than one year is considered as fixed asset.
- (ix) **Government Grants:** Government grants are assistance given by government in cash or kind to an enterprise for past or future compliance with certain conditions. They exclude those forms of government assistance which cannot reasonably have a value placed upon them and transactions with government which cannot be distinguished from the normal trading transactions of the enterprise.
- (x) **Income & Expenditure Account:** An Income & Expenditure Account is a financial statement that presents the revenues and expenditures of the enterprise for an accounting period and shows the excess of revenue over expenses (or vice a versa).
- (xi) **Net Surplus or Excess of Income over Expenditure for the period:** Net Surplus (or the Excess of Income over Expenditure) is the excess of *revenue over expenses* during a particular accounting period. When result of this computation is negative, it is referred to as Net Deficit (or the Excess of Expenditure over Income).
- (xii) **Provisions:** Expenses that have already been incurred and need to be recorded at the end of any accounting period for the financial statements to be accurate. It is the amount set apart for the liability, the amount for which cannot be determined in advance with substantial accuracy.
- (xiii) **Pre-paid Expenses:** Prepaid expenses are expenses paid in a fiscal year which specifically relate to the operations of a future Financial Year.
- (xiv) **QCI Development Reserve:** Net Surplus or (Excess of Income over Expenditure) at the end of each accounting period is being accumulated by the Society for future development and/or meeting deficit (or Excess of Expenditure over Income) if any in future, by the name QCI Development Reserve.

- (xv) **Sundry Creditors:** Sundry Creditors are represented by the amount owed by an enterprise on account of goods purchased or services received or in respect of contractual obligations.
- (xvi) **Salaries payable:** Payments due to be made to employees for services rendered.
- (xvii) **Security Deposit:** Security deposits are amount given to suppliers, principals and to various agencies and departments. These are given to third parties to secure some benefit or facility such as a telephone/electricity connection etc. Security deposits are refundable at the time of termination of such service/benefit.

Note:

Any other term not defined here but based in the Manual, shall be as decided by the Finance Committee.

8.4 ACCOUNTING HEADS

The grouping of assets, liabilities, income and expenses with their ledger name will be as guided and approved by the Finance Committee of QCI from time to time.

8.5 ACCOUNTING POLICY & PROCEDURES

8.5.1 General Accounting Policies

- (i) Accounting Voucher should be prepared for all the entries made in the books of accounts.
- (ii) Accounting Voucher should be signed by the following:
 - a) Person preparing the voucher (Finance & Accounts Staff)
 - b) Person authorising the voucher (Director/Designated Incharge, Finance & Accounts).
 - c) Person entering the voucher (Finance & Accounts Staff)
- (iii) Accounting Voucher should be supported by proper documents (requisitions, purchase orders, bills/invoice etc.)
- (iv) All the documents should be kept in auditable manner.

8.5.2 General Accounting Procedure

- (i) Accounting Voucher should be prepared for the accounting entry to be passed. This voucher should be signed by the persons specified above.
- (ii) Supporting documents (like: Purchase requisition, Purchase order/ Work order, Purchase Invoice, GRN etc.) should be sent for approval of bills or/and confirmation of completion of work/ delivery of goods.
- (iii) Accounting voucher should be entered in the books of accounts and the documents should be maintained in auditable manner.

8.5.3 Capital Corpus Fund

Accounting policy: Amount received by the organisation with a specific direction that it shall form part of the Corpus Fund is accounted under the head Capital-Corpus Fund.

Accounting procedure: On receipt of amount for Capital Corpus Fund, the Finance & Accounts Department shall make accounting voucher with which supporting document specifying the direction to include it in corpus is annexed.

- (i) Once the voucher is approved it should be entered in the accounts.
- (ii) Receipt for the acknowledgement of amount is issued to the party.

8.5.4 QCI development reserve

Accounting policy: Excess of income over expenditure (or Excess of expenditure over income) shall be transferred to QCI Development Reserve.

Accounting Procedure: At the end of the Financial Year, Finance & Accounts Department shall calculate the Excess of income over expenditure (or excess of expenditure over income) and prepare the voucher for the same.

- (i) Accounting Voucher shall be signed in the manner specified in General Accounting Policies.
- (ii) Approved voucher is entered in the accounts and is signed by the person who has entered it.

8.5.5 National Quality Campaign

Accounting Policy: The Secretary General or an officer authorized shall have the powers to enter into agreements with the Government of India and State Governments and other public or private bodies / individuals for securing and accepting the grants-in-aids, donations, on mutually agreed terms & conditions, provided that the terms & conditions are not inconsistent with the nature or objective of QCI or the Rules of QCI as Society.

- (i) Amount of Grant received towards National Quality Campaign is accumulated throughout the accounting year in a separate account by the name National Quality Campaign (Grant Received).
- (ii) All expenses incurred towards National Quality Campaign are debited to the respective expense account within the Sub Ledger named National Quality Campaign (Exp.).
- (iii) At the end of the year the aggregate of the expenses incurred towards National Quality Campaign are transferred to the National Quality Campaign (Grant Received) Account.
- (iv) Any shortfall (or excess of amount spent over the amount of grant received) in National Quality Campaign (Grant Received) account is transferred to the "Income & Expenditure Account". However any unspent balance, if any, in the National Quality Campaign (Grant Received) account shall be carried forward to the next Financial Year.
- (v) Amount of Grant received towards National Quality Campaign is deposited in a separate bank account and all the payments towards expenses of National Quality Campaign are met from this account only.

Accounting Procedure: On receipt of grant towards National Quality campaign, Finance & Accounts Department shall make accounting voucher with which supporting document shall be annexed.

- (i) Amount received shall be deposited in the bank account dedicated for National Quality Campaign.
- (ii) Finance & Accounts Department after the preparation of the accounting voucher will pass the necessary entry in accordance with the policy of QCI.

8.5.6

Provident Fund

Accounting Policy: All the employees of QCI shall become members of the Provident Fund (PF) governed by the Employees' Provident Fund Act, 1952. The present rules of QCI are as under:

- (i) Each employee shall make a contribution towards provident fund. The amount of contribution shall not be less than 12% of his basic pay which will be deducted from his monthly salary. An employee has the option to increase his contribution to up to 100% of his basic salary.
- (ii) QCI shall contribute an equivalent of 12% of employee's basic pay as employer's contribution.
- (iii) The Provident Fund money shall be either kept with the Regional Provident Fund commissioner or with any of the approved Provident Fund trust being run by one of the three Industry associations as allowed by the Provident Fund commissioner.
- (iv) Withdrawals from the Provident Fund money will be governed by the rules of the respective authority holding the Funds.
- (v) The maintenance of provident fund account of the employees of the Council will be in accordance with the rules and regulations of the Employees Provident Fund Act, 1952 as amended from time to time.

Accounting Procedure: At the end of each month Finance & Accounts Department shall calculate the amount of "Employer's contribution towards Provident Fund" and "Employee's contribution towards Provident Fund"

- (i) Finance & Accounts Department shall prepare the necessary accounting voucher on the basis of above calculation.
- (ii) Accounting Voucher shall be approved & signed in the manner specified in General Accounting Policies.
- (iii) Officials of Finance & Accounts Department shall deposit the amount of contributions & the returns as specified under Employees Provident Funds & Miscellaneous Provisions Act, 1952.
- (iv) All the related documents shall be kept in the auditable manner.

8.5.7

GST Payable

Accounting Policy: GST payable was being booked on receipt of the amount for the service(s) to be provided. However, with effect from 1.7.2017 GST is now payable on

receipt of amount for the service(s) to be provided or issue of invoice in respect of the service(s) provided or to be provided, whichever is earlier.

Accounting Procedure: Finance & Accounts Department shall provide for the liability of GST in accordance with the GST rules.

- (i) Service Invoice approved by the Designated In-charge, Finance & Accounts Department shall be entered in the accounts.
- (ii) Officials from Finance & Accounts Department shall deposit the amount of GST after adjusting the 'Input Tax Credit' if any on input services and file the return on or before the due date.
- (iii) All the related documents shall be kept in the auditable manner.

8.5.8 TDS Payable

Accounting Policy: TDS payable is accounted in the books at the time of credit or payment to the party whichever is earlier.

Accounting Procedure: Finance & Accounts Department shall provide for TDS payable in accordance with the provisions of the Income Tax Act, 1961.

- (i) Finance & Accounts Department shall prepare the necessary accounting voucher on the basis of above calculation.
- (ii) Accounting Voucher shall be signed in the manner specified in General Accounting Policies.
- (iii) Officials from Finance & Accounts Department shall deposit the amount of TDS and file the returns on or before the due date.
- (iv) All the related documents shall be kept in the auditable manner.

8.5.9 Sundry Creditors

Accounting Policy: Sundry creditors shall be accounted for after the receipt of the Invoice from the supplier.

Accounting Procedure: On receipt of the Invoice from the supplier, Accounts staff shall check the calculations and prepare the necessary accounting voucher & the person preparing the voucher shall sign the same.

- (i) Invoice of the supplier & Copy of purchase order along with amended purchase order (if any) shall be annexed with the voucher and sent to the Designated Incharge Finance & Accounts.
- (ii) Finance & Account staff shall annex the GRN for the goods received and also record confirmation of service received by recording Job Track Register Serial Number on the Invoice. Secretary General /Designated in-charge Finance & Account (as per the delegation Powers), then shall authorize the Invoice for payment. In case of difference in the Invoice and the purchase order either in respect of quantity or rate is accepted, Designated Incharge Finance & Account

- shall also note the reasons for such acceptance and submit the same to Secretary General for approval /information as the case may be.
- (iii) Accounting voucher authorized by Secretary General /CEO shall be entered in the accounts.
 - (iv) Person entering the voucher in the accounts shall sign the voucher slip.

8.5.10 **Gratuity**

Accounting Policy: Gratuity shall be a terminal benefit and one of the components of CTC.

- (i) The payment of Gratuity shall be made at the time of superannuation / resignation after completing 5 years of service /death / termination from employment with benefit.
- (ii) The Gratuity will be subject to the provision of Income Tax Act as applicable at the time of payment.
- (iii) The gratuity will be equivalent to basic +special allowance calculated on the basis of 15 days for every completed year of service. The Qualifying service will be calculated from the date of joining (including probation period) to date of cessation from service. The period of leave without pay / deputation leave / EOL shall be excluded to arrive at completed years of service.

Accounting Procedure: At the end of each year, Finance & Accounts Department shall calculate the amount of provision for Gratuity in accordance with the accounting policy of QCI.

- (i) Finance & Accounts Department shall prepare the necessary accounting voucher on the basis of above calculation & the person preparing the voucher shall sign the same
- (ii) Accounting voucher shall be supported by the calculation sheet.
- (iii) Accounting voucher approved by the Designated Incharge, Finance & Accounts Department shall be entered in the accounts.
- (iv) Person entering the voucher in the accounts shall sign the voucher slip.

8.5.11 **Superannuation Benefits**

Accounting Policy: Superannuation benefit such as Provident Funds, Gratuity, Leave Encashment etc. shall be paid as per policy of QCI from time to time to the regular employees appointed against sanctioned posts.

Accounting Procedure: At the end of each year Finance & Accounts Department shall calculate the amount of provision for Superannuation in accordance with the accounting policy of QCI.

- (i) Finance & Accounts Department shall prepare the necessary accounting voucher on the basis of above calculation & the person preparing the voucher shall sign the same
- (ii) Accounting voucher shall be supported by the calculation sheet.

- (iii) Accounting voucher approved by Designated Incharge, Finance & Accounts Department shall be entered in the accounts.
- (iv) Person entering the voucher in the accounts shall sign the voucher slip.

8.5.12 Leave Encashment Payable

Accounting Policy: Provision for Leave Encashment is made on the basis of rules framed by the Council in this behalf to employees appointed against sanctioned post.

Accounting Procedure: At the end of each year, Finance & Accounts Department shall calculate the amount of provision for Leave Encashment in accordance with the accounting policy of QCI.

- (i) Finance & Accounts Department shall prepare the necessary accounting voucher on the basis of above calculation & the person preparing the voucher shall sign the same.
- (ii) Accounting voucher shall be supported by the calculation sheet.
- (iii) Accounting voucher approved by the Designated Incharge, Finance & Accounts Department shall be entered in the accounts.
- (iv) Person entering the voucher in the accounts shall sign the voucher slip.

8.5.13 Other Provisions

Accounting Policy: QCI shall provide, on estimated basis, for all expenses that are already incurred during the Financial Year but for which the amount of liability is not known with substantial accuracy.

Accounting Procedure: At the end of each year Finance & Accounts Department shall calculate the amount of provision for all expenses already incurred the amount for which is not known with substantial accuracy.

- (i) Finance & Accounts Department shall prepare the necessary accounting voucher on the basis of above calculation & the person preparing the voucher shall sign the same.
- (ii) Accounting voucher shall be supported by the calculation sheet.
- (iii) Accounting voucher shall be approved & signed in accordance with General Accounting Policies before it is entered in the accounts book.
- (iv) At the beginning of next Financial Year when the actual amounts for expenses incurred in the previous accounting period are reflected in the bills, the provisions already made for such expenses is first adjusted and any short/excess amount of provision is recorded as the expense of the current accounting period.

8.5.14 Fixed Assets

Accounting Policy: The Society's policy for asset capitalisation shall be as per prevailing accounting standards.

- (i) All equipment which come along with the computer and are required for the computer to operate, such as keyboard, monitor and mouse are deemed to be an integral part of the computer and are to be included in the amount capitalised.

- (ii) The cost of repairing existing fixed assets is to be treated as revenue expenditure.
- (iii) The cost of replacing existing fixed assets as determined by Finance Committee shall be treated as revenue or capital expenditure.
- (iv) QCI classifies fixed assets into the following categories:
 - a) Building
 - b) Office Equipment
 - c) Furniture & Fixtures
 - d) Computers
 - e) Vehicles
- (v) Building is capitalized on receipts of completion/possession certificate from the departments concerned. On receipt of these certificates, accounts will capitalize the asset.
- (vi) Equipment will similarly be capitalized on receipt of commissioning/ completion certificate from the departments concerned.
- (vii) Furniture, office equipment's and vehicles will be capitalized on receipt of the respective asset.
- (viii) Disposal includes any sale, trade-in, loss, destruction, theft or write-off.
- (ix) The Administration shall be responsible for the custody and maintenance of fixed assets. All disposals must be made with the approval of the Secretary General.
- (x) An *Asset Disposal form* (Refer Appendix -X, FA Disposal Form) must be completed by the CEO of the respective Board and forwarded to the HR & Administration for necessary action. Asset disposal and its disposal procedure, on being approved by the Secretary General would be forwarded to Finance & Accounts Department for execution.
- (xi) The actual procedure for the sale of QCI assets must ensure that QCI gains the maximum value for such disposals and that disposal procedure are fair. Disposal options include trade-in, sale to another Society, sale by auction, dismantling and public tender.
- (xii) Assets to be written off shall be compiled and reported to the Governing Body.
- (xiii) All assets except Land have a limited useful life. QCI shall capitalise the asset by including it in its Balance Sheet and then reduce the value of the asset by charging depreciation to the Income & Expenditure Account. The asset is depreciated to its estimated residual value. QCI assets are depreciated down to residual values as follows:

Items	Rate
a) Motor Vehicle	15%
b) Furniture & Fitting	10%
c) Office Equipment	15%
d) Computer & Software	60%

Note:

Refer Accounting Standard "**Accounting for Depreciation**" and "**Accounting of Government Grant**"

- (xiv) Any asset identified as lost or not in existence shall be written off in the books after the approval of Governing Body.

Accounting Procedures: Finance & Accounts Department shall prepare the accounting voucher.

- (i) This voucher should be supported by requisition form (Refer: Appendix -X, Requisition Form FA) duly approved by designated authority, quotations of supplier, approval of purchase committee, Copy of purchase invoice & Invoice of supplier and GRN. Voucher should be signed by person who has prepared it. *(Refer: Chapter-X, Procurement policy & procedures)*
- (ii) Accounting voucher after the approval of Designated In-charge, Finance & Accounts Department shall be entered in the accounts.
- (iii) Entered voucher shall be signed by the person who has entered the voucher.
- (iv) Once asset is entered in the accounts the same should be recorded in Fixed Asset Register *(Refer Appendix - X, FA Register)* maintained by Financial Division. This register provides detail for each asset costing over Rs. 5000/- as follows:
 - a) Year of purchase, date of purchase, description of item purchased, quantity, invoice number of the supplier, location of the asset, distinctive number, invoice value, total cost, expected useful life, rate of depreciation, depreciation charged during the year, balance amount of the asset.
 - b) All proceeds from the disposal of a Fixed Asset, should be credited to gain or loss on disposal of asset account immediately on disposal of assets.
 - c) If a division or department wishes to transfer a Fixed Asset to another division or department of the Society, a Fixed Asset Transfer Form *(Refer Appendix -X, FA Disposal Form)* is to be used. When this form has been completed it is to be forwarded to the Finance & Accounts Department.
 - d) The Finance & Accounts Official will prepare the necessary entries to transfer the asset between the departments concerned through store.

8.5.15 Investment

Accounting Policy: Investment of surplus funds not immediately required may be made in such forms and modes of investment as are permitted for investment by charitable institutions under Section 11(5) of the Income Tax Act, 1961.

- (i) Liquid fund requirement of QCI should be kept in Savings Bank Account.
- (ii) Based on capital & revenue Budgets approved by Governing Body, monthly Cash Flow projections (Refer Appendix -X, Cash Flow Projection) should be made and projected surplus funds, if any, be systematically and timely invested to get best time value of such investment of funds. Any funds availability exceeding Rs.1 crore over the next month's projected cash outflow should normally be invested in investments yielding better interest than on Savings Bank Account.
- (iii) Any items of expenditure, whether capital or revenue beyond the approved budget shall be presented to Governing Body for approval.
- (iv) Interest on Investments is recognized on accrual basis.
- (v) Investments are valued as per relevant Accounting Standards issued by ICAI.
- (vi) On disposal of an investment, the difference between the carrying amount and the disposal proceeds, net of expenses, is taken to the Income & Expenditure Account.

Accounting Procedures: The Designated Incharge, Finance & Accounts Department shall maintain a detailed list of investments made by QCI giving details of investment particulars, amount, rate of interest, maturity date etc., on on-going basis. This should be periodically reconciled with the Books of Accounts.

- (i) The Finance & Accounts Department shall prepare a monthly cash flow projection (*Refer Appendix-X, Cash Flow Projection*) derived from the approved Budget and determine the availability of investible funds at the end of each month taking into account the cash outflow projections for next month and the expected maturity proceeds from the existing investments.
- (ii) Every time an investment in the form of FDRs with banks is contemplated, the official of Finance & Accounts Department shall study rate of interest offered by at least three Nationalised/Scheduled banks of repute, record reasons for selection of the best offer and recommend the same to the Secretary General for his approval. Investments in the form of FDR's with banks shall be made upon approval from the Secretary General. If investment other than FDRs with bank is recommended, the approval from Finance Committee is also required.
- (iii) After the approval of the Secretary General/Finance Committee, as the case may be, investment is made by the Finance & Accounts Departments as per the procedure prescribed by the investee institution.
- (iv) All original FDRs/Investment Certificates shall be kept in fireproof safe in the custody of the Finance & Accounts department under the control of Designated Incharge, Finance & Accounts and shall be periodically verified physically and reconciled with the Investment List.
- (v) Investment transactions will be confirmed and substantiated by properly authorised supporting documentation.
- (vi) Investments can be liquidated prior to maturity only with the prior approval of the Finance Committee.

8.5.16 Imprest

Accounting Policy: Cash imprest may be held by CEO/HoD as approved by the Secretary General. The approval for the imprest (*Refer: Appendix -X, General Imprest Advance Form*) will define the amount of imprest and the type of expenses that can be incurred out of it.

Accounting Procedure: The imprest holder will maintain and send to accounts, statements of such expenses (*Refer: Appendix -X, General Expense Claim Form*) for recoupment at least once a month.

- (i) On receipt of these statements, it will be checked that the imprest has been used for authorised purposes only and that the expenses are otherwise in order and supported by vouchers/ certificates.
- (ii) After check, accounts will arrange for reimbursement of amount spent every month by raising cash vouchers.
- (iii) The expenses will be debited to the relevant account.

8.5.17 Pre- Paid Expenses

Accounting Policy: Prepaid expenses shall be claimed in the Financial Year when it becomes due.

Accounting Procedures: The policy regarding prepaid expenses shall be disclosed in Annual Report.

The amount spent on prepaid expenses shall be disclosed separately in the financial statement.

8.5.18 Loans to Employees

Accounting Policy: Employees can take the following loans from QCI as per policy formulated from time to time and subject to the provisions of Income Tax Act:

- Vehicle Loans
 - House Loans
 - Other Loans
- (i) QCI as Society can give loans to the employees (in aggregate) up to the limit approved. Currently this limit is Rs. 20 Lakh.
 - (ii) Loan upto Rs. 20 Lakh (in aggregate to all employees') can be approved by Secretary General.
 - (iii) No fresh loan will be approved to the employee unless previous loan is paid in full with interest by him/her.
 - (iv) Repayment of loan shall be made in accordance with the repayment schedule specified in the loan agreement.

Accounting Procedure: An application for Loan (*Refer: Appendix -X, Loan Application*) is made by the employee to Secretary General for approval.

- (i) Secretary General is authorised to approve the loan within the approved limits.
- (ii) QCI as Society shall enter into written agreement(s) with an employee for the loan given to him/her.
- (iii) Interest on loans is accounted at the rate specified in the agreement. However, in case where no rate is specified, interest is charged at the rate mentioned under the provisions of income tax act for determining taxable value of perquisite.

8.5.19 Advances

Accounting Policy: Advance to employees is given in accordance with the policies framed by QCI with the approval of Governing Body in this regard from time to time.

8.5.20 Revenue

- (i) Fee structure for all items enumerated herein below shall be placed before the respective Board in the beginning of the Financial Year.
- (ii) Any amendments proposed by the Board are to be ratified by the Governing Body.

8.5.21 Application Fee

Accounting Policy: Application fee for accreditation is paid in accordance with Fee Schedule enclosed with the application package. Application fee received is non-refundable and hence, is deemed accrued on its receipt.

Accounting Procedure: Duly filled Application form along with Fee is to be submitted by the individual boards to the Finance & Accounts Department for accounting purposes.

- (i) Finance & Accounts Department shall treat the application fee as income of the Society and shall issue receipt for the same.
- (ii) All the documents are kept in auditable manner.

8.5.22 Assessment Charges

Accounting Policy: Assessment charges will depend on the actual assessment days and other parameters as specified in the Fee Schedule.

- (i) Income from assessment charges is recognised on accrual basis. The income gets accrued once the Invoice for the payment of assessment charges is generated & forwarded by QCI to the assessed body.
- (ii) Fee for any assessment on foreign location carried out by the local accreditation body would be charged at the current rates of the local accreditation body.

Accounting Procedure: Duly filled Report/Statement of assessment charges is submitted by the individual board to the Finance and Administrative Department for the accounting of Assessment Charges

- (i) Report/Statement of assessment charges shall contain an undertaking by the responsible officer of the board stating that the report of assessment and bills for the same have been received by the boards from the assessors and the same have been verified with respect to authenticity & non-duplicity.
- (ii) After accounting for assessment charges, Invoice is to be issued by the Finance & Accounts Department to the assessed body for the reimbursement of Assessment Charges.
- (iii) On receipt of assessment charges Finance & Accounts Department issues receipt for the same to the assessed body.

8.5.23 Annual Fee

Accounting Policy: Each accredited body shall pay annual fee as identified in the latest Fee Schedule either directly to the Finance & Accounts Department or to the respective Board of QCI.

- Income from Annual Fee is recognised on accrual basis. The income gets accrued once the Invoice for the payment of annual fee is generated & forwarded by QCI to the accredited body.

Accounting Procedure: *Individual Boards shall review their respective Job Track Register (Refer: Chapter-XII, Internal Controls) and send monthly advice to the Finance*

& Accounts Department for issue of an Invoice to the accredited bodies for the payment of annual fee.

- (i) After raising the Invoice, QCI shall take into accounts the Income from Annual Fee.
- (ii) In case Annual fee is received by the Board, the same should be given to Finance & Accounts Department. Fee should be supported by the Letter of Annual Fee/Annual Form (if any).
- (iii) However, if the respective Boards/Divisions do not receive the annual fee as indicated in the Invoice within the time period mentioned on the Invoice, it should send a reminder to the accredited bodies concerned. The Finance & Accounts Department shall keep updating its Revenue Track Register (*Refer: Chapter-XII, Internal Controls*).
- (iv) On receipt of the Annual Fee, Finance & Accounts Department will record the same in the books & issue a receipt for the same.
- (v) All the documents will be kept in auditable manner.

8.5.24 Accreditation Fee

Accounting Procedure: Each Board shall review their respective Job Track Register and give advice to the Finance & Accounts Department on regular basis (as prescribed in the Accreditation Policies) about the accreditation fee to be received from respective accredited body.

- (i) On the basis of the advice received from the individual Boards, Finance & Accounts Department will raise Invoice to the accredited body for the payment of Accreditation Fee.
- (ii) After raising the Invoice, QCI shall take into accounts the Income from Annual Fee.
- (iii) On receipt of the Fee, Finance & Accounts Department will record the same in the books & issues receipt for the same.
- (iv) All the documents will be kept in auditable manner.

8.5.25 Fee for extension in Scope

Accounting Procedure: Application from the accredited body for Extension in existing Scope along with the fee prescribed in the Fee Schedule will be received by individual Board.

- (i) Boards on receipt of the Application & the fee will submit the fee along with the application to Finance & Accounts Department.
- (ii) Finance & Accounts Department will take into accounts the same in the books & issues the receipt.
- (iii) All the documents will be kept in auditable manner.

8.5.26 Sale of priced publications

Accounting Policy: Income from sale of priced publication is recognised on actual sales.

Accounting Procedure: Finance & Accounts Departments will receive from the individual Boards an advice in the proper format indicating the details of sale like:

- (i) Party name, Publication, Amount, Date etc. and the sale amount.
- (ii) On the basis of the advice Finance & Accounts Department will recognise the Sale in the books of accounts & issue the receipt for the same.

8.5.27 Programme / Seminars etc.

Accounting Policy: Income from program/ seminars etc. is recognised on accrual basis.

Accounting Procedure: Finance & Accounts Department will receive schedule of programs, application (indicating name of participants, Programme, Venue, Date, Fee etc.), photos of the programs, certification of completion of the program and Fee from the respective Boards.

- (iii) On the basis of the applications Finance & Accounts Department will recognise the Income in the books of accounts & issue the receipt for the same.

8.5.28 Interest Income

Accounting Policy: Interest on loans to staff and on deposits in the bank is recognised on accrual basis at the end of the year.

Accounting Procedure: In respect of the Interest on bank deposits, income is to be reconciled with the TDS certificates received from the bank.

8.5.29 Expenditures

Accounting Policy:

- (i) Expenses regarding National Quality Campaign shall be booked separately under the National Quality Campaign under Indirect Expenditures. (*ref.: Accounting Heads*)
- (ii) Requisitions, P.O's, copy of Tenders, Quotations, Approval of Purchase Committee, Bills /Invoice & Vouchers of expenses regarding National Quality Campaign shall be maintained in separate file.

Accounting Procedure: Following are the common procedures to be followed for all the expenses:

- (i) Bill/Support for payment and/or payment request will be received by Finance & Accounts Department.
- (ii) Finance & Accounts Department office shall check the request for the following:
- (iii) Authorisation as per applicable rules, circulars, policy & authorisation limits.
- (iv) Nature of expense incurred. All assessment and audit fee payments to be cross-checked and updated in the board wise 'Revenue Track Register'.

- (v) Verification with the Purchase Orders/ Work orders
- (vi) Verification with GRNs/completion of service advice wherever applicable
- (vii) Adequate bills/supporting for payment and calculations thereof.
- (viii) Period for which expenditure is incurred
- (ix) Purpose of expenditure
- (x) TDS deduction if applicable
- (xi) Before incurring expenses (like: Contribution to PF, Gratuity, Superannuation, Ex-gratia, Leave Encashment, Insurance, Medical Reimbursement, Travel, LTA & other staff related expenses) Finance & Accounts Department shall Refer to relevant provisions in this manual.
- (xii) All the documents will be kept in auditable manner.
It may be noted again that only in case of emergency and for the reasons thereof recorded in writing by the CEO of the respective Board, advance for travel tickets will be allowed or travelling tickets will be arranged by QCI. Also, in case of travelling by Air, along with all other bills employees must submit boarding pass for claiming the expense.

8.5.30 Cash/ Bank receipts

The following procedure will be adopted:

- (i) All cheques and demand drafts will be received by the accounting sections concerned. The official will enter the receipts of the money in the Receipt Book immediately on receipt in a chronological order and issue the receipt to the party.
- (ii) Cash will be received by the Finance & Accounts Department. Other departments receiving the Cash will forward the same immediately to the Finance & Accounts Department along with details like Source document (eg. Application forms etc.), party name, purpose of receipt, date, amount etc.
- (iii) All cheques, bank drafts, etc. received in a day will be deposited with the bank latest by the next working day against bank pay-in-slips duly filled in.
- (iv) Amount received towards National Quality Campaign shall be deposited in bank account dedicated towards National Quality Campaign.
- (v) All receipts deposited in the bank accounts will be entered in the bankbook. For money received on behalf of the Society by the banker direct, the bank will furnish credit advice slips and entries will be made in the bank book on the basis of these credit slips.
- (vi) Uncrossed cheques or DDs received from third party shall be immediately crossed as 'account payee only'.

8.5.31 Cash/Bank payments

The following procedure will be adopted:

- (i) As a matter of sound policy unless circumstances demand otherwise ***all payments should be made by account payee cheques or other accepted banking channels only.*** The cash payments wherever required shall be as per ***Income Tax Act, 1961 (Sub-Section 3 of Section 40A)***

- (ii) The cash vouchers will show the name of the payee, the amount and the Designated Incharge, Finance & Accounts to which the payment to be debited, carry a receipt/acknowledgement by the payee and all Cash Payment Voucher should be duly authorised by the designated official. On payment being made, cash paid stamp should be affixed on all the supporting documents.
- (iii) All payments will be entered in cash book immediately.
- (iv) The bank payments are made by cheque or demand draft on the authority of Bank Payment Voucher prepared by bill passing/ accounts section concerned. The Bank Payment Voucher will contain the party's name, amount to be paid and the account heads to which the amounts are to be credited /debited.
- (v) The cheques are written by the accounts officer, which will then be compared by the Designated In-charge, Finance & Accounts Department with the vouchers. The amount of the cheque will correspond to the amount against 'net payment' in the voucher. The Cheques should be signed by at least two authorised signatories out of the panel of authorized signatories appointed as per the resolution passed by the Governing Body.
- (vi) Bank payment vouchers will also be prepared in respect of debit advices received from the banks in respect bank cheques, commission interest etc. after checking the same. All supporting document shall be attached with the Bank Payment Vouchers and filed accordingly with the Bank Payment Vouchers.



BUDGET

9.1 ANNUAL BUDGET

9.1.1 Preparation Of Budget Estimates

Exercise for the preparation of Budget estimates of each Board / Division of QCI for the forthcoming financial year and also for the review of the existing allocations made under various heads and sub-heads for the current financial year will be undertaken by the respective Board / Division in the months of October and November every year. The additional requirement of funds, if any, under various heads along with proper justification for it, and the anticipated savings under any other sub-heads, if any, will be worked out and will be submitted in the Format given below to the concerned Board along with the Budget estimates prepared for the next financial year. After the approval of the Board thereto, these estimates, that is Revenue Expenditure (RE) for the current year, and Budgeted Expenditure (BE) for the ensuing year will be sent to the Secretariat. This exercise must be completed before the end of November. The Secretariat, along with its own budget provisions, will compile the RE for the current year and BE for the next year for the entire QCI and will submit these estimates to the Finance Committee which will consider it and make its recommendations with such modifications, if any, as it may consider necessary. This part of exercise should be completed by the end of December. Thereafter, the proposals for the RE and BE will be submitted to the Governing Body for its approval. This should be done before the end of January of the following year.

Name of the Board / Division: _____

Sl. No.	Actual Expenditure in previous Financial Year (FY)	Actual expenditure till end of October in current FY	Additional requirement in current FY	Savings / surplus in current FY	RE for current FY	BE for next FY	Remarks , if any

Table 9.1 - Budget Estimate

Items of Expenditure / Assets / Liabilities / payments should conform to the last audited accounts.

9.1.2 Mid Term Review

In the month of Sept / Oct of the current financial year a review of the approved budget will be done by the Finance Committee and reported to Governing Body.



PROCUREMENT POLICY AND PROCEDURE

10.1 PROCUREMENT POLICY

10.1.1 Conflict of Interest

Individuals serving QCI shall at all times act in a manner consistent with their fiduciary responsibilities to QCI and shall exercise particular care that no detriment to QCI results from conflicts between their interests and those of QCI.

10.1.2 Code of Ethics

Individuals purchasing goods and services on behalf of QCI should conduct business in a manner that is **consistent with the goals of QCI**. Purchasing activities should be conducted in a professional manner. Purchasing decisions should be made on **reasonable assessments** of quality, service, competitive pricing, and technical specifications.

Efforts should be made to maintain positive and professional relations with vendors. **Business should be conducted in good faith and disputes resolved quickly and equitably**. Vendors doing business with QCI should be held to standards promoting sound and ethical business practices.

Procurement decisions should be made with integrity and objectivity, free from any personal considerations or benefits.

10.1.3 Price of product / service to be procured

Any or all of these may be taken under consideration prior to committing to a purchase of the product or service proposed to be procured:

- (i) -Provision for on-going maintenance (e.g. life cycle costing)
- (ii) -Quality of the product or service, or its technical competency
- (iii) -Reliability of delivery & implementation schedule
- (iv) -Industry & program experience
- (v) -Prior record of supplier performance
- (vi) -Supplier expertise with engagements of similar scope and complexity
- (vii) -Proven development methodologies and tools
- (viii) -Innovative use of current technologies and quality results

10.2 PROCUREMENT PROCEDURE

10.2.1 Procurement of goods:

10.2.1.1 The term 'goods' will include all articles, material, commodities, furniture, fixture, raw material, instruments, machinery, equipment etc., procured or otherwise acquired for QCI, but will exclude books, publications etc. for the Library.

10.2.1.2 Every officer of QCI with financial powers of procuring goods shall have the responsibility and accountability to bring efficiency, economy, and transparency in the matters of procurement and for fair and equitable treatment to suppliers.

10.2.1.3 The procedure for the procurement of goods for the Council must conform to the following yardsticks:

- (i) Specifications in terms of quality, type etc. as also quantity to be procured , should be clearly spelt out in view of the specific needs of QCI. The specifications so worked out should not include superfluous and non-essential features which may involve unwarranted expenditure. Care should also be taken to avoid purchasing quantities in excess of requirement to avoid inventory carrying costs;
- (ii) Offers should be invited after following a fair, transparent and reasonable procedure;
- (iii) The procuring officer should satisfy himself/herself that the selected offer adequately meets the requirement in all respects;
- (iv) The procuring officer should satisfy himself/herself that the price of the selected offer is reasonable and consistent with the quality required;
- (v) At each stage of procurement the concerned procuring authority must place on record, in precise terms, the considerations which weighed with it while taking the procurement decision.

10.2.2 **Nodal Agency:** HR &Administration Department will be the nodal agency for procurement of all the goods required for QCI from time to time. The Purchase Requisition Form available with this Department will be obtained from it and filled in by an officer of the Board not below the rank of the Assistant Director. He will attach with the Form, if considered necessary, the Web results of the goods required, its specifications, names and addresses of reputed vendors, if available, budgetary price, model etc. This Form duly approved and signed by the CEO/HoD of the concerned Board/ Division, and by the Designated Incharge, Finance &Accounts in case of the Requisition Form of the Secretariat, would be submitted to the Finance & Accounts Department.

10.2.3 **Constitution of a Purchase Committee (PC):** A Purchase Committee consisting of five members of appropriate level including Senior member as Chairperson shall be constituted by the Secretary General. There shall necessarily be a member Finance & Accounts Department.

10.3 ROLES AND RESPONSIBILITIES OF THE PURCHASE COMMITTEE

10.3.1 To act as advisory body ensuring that the laid down procedures have been followed during the purchase procedure, which include.

- (i) To analyse quotations provided by the logistics department, and provide recommendations to the competent authority for approval. To ensure all documentation is accurately completed.
- (ii) To ensure that the supplies/services quoted for comply with what was requested on the Service Request.
- (iii) Seek clarification from suppliers/service providers where it is considered necessary.
- (iv) To request technical input from relevant staff as required.
- (v) Ensuring all relevant documentation is prepared prior to the Purchase Committee meeting.
- (vi) Ensuring samples are available for review if relevant and are returned to all unsuccessful bidders.
- (vii) To allow relaxations wherever appropriate in the interest of QCI.

10.3.2 **Preparation of panels of reputed dealers/suppliers:** The Technical Committee will prepare lists of the reputed and capable suppliers for each of the main items of goods & services commonly required in QCI. The names of the reputed and capable suppliers/vendors can be located from the relevant websites, market surveys, and can also be taken out of those already approved by the DGS&D as its registered suppliers. The list of the vendors to be scrutinized based on the Technical Requirements prepared by the Technical Committee and recommendations to be put up to Competent Financial Authority.

QCI can invite proposals as per the below mentioned process for various services specifically for empanelment. Also, QCI may resort to tender enquiry process for various works and the agencies to which the contract is awarded will be treated as empanelled agency and appear on the website.

- (i) For any project with estimated value of more than Rs.25 Lakhs, only those agencies which have been empanelled through a newspaper advt. can be asked to quote.
- (ii) For projects in which there is a requirement of getting more vendors, newspaper advertisement may be resorted to its project value of Rs.25 Lakhs and above.
- (iii) For projects less than Rs.25 Lakhs, the same process as above could be adopted and the website may be used as a medium to advertise.

These lists of suppliers will be valid for a period of one to three years, but can be reviewed and updated from time to time.

- 10.3.3 **Procurement without inviting quotations:** Purchase of goods up to the value of Rs.20,000/- (exclusive of all taxes) on each occasion can be made with the approval of the officer delegate with this power without inviting quotations on the basis of the certificate to be recorded by the authority authorised to purchase: *that the goods procured are of the reliable quality and specifications and have been purchased from a reliable supplier at a reasonable price.*
- 10.3.4 Purchase of goods up to Rs.5,00,000/- (Rupees five lakh – exclusive of all taxes) on each occasion can be done on recommendation of a local Purchase Committee or its sub-committee from the open market after surveying it to ascertain the reasonableness of rate, quality and specifications and identify the appropriate supplier. Before recommending placement of purchase order, the members of the committee will jointly record the following certificate:-
"Certified that we the members of the Purchase Committee are jointly and individually satisfied that the goods recommended for purchase are of requisite quality and specifications priced at the prevailing market rate and the supplier recommended is reliable and competent to supply the goods in question."
- 10.3.5 **Limited Tender Enquiry:** For purchase of goods up to the estimated cost of Rs.25,00,000/- (Twenty five lakh - exclusive all the taxes), the method of Limited Tender Enquiry will be adopted. Copies of the bidding document should be sent directly by speed post/registered post/courier/e-mail to the firms/suppliers borne on the approved panels of such firms/suppliers for the goods in question as referred to in clause 7.3.2 above. Two bids system consisting of Technical bid and financial bid can be adopted wherever it is considered necessary. Purchase through Limited Tender Enquiry can be adopted even where estimated value of the procurement is more than Rupees twenty five lakh when the demand is of urgent nature. The same may also be published on the CPP Portal.
- 10.3.6 **Advertised Tender Enquiry:** For procurement of goods of estimated value of Rs.25 lakh and above can be procured by floating the tenders in two leading national dailies and also publishing it on the website of QCI, and may also be published on the Central Public Procurement Portal (CPPP).
- 10.3.7 **Single Tender Enquiry:** Procurement of goods from a single source can be resorted to in the following circumstances:
- (i) It is in the knowledge of the procuring officer that only a particular firm is the manufacturer of the required goods. In such a case a Proprietary Article certificate will be obtained from the firm/supplier concerned.
 - (ii) In case of emergency, the required goods are necessarily to be purchased from a particular source and the reason for such decision is to be recorded and approval of the competent authority obtained.
 - (iii) For standardization of machinery or spare parts to be compatible to the existing sets of equipment (on the advice of a competent technical expert and approved by the competent authority), the required item is to be purchased only -from the selected firm.
 - (iv) Where the quality of the source is beyond doubt and well established.

- 10.3.8 **Two bid system:** For purchasing high value machinery, equipment etc. of complex and technical nature and costing more than Rs. 25,00,000, lakh bids may be obtained in two parts as under:
- (i) **Technical bid** consisting of all the technical details along with commercial terms and conditions; and
 - (ii) **Financial bid** indicating item-wise price for items mentioned in the Technical bid.
- 10.3.9 The Technical Bid and the Financial Bid should be sealed by the bidder in separate covers duly super scribed and both these covers are to be put in a bigger cover which should also be sealed and super scribed. The technical bids are to be opened in presence of one member of the Purchase committee at the first instance and evaluated. At the second stage, financial bids of only the technically accepted offers should be opened for further evaluation and ranking before award of contract. The award of contract to the vendor may be done based on a **Quality cum cost based selection (QCBS) procedure** with proper justification for any deviation from the lowest price.
- 10.3.10 **Bid Security:** To safeguard against a bidder's withdrawing or altering its bid during the bid validity period, bid security also known as Earnest money ordinarily ranging between two per cent to five per cent of the estimated value of the goods can be procured in the form of Bank guarantee/ Account pay bank draft in the name of QCI. Bid securities of the unsuccessful bidders should be returned at the earliest and latest before the 30th day after the award of the contract.
- 10.3.11 **Performance security:** To ensure due performance of the contract, performance security should be obtained from the successful bidder awarded the contract specifically in the case of 'made to order contract'. It should be for an amount of five to ten per cent of the value of the contract. This can be furnished in the form of Bank guarantee or Account payee bank draft in the name of QCI. The performance security should remain valid for a period of sixty days from the date of the completion of the contractual obligations of the supplier including warranty obligations. Bid security should be refunded to the successful bidder on receipt of the performance security.
- 10.3.12 While placing the order, any advance payment must be secured by bank guarantee.
- 10.3.13 Text **of the bidding document** should be self-contained and comprehensive without any ambiguities. All essential information, which a bidder needs for sending responsive bid, should be clearly spelt out in the bidding document in simple language. The bidding document should contain, inter alia:
- (i) the criteria for eligibility and qualifications to be met by the bidder such as minimum level of experience, past performance, technical capability, manufacturing facilities and financial position etc.
 - (ii) description of the goods required and eligibility criteria for goods indicating any legal restrictions which may be required to be met by the successful bidder.
 - (iii) the procedure as well as date, time and place for sending the bids;

- (iv) date, time place of opening of the bids;
- (v) terms of delivery;
- (vi) special terms, if any, affecting performance.
- (vii) any other matter considered necessary.

10.3.14 **Rejection of the Tenders:** It will be open to the Purchase Committee when it finds that none of the tenders is satisfactory, not to accept the offer of any tender, and to decide upon the next course of action. The Purchase Committee will submit its report along with its recommendations to the competent authority for his final decision.

10.3.15 **Delegation of Financial powers for procurement of goods:** Subject to the observance of the aforesaid provisions, and also subject to the availability of funds, the financial powers of the various authorities will be as indicated in the Schedule of delegation of powers at Appendix-IX.

10.4 PROCUREMENT OF SERVICES

10.4.1. The term 'procurement of services' means hiring the services for jobs which are necessarily required to be undertaken by the Council in the normal course of projects / assignments as assigned by the Government or non-government organisations / bodies, and for which the Council may not have the requisite expertise.

10.4.2 **Identification of services/ work:** The concerned Boards/Divisions will:

- (i) identify the services/work which are necessarily be required to be performed by the external professional organisations/agencies and the scope of such assignments; and
- (ii) identify in clear terms eligibility and pre-qualification criteria to be met by the professional organisations/agencies.

10.4.3 **Empanelment of external professional/consulting agencies to be prepared and maintained by the respective Board:**

- (i) An adequately long list of potential professional/ consulting agencies will be drawn on the basis of formal or informal enquiries from other organisations involved in similar activities, chambers of commerce and industry, websites of Associations of consultancy firms etc. or any other reliable source.
- (ii) When the estimated cost of the assignment is likely to exceed 5% of project cost under which services are required or Rupees twenty-five lakh whichever is more, in addition to the list referred to above, an enquiry for seeking 'Expression of interest' from organizations/agencies should be published on QCI's website and if required in one national daily.
- (iii) On the basis of the list of agencies drawn in the manner as aforesaid, the Technical Committee will short-list the professional/ consultant, organisations/agencies who meet the eligibility and pre-qualification criteria and other requirements. Separate panels will be drawn for each category of the professional/ consultant, organisations/agencies.

Explanation: The Technical Committee will consist of four members to be constituted by the Secretary General and it shall necessarily consist of a representative of Finance & Accounts Department as member. The responsibilities of Technical Committee will generally be the same as those of the Purchase committee.

10.4.4 In exceptional circumstances services may be secured through nomination as per provisions of GFR.

10.4.5 Recommendations of Technical Committee shall be ratified by Purchase Committee.

10.5 ASSIGNMENT OF WORK TO THE EMPANELLED PROFESSIONAL/CONSULTANT AGENCIES

The Finance & Accounts will issue a letter inviting offers from the empanelled professional/consultant agencies for the required assignment. The invitation letter shall cover:

1. Terms of Reference (TOR) which will include:
 - a) Precise statement of objectives;
 - b) Outline of the tasks to be carried out;
 - c) Schedule for completion of tasks;
 - d) The support or inputs to be provided by QCI to facilitate the consultancy.
 - e) The final outputs that will be required of the Consultant.
2. the criteria for eligibility and qualifications to be met by the bidder such as minimum level of experience, past performance, technical capability, consultancy facilities and financial position etc.
3. date, time place of opening of the bids;
4. suitable provision for settlement of disputes, if any, emanating from the resultant contract;
5. a suitable clause to the effect that the CEO of the respective Board will reserve the right to reject all the bids received, if none of them is found suitable;
6. Any other such stipulations as may be considered necessary in the interest of the respective Board and QCI.

10.5.1 Late Bids: Bids received after the specified date and time of the receipt should not be considered.

10.5.2 Two bid system: In cases where the estimated cost involved in a consultancy service exceeds Rs. 25 Lakhs, a two-bids system as prescribed for the procurement of goods will be adopted, and in other cases where the cost involved is less than this amount, the CEO can, if he/she considers it expedient, decide to follow the two-bid system in the interest of the work of the Board and QCI. The Technical Bids will be analysed and assessed by the Technical Committee. The CEO of the respective Board will reserve the right to reject all the bids received, if none of them is found suitable;

10.5.3 The Technical Committee will finalize the proposed deal with the successful agency after evaluation through a technical presentation, if required, and will decide upon the terms and conditions for the award of contract to him and the quantum of fees payable to the said agency. The Technical Committee will submit its recommendations to Purchase Committee for approval of Secretary General.

10.5.4 **Consultancy by invitation/ single source selection:** Should it become necessary under some special conditions to select a particular professional/consultant agency where adequate justification is available for such single-source selection in the context of the overall interest of QCI this course can be resorted to after recording full justification for such single-source selection with the sanction of the Secretary General, and on recommendations of Purchase Committee.

10.5.5 **Authorities competent to place orders for procurement of services:** Subject to the observance of the aforesaid provisions, and also subject to the availability of funds, the financial powers of the various authorities will be as indicated in the Appendix-IX on delegation of powers.

10.6 INVITATION OF BIDS

- (i) *For estimated value of the work/service up to Rs.25 Lakhs (Rupees twenty five lakh) or less:* A committee for the evaluation of bids constituted for this purpose by the Secretary General will scrutinize the preliminary list of the potential contractors as identified by the Secretariat, decide the prima facie eligibility and qualification criteria. Thereafter, limited tender enquiry will be issued to them asking their offers by a specified date and time. The number of contractor identified for this purpose should not be less than -three.
- (ii) *For estimated value of the work/service beyond or above Rs. 25 lakhs (Rupees twenty five lakh):* In addition to the contractors identified by the Purchase Committee as per procedure in Clause 10.3.1above, the Finance & Accounts will also issue a tender enquiry in one national daily and also put it on the website- of QCI and if required on the Central Public Procurement Portal (CPPP).
- (iii) *Evaluation of the bids received:* The Purchase committee will analyse and evaluate the tenders received and make its recommendations of successful bidder to the Secretary General for the placement of the contract. This committee will have the right to reject all the bids received, if none of them is found suitable;

10.7 OUTSOURCING BY SINGLE SOURCE SELECTION

Should it become necessary, in an exceptional situation to outsource a job to a specifically chosen contractor, the Secretary General can do so after due consideration of Purchase Committee. In such cases full justification, the circumstances leading to the outsourcing by choice etc. shall be recorded in the proposal.

10.8 PROCEDURES FOR CONDITIONS RESULTING IN SINGLE TENDER TO BE SPECIFIED

All efforts should be made to ensure response from a wide vendor base in case of open as well limited tender enquiries. However in case of situation resulting in single vendor post Technical Bids opening, the following measures are to be adopted:

10.8.1 Seek fresh bids from a wider vendor base.

10.8.2 Seek approval from the Designated Incharge, Finance & Accounts and Secretary General for placing order on single tender basis.

10.9 PROCEDURE FOR INSUFFICIENT RESPONSE TO THE TECHNICAL ENQUIRY TO BE SPECIFIED

10.9.1 This might be a result of in-sufficient clarity of Specification, insufficient reach to the correct vendor base. Seek fresh bids from a wider vendor base after revising the Specifications.

10.9.2 Seek approval from the Designated In-charge, Finance & Accounts and Secretary General for placing order on single tender basis.

INVENTORY MANAGEMENT

11.1 INVENTORY MANAGEMENT

This chapter aims at providing policy, procedure, responsibilities and records to be maintained by QCI to ensure effective management of the Inventory System.

11.1.1 INVENTORY CLASSIFICATION

- (i) Material for sale (like: Standards)
- (ii) Material for free distribution (like: Bags)

11.1.2 INVENTORY MANAGEMENT GENERAL PROCESS

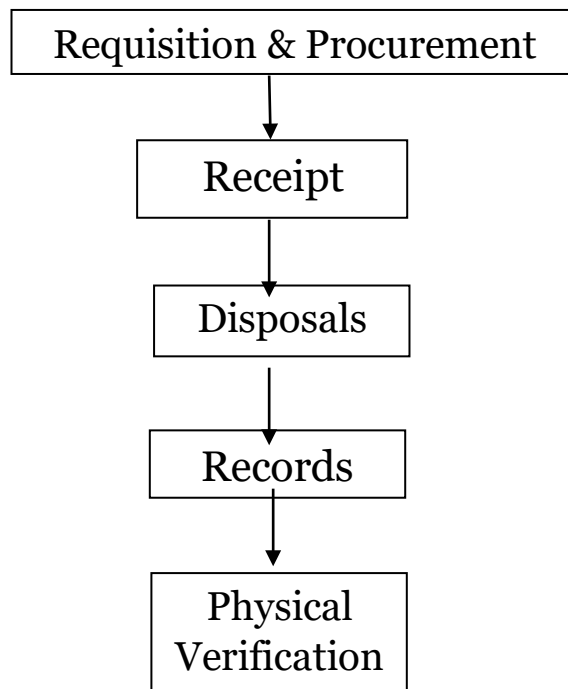


Fig. 11.1 Inventory Management procedure

11.1.3 Requisition & Procurement

Refer Chapter-X "Procurement policy & Procedure".

11.1.4 Receipt

(i) Responsibility of Finance & Accounts Department

- a) Finance & Accounts Department shall record the details of Requisition in the 'Requisition Register' maintained by it wherein it shall enter the details like: Requisition no., date, Board, item, quantity, supplier name, PO no. & date, GRN no. & date, bill no. & date, quantity received. Finance & Accounts Department shall keep updating the same.
- b) On receipt of goods, Finance & Accounts staff shall issue GRN and send a copy of the GRN along with the goods to the respective board for updating the Stock Register.
- c) On receipt of invoice Finance & Accounts Department shall record the same in the books of accounts.

(ii) Responsibility of QCI Store

HR & Administration (Store) shall maintain the record of requisitions made in Requisition File and the record of goods received in 'Stock Register' to record the inward date, quantity, sale date and quantity, closing stock etc.

11.1.5 Sales

(i) Material for sale

- a) Board staff shall forward the amount received for sale of standards to the Finance & Accounts Department.
- b) Finance & Accounts Department shall record the sale & issue the receipt for the same.
- c) Finance & Accounts shall also maintain a copy of the sale receipt for updating the Stock Register on regular basis.

(ii) Material for free distribution

- a) Issue of material for free distribution should be authorized in writing by the Secretary General on recommendation of CEO / HoD.
- b) Details of the participants who have been distributed free material shall be furnished to the Finance & Accounts Department at the end of each programme and Stock Register updated accordingly.

11.1.6 Regular Check / Count

HR & Administration shall prepare following reconciliation quarterly and the entire reconciliation sheets shall be placed every quarter before the Secretary General:

- (i) Reconciliation between quantities received as per Stock Register and Requisition Register of finance and accounts.
- (ii) Reconciliation between quantities sold as per Stock Register and cash receipt book of finance and accounts.

- (iii) Reconciliation between quantities distributed for free as per Stock Register of QCI Store and number of participants.

11.1.7 Physical Verification

- (i) Once in a year inventories shall be verified physically exhaustively. This process shall be undertaken by an officer of Finance & Accounts.
- (ii) Report of the verification shall be submitted to the Finance Committee and the Chairperson, Finance Committee shall deliberate with Secretary General, discrepancies observed (if any) before reporting it to the Governing Body.

**INTERNAL CONTROL POLICY AND PROCEDURES****12.1 INTERNAL CONTROLS**

This chapter aims to develop an adequate system of Internal Control, implement and maintain this system to assist QCI in carrying out its activities in an efficient and orderly manner, to ensure adherence to policies and procedures, safeguard its assets, comply with all statutory obligations and secure the accuracy and reliability of its records.

12.1.1 Roles & Responsibilities

- (i) The Governing Council of QCI is responsible for the internal control policy of organization as a whole.
- (ii) The Governing Body is accountable to the Governing Council of QCI for developing and implementing such internal controls as are necessary to ensure that the objectives of QCI are achieved in an orderly and efficient manner.
- (iii) The respective Chairpersons of Boards are responsible for the development of adequate internal controls and for their implementation, evaluation and revision on an on-going basis in respect of their functions under their control.
- (iv) QCI employees are responsible for conducting their duties in accordance with internal control policies, procedures and practices of QCI. They are also responsible for reporting to management instances where they consider that internal control procedures are inadequate or are not being complied with.

12.1.2 Principles

QCI's internal control system is based on the following principles:

(i) Establishment of Responsibility

An essential characteristic of internal control is the assignment of responsibility to specific individuals. Control is most effective when only one person is responsible for a specific task. Responsibility must also be assigned for the authorization and approval of transactions.

(ii) Segregation of Duties

Segregation of duties is essential in a system of internal control. The work of one employee should, without a duplication of effort, provide a reliable basis for evaluating the work of another employee.

(iii) Documentation Procedures

Documents provide evidence that transactions and events have occurred. By adding a signature (or initials) to a document, the individual responsible for the transaction or event can be identified.

(iv) Physical Controls

Physical controls include mechanical and electronic controls to safeguard assets and enhance the accuracy and reliability of the accounting records.

(v) Independent Verification

There should be independent internal and external verification. This principle involves the review, comparison, and reconciliation of data prepared by employees.

(vi) Standardized Checklists

"Standardized checklists as per QCI's objectives and policies should be made so that the Internal Audit may be conducted effectively by the Auditors employed / engaged"

12.2 COMPONENT OF INTERNAL CONTROL

Internal Control is based on three elements:

- (i) Control environment
- (ii) Information system
- (iii) Control procedures

12.2.1 Control Environment

12.2.1.1 The control environment comprises organizational structures and culture and includes:

- (i) Management operating style
- (ii) Levels of responsibilities and Authorities
- (iii) Audit Practices
- (iv) Use of Information Technology
- (v) Human Resource Management Practices

12.2.1.2 The control environment requires QCI to conduct an evaluation of the risks to which QCI operations are exposed. This should include both financial and non-financial risks.

12.2.2 Control Procedures

12.2.2.1 The Control procedures comprise those policies and procedures established to ensure that the objectives of QCI are achieved in an efficient and effective manner. These include:

- (i) Document control
- (ii) Reconciliations
- (iii) Physical access controls
- (iv) Protection of assets
- (v) Financial accounting procedures
- (vi) Information technology controls
- (vii) Budgeting and reporting
- (viii) Management controls

12.3 INTERNAL AUDIT AS INTERNAL CONTROL

12.3.1 Objectives

- (i) An internal audit may be defined as a review of operations and records, sometimes continuous, undertaken within a business by specially assigned staff/professional chartered accountants.
- (ii) The internal auditor is employed / engaged by management to assist them in coordinating the performance of the organization. In growing organizations, the top management need to monitor all operations and therefore, to ensure proper and reliable control and supervision of such operations, the internal auditors' assistance becomes necessary.
- (iii) In order to identify and avoid the factors of misinterpretation, misunderstanding and mis-judgement operate in such a way as to hamper the achievement of the set goals, the internal auditor may therefore be used to bridge the gap between management and the staff. The auditors can assure management that the policies and systems laid down are being adhered to.
- (iv) The internal auditor will be able to provide an independent check on the accounting records and other operations of the organization.

12.3.2 Purpose

The major purposes of an internal audit are as follows:

12.3.2.1 Verification of the accuracy of the financial records and of related reports and statistics:

- (i) This is a continuous process and is important not only for the annual accounts but for periodic review of activities which are used by management for decision making and also budgetary control.
- (ii) In order to ensure the accuracy of these records, the internal auditor must ascertain that an adequate and effective system of accounting is being maintained and that an adequate system of authorization for entries in records is also being kept.

12.3.2.2 Ensure that the standard accounting practices of the organization are being adhered to; for this purpose, it is vital that the internal auditor Review and improve the system of internal check:

- (i) The internal auditor should be fully acquainted with every part of the system of internal check in the organization; no change should be made without his agreement.
- (ii) The internal auditor must satisfy himself not only that assets are purchased and disposed of according to authorizations given by management but also that while owned by the organization they are adequately safeguarded.
- (iii) To confirm that liability has been incurred only in respect of the legitimate operations of the organization.

12.3.2.3 The prevention and early detection of fraud:

- (i) The internal auditor must satisfy himself that the system of internal check will prevent and detect fraud.
- (ii) Undertake Special investigations at the request of the management.

12.3.2.4 Report non-compliances with statutory provisions:

The internal auditor reports non-compliances with statutory provisions applicable to the financial transactions undertaken by the Society.

12.3.2.5 Review and report long outstanding Debtors:

- (i) The internal auditor shall periodically review the amount recoverable from Debtors and shall provide the list of all debtors with the period from when they are due.
- (ii) Report deviations from standard operating procedures, crossing authorization limits and deviations from budgeted expenses on individual line items.

12.4 STATUTORY AUDIT: BOOKS OF ACCOUNTS

At the end of every financial year all books of accounts, should be audited by the Statutory Auditors and a detailed report with their comments on disclosure etc. should be submitted to the Secretary General who will put up before Governing Body and also submit a copy of the same to DIPP, Ministry of Commerce and Industry. This exercise is a time bound exercise and every effort should be made to complete it by following September.

12.5 AUDIT CONDUCTED BY C&AG OF INDIA

Accounts of QCI pertaining to plan funds are regularly reviewed by the auditors of C&AG.

12.6 CONTROL OF FIXED ASSETS

12.6.1 Safeguard of Assets

- (i) An important internal control objective of QCI is the safeguarding of its assets. QCI assets are distributed amongst its Boards/ Divisions and primarily responsibility for their safeguarding rests with HR & Administration Department.
- (ii) All assets should be security marked (allotted distinct identification number) and secured where ever possible. Assets should only be removed from the premises with the permission of the CEO / HoD of the concerned board / division. A system for recording the location of such assets should be in place.

12.6.2 Audit of Assets

- (i) The asset register is one of the key tools in ensuring that assets are accounted for. An audit of the main asset register will be carried out on a regular basis to ensure that the accuracy and completeness of the register is maintained. The audit will take the form of a cyclical check to ensure that all assets as per the register are still in the department, that all new assets have been correctly added to the register, and that other information included in the register is accurate. In order to achieve these checks a Finance & Accounts representative will assist the Board staff in conducting the physical verification on a test basis every quarter and an exhaustive check at least once every year.
- (ii) Finance & Accounts staff prepares reconciliation for various departments between physical existence of assets & fixed assets register. All the documents are kept in auditable manner.
- (iii) Physical Verification report (*Refer Appendix -X, FA Physical Verification Report*) shall be submitted to the Secretary General immediately at the end of the verification.

12.6.3 Control over Inventory:

Refer: Chapter -XI, "Inventory Management Procedure".

12.6.4 Control over Cash & Bank

12.6.4.1 Responsibilities:

- (i) The Finance & Accounts Department will be responsible for receipt and payment of moneys in the form of cash, cheques, demand drafts etc. on behalf of QCI,
- (ii) Disbursement of expenses, salaries and wages etc., safe custody of moneys till disbursement or deposit in bank,
- (iii) Proper maintenance of cash /bank books and recording all such transactions as per accounting procedures.

12.6.4.2 Custody, Control and Physical Verification of Cash:

- (i) Primary responsibility for custody and control of cash will rest with the Finance & Accounts Department.
- (ii) The designated Officer, Finance & Accounts will verify each day that the amount of cash in hand agrees with the balance shown in the cash book. Finance & Accounts Department shall maintain Cash verification report (Refer: Appendix -X, Daily Cash Verification Report) on daily basis. The cash book will be written up on a day basis and as far as practicable, be kept up-to-date.
- (iii) The Designated Incharge, Finance & Accounts Department periodically conduct a surprise verification of cash. Designated Incharge, Finance & Accounts Department, conducting the surprise verification would also verify the blank cheque books/ foils and blank receipt books in custody besides verifying the day transactions.

- (iv) Whenever physical verification of cash is done, the actual balance in denomination of notes, coins and unpaid vouchers will be recorded in a separate form by the officer undertaking the verification. Any excess or shortage will also be reported immediately to the Secretary General.
- (v) The excesses or shortages noticed during such verification or otherwise will be brought to account immediately in the Cash Book. Any adjustment of such excesses or shortages will be made only after due investigation and under the orders of the Secretary General.
- (vi) Internal Audit or an officer nominated by the Head of the Unit will verify the cash in hand on the last working day of the financial year where the statutory auditors are not in a position to carry out the verification.
- (vii) "On the last working day of the financial year, the Designated Incharge, Finance & Accounts should verify the cash in hand and a certificate to this effect showing actual balance denominations should be recorded in the Cash Book, Further the Cash book should be closed on the last day".

12.7 BANK RECONCILIATION

- (i) Designated Incharge, Finance & Accounts Department shall ensure that Bank Reconciliation Statement (BRS) is prepared on Monthly basis. This applies to all bank accounts maintained by the Society.
- (ii) It shall be duty of Designated Incharge, Finance & Accounts shall ensure the Bank Reconciliation Statement (BRS), and put comment(s) on long standing cheques/entries and forward it to Secretary General for his review and suitable corrective action, if required.
- (iii) After review of Secretary General, BRS shall be filed in BRS file.

12.8 BANKING TRANSACTIONS INTERNAL CONTROL

- (i) Bank accounts in the name of QCI may be opened with the Nationalized/Scheduled Commercial banks as per resolution passed by the Governing Board on recommendation of the Secretary General.
- (ii) The Governing Body shall name the officers authorised to sign and operate the bank accounts on behalf of QCI in the manner decided by the Governing Body.
- (iii) It is recommended that Cheques should be signed by at least two officers one from Finance & Accounts and any other officer from a Board/Division at the level of Assistant Director and above.
- (iv) Before any cheque book is brought into use, count of the leaves in the cheque book will be done and count certificate recorded on the cover of the cheque book under the signature of the Designated Incharge, Finance & Accounts Department.
- (v) As a rule, no bearer cheque will be issue. The cheque will be issue with special crossing of "accounts payee only" except when cheque re drawn in favour of the cashier for obtaining cash for payments to be made in cash.
- (vi) In case of cancellation of any cheque, the cheque will be marked "cancelled" under the full signature of the Designated Incharge, Finance & Accounts across

the cheque so that it cannot be signed again. The cancellation cheque will be preserved with the cheque counter foils to enable subsequent verification.

- (vii) On receipt of a request from the payee for issue of fresh cheque in lieu of a cheque reported to have been lost in transit or otherwise, following action will be taken before issue of a fresh cheque:
- a) An immediate intimation in writing will be sent to the bank regarding the alleged loss of the cheque and the bank advised to stop the payment, if the cheque alleged to have been lost is presented subsequently for payment. A written confirmation about the bank having recorded the stop order is also a certificate of non-payment will be obtained from the bank.
 - b) A bond on stamped paper of proper value will be got executed by the payee before issuing the duplicate cheque. On the face of the duplicate cheque, details of original cheque would be recorded.
 - c) At the end of the year written confirmation of the balances in different accounts with the banks will be obtained for submission of the same to the auditors.

12.9 REVENUE CYCLE INTERNAL CONTROLS

12.9.1 with a view to have better internal control, each board shall maintain '*Job Track Register*' (in hard copy or soft copy) to the extent applicable in their respective boards:

- (i) Name of Applicant & its unique code
- (ii)** Date of receipt of **Application & Fee**
- (iii) Date on which **Assessment** is started
- (iv) Name of Assessors
- (v) Date on which Assessment is completed
- (vi) Date on which Bills & Report of assessor is received
- (vii) Date on which above documents submitted to Finance & Accounts Department
- (viii) Date on which **Office assessment** is started
- (ix) Name of Assessors
- (x) Date on which office assessment is completed
- (xi) Date on which Bills & Report of assessor is received
- (xii) Date on which above documents submitted to Finance & Accounts Department
- (xiii) Date on which **Witness Audit** is started
- (xiv) Name of Assessors
- (xv) Date on which Witness Audit is completed
- (xvi) Date on which Bills & Report of assessor is received
- (xvii) Date on which above documents submitted to Finance & Accounts Department
- (xviii) Date on which **accreditation agreement** is entered
- (xix) Date on which copy of accredited agreement is submitted to Finance & Accounts.
- (xx) List of number of **certificates issued** at regular intervals (as per policy)

12.9.2 Finance & Accounts Department shall maintain a board wise '*Revenue Track Register*' giving following details:

- (i) Name of Applicant & its Unique Code
- (ii) Date of receipt of application & Fee
- (iii) Name of assessors on various assessments or audits as received from boards
- (iv) Date of receipt of various bills & reports of the assessors
- (v) Date of issue of Invoice to the party on the basis of bills
- (vi) Date of receipt of amount of bills issued
- (vii) Due Date of annual fee
- (viii) Date of issue of receipt for annual fee
- (ix) Date of receipt of annual fee

12.10 PROJECT CONTROL MONITORING

12.10.1 CEO of the respective boards shall forward to the Finance Committee a report on the current status of the projects in terms of financial figures, tenure, percentage of completion and other relevant details at the end of each quarter.

12.11 GST INTERNAL CONTROL

Finance & Accounts Department shall maintain the following records apart from challans & return:

- (i) Monthly Sheet indicating amount received in cash/bank towards the Taxable Service.
- (ii) Monthly Sheet indicating the number & amount of bills/Invoice issued during that months towards Taxable Service. Copy of all the bills should be annexed with this sheet.
- (iii) Monthly reconciliation between amount of liability & amount actual deposited.

12.12 OTHER CONTROLS

Finance & Accounts Department shall maintain a register indicating the list of Vouchers & Bills send and received, to and from CEO / HoD of concerned board / division or Secretary General for their approvals & confirmations as required in Expenditure Policy & Procedures under *Chapter -VIII*.

**13.1 DELEGATION OF POWERS**

Subject to the provisions contained in this manual and instructions issued by the competent authority from time to time, the Secretary General and other authorities subordinate to him shall be able to exercise administrative and financial powers as per the following details:

- (i) The Head of Boards/Divisions / Designated In-charge, HR & Administration / Designated In-charge Finance & Accounts shall exercise administrative and financial powers as indicated in the Schedule of Delegation of Power sat *Appendix-IX*.
- (ii) However, the above is subject to the financial limits, being within the approved budget and availability of funds.
- (iii) It shall, further, be within the competence of an authority to exercise the powers delegated to an authority subordinate to it.
- (iv) Every officer exercising the power delegated to him/her shall continue to be responsible for the correctness, regularity and propriety of the decision taken by him/her.

13.2 STANDARDS OF FINANCIAL PROPRIETY

Every officer while exercising any financial power delegated to him/her will be expected to observe the following principles of the financial propriety:

- (i) Every officer incurring or authorising expenditure from the funds of QCI will be guided by high standards of financial proprieties.
- (ii) He / She will ensure that all relevant financial rules and regulations are being observed while exercising any such power.
- (iii) The expenditure should not be prima facie more than the occasion demands.
- (iv) He / She will not exercise his financial powers to pass an order which will be directly or indirectly to his own advantage.
- (v) Expenditure will not be incurred for the benefit of a particular person except with the approval of the Secretary General.
- (vi) Expenditure will be within budget approved by the Board.

Extract of Minutes of the meeting of the Cabinet
Held on 9th February 1996 conveyed vide
Cabinet Secretariat's letter No. 6/CM/96(i) dated 14th February, 96

Case No. 42/8/96 Item 4

The Cabinet at its meeting on 9th February, 1996 considered and approved the following proposals of the Ministry of Industry, Department of Industrial Development

- (i) The Quality Council of India (QCI) to be set up as an autonomous body registered as a Society under the Societies Registration Act.
- (ii) The Department of Industrial Development to act as the nodal point for all matters connected with Quality and QCI.
- (iii) The QCI to have in its fold,
 - a) National Accreditation Board for products and Quality Systems Certification
 - b) National Accreditation Board for Quality Management Personnel and Training Organizations
- (iv) The National Accreditation Board for Testing and Calibration Laboratories to be set up as a Society under the Societies Registration Act. It will be fully answerable to the QCI and at the appropriate stage be brought within the fold of the society under which QCI is set up.
- (v) The Chairman of the QCI to be nominated by the Prime Minister.
- (vi) The Chairman of the three Accreditation Boards to be nominated by the Chairman of QCI, in consultation with the Board of the QCI.
- (vii) The nodal responsibility for executing the plan for setting up the QCI to be entrusted to the Department of Industrial Development. The Department will set up a steering group for the same.
- (viii) A contribution of 50% of the seed capital required for setting up the QCI to be made by the Government. For this purpose, an additional amount of Rs. 75 lakhs to be provided in the budget of the Department of Industrial Development for 1995-96.

- (ix) The balance amount of 50% seed capital to be allocated to industry associations or professional bodies relevant to quality control as may be approved by the Government.
- (x) A Contribution of Rs. 1.25 crores per annum to be made for financing the activities under the National Quality Campaign, which will be borne by the Ministries/Departments of the Government represented on the QCI, through provisions in their budgets under the plan.
- (xi) The Quality Council of India to monitor and administer the National Quality Campaign.
- (xii) The Quality Council of India to oversee the effective functioning of the National Information and Enquiry service.
- (xiii) To declare as a matter of policy that all procurement in Central Government would be done in a manner which encourages establishment of quality assurance systems based on ISO 9000/ISO 14000 Series of Standards. The Government would, amongst other things, increasingly depend on certification bodies accredited by the National Accreditation Boards functioning under the umbrella of the Quality Council of India.
- (xiv) To declare as a matter of policy that all business and industrial enterprises would be encouraged to adopt ISO 9000 Series of Standards in their operations by providing amongst others, appropriate fiscal, financial and tax benefits.
- (xv) To authorize the Quality Council of India to prepare a white paper on the role of Government in promoting quality consciousness in the country and to agree, in principle, to table it in the Parliament after its consideration by the Cabinet/Cabinet Committee.
- (xvi) The composition of the Quality Council of India will be as indicated in Annex-B.

Composition of Quality Council of India

1	Chairperson	1
2	Ministry of Commerce	1
3	Department of Science & Technology	1
4	Department of Industrial Development	1
5	Ministry of Civil Supplies, Consumer Affairs and Public Distribution	1
6	Ministry of Defence	1
7	Ministry of Railways	1
8	Department of Telecommunications	1
9	Bureau of Indian Standards	1
10	Confederation of Indian Industry	1
11	Federation of Indian Chambers of Commerce & Industry	1
12	Associated Chambers of Commerce & Industry	1
13	Federation of Association of Small Industries of India	1
14	Federation of Indian Exporters Organization	1
15	Two representatives from professional bodies/ Academic institutions	2
16	Council of Scientific & Industrial Research	1
17	Two representatives from Registered Consumer Associations (By rotation)	2
18	STOC	1
19	Three representatives from Accredited Certification Bodies (by rotation)	3
20	Ex-officio members - Chairman of Accreditation Boards (3 Members)	3
21	Two Representatives of star trading houses	2
22	Two representatives of recipients of quality awards	2
23	Member Secretary - to be designated by Department Of Industrial Development	1
Total		31

* Government Representation :

Amended as on 17/06/2014

Register of Societies

MEMORANDUM OF ASSOCIATION OF QUALITY COUNCIL OF INDIA

1. The name of the Society will be 'QUALITY COUNCIL OF INDIA'.
2. The Registered Office of the Society will be situated in the National Capital territory of Delhi. It will, for the time being, be situated in Institution of Engineers Building, ITO, New Delhi.
3. The Society will function as an autonomous body based with the territory of India, if necessary, may obtain mutual recognition with other bodies operating similar accreditation schemes in other countries/regions through bilateral/multilateral arrangements.

AIM AND OBJECTS OF THE QUALITY COUNCIL OF INDIA

A. MISSION STATEMENT:


MISSION STATEMENT: The Mission of QCI is to lead nationwide quality movement in India by involving all stakeholders for emphasis on adherence to quality standards in all spheres of activities primarily for promoting and protecting interests of the nation and its citizens.

B. MAIN OBJECTIVES:

To achieve the Mission of QCI by playing a pivotal role in propagating, adoption and adherence to quality standards in all important spheres of activities including education, healthcare, environment protection, governance, social sectors, infrastructure sector and such other areas of organized activities that have significant bearing in improving the quality of life and well being of the citizens of India and without restricting its generality shall inter-alia include:

- (a) To lead nationwide quality movement in the country through National Quality Campaign aimed at creating awareness amongst citizens, empowering them to demand quality in all spheres of activities, and promoting and protecting their well being by encouraging manufacturers and suppliers of goods and service providers for adoption of and adherence to quality standards and tools.


(Mr. Nand Kishore Kalra)
Head - Finance & Administration


(Mr. B. Venkataraman)
Secretary General

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- (b) To develop apropos capacities at the level of Governments, Institutions and enterprises for implementing & institutionalizing continuous quality improvement.
- (c) To develop, establish & operate National Accreditation programmes in accordance with the relevant international standards & guides for the conformity assessment bodies certifying products, personnel, management systems, carrying out inspection and for the laboratories undertaking testing & calibration and such other areas of organized activities that have significant bearing in improving the quality of life and well being of the citizens of India.
- (d) To develop, establish and operate National Accreditation Programmes for various service sectors such as education, healthcare, environment protection, governance, social sectors, infrastructure sector, vocational training etc., to site a few, as may be required, based on national/international standards and guidelines and where such standards are not available, to develop accreditation standards to support accreditation programs.
- (e) To build capacities in the areas of regulation, conformity assessment and accreditation to overcome TBT/SPS constraints.
- (f) To encourage development & application of third party assessment model for use in government, regulators, organizations and society.
- (g) To promote quality competitiveness of India's enterprises especially MSMEs through adoption of and adherence to quality management standards and quality tools.
- (h) Promoting the establishment of quality improvement and benchmarking centre, as a repository of best international / national practices and their dissemination among the industry in all the sectors.
- (i) To encourage industrial / applied research and development in the field of quality and dissemination of its result in relevant publication including and trade journals;



(Mr. Nand Kishore Kalra)
Head - Finance & Administration



(Mr. B. Venkataraman)
Secretary General

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- (j) To build capacities including development of appropriate quality accreditation mechanism for other emerging areas that have significant bearing in improving the quality of life and well being of the citizens of India such as food sector, oil & gas, forestry, agriculture /animal husbandry, warehouse, pharmacy etc. or as the need may arise from time to time.
- (k) To facilitate effective functioning of a National Information & Enquiry Services on standards & quality including an appeal mechanism to deal with unresolved complaints.
- (l) To develop and operate an appeal mechanism to deal with unresolved complaints;

C. Ancillary Objectives:

- (i) To purchase, to take on lease, accept as gift or otherwise acquire any land or building wherever situated in India which may be necessary or convenient for the society;
- (ii) To construct or alter any building which may be necessary for the society;
- (iii) To raise or acquire funds or property from Central Govt. and State Govts., foreign agencies, non-governmental agencies or taking loans from public and private financial institutions. The funds, properties, assets and all other resources present and future, of the society shall be utilized for any or all the purposes or objects of the society as stated above and also other similar activities;
- (iv) To invest funds or money entrusted to the society upon such securities or such manner as may from time to time, be determined by the governing body or transpose such investments;
- (v) To sell, assign, mortgage, lease, exchange or otherwise transfer or dispose of all or any, movable and immovable property of society for furtherance of the objects of the society;
- (vi) To do all such other lawful things as are incidental or conducive to attainment of any or all the above objects.


(Mr. Nand Kishore Kalra)
Head - Finance & Administration


(Mr. B. Venkataraman)
Secretary General

Amended as on 12-6-14

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The income and property of the society, however, derived shall be applied towards the promotion of the objects thereof as set out in this Memorandum of Association. No portion of the income and property of the society shall be paid or transferred directly or indirectly, by way of dividends, bonus or otherwise, by way of profits to the persons who at any time are or have been members of the society or to any of them, or to any person claiming through them or any of them, or to any person claiming through them or any of them, provided that nothing herein contained shall prevent the payment in good faith or remuneration to any member thereof or other persons in return for any services rendered to the society.

4. The names, occupations, addresses and designation of the members of the first governing body to whom the management of the society is entrusted as required under section 2 of the Societies Registration Act, 1860, as applicable to National Capital Territory of Delhi, are as follows:

Sl. No.	Name of the member	Occupation & Address	Designation (In Society)
1	Sh. Arun Maira	Member, Planning Commission, Government of India, Bhawan, New Delhi	Chairman
2	Sh. Saurabh Chandra	Secretary - Department of Policy & Promotion, Ministry of Commerce & Industry, Government of India, Udyog Bhawan, New Delhi	Member
3	Sh. S. R. Rao	Secretary, Department of Commerce, Government of India, Udyog Bhawan, New Delhi	Member
4	Prof. Samir K. Brahmchari	Director General, Council of Scientific & Industrial Research, New Delhi	Member
5	Sh. Raj Kumar Dhoot	President, Associated Chambers of Commerce and Industry of India (ASSOCHAM), New Delhi	Member
6	Sh. Adi Godrej	President, Confederation of Indian Industry, New Delhi	Member
7	Ms. Naina Lal Kidwai	President, Federation of Indian Chamber of Commerce and Industry, New Delhi	Member
8	Prof. T. Ramasami	Secretary, Department of Science & Technology, Technology Bhawan, New Mehrauli Road, New Delhi	Member

(Mr. Nand Kishore Kalra)
Head - Finance & Administration


(Mr. B. Venkataraman)
Secretary General

Amended as on 12-6-14

Registrar of Society

9	Sh. Arunendra Kumar	Chairman, Railway Board, Ministry of Railways, Rail Bhawan, Raisina Road, New Delhi.	Member
10	Sh. N. E. Prasad	Director General, STQC, Department of Information & Technology, Electronic Niketan, 6, CGO Complex, New Delhi	Member
11	Sh. Rajinder Gaba	Chairman, Indian Industry Association, IIA Bhawan, Vibhuti Khand, Phase-II, Gomti Nagar, Lucknow	Member
12	Dr. Narottam Puri	Chairman, National Accreditation Board for Hospitals & Healthcare Providers (NABH), 2 nd Floor, Institution of Engineers Building, Bahadur Shah Zafar Marg, New Delhi	Member
13	Sh. N Kumar	Chairman, National Accreditation Board for Certification Bodies (NABCB), 2 nd Floor, Institution of Engineers Building, Bahadur Shah Zafar Marg, New Delhi	Member
14	Sh. K. Chandrasekhar	Chairman, National Accreditation Board for Education & Training (NABET) 2 nd Floor, Institution of Engineers Building, Bahadur Shah Zafar Marg, New Delhi	Member
15	Sh. K C Mehra	Chairman, National Board for Quality Promotion (NBQP), 2 nd Floor, Institution of Engineers Building, Bahadur Shah Zafar Marg, New Delhi	Member
16	Prof. T. Ramasami	Chairman, NABL & Secretary, Department of Science & Technology, Technology Bhawan, New Mehrauli Road, New Delhi	Member
17	Sh. B. Venkataraman	Secretary General, Quality Council of India	Secretary General


(Mr. Nand Kishore Kalra)
Head - Finance & Administration


(Mr. B. Venkataraman)
Secretary General

Amended as on 12-6-14

Registrar of Society

5. Desirous Persons


We, the undersigned are desirous of forming a Society under Societies Registration Act 1860, in pursuance of this Memorandum of Association.


	Name of the member	Occupation	Designation (In Society)	Signature
1	Sh. P. G. Mankad	Secretary Department of Industrial Development, Government of India	Chairman	Sd/-
2	Sh. N. N. Mookerjee	Secretary Ministry of Civil Supplies, Consumer Affairs & Public Distribution, Government of India	Member	Sd/-
3	Sh. R. A. Mashelkar	Director General Council of Scientific & Industrial Research, New Delhi	Member	Sd/-
4	Sh. H. L. Somany	President Associated Chambers of Commerce and Industry of India, New Delhi	Member	Sd/-
5	Sh. Shekhar Datta	President Confederation of Indian Industry, New Delhi	Member	Sd/-
6	Sh. A. S. Kasliwal	President Federation of Indian Chamber of Commerce and Industry, New Delhi	Member	Sd/-
7	Sh. Pushpendra Rai	Director Department of Industrial Development, Government of India	In-charges Secretary General	Sd/-


Signature of the above signatories are hereby attested.

Place : New Delhi

Date : 04.08.2011


Dr. Girdhar J. Gyani
Secretary General, QCI


Sh. K. C. Mehra
G. B. Member, QCI


Sh. Arun Maira
Chairman, QCI

Amended as on 17-6-14

Registrar of Societies

17/06/2014

समाजिक समुदाय अधिनियम
रजिस्ट्रेशन नं. 5/32832
आनुवंशिकता नं. 1
विषय - Amended MoA



समाजिक समुदाय अधिनियम
रजिस्ट्रेशन नं. 5/32832
आनुवंशिकता नं. 1
विषय - Amended MoA

रजिस्ट्रार ऑफ सोसिटी

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17/06/2014



GOVT. OF NATIONAL CAPITAL TERRITORY OF DELHI
OFFICE OF THE REGISTRAR OF SOCIETIES (CENTRAL)
14, DARYA GANJ, NEW DELHI-02

No. SDM (HQ)/C/2017/ 881

Dated: 15/6/17

To

Quality Council of India,
R/o Institution of Engineers Building,
ITO, Delhi

Sub: - Regarding of amalgamation of National Accreditation Board
For Testing & Calibration Laboratories with Quality Council of
India.

With reference to your application letter No. 4236 dated
21.03.2017, on subject cited above. In this regarding, National
Accreditation Board For Testing & Calibration Laboratories society
Regn. No. S/33451 is merge to Quality Council of India society
Regn. No. S/30832.


(B.L. MEENA)

REGISTRAR OF SOCIETIES
(CENTRAL DISTRICT)

Copy to information:

1. National Accreditation Board for Testing and Calibration
Laboratories, R/o Technology Bhavan, New Mehrauli Road,
New Delhi-110016.

**MEMORANDUM OF ASSOCIATION
OF
QUALITY COUNCIL OF INDIA**

1. The name of the Society will be '**QUALITY COUNCIL OF INDIA**'.
2. The Registered Office of the Society will be situated in the National Capital territory of Delhi. It will, for the time being, be situated in Institution of Engineers Building, ITO, New Delhi.
3. The Society will function as an autonomous body based with the territory of India, if necessary, may obtain mutual recognition with other bodies operating similar accreditation schemes in other countries/regions through bilateral/multilateral arrangements.

AIM AND OBJECTS OF THE QUALITY COUNCIL OF INDIA



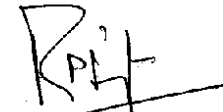
A. MISSION STATEMENT:

MISSION STATEMENT: The Mission of QCI is to lead nationwide quality movement in India by involving all stakeholders for emphasis on adherence to quality standards in all spheres of activities primarily for promoting and protecting interests of the nation and its citizens.

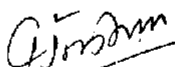
B. MAIN OBJECTIVES:

To achieve the Mission of QCI by playing a pivotal role in propagating, adoption and adherence to quality standards in all important spheres of activities including education, healthcare, environment protection, governance, social sectors, infrastructure sector and such other areas of organized activities that have significant bearing in improving the quality of life and well being of the citizens of India and without restricting its generality shall inter-alia include:

- (a) To lead nationwide quality movement in the country through National Quality Campaign aimed at creating awareness amongst citizens, empowering them to demand quality in all spheres of activities, and promoting and protecting their well being by encouraging manufacturers and suppliers of goods and service providers for adoption of and adherence to quality standards and tools.

 (Mr. F.C. Srivastava) Assistant Director	<p>Certified True Copy</p>  (Registrar of Societies/Firms) District Central Govt. NCT of Delhi	 (Dr. Ravi Prakash Singh) Secretary General
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- (b) To develop apropos capacities at the level of Governments, Institutions and enterprises for implementing & institutionalizing continuous quality improvement.
- (c) To develop, establish & operate National Accreditation programmes in accordance with the relevant international standards & guides for the conformity assessment bodies certifying products, personnel, management systems, carrying out inspection testing, calibration & medical laboratories, proficiency testing providers, reference material producers & test facilities adhering to OECD principles of Good Laboratory Practices and such other areas of organized activities that have significant bearing in improving the quality of life and well being of the citizens of India.
- (d) To develop, establish and operate National Accreditation Programmes for various service sectors such as education, healthcare, environment protection, governance, social sectors, infrastructure sector, vocational training etc., to site a few, as may be required, based on national/international standards and guidelines and where such standards are not available, to develop accreditation standards to support accreditation programs.
- (e) To build capacities in the areas of regulation, conformity assessment and accreditation to overcome TBT/SPS constraints;
To establish and maintain strong linkages with international and regional fora such as International Laboratory Accreditation Cooperation (ILAC), International Accreditation Forum (IAF), Asia Pacific Laboratory Accreditation (APLAC), Pacific Accreditation Cooperation (PAC), International Society for Quality in Healthcare (ISQua), Organization for Economic Cooperation and Development (OECD) etc. and to participate in Plenary Sessions, Committee Meetings etc. in order to keep pace with the latest development and for promoting Multi-lateral Recognition Arrangements/ Mutual acceptance of Data and
To undertake all the activities which promote Bi-lateral/ Multi-lateral Recognition Arrangements between QCI/ Constituent Boards and Accreditation Bodies in other countries.
- (f) To encourage development & application of third party assessment model for use in government, regulators, organizations and society.
- (g) To promote quality competitiveness of India's enterprises especially MSMEs through adoption of and adherence to quality management standards and quality tools.


(Mr. F.C. Srivastava)
Assistant Director
15/6
(Registrar of Societies/Firms) District Central
NCT of Delhi


(Dr. Ravi Prakash Singh)
Secretary General

(h) Promoting the establishment of quality improvement and benchmarking centre, as a repository of best international / national practices and their dissemination among the industry in all the sectors.

(i) To encourage industrial / applied research and development in the field of quality and dissemination of its result in relevant publication and trade journals;

To publish books, literature & periodicals and disseminate information related to the objectives of QCI and

To organize/ participate in trade fairs, exhibitions, seminars etc. at National & International fora.

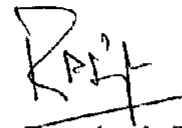
(j) To build capacities including development of appropriate quality accreditation mechanism for other emerging areas that have significant bearing in improving the quality of life and well being of the citizens of India such as food sector, oil & gas, forestry, agriculture /animal husbandry, warehouse, pharmacy etc. or as the need may arise from time to time.

(k) To facilitate effective functioning of a National Information & Enquiry Services on standards & quality including an appeal mechanism to deal with unresolved complaints.

(l) To develop and operate an appeal mechanism to deal with unresolved complaints;



(Mr. F.C. Srivastava)
Assistant Director



(Dr. Ravi Prakash Singh)
Secretary General

Certified True Copy



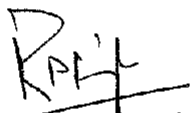
(Registrar of Societies/Firms) District Central
Govt. NCT of Delhi

C. Ancillary Objectives:

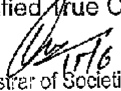
- (i) To purchase, to take on lease, accept as gift or otherwise acquire any land or building wherever situated in India which may be necessary or convenient for the society;
- (ii) To construct or alter any building which may be necessary for the society;
- (iii) To raise or acquire funds or property from Central Govt. and State Govts., foreign agencies, non-governmental agencies or taking loans from public and private financial institutions. The funds, properties, assets and all other resources present and future, of the society shall be utilized for any or all the purposes or objects of the society as stated above and also other similar activities;
- (iv) To invest funds or money entrusted to the society upon such securities or such manner as may from time to time, be determined by the governing body or transpose such investments;
- (v) To sell, assign, mortgage, lease, exchange of otherwise transfer or dispose of all or any, movable and immovable property of society for furtherance of the objects of the society;
- (vi) To do all such other lawful things as are incidental or conducive to attainment of any or all the above objects.

The income and property of the society, however, derived shall be applied towards the promotion of the objects thereof as set out in this Memorandum of Association. No portion of the income and property of the society shall be paid or transferred directly or indirectly, by way of dividends, bonus or otherwise, by way of profits to the persons who at any time are or have been members of the society or to any of them, or to any person claiming through them or any of them, or to any person claiming through them or any of them, provided that nothing herein contained shall prevent the payment in good faith or remuneration to any member thereof or other persons in return for any services rendered to the society.


(Mr. F.C. Srivastava)
Assistant Director


(Dr. Ravi Prakash Singh)
Secretary General

Certified True Copy


(Registrar of Societies/Firms) District Central
Govt. NCT of Delhi

4. The names, occupations, addresses and designation of the members of the 48th governing body to whom the management of the society is entrusted as required under section 2 of the Societies Registration Act, 1860, as applicable to National Capital Territory of Delhi, are as follows:

Sl. No.	Name of the member	Occupation & Address	Designation (In Society)
1	Sh. Adil Zainulbhal	Quality Council of India	Chairman, QCI
2	Shri Ramesh Abhishek, IAS	Ministry of Commerce & Industry Department of Industrial Policy & Promotion Government of India Udyog Bhawan, New Delhi Secy-ipp@nic.in 23061815 23061667	Member
3.	Ms. Rita Teatolia	Secretary, Department of Commerce Ministry of Commerce & Industry Udyog Bhawan, New Delhi csoffice@nic.in 23063664, 23063617, 23061796	Member
4	Prof. Ashutosh Sharma	Secretary Department of Science & Technology Technology Bhawan, New Mehrauli Road New Delhi -110 016 dstsec@nic.in 26590412	Member
5.	Mr. A. K. Mittal	Chairman Railway Board Rail Bhawan, Rafi Marg New Delhi -110 001 crb@rb.railnet.gov.in	Member
	Mr. Amlt Saran	Director, E&R (ME) Railway Board Ministry of Railways Rail Bhawan, Raisina Road, New Delhi -110001 derme@rb.railnet.gov.in dermeenr@gmail.com	Member
6.	Dr. Girish Sahni Certified True Copy <i>(Signature)</i> 15/6 (Registrar of Societies/Firms) District Central Govt. NCT of Delhi	Director General CSIR Anusandhan Bhawan 2, Rafi Marg, New Delhi -110 001 dgcsir@csir.res.in dg@csir.res.in	Member
7.	Dr. Naushad Forbes	President Confederation of Indian Industry	Member

(Signature)

5

(Signature)

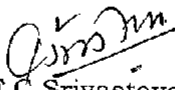
		23-26, Lodi Institutional Area, New Delhi -110 003 ndforbes@cii.in	
8.	Mr. Pankaj R Patel	President FICCI, Federation House, Tansen Marg, New Delhi -1	Member
	Dr. Sanjeevan Bajaj	CEO-FICCI Quality Forum FICCI Federation House, Tansen Marg New Delhi 110 001	Member
9.	Sh. Sandeep Jajodia	President ASSOCHAM 5, Sardar Patel Marg, Chanakyapuri New Delhi 110 021	Member
	Mr. Pradeep Wig	Chairman & Managing Director Kwality Ice Cream & Food Ltd. 79, Sunder Nagar New Delhi -110 003 wig@vsnl.com 46550555	Member
10.	Shri Umesh Kumar Nandwani	Director General Department of Information & Technology, STQC Electronic Niketan 6, CGO Complex, New Delhi - 110 003 dgstqc@delty.gov.in 011 - 24363089	Member
11.	Mr. Manish Goel	President Indian Industries Association IIA Bhawan, Vibhuti Khand, phase-II Gomti Nagar, Lucknow -226010 iaa@iaaonline.in 522-2720090, 0522-3248178	Member
12.	Mr. P.K. Aggarwal	National President National Institution for Quality & Reliability Round Table House, 1st Floor No. 80, Nugambakkam High Road, Chennai - 600 034 nigrchennai@gmail.com	Member
13.	Dr. Nandakumar Jairam	Chairman - NABH & Chairman & Group Medical Director Columbia Asia Hospitals India Pvt. Ltd. 26/1, Malleswaram West, Tumkur Road Near Metro, Near Brigade Gatewar, Yeshwanthpur, Bangalore -560 075 nandakumar.jairam@columbiaasia.com 8040211000	Member

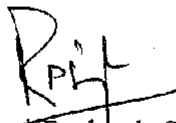
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Govt. NCT of Delhi

14.	Mr. R. Mukundan	Chairman - NBQP & Managing Director Tata Chemicals Ltd. Bombay House 24, Hornl Mody Street, Fort, Mumbai -400001 mdoffice@tatachemicals.com 022-66657433 8976012677 Kiran Khosla	Member
15.	Mr. Shyam Bang	Chairman, NABCB & Executive Director Jubliant Life Sciences Limited 1A, Sector 16A, Noida - 201 301, Uttar Pradesh, nk1@sanmargroup.com	Member
16.	Prof. Goverdhan Mehta, FNA, FRS	University Distinguished Professor & Dr. Kallam Anji Reddy Chair School of Chemistry University of Hyderabad- 500046 India	Member
17.	Prof. S.K. Joshi Chairperson	National Accreditation Board for Testing & Calibration Laboratories (NABL) Plot No. 45, Sector 44, Gurgaon 122 002 skjoshinpl@gmail.com 0124-4679799	Member
18.	Sh. Pramath Raj Sinha	Founder, Ashoka University Plot No. 2, Rajiv Gandhi Education City, Post Office Rai, Near Rai Police Station, Sonapat	Member
19.	Sh. Bejon Misra	Consumer Online Foundation Jago Grahak Jago F 9, 2nd Floor, Kailash Colony, New Delhi bejonmisra@gmail.com	Member
20.	Dr. Ravi P. Singh	Quality Council of India	Secretary General

Certified True Copy


 (Mr. F.C. Srivastava)
 Assistant Director


 (Dr. Ravi Prakash Singh)
 Secretary General

(Registrar of Societies/Firms) District Central
Govt. NCT of Delhi

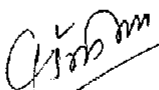
5. Desirous Persons

We the undersigned are desirous of forming a Society under Societies Registration Act 1860, in pursuance of this Memorandum of Association.

	Name of the member	Occupation	Designation (In Society)	Signature
1	Sh. P. G. Mankad	Secretary Department of Industrial Development, Government of India	Chairman	Sd/-
2	Sh. N. N. Mookerjee	Secretary Ministry of Civil Supplies, Consumer Affairs & Public Distribution, Government of India	Member	Sd/-
3.	Sh. R. A. Mashelkar	Director General Council of Scientific & Industrial Research, New Delhi	Member	Sd/-
4	Sh. H. L. Somany	President Associated Chambers of Commerce and Industry of India, New Delhi	Member	Sd/-
5.	Sh. Shekhar Datta	President Confederation of Indian Industry, New Delhi	Member	Sd/-
6	Sh. A. S. Kasliwal	President Federation of Indian Chamber of Commerce and Industry, New Delhi	Member	Sd/-
7	Sh. Pushpendra Rai	Director Department of Industrial Development, Government of India	In-charges Secretary General	Sd/-


Signature of the above signatories are hereby attested.

Place: New Delhi
Date: 08.06.2017


(Mr. F. C. Srivastava)
Assistant Director

Certified True Copy


(Registrar of Societies/Firms) District Central
Govt. NCT of Delhi


(Dr. Ravi Prakash Singh)
Secretary General

Certified True Copy
[Signature] 15/6/2017
(Registrar of Societies/Firms) District Central
Govt. NCT of Delhi



RULES & REGULATIONS OF QUALITY COUNCIL OF INDIA

1. Definitions:

In these Rules

- i. "Council" shall mean Quality Council of India.
- ii. "Chairman" shall mean Chairman of the Quality Council of India.
- iii. "Secretary-General" shall mean Secretary-General of the Quality Council of India.
- iv. "Governing Body" shall mean the body which is constituted as such, under Rule 8 (a) as the Governing Body of the Society, to whom the management of the affairs of the Council, is entrusted by these regulations.
- v. "Society" shall mean the Quality Council of India.
- vi. "Rule" shall mean any of the Rules and Regulations of the Society.

2. Authorities of the Council:

Following shall be the authorities of the Council:

- i. Chairman
- ii. Governing Body
- iii. Such other authorities as may be prescribed by the Council or the Governing Body.

3. Composition of the Council:

The following shall be the composition of the Quality Council of India:

a) Chairman

b) Representatives of the Government of India:

- i. Secretary, Department for Industrial Development, Government of India
- ii. Secretary, Ministry of Commerce, Government of India
- iii. Secretary, Department of Science and Technology, Government of India
- iv. Secretary, Ministry of Civil Supplies, Consumer Affairs and Public Distribution, Government of India
- v. Secretary, Department of Defence Production, Ministry of Defence, Government of India
- vi. Secretary, Department of Telecommunications, Government of India

- vii. Director General, Bureau of Indian Standards, New Delhi
- viii. Director General, Council of Scientific and Industrial Research, New Delhi
- ix. Director General, Standardisation Testing and Quality Control Directorate, Department of Electronics, Government of India
- x. Chairman, Railway Board
- c) Representatives of industry associations:
 - i. President, Confederation of Indian Industry, New Delhi
 - ii. President, The Associated Chambers of Commerce and Industry of India, New Delhi
 - iii. President, Federation of Indian Chambers of Commerce and Industry, New Delhi
 - iv. President, Federation of Indian Export Organisations, New Delhi
 - v. President, Federation of Association of Small Industries of India, New Delhi
- d) Ex-Officio members - Chairmen of Accredited Bodies (3 members)
- e) Three representatives from Quality Management Certification Bodies
- f) Two representatives from professional bodies/ academic institutions
- g) Two representatives of recipients of quality awards
- h) Two representatives from Registered Consumer Associations
- i) Two representatives from Star trading houses

Secretary-General

4. Term of Office:

- a) Where a member of the society becomes a member by reason of the office or appointment he holds, his membership of the society shall terminate when he ceases to hold that office or appointment.
- b) Unless their membership of the society is terminated as provided in Rules 4(a) and 4(b) and subject to the provisions of Rule 3, all members of the society not holding the membership on an ex-officio basis shall relinquish their membership on expiry of two years from the date on which they become members of the society but shall be

eligible for re-appointment. If a casual vacancy arises during the two-year period, the person appointed in the vacancy, shall subject to the provisions of Rules 4(c) and 4(d) hold office only for the un-expired period of that two year period.

c) All members of the society shall cease to be such members on the happening of any of the following events:

i) If they die, resign, become of unsound mind, become insolvent or convicted of a criminal offence involving moral turpitude.

ii) If they do not attend three consecutive meetings of the society without proper leave of the chairman of the Council.

d) A resignation of membership shall be tendered to the society in person to its Secretary-General and shall not take effect until it has been accepted on behalf of the society by the Chairman.

e) Any vacancy in the membership of the society caused by any of the reasons mentioned in Rule 4(c) shall be filled up by appointment appropriately provided that the vacancy shall not be filled up until directed to do so by the Chairman.

f) The Society shall function notwithstanding that any person who is entitled to be a member by reason of his office is not a member of the society for the time being and notwithstanding any other vacancy in its body. Neither by non-appointment or otherwise and no act or proceeding of the society shall be invalidated merely by reason of the happening of any of the above events or of any defect in the appointment of any of its members.

6. Fees:

The Society may, from time to time, prescribe the subscriptions and fees payable by organisations and institutions represented in it.

6. Proceedings of the Council:

a) i) An Annual General Meeting of the Council shall be held at such date and time and place as may be determined by the Chairman.

ii) Except as otherwise provided in these Rules, all meetings of the Society shall be called by notice under the hand of the Secretary-General.

b) The Chairman may convene special meetings of the Council whenever he thinks fit.

c) Every notice calling a meeting of the society shall state, the date, time and place at which such meeting will be held and shall be served upon every member of the council with not less than twenty-one days notice before the day appointed for the meeting.

- d) If the Chairman is not present at the meeting of the council any member of the Governing Body appointed by the Chairman, in writing, shall be the Chairman of the meeting, but if there shall be no member appointed as aforesaid, present or willing to take the chair, the members of the society shall choose one of the members present to be the Chairman of the meeting.
- e) No business shall be discussed at any meeting of the Council except the election of a Chairman, whilst the chair is vacant.
- f) One-third of the members of the Council present in person shall form a quorum at every meeting of the Council.
- g) All disputed questions at the meeting of the Council shall be determined by vote.
- h) Each member of the society shall have one vote.
- i) In case of equality of votes, the chairman shall have the casting vote.
- j) A notice may be served upon any member of the council either personally, or by sending through post in an envelope addressed to such member at his address mentioned in the roll of members.
- k) Any notice so served by post shall be deemed to have been served on the day following that on which the letter, envelope or wrapper containing the same is posted and in proving such service the Secretary is sufficient to prove that the cover containing such notice was properly addressed and delivered to the Post Office.

7. Members of the Council:

- i. Chairman
- ii. Secretary General
- iii. All other members appropriate under Rule 3

8. The Governing Body:

- i) The affairs of the Council shall be administered, directed and controlled subject to the Rules and Regulations and orders of the Council, by a Governing Body. The Governing Body of the Council shall consist of the following persons:

i) Chairman of the Society, who shall also act as Chairman of the Governing Body

ii) Secretary-General

iii) Such number of the members of the Council not less than 5 and not exceeding 9, as may be presented from time to time by the council, who are nominated by the council for a period of two years coinciding with the tenure of the council. If for unavoidable reasons there is delay in

RULES AND REGULATIONS OF QUALITY COUNCIL OF INDIA

reconstitution of the Governing Body, the member of the outgoing Governing Body shall continue to function till successor Governing Body is elected by the re-constituted council.

- b) Unless their membership of the Governing Body is terminated as provided in Rules 4(a) and 4(b), and subject to the provisions of Rules 4(c) and 4(d), all other members of the Governing Body shall relinquish their membership on the expiry of two years from the date on which they became members of the Governing Body, but shall be eligible for re-appointment. If a casual vacancy arises during the two year period, the person appointed in the vacancy shall hold office only for the unexpired period of that two years.
- c) The Governing Body shall function notwithstanding that any person who is entitled to be a member by reason for his office is not a member of the Governing Body for the time being and notwithstanding any other vacancy in its body and no act or proceeding of the Governing Body shall be invalidated merely by reasons for the happening of any of the above events or of any defect in the appointment of any of its members.
- d) A member of the Governing Body shall cease to be such if he fails to attend three consecutive meetings of the Governing Body without proper leave of the chairman.
- e) Any vacancy in the membership of the Governing Body shall be filled up by appointment or nomination by the authority entitled to make such appointment or nomination.

9. Proceedings of the Governing Body.

- a) Every meeting of the Governing Body shall be presided over by the chairman of the governing Body and in his absence by a member chosen by the meeting to preside for the occasion.
- b) Not less than four members of the Governing Body present in person shall constitute a quorum at any meeting of the Governing Body.
- c) Not less than fifteen days notice of every meeting of the Governing Body shall be given to each member of the Governing Body who shall for the time being in India.
- d) The Governing Body shall meet as often as may be considered necessary but not less than four times a year.
- e) For determining the number of meetings mentioned in Rule 9(d), each year shall be deemed to commence on the 1st day of April and terminate on the 31st of March of the following calendar year.

- f) The Chairman of the Governing Body may himself call or by a requisition in writing signed by him, may require its Secretary-General to call a meeting of the Governing Body at any time.
- g) Each member of the Governing Body including the Chairman shall have one vote. All matters at the governing Body meeting shall be decided by the majority view. In the event of any equality of votes on any question to be decided by the Governing Body, the Chairman shall have the casting vote.
- h) It shall be the function of the Governing Body generally to carry out the objects of the Council as set out in the Memorandum of Association.
- i) The Governing Body shall have the management of all the affairs and funds of the council/society and shall have authority to exercise all the power of the society subject nevertheless in respect of expenditure to such limitation as the Government of India may from time to time impose.

10. Byelaws of the Council:

- a) The Governing Body shall have the power, to frame, amend or repeal byelaws not inconsistent with these rules for the administration and management of the affairs of the Society and in particular to provide for the following:
 - i. the preparation and sanction of budget estimates, the sanctioning of expenditure, making and execution of contracts for investment of funds of the Society and the sale of such investment and accounts and audit;
 - ii. conduct of business by the executive committee and such other committees/panels of experts as may be constituted from time to time.
 - iii. procedure for appointment of various executives of the society and staff of the Society.
 - iv. the terms and tenure of appointments, emoluments, allowances, rules of discipline and other conditions of service of the officers and the staff of the Council.
 - v. terms and conditions governing scholarships, fellowships, deputations, grants-in-aid, research grants and projects etc.
 - vi. such other matters as may be necessary for the administration of the affairs of the Society.

11. Endowments and Gifts:

- a) The Governing Body shall have the power to enter into arrangements with the Government of India and State Govts. and other public or private individuals for securing and accepting the endowments, grants-in-aids, donations or gifts, on mutually agreed terms and conditions provided that the conditions of such grants-in-aids, donations or gifts, if any, are not inconsistent or in conflict with the nature or objectives of the Society or the provisions of these rules.
- b) The Governing Body shall have the power to take over or acquire gifts or otherwise, from the Govt. of India or private individuals willing to transfer the same: libraries, laboratories, museums, collections, immovable properties, endowments or other funds together with any attendant obligations and engagements not inconsistent with the objectives stated in the Memorandum of Association and the provisions of these rules.

12. Appointment of Committees:

- a) The Governing Body by resolution may appoint:
 - i. Committees or sub-committees for such purposes and with such powers as the Governing Body may think proper;
 - ii. Executive Committees or local committees for any particular area or institutions, consisting of persons who need not be members of the Society and delegate to them such powers as the Governing Body may think proper and lay down rules for the proceedings of such Committees;
 - iii. Advisory Boards or Committees, consisting of persons who need not be members of the Society, to discharge advisory functions as the Governing Body may think proper.
- b) The Governing Body may also dissolve any of the Committees or Boards at any time.

13. Funds of the Council and Accounts:

- a) The Funds of the Council shall consist of the following:
 - i. Grants made by or through the Govt. of India or any State Government;
 - ii. Donations and contributions from other sources;
 - iii. Income and receipts of the Council from other sources.
- b) The Bankers of the Council shall be any of the Nationalised Banks to be selected by the Chairman. The Chairman shall have powers to authorise any officer or officers to fully operate the Bank account.

- c) Before the beginning of a financial year, which shall be counted from 1st April and ending on the 31st March of the next following year, the Governing Body of the Council shall prepare a budget for the year, which shall be submitted to the Council for adoption.
- d) The Council shall maintain in proper accounts and other relevant records and prepare an annual statement of accounts including the balance sheet in such form as may be prescribed by the Governing Body.
- e) The Accounts of the Council shall be audited annually by qualified auditors appointed for the purpose by the Council or the Governing Body and any expenditure incurred in connection with the audit of accounts of the Council shall be payable by the Council. The auditors shall have the right to demand production of books, accounts, connected vouchers and other documents and papers and to inspect any of the offices of the Council. The nature of audit to be applied and the detailed arrangements to be made in regard to the form of accounts and their maintenance and the presentation of the accounts shall be prescribed by byelaws.
- f) An Annual Report of the proceedings of the Council and of the work undertaken during the financial year shall be submitted by it for the information of the Council.

14. Annual list of Governing Body:

Once in every year, a list of the office-bearers and members of the Governing Body of the Society shall be filed with the Registrar of Societies, Delhi, as required under Section 4 of the Societies Registration Act of 1860, as applicable to the N.C.T. of Delhi.

15. Contracts:

All contracts shall be executed on behalf of the Council by an officer of the Council authorised by the Governing Body.

16. Legal Proceedings:

The Society may sue or be sued in the name of the Secretary-General as per provisions laid down under Section 6 of the Societies Registration Act of 1860, as applicable to the N.C.T. of Delhi.

17. Dissolution and Adjustment of Assets

15 It on the winding up or dissolution of the Council, there shall remain after the satisfaction of its debts and liabilities, any property whatsoever, the same shall not be paid to, or distributed among, the members of the Council or any of them, but shall, consistent with the objects of the Council, be dealt with in such manner as the Central Government may determine.

18. General:

a) No act or proceedings of the Council or the Governing Body shall be deemed to be invalid by reason merely of any deficiency in, or any defect in, the constitution of the Council or the Governing Body as the case may be.

13 b) The income and property of the society, however derived, shall be applied towards the promotion of the objects thereof as set out in the Society's Memorandum of Association. No portion of the income and property of the society shall be paid or transferred directly or indirectly, by way of dividends, bonus or otherwise, by way of profits to the persons who at any time are or have been members of the society or to any of them, or to any person claiming through them, provided that nothing herein contained shall prevent the payment of such salary or remuneration to any member thereof or other persons in return for any service rendered to the society.

19. Alteration or extensions of the purpose of the Society and alteration of the Rules and Regulations

a) The Society may alter or extend the purpose for which it is established:

i. if the Governing Body shall submit the proposition for such alteration or extensions, as aforesaid, to the members of the Society in a written or printed report;

ii. if the Governing Body shall convene a special meeting of the members for the Society, according to the rules and regulations for the consideration of the said proposition;

iii. if such report be delivered or sent by post to every member of the society, with 14 clear days notice, previous to such special meeting, as aforesaid;

and

iv. If such proposition be moved to by the votes of three-fifths of the members of the Society present at the second special general meeting convened by the Governing Body at an interval of one month after the former meeting.

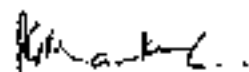
b) The sanction of the Governing Body shall be obtained before the rules and regulations of the Society and any amendment to them are brought into force. The said Rules and Regulations save and except Rule 19(a) above may be altered at any time with the sanction of the Governing Body by a resolution passed by a majority of the members of the Society, present at any meeting of the Society, which has been convened for the purpose.

New Delhi

Date: 2 January 1997



CERTIFIED that this is the CORRECT COPY of the Rules and Regulations of the Quality Council of India.


(Chairman)


(In-charge Secretary-General)


(Member)



RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - Issue I

**RULES & REGULATIONS
OF
QUALITY COUNCIL OF INDIA**

1. Definitions :

In these Rules

- I. 'Council' shall mean Quality Council of India
- II. 'Chairman' shall mean Chairman of the Quality Council of India
- III. 'Secretary-General' shall mean Secretary-General of the Quality Council of India.
- IV. 'Governing Body' shall mean the body which is constituted as such, under Rule 8 (a) as the Governing Body of the Society, to whom the management of the affairs of the Council, is entrusted by these regulations.
- V. 'Society' shall mean the Quality Council of India
- VI. 'Rule' shall mean any of the Rules and Regulations of the Society.

2. Authorities of the Council :

Following shall be the authorities of the Council ;

- I. Chairman
- II. Governing Body
- III. Such other authorities as may be prescribed the Council or the Governing Body.

3. Composition of the Council :

The following shall be the composition of the Quality Council of India :

a) Chairman

Sh. Ajay Shankar
Sh. Ajay Shankar

Dr. Rahul Khullar
Dr. Rahul Khullar

Prof. Samir K. Brahmachari
Prof. Samir K. Brahmachari

Sh. Venu Srinivasan
Sh. Venu Srinivasan

Dr. (Mrs.) Swati Piramal
Dr. (Mrs.) Swati Piramal

Sh. H. P. Singhanja
Sh. H. P. Singhanja

Dr. Girdhar J. Gyani
Dr. Girdhar J. Gyani

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For Quality Council of India

Authorised Signatory

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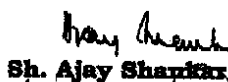
RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - Issue I

b) Representatives of the Government of India ;

- I. Secretary, Department of Industrial Policy & Promotion (DIPP), Ministry of Commerce & Industry, Government of India
- II. Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India
- III. Secretary, Department of Science and technology, Government of India
- IV. Secretary, Department Consumer Affairs, Ministry of Consumer Affairs & Public Distribution, Government of India
- V. Secretary, Department of Telecommunications, Ministry of Communication and Information Technology, Government of India
- VI. Secretary, Ministry of Health and Family Welfare
- VII. Chairman, Railway Board
- VIII. Director General, Director General Quality Assurance, Ministry of Defence, Govt. of India
- IX. Director General, Bureau of Indian Standards, New Delhi
- X. Director General, Council of Scientific and Industrial Research, New Delhi
- XI. Director General, Standardisation Testing and Quality Control Directorate, Department of Information Technology, Government of India
- XII. Director, National Physical Laboratory

c) Representatives of industry associations;

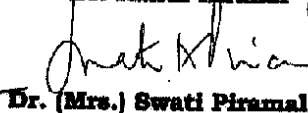
- I. President, Confederation of Indian Industry, New Delhi
- II. President, The Associated Chambers of Commerce and Industry of India, New Delhi
- III. President, Federation of Indian Chambers of Commerce and Industry, New Delhi

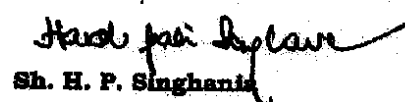

Sh. Ajay Shankar


Dr. Rahul Khullar


Prof. Samir K. Brahmachari


Sh. Venu Srinivasan


Dr. (Mrs.) Swati Piramal


Sh. H. P. Singhania


Dr. Girdhar J. Gyani

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For Quality Council of India


Authorised Signatory

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RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - Issue I

- IV. President, Federation of Indian Export Organisations, New Delhi
- V. President, Indian Industries Association (Body of Small and Medium Industries)
- VI. President, Indian Merchants' Chambers, Mumbai
- d) Ex-Officio members - Chairpersons of Accreditation Boards and NBQP (5 members)
- e) Two representatives from Quality professional bodies/academic institutions.
 - 1. Indian Society for Quality
 - 2. National Institute for Quality and Reliability
- f) Six representatives from Manufacturing Sector Specific Associations
- h) Four representatives from Service Sectors.
- i) One representative from Consumer Organization
- j) Secretary-General

The criteria for eligibility and nomination of members in the categories given at 3 e) to i) and rules for participation shall be as laid down by the Council from time to time.

4. Terms of membership of the Council

Organizations listed at Rule 3 a) to c) shall be permanent members of the Council represented by their Heads as designated. Organizations selected under categories listed at Rule 3 e) to i) shall be members for a period of two years and shall be represented by their nominees. All members will be allowed to nominate an alternate member in their place subject to conditions mentioned in (a) and (b).

- a) Unless their membership of the Council is terminated as provided in Rules 4(c) and 4(d) and subject to the provisions of Rule 3, all members selected under Rule 3 e) to i) shall relinquish their membership on expiry of two years from the date on which they become members of the society but shall be eligible for re-appointment. If a casual vacancy, arises during the two-year period, the person appointed in the vacancy, shall subject to the provisions of Rules 4(c) and 4 (d) to hold office only for the un-expired period of that two year period.

Sh. Ajay Shankar

Sh. Venk Srinivasan

Dr. Rahul Khullar

Dr. (Mrs.) Swati Piramal

Prof. Samir K. Brahmachari

Sh. H. P. Singhania

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For Quality Council of India

Dr. Girdhar J. Gyani

Authorised Signatory

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RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - Issue I

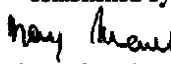
- b) All members of the Council, with the exclusion of permanent members, shall cease to be such members on the happening of any of the following events;
- I. If the organization they represent ceases to exist, becomes insolvent or ceases its operations
 - II. If they do not attend three consecutive meetings of the Council without proper leave of the chairman of the Council.
- c) A resignation of membership shall be tendered to the Secretary-General and shall not take effect until it has been accepted on behalf of the Council by the Chairman.
- d) Any vacancy in the membership of the Council caused by any of the reasons mentioned in Rule 4(c) shall be filled up by appointment appropriately provided that the vacancy shall not be filled up until moved to do so by the Chairman.
- e) The Council shall function notwithstanding that any person who is entitled to be a member by reason of his office is not a member of the Council for the time being and notwithstanding any other vacancy in its body whether by non-appointment or otherwise and no act or precluding of the society shall be invalidated merely by reasons of the happening of any of the above events or of any defect in the appointment of any of its members.

5.1 Professional membership

The Council may establish suitable schemes and forums for promoting any or all the purposes and objects of the Council having such terms of reference as may be decided by the respective Boards of the Council. The Council may offer professional membership to organizations and institutions and professionals related to the schemes and forums. Such members shall have privilege to receive quality promotional material and participate in the National Quality Campaign (NQC) activities. Professional membership scheme shall be operationalised by National Board for Quality Promotion (NBQP). As the name suggests, such members shall be involved with the professional activities related to quality promotion and not to mix up with membership of COUNCIL, the professional members will not have any voting rights in the 38-member council.

5.2 Fees;

The Council may, from time to time, prescribe the subscriptions and fees payable by organizations and institutions and professionals represented on the schemes and forums established by it.

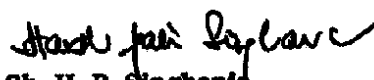

Sh. Ajay Shankar


Dr. Rahul Khullar


Prof. Samir K. Brahmachari

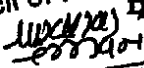

Sh. Venu Srinivasan


Dr. (Mrs.) Swati Piramal


Sh. H. P. Singhania

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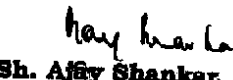

Dr. Girdhar J. Gyani

RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - Issue I

Any member, who does not pay the prescribed fee shall be liable to termination of his membership.

6. Proceedings of the Council:

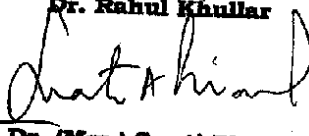
- a) i) An Annual General Meeting of the Council shall be held at such date and time and place as may be determined by the Chairman.
ii) Except as otherwise provided in these Rules, all meetings of the Council shall be called by notice under the hand of the Secretary-General.
- b) The Chairman may convene a special meeting of the Council whenever he thinks fit.
- c) Every notice calling a meeting of the Council shall state, the date, time and place at which such meeting will be held and shall be served upon every member of the council with not less than twenty-one days notice before the day appointed for the meeting.
- d) If the Chairman is not present at the meeting of the Council any member of the governing body appointed by the chairman, in writing, shall be the Chairman of the meeting, but if there shall be no member appointed as aforesaid, present or willing to take the chair, members of the Council shall choose one of the members present to be the Chairman of the meeting.
- e) One-third of the members of the Council present in person shall form a quorum at every meeting of the Council.
- f) All disputed questions at the meeting of the Council shall be determined by vote.
- g) Each member of the Council shall have one vote.
- h) In case of equality of votes, the Chairman shall have the casting vote.
- i) A notice may be served upon any member of the Council either personally, or, by sending through post in an envelope addressed to such member at his address mentioned in the roll of members.
- j) Any notice so served by post shall be deemed to have been served on the day following that on which the letter, envelope or wrapper containing the same is posted and in proving such service it shall be sufficient to prove that the cover containing such notice was properly addressed and delivered to the Post Office.

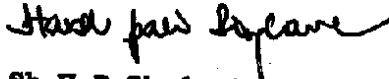

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RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - Issue I

7. Members of the Council:

- i. Chairman
- ii. Secretary General
- iii. All other members is appropriate under **Rule 3**

All members will be allowed to nominate an alternate member in their place subject to conditions mentioned in (a), (b) and (c).

8. The Governing Body :

- a) The affairs of the Council shall be administered, directed and controlled subject to the Rules and Regulations and orders of the Council, by a Governing Body. The Governing Body of the Council shall consist of the following persons :

- I. Chairman of the Council, who shall also act as chairman of the Governing Body.
- II. Secretary-General
- III. Such number of the members of the Council, not less than 10 and not exceeding 20, as may be represented from time to time on the Council, who are nominated by the Council for a period of two years coinciding with the tenure of the Council. If for unavoidable reasons there is delay in reconstitution of the Governing Body, the member of the outgoing governing Body shall continue to function till successor Governing Body is elected by the re-constituted council.

- b) Unless their membership of the Governing Body is terminated as provided in Rules 4(a) and 4(b), and subject to the provisions of Rules 4(c) and 4(d), all other members of the Governing Body shall relinquish their membership on the expiry of two years from the date on which they became members of the Governing Body, but shall be eligible for re-appointment. If a casual vacancy arises during the two year period, the person appointed in the vacancy shall hold office only for the unexpired period of the two years.

- c) The Governing Body shall function notwithstanding that any person who is entitled to be a member by reason for his office is not a member of the Governing Body for the time being and notwithstanding any other vacancy in its body and no act or proceeding of the Governing Body shall be invalidated merely by reasons for the happening of any of the above events or of any defect in the appointment of any of its members.

- d) A member of the Governing Body shall cease to be such if he fails to attend three consecutive meetings of the Governing Body without proper leave of the Chairman.

Sh. Ajay Shankar
Sh. Venu Srinivasan

Dr. Rahul Khullar
Dr. (Mrs.) Swati Piramal

Prof. Samir K. Brahmachari
Sh. H. P. Singhania

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RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - Issue I

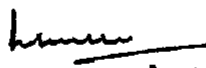
- e) Any vacancy in the membership of the Council shall be filled up by appointment or nomination by the authority entitled to make such appointment or nomination.

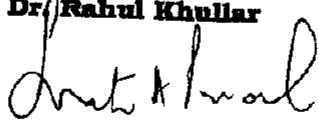
9. Proceedings of the Governing Body :

- a) Every meeting of the Governing Body shall be presided over by the Chairman of the Council.
- b) Not less than *one third members* of the Governing Body present in person shall constitute a quorum at any meeting of the Governing Body.
- c) Not less than fifteen clear day's notice of every meeting of the Governing Body shall be given to each member of the Governing Body.
- d) The Governing Body shall meet as often as may be considered necessary but not less than three times in a year.
- e) For determining the number of meetings mentioned in Rule 9(d), each year shall be deemed to commence on the 1st day of April and terminate on the 31st of March of the following calendar year.
- f) The Chairman of the Governing Body may himself call or by a requisition in writing signed by him, may require its Secretary-General to call a meeting of the Governing Body at any time.
- g) Each member of the Governing Body including the Chairman shall have one vote. All matters at the Governing Body meeting shall be decided by the majority view. In the event of any equality of votes on any question to be decided by the Governing Body, the Chairman shall have the casting vote.
- h) It shall be the function of the Governing Body generally to carry out the objects of the Council as set out in the Memorandum of Association.
- i) The Governing Body shall have the management of all the affairs and funds of the council/society and shall have authority to exercise all the powers of the society subject nevertheless in respect of expenditure to such limitation as the Government of India may from time to time impose.

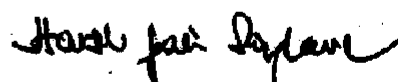

Sh. Ajay Shankar

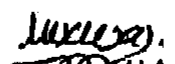

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RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - Annex I

10. Bylaws of the Council :

- a) The Governing Body shall have the power, to frame, amend or repeal bylaws not inconsistent with these rules for the administration and management of the affairs of the Society and in particular to provide for the following :
 - I. the preparation and sanction of budget estimates, the sanctioning of expenditure, making and execution of contract for investment of funds of the Society and the sale of such investment and accounts and audit;
 - II. conduct of business by the Accreditation Boards and such other Boards/Councils/Forum/panels of experts as may be constituted from time to time.
 - III. procedure for appointment of various executives of the society and staff of the Society
 - IV. the terms and tenure of appointments, emoluments, allowances, rules of discipline and other conditions of service of the officers and the staff of the Council.
 - V. terms and conditions governing scholarships, fellowships, deputations, grants-in-aid research schemes and projects etc.
 - VI. such other matters as may be necessary for the administration of the affairs of the society.

11. Endowments and Gifts :

- a) The Governing Body shall have the power to enter into arrangements with the Government of India and State Govts. and other public or private individuals for securing and accepting the endowments, grants-in-aid, donations or gifts, on mutually agreed terms and conditions provided that the conditions of such grants-in-aid, donations or gifts, if any, are not inconsistent or in conflict with the nature or objectives of the Society or the provisions of these rules.
- b) The Governing Body shall have the power to take over or acquire gifts or otherwise, from the Govt. of India or private individuals willing to transfer the same - libraries, laboratories, museums, collections, immovable property, endowments or other funds together with any attendant obligations and engagements not inconsistent with the objectives stated in the Memorandum of Association and the provisions of these rules.

May Anand
Dr. Ajay Anand
Dr. Venu Subramanian

Dr. Rabul Khillar
Dr. (Mrs.) Suresh Pinnal

Prof. Sumit K. Brahmachari
Dr. H. P. Singhania

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RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - Part I

12. Appointment of Committees:

- a) The Governing Body by resolution may appoint :
 - I. Committees or sub-committees for such purposes and with such powers as the Governing Body may think proper;
 - II. Accreditation Boards or any other committees for any particular area or institutions, consisting of persons who need not be members of the Society and delegate to them such powers as the Governing Body may think proper and lay down rules for the proceedings of such Committees;
 - III. Advisory Boards or Committees consisting of persons who need not be members of the Society and such advisory functions as the Governing Body may think proper;
- b) The Governing Body may also dissolve any of the Committees or Boards at any time.

13. Funds of the Council and Accounts:

- a) The funds of the Council shall consist of the following :
 - i. Grants made by or through the Govt. of India or any state Government;
 - ii. Donations and contributions from other sources;
 - iii. Income and receipts of the Council from other sources.
- b) The Bankers of the Council shall be any of the Nationalized / scheduled commercial Banks to be selected by the Chairman. The SG shall have powers to authorize any officer or officers to fully operate the Bank Account.
- c) Before the beginning of a financial year, which shall be counted from 1st April and ending on the 31st March of the next following year, the Governing Body of the Council shall prepare a budget for the year, which shall be submitted to the Council for adoption.
- d) The Council shall maintain in proper accounts and other relevant records and prepare an annual statement of accounts including the balance sheet in such form as may be prescribed by the Governing Body.

Sh. Ajay Shankar
Sh. Ajay Shankar

Dr. Rakul Khullar
Dr. Rakul Khullar

Prof. Sumit K. Brahmachari
Prof. Sumit K. Brahmachari

Sh. Vamsi Srinivasan
Sh. Vamsi Srinivasan

Dr. (Mrs.) Swati Pirmal
Dr. (Mrs.) Swati Pirmal

Sh. H. P. Singhania
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Dr. Giridhar J. Gyani
Dr. Giridhar J. Gyani

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RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - June 1

- e) The Accounts of the Council shall be audited annually by qualified auditors appointed for the purpose by the Council or the Governing Body and any expenditure incurred in connection with the audit of accounts of the Council shall be payable by the Council. The auditors shall have the right to demand production of books, accounts connected vouchers and other documents and papers and to inspect any of the offices of the Council. The nature of audit to be applied and the detailed arrangements to be made in regard to the form of accounts and their maintenance and the presentation of the accounts shall be prescribed by byelaws.

- f) An Annual Report of the proceedings of the Council and of the work undertaken during the financial year shall be submitted by it for the information of the Council.

14. Annual List of Governing Body

Once in every year, a list of the office-bearers and members of the Governing Body of the Society shall be filed with the Registrar of Societies, Delhi, as required under Section 4 of the Societies Registration Act of 1860, as applicable to the N.C.T of Delhi.

15. Contracts :

All contracts shall be executed on behalf of the Council by an officer of the Council authorized by the Governing Body.

16. Legal Proceedings:

The Society may sue or be sued in the name of the Secretary-General as per provisions laid down under Section 6 of the Societies Registration Act of 1860, as applicable to the N.C.T of Delhi.

17. Dissolution and Adjustment of Affairs :

If on the winding up or dissolution of the Council, there shall remain after the satisfaction of its debts and liabilities, any property whatsoever, the same shall not be paid to, or distributed among, the members of the Council or any of them, but shall, consistent with the objects of the Council, be dealt with in such manner as the Central Government may determine.

18. General :

- a) No act or proceedings of the Council or the Governing Body shall be deemed to be invalid by reason merely of any deficiency in, or any defect in, the constitution of the Council or the Governing Body as the case may be.

[Signature]
Dr. Anil Kumar
[Signature]
Dr. Venu Srinivasan

[Signature]
Dr. Rajul Khillat
[Signature]
Dr. (Mrs.) Swati Piramall

[Signature]
Prof. Sanjit K. Brahmachari
[Signature]
Sh. H. P. Singhania

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Quality Council of India
[Signature]
Authorized Signatory

[Signature]
Dr. Girish J. Gyani

RULES AND REGULATIONS OF THE QUALITY COUNCIL OF INDIA - *Part I*

- b) The income and property of the society, however derived, shall be applied towards the promotion of the objects thereof as set out in the Society's memorandum of Association. No portion of the income and property of the Society shall be paid or transferred directly or indirectly, by way of dividends bonus or otherwise, by way of profits to the persons who at any time are or have been members of the society or to any of them, or to any person claiming through them, provided that nothing herein contained shall prevent the
- c) payments in good faith or remuneration to any member thereof or other persons in return for any service rendered to the society.

19. Alteration or extensions of the purpose of the Society and alteration of the Rules and Regulations:

- a) The Society may alter or extend the purposes for which it is established :
- I. If the Governing Body shall submit the proposition for such alteration or extensions, as aforesaid to the members of the Council in a written or printed report;
 - II. If the Governing Body shall convene a special meeting of the members for the Council, according to the rules and regulations for the consideration of the said proposition;
 - III. If such proposition be delivered or sent by post to every member of the Council, with 14 clear days notice, previous to such special general meeting, as aforesaid; and
 - IV. If such proposition be agreed to by the votes of three-fifths of the members of the Council present at the special general meeting convened by the Governing Body.
- b) The sanction of the Governing Body shall be obtained before the rules and regulations of the Society and any amendment to them are brought into force. The said Rules and Regulations save and except Rules 12 (a) above may be altered at any time with the sanction of the Governing Body by a resolution passed by a majority of the members of the Society, present any meeting of the Society, which has been convened for the purpose.

Signature
Sh. Ajay Shankar

Signature
Sh. Vamsi Srinivasan

Signature
Dr. Rahul Khullar

Signature
Dr. (Mrs.) Swati Piramal

Signature
Prof. Samir K. Brahmachari

Signature
Sh. H. P. Singhania

Signature
Dr. Giridhar J. Gyani

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For Quality Council of India

Signature
Secretary

QUALITY COUNCIL OF INDIA

Composition of the GOVERNING COUNCIL effective from 1.12.16 to 30.11.18

1. Chairman (Nominated by Prime Minister of India)
2. Secretary, Department of Industrial Policy & Promotion (DIPP), Ministry of Commerce & Industry
3. Secretary, Department of Commerce, Ministry of Commerce & Industry
4. Secretary, Department of Science & Technology (DST)
5. Secretary, Ministry of Civil Supplies, Department of Consumer Affairs & PD
6. Secretary, Department of Telecommunication (DOT)
7. Secretary, Ministry of Health & Family Welfare (MHFW)
8. Chairman, Railway Board
9. Director General, Director General of Quality Assurance (DGQA) Ministry of Defense
10. Director General, Bureau of Indian Standards (BIS)
11. Director General, Council of Scientific & Industrial Research (CSIR)
12. Director General, Standardization, Testing Quality Certification (STQC), M/o Communication and IT
13. Director, National Physical Laboratory (NPL)
14. President, Confederation of Indian Industry (CII)
15. President, Federation of Indian Chamber of Commerce & Industry (FICCI)
16. President, Associated Chambers of Commerce & Industry of India (ASSOCHAM)
17. President, Indian Merchants' Chambers (IMC)
18. President, Federation of Indian Exporters Organizations (FIEO)
19. President, Indian Industries Associations (IIA)
20. Chairman of NABCB, NABET, NABH, NBQP, NABL& Finance Committee
- 21. Representative from Quality professional bodies;**
 - a. **Managing Director**, American Society for Quality (ASQ)
 - b. **National President**, National Institute for Quality and Reliability (NIQR)
- 22. *Six representatives from Manufacturing Sectors, specific associations (Alternate Term 6 at a time) :**
 - (i) Automotive Component Manufacturer's Association of India [ACMA]
 - (ii) Indian Electrical & Electronics Manufacturers Association [IEEMA]
 - (iii) Indian Drug Manufacturers Association (IDMA)
 - (iv) The Textile Association [India]
 - (v) All India Food Processors Association (AIFPA)
 - (vi) Indian Steel Association (ISA)

23. *Four Representatives from Service Sector (Alternate Term – 4 at a time) :

- i. Ashoka University
- ii. Indian Medical Association(IMA)
- iii. Indian Banks Association (IBA)
- iv. Cellular Operators Association of India

24. Consumer Organizations
-Consumer Online Foundation

25. Secretary General

** The present composition with effect from 1.12.16 to 30.11.18 has been nominated by the Chairman, QCI after approval of the Special Governing Council during its meeting held on January 4, 2017.*

Nominated members at 2-19 can nominate a person if they are unable to spare time. However, nomination of a person should be for one year to maintain continuity and consistency, unless a person is transferred out of nominating office. Nominee should be responsible to submit the report to the nominating authority and take mandate for the matters being discussed in the Council.

QUALITY COUNCIL OF INDIA

Composition of the GOVERNING BODY effect from 1.12.2016 to 30.11.18 (as approved in the Special council meeting held on January 4, 2017)

1. **Chairman, QCI – Chairman of the Governing Body**
2. Secretary, Department of Industrial Policy & Promotion (DIPP), Ministry of Commerce & Industry
3. The Secretary, Department of Commerce, Ministry of Commerce and Industry
4. The Secretary, Department of Science & Technology
5. The Chairman, Railway Board, M/o Railways
6. The Director General, CSIR
7. The President, Confederation of Indian Industry (CII)
8. The President, FICCI
9. The President, ASSOCHAM
10. The Director General, Department of Information & Technology, STQC
11. The Chairman, Indian Industries Association
12. The President, National Institute for Quality and Reliability (NIQR)
13. The Chairman, National Accreditation Board for Hospitals & Healthcare Providers (NABH)
14. The Chairman, National Accreditation Board for Certification Bodies (NABCB)
15. The Chairman, National Accreditation for Education & Training (NABET)
16. The Chairman, National Board for Quality Promotion (NBQP)
17. The Chairman, NABL
18. The Chairman, Finance Committee
19. Founder Member, Ashoka University
20. Founder Member, Consumer Online Foundation
21. **The Secretary General**

Nominated members from 2-12 can nominate a person if they are unable to spare time. However, nomination of a person should be for one year to maintain continuity and consistency, unless a person is transferred out of nominating office. Nominee should be responsible to submit the report to the nominating authority and take mandate for the matters being discussed in the Governing Body.

COMPOSITION OF BOARDS

NABCB BOARD COMPOSITION

S. No.	Stakeholder / Category	Particulars	No. of Members
1.	Chairman	Chairman	01
2.	Representative of Government	DIPP, DoC, DoCA, CSIR, Railway Board/Min. of Railways	05
3.	Representative of Industry Associations	ASSOCHAM, CII & FICCI	03
4.	Representative of National Standards Body	BIS	01 (Ex-officio)
5.	Representative of Certification Bodies	ACBI	01
6.	Representative of Inspection Bodies	To be elected	01
7.	Representative of Consulting Organizations	Consulting Engineers Association of India (CEAI)	01
8.	Representative of Registered Consumer Organizations	CCC	01
9.	Representative of Regulators	FSSAI & PNGRB	02
10.	Secretary General of QCI [ex officio]	SG-QCI	01
11.	NABCB Accreditation Committee	NABCB AC Chair	01
Total			18

COMPOSITION OF NABET BOARD			
S.No.	Representation	Category	Number
1	Chairperson (Nominated by Chairman of QCI)	Chairperson	1
Founding Members			
2 3 4	Representative of Industry Association CII FICCI ASSOCHAM	Member	3
5	Representative of Ministry of Consumer Affairs	Member	1
6	Representative of Council of Scientific & Industrial Research (CSIR)	Member	1
7	Representative of Department of Industrial Policy and Promotion	Member	1
Stakeholder Ministry			
8	Ministry of HRD/NCTE	Member	1
9	MoEFCC	Member	1
10	Ministry of Skill Development And Entrepreneurship/ Sector Skill Council	Member	1
11	Ministry of Sports	Member	1
12	M/o MSME	Member	1
13	Niti Ayog	Member	1
Technical and Accreditation Committee			
14 15 16	Head TC Committee (By Rotation- Total TC Committee – 4 nos.)	Member	3
17 18 19	Head AC Committee (By Rotation- Total TC Committee – 6 nos.)	Member	3
Industry Representation			
20	Representative of CB's	Member	1
21	Representative of Consumer Organization	Member	1
22	Representative of Professional Institution	Member	1
Ex – Officio			
23	Secretary General – QCI	Member	1
24	CEO – NABET	Member Secretary	1
Total			24

COMPOSITION OF NABH BOARD

Sl. No.	Representation on NABH	Category	Count
1	Chairperson, (Nominated by Chairman QCI)- Dr. Nandakumar Jairam	Chairperson	1
2	Founding Members (Six Permanent Members)	Member	6
	Representative of ASSOCHAM Health services Committee		
	Representative of FICCI Health services Committee		
	Representative of CII Health services Committee		
	Representative of Ministry of Consumer Affairs		
	Representative of Council of Scientific & Industrial Research (CSIR)		
	Representative of Department of Industrial Policy and Promotion		
3	Representatives of Healthcare Organisations (Five)	Member	5
	Private HCOs (Three)		
	Mission hospital: CMC, Vellore		
	Corporate hospital: Park Group of Hospitals, Delhi		
	Teaching hospital: MS Ramaiah Medical College, Bangalore		
	Government HCO (Two)		
	All India Institute of Medical Sciences, New Delhi		
	CNBC, Delhi		
4	Representative of Government (Three)	Member	3
	Ministry of Health & Family Welfare, GOI		
	Ministry of AYUSH, GOI		
	World Health Organization (SEARO)		
5	Representative of Registered Consumer Organization (Patient Safety & Access Initiative of India Foundation)	Member	1
6	Representative of Regulators (Two)	Member	2
	IRDA		
	Drugs Controller General of India		
7	Representative of Professional Association/ Council (three)	Member	3
	Indian Medical Association		
	Consortium of Accredited Healthcare Organizations (CAHO)		
	Indian Nursing Council		
8	Representative of Professional Council (Skill/Promotion) (Health Sector Skill Council)	Member	1
	Ex-Officio		
9	Secretary General-QCI	Member	1
10	Chairperson- NABH Accreditation Committee	Member	1
11	CEO-NABH	Member Secretary	1
			25

COMPOSITION OF NABL BOARD

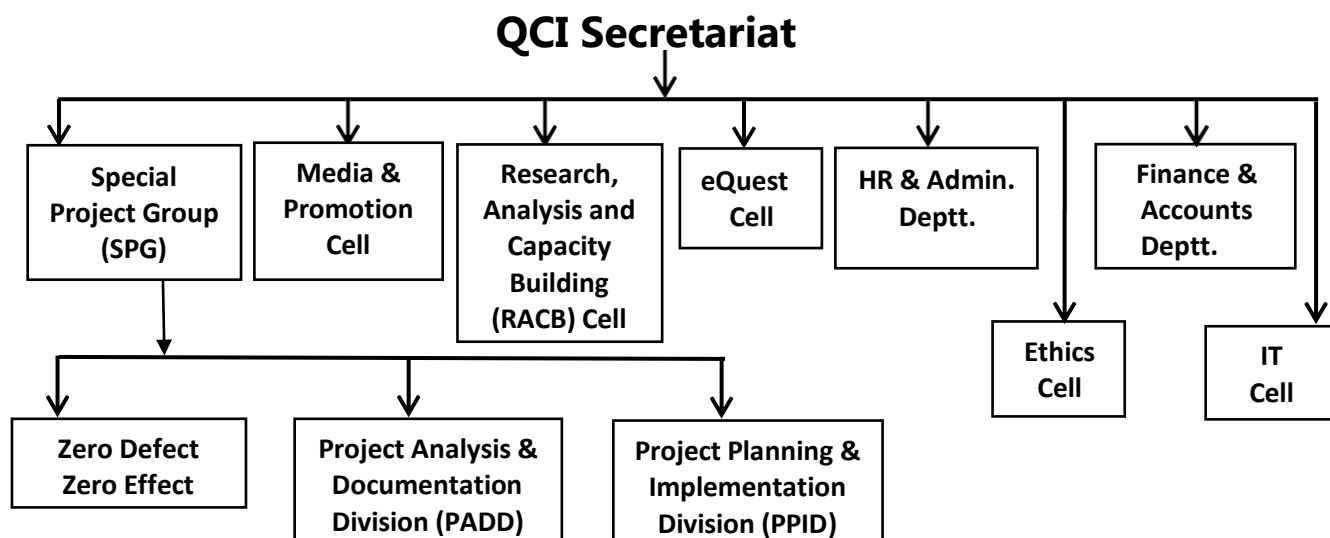
Sl.	Representation	Designation	Organization
1.	Chairman		To be nominated by Chairman, QCI
2.	Rep. of National Standards Body	Director General	Bureau of Indian Standards
3.	Rep. of National Metrological Institute	Director	National Physical Laboratory
4.	Representative of Govt. / Regulator 1	Addl. Secretary	DIPP, Ministry of Commerce and Industry
5.	Representative of Govt. / Regulator 2	Adviser/Scientist-G	DST, Ministry of Science and Technology
6.	Representative of Govt. / Regulator 3	Director General Health Service	Ministry of Health & Family Welfare
7.	Representative of Govt. / Regulator 4	Drug Control General of India	Central Drugs Standard Control Organization
8.	Representative of Govt. / Regulator 5	Director	Export Inspection Council
9.	Representative of Association 1	Director General	Confederation of Indian Industry
10.	Representative of Association 2	Secretary General	FICCI
11.	Representative of Association 3	Secretary General	ASSOCHAM
12.	Representative of Association 4	Chairman	Association of Indian Laboratories
13.	Representative of Association 5	Secretary General	The Association of Practising Pathologists (APP)*
14.	Representative of Industries 1	Corporate Manager	MRF R & D Corporate*
15.	Representative of Industries 2	Sr. Director	PEPSICO
16.	Representative of Industries 3	Asst. Vice President	Reliance (Sasan Power Limited)
17.	Representative of Industries 4	Asst. Vice President	Hindalco Industries Limited
18.	Representative of Industries 5	Executive Director	NTPC*
19.	NABL Acc. Comm. Chairman/Expert 1	Director, COE Histopathology	SRL Diagnostics and S.L. Raheja Hospital
20.	NABL Acc. Comm. Chairman/Expert 2	Director	Aglow Quality Control Laboratory Pvt. Ltd.*
21.	Representative of Laboratory 1	Executive Director	Lal Path Lab.*
22.	Representative of Laboratory 2	Executive Chairman	Vimta Labs
23.	Representative of Laboratory 3	Vice President, R&D	Dabur India Limited
24.	Representative of Laboratory 4	Director General	STQC Directorate
25.	Secretary General of QCI	Secretary General	Quality Council of India
26.	Member Secretary	CEO	NABL

*To be reviewed / finalized by Chairman, NABL

COMPOSITION OF NBQP

Description	Nos.
Chairman – NBQP	1
REPRESENTATIVE FROM NATIONAL APEX CHAMBERS (3)	
• CII – Confederation of Indian Industry	1
• FICCI - Federation of Indian Chambers of Commerce and Industry	1
• ASSOCHAM - Associated Chambers of Commerce and Industry of India	1
REPRESENTATIVE FROM REGIONAL CHAMBERS (1)	
• IMC - Indian Merchant Chamber, Mumbai/PHD Chamber of Commerce Delhi/PHDCCI-Punjab, Haryana Delhi Chamber of Commerce & Industry.	1
REPRESENTATIVES FROM MANUFACTURING SECTOR ASSOCIATIONS (6)	
• Automobiles – SIAM - Society for Indian Automobile Manufactures	1
• Auto Components – ACMA - Automotive Components Manufactures Association	1
• Machine Tools – IMTMA - Indian Machine Tool Manufacturers' Association	1
• Electrical - IEEMA - Indian Electrical and Electronics Manufacturers' Association	1
• FISME - Federation of Indian Small and Medium Enterprises, Delhi/ IamSME , - Faridabad - Integrated Association of Micro Small & Medium Enterprises of India	1
• ISA - Indian Steel Association	1
REPRESENTATIVES FROM SERVICE SECTOR ASSOCIATIONS (3)	
• IMA -Indian Medical Association	1
• IBA - Indian Bank Association	1
• COAI -The Cellular Operators Association of India	1
REPRESENTATIVE FROM EDUCATION SECTOR (1)	
• IIT Delhi – Indian Institute of Technology	1
REPRESENTATIVE FROM GOVERNMENT (3)	
• DIPP - Department of Industrial Policy & Promotion	1
• Mo MSME – Ministry of Micro Small and Medium Enterprises	1
• MoR – Ministry of Railways	1
REPRESENTATIVES FROM QUALITY PROFESSIONALS BODY (4)	
• NPC – National Productivity Council	1
• NIQR – National Institution for Quality and Reliability	1
• QCFI -Quality Circle Forum of India	1
• ASQ – American Society for Quality	1
REPRESENTATIVE FROM PUBLIC SECTOR (2)	
• BHEL – Bharat Heavy Electrical Ltd	1
• SCOPE -The Standing Conference of Public Enterprises	1
REPRESENTATIVE FROM LARGE ORGANIZATION (2)	
• BOSCH	1
• SIDBI - Small Industries Development Bank of India	1
Representative from Consumer Body (1)	
• NCCF – National Cooperative Consumers Federation of India	1
• Secretary General – QCI	1
TOTAL	28

STRUCTURE OF QCI SECRETARIAT



COMPETENCY PROFILE OF VARIOUS POSITIONS AT QCI

The Council recognizes that quality infrastructure and eco-system in the country is a fast evolving domain. It is under this pretext that fixing Qualifications, experience and competency for Boards may soon become obsolete and counter-productive for a fast evolving organization like QCI. Therefore, the following is a suggestive profile, which could be used by the respective Boards as a benchmark. *(Normally the qualifications will vary with each Board)*

Position	Minimum Qualification	Desirable Qualification	Experience	Competency	Qualifying experience	Areas of Operation	Accountable to
Secretary General	Post Graduate Degree in Engg. / Tech / Medicine / Science / Management / Public Administration / Economics from a recognized institut / university	Post Graduate in Engineering / Technology or MD or Ph.D in Science / Management or allied disciplines	20 years of work experience (at least 5 years as CEO of an Institution, Board level, Director of PSU, Jt. Secy. of Central Govt.) with proven track record of working very closely with Industry & Government on the subject of quality, standards, conformity assessment and running a national quality movement. The person should be well versed in risk management with respect to certification. OR In case recruitment on the basis of deputation, the eligible candidate should be in pay Level 14 and drawing the scale of pay of Rs. 144200-218200.	<ul style="list-style-type: none"> •Leadership and team development – evidence of leading teams •International Exposure •Ability to lead and guide the CEOs for preparation of policy papers on accreditation as inputs to government / regulators •Ability to establish networking within government / regulators and industry / business associations •Communication and presentation skills •Decision making ability •Evidence of having handled administrative and financial functions 	At least 5 years as CEO of an Institution, Board level, Director of PSU, Jt. Secy. of Central Govt.	<p>The Secretary General (SG) of QCI shall act as the Member Secretary of the Society as per the provision of Societies Registration Act.</p> <p>The SG shall function as the chief executive officer of QCI and shall have all the executive powers to supervise and manage the technical and administrative functions of the Council as per the rules of the Governing Council</p> <p>The SG shall, subject to the provision of rules and decisions of the Governing Body, exercise general supervision and administrative control over the officers and the staff of QCI including delineating their duties and functions.</p> <p>The SG shall coordinate and exercise professional leadership in respect of all activities of QCI.</p>	Chairperson, QCI

Position	Minimum Qualification	Desirable Qualification	Experience	Competency	Qualifying experience	Areas of Operation	Accountable to
CEO	Graduate Degree in Engg. / Tech / Medicine or Masters in Science/ Management/ Pharmacy from a recognized institute / university	Post Graduate in Engineering / Technology or MD or Ph.D in Science / Management or allied disciplines	20 years in a structured system/ government/ industry/ PSUs OR 3 years in pay Level 14 and drawing the scale of pay of Rs. 144200-218200	<ul style="list-style-type: none"> Ability to prepare policy papers on accreditation as inputs to government / regulators Ability to establish networking within government / regulators and industry / business associations Leadership and team development – evidence of leading teams International Exposure Communication and presentation skills Decision making ability Evidence of having handled administrative and financial functions Proficiency in working on laptops/ computers 	5 years as Divisional Head in a good organization / Head of Institution	As per work profile of the concerned Board.	SG
QCI - Senior Director/ Director (HR & Administration)	Graduate Degree in any discipline	Post Graduate Degree in Management/Public Policy/ Public Administration/Law.	20 years /18 years of experience in Central /State Government /PSU/ Large Corporates	<ul style="list-style-type: none"> Experience in dealing with HR & administration- Manpower planning, Training, Recruitments, Performance appraisal of employees, liaison with national and international institutions, Well versed with legal aspects, filing affidavit, court matters, Capable of motivating, inspiring and training employees Orient the employees in the direction of targets Accounting/ budgeting/ auditing/ cash and General finance matters, and other related HR and Administrative functions 	At least 5 years working as Head of Administration department.	HR & Admn.	SG
Sr. Director/ Director	Graduate Degree in Engineering /Technology or MBBS or Master's in Science / Management / Pharmacy from a recognized institute/ university	Post Graduate in Engineering / Technology or MD or Ph.D in Science	20/18 years in a structured system / government/ industry / PSUs OR 5 years in AGP / GP Rs. 10000/-	<ul style="list-style-type: none"> Ability to prepare policy papers on accreditation as inputs to government/regulators Ability to establish networking within government/ regulators and industry/ business associations Leadership and team development – evidence of leading teams Communication and presentation skills Sensitivity to customer Problem solving skills Team Player, progressive and motivator Evidence of having handled administrative and financial functions Proficiency in working on laptops/ computers 	2/3 years at top level of reputed organization / HOD	As per work profile of the concerned Board	CEO

Position	Minimum Qualification	Desirable Qualification	Experience	Competency	Qualifying experience	Areas of Operation	Accountable to
Joint Director / Deputy Director/ Assistant Director	Graduate Degree in Engineering /Technology or MBBS or Master's in Science from a recognized institute/university	Post Graduate in Engineering / Technology or MD or Ph.D in Science	15/10/5 years in a structured system/government/ industry/ PSUs	<ul style="list-style-type: none"> ┘ Ability to prepare policy papers on accreditation as inputs to government/regulators ┘ Ability to establish networking within government/regulators and industry/business associations ┘ Leadership and team development – evidence of leading teams ┘ Communication & presentation skills ┘ Time Management and excellent team worker ┘ Decision making ability ┘ Evidence of having handled administrative and financial functions ┘ Proficiency in working on laptops/ computers 	As per the requirements of the Board	As per work profile of the concerned Board	Sr. Director / Director
Executive Secretary to SG	Graduate Degree in Commerce/ Administration from a recognized institute/ university	Master's in Commerce/ Management from recognized institute/ university	5 years in a structured system/ government/ industry/ PSUs	<ul style="list-style-type: none"> ┘ Excellent written and verbal Communication and presentation Skills ┘ Ability to liaison and networking within government/regulators and industry/business associations ┘ Time Management ┘ Knowledge of administrative and financial functions ┘ Proficiency in working on laptops/ computers ┘ All Secretarial skills 	2 years with a Sr. level officer of a reputed organization	As per work profile of the Organisation & SG	SG
Accounts Officer	Graduate Degree in Commerce from a recognized institute /university	Master's in Commerce / Management /Finance from recognized institute/ university OR ACA/CA/ICWA/CS /MBA (Finance)/SAS/JAO(Examination conducted by C&AG /CGA)	3 years in a structured system/ government/ industry/ PSUs	<ul style="list-style-type: none"> ┘ Adequate knowledge of accounts & administration ┘ Accounting package Tally in an externally aided project ┘ Prepare budget for implementation of project ┘ Identify and assess fund requirement under several component & sub components ┘ to ensure timely release of funds to implement / execute agencies as per Annual Work Plan ┘ Ensure timely submission of Accounts and utilization certificates by implementing/ executing agencies ┘ Timely reconciliation of accounts and submission of financial progress reports as prescribed under rules. ┘ Monitoring & maintenance of Stores and fixed assets register ┘ Inspect the accounts of implementation / executing agencies periodically and ensure that the books of accounts are maintained properly ┘ Ensure timely submission of audit replies ┘ Ensure all financial regulations are strictly adhered to. 	3 years in a structured system/ government / industry/ PSUs	Specialisation in Accountancy. Conversant with commercial accounts related to financial/ accounts/budgetary control matters in Government, Autonomous Bodies or commercial organization/ industry of repute out of or equivalent) with Adequate knowledge of Accounts.	SG / Designate In-charge F&A

Position	Minimum Qualification	Desirable Qualification	Experience	Competency	Qualifying experience	Areas of Operation	Accountable to
Administrative Officer	Graduate Degree in Commerce / Administration / Science from a recognized institute / university	Master's in Commerce / Management / Science from recognized institute / university	3 years in a structured system/government/industry/PSUs	<ul style="list-style-type: none"> ▮ Adequate knowledge of administration and accounts ▮ HR Rules and Regulations ▮ Knowledge of Fixing of pay, promotion and increments during the year ▮ Recruitment of staff ▮ Selection and Induction training ▮ Monitoring & maintenance of Service Book / Records of each employee engaged in the Orgn. 	--	Specialisation in HR	Designated In-charge (HR & Admn)
Accreditation Officer	Bachelor's Degree in Engineering & Technology / Medicine from a recognized institute / university	Master's in Science / Health care management / Environmental Sciences / Environmental Studies / Environmental Management from recognized institute / university	3 years in a structured system/government/industry/PSUs	<ul style="list-style-type: none"> ▮ Knowledge and skills of quality issues in Healthcare and Quality Management System including ISO/NABH/ NABL ▮ Proficiency in use of standard computer based applications ▮ General financial principles and procedures pertaining to budget development, monitoring and justification ▮ Communication Skills ▮ Any other specific experience related to a particular area of work ▮ Prepare budget for implementation of project ▮ Identify and assess fund requirement under several component and sub components. 	--	As per work profile of the Board	Reporting officer
Sr. Accountant	Graduate Degree in Commerce from a recognized institute / university	Master's in Commerce / from recognized institute / university OR ACA/CA/ICWA /CS/MBA (Finance)/SAS/JAO(Examination conducted by C&AG /CGA)	2 years in a structured system/government/industry/PSUs	<ul style="list-style-type: none"> ▮ Adequate knowledge of accounts and administration ▮ Accounting package Tally in an externally aided project ▮ Prepare budget for implementation of project ▮ Identify and assess fund requirement under several component and sub-components ▮ To ensure timely release of funds to implement / execute agencies as per Annual Work Plan ▮ Ensure timely submission of Accounts and utilization Certificates by implementing / executing agencies ▮ Timely reconciliation of accounts and submission of financial progress reports as prescribed under rules. ▮ Monitoring & maintenance of Stores and fixed assets register ▮ Inspect the accounts of implementation / executing agencies periodically and ensure that the books of accounts are maintained properly ▮ Ensure timely submission of audit replies and all financial regulations are strictly adhered to. 	--	As per work profile of the Secretariat	Designated in-charge F&A

Position	Minimum Qualification	Desirable Qualification	Experience	Competency	Qualifying experience	Areas of Operation	Accountable to
Assistant Accountant	Graduate Degree in Commerce /Administration from a recognized institute/ university	Master's in Management / Administration from recognized institute / university	1 year in a structured system /government/industry/ PSUs	<ul style="list-style-type: none"> ┐ Knowledge of accounting and tally 		As per work profile of the concerned Board.	Reporting Officer
Executive Officer	First class Bachelor's degree in any branch of Engineering or PG in Management / MCA from a recognized institute/ university	--	2 years in a structured system/ government/ industry/ PSUs	<ul style="list-style-type: none"> ┐ Knowledge of various accreditation standards. ┐ Proficient in MS Office including MS Excel, experience in analysis, proposal writing, presentations, data analysis 	--	As per work profile of the concerned Board.	Reporting Officer
Executive Officer trainee	First class Bachelor's degree in any branch of Engineering or PG in Management / MCA from a recognized institute/ university	--	1 year of relevant experience in a structured system / government/ industry/ PSUs (for posts in Secretariat) Fresh (for posts in Boards)	<ul style="list-style-type: none"> ┐ Good communication, ┐ Networking, PR, ┐ Marketing, ┐ Writing / editing / designing / skills 	--	As per work profile of the concerned Board.	Reporting Officer
Executive Assistant	Graduate / PG in any discipline from a recognized institute/ university	--	1 year of relevant experience in a structured system / government/ industry/ PSUs (for posts in Secretariat) Fresh (for posts in Boards)	<ul style="list-style-type: none"> ┐ Good communication, ┐ Networking, PR, ┐ Marketing, ┐ Writing / editing / designing / skills 	--	As per work profile of the concerned Board.	Reporting Officer

Note: The above is a suggestive profile for all posts in QCI and constituent Board. The qualifications & experience may vary at the time of recruitment as per the requirement of the Board / Secretariat of the Council, subsequent to the approval of the Secretary General.

APPENDIX – IX

SCHEDULE OF DELEGATION OF POWERS

S. No.	Nature of Power / Activities		Limit	Approving Authority
(i)	Financial Powers			
	a)	Incurring of contingent expenditure including <u>procurement of goods –within approved budget</u> : (will not include books and journals for Library)	UptoRs. 25000/- Above Rs. 25000/-	In-charge (Fin) SG
	b)	Sanction of expenditure for holding seminars / workshops etc. of QCI-	within approved budget	CEO/HoD
	c)	Sanction for the release of grants to outside agencies under the schemes of QCI	within approved budget	SG
	d)	Allocation / re-allocation of budgetary provisions		CEO/HoD
	e)	Any other expenditure within the approved budget		CEO/HoD
	f)	QCI Head Office Expenditure within approved budget (No Deviation)	UptoRs. 25000/- Above Rs. 25000/-	In-charge (Fin) SG
	g)	Expenditure beyond Budget	Upto 20% Beyond Budget beyond 20% over Budget	SG, 'duly ratified by Governing Body ' Governing Body
	h)	Revenue Exp –Board Within the Budget (No Deviation observed)		CEO
	i)	Encashment of PL		SG
	j)	Grant of TA to candidates called for interview		SG
	k)	Authorising employee to travel by higher than entitled class (i) domestic (ii) International	For Officials Below the level of CEO /HoD For CEO/HoD For all officials	CEO/HoD SG SG
	l)	Grant of TA including advance TA (i) local & outstation (ii) Foreign		CEO SG
	m)	Cancellation charges in respect of Air /rail and hotel charges		CEO
	n)	Sanction of permanent advance rest		SG
	o)	Reimbursement of Exp. of Assessors		CEO /HoD
	p)	Fee for activities of the Board		
	q)	Fee for Assessors		

2	Other Activities			
	a)	Decision for Governing Body and Governing Council Meeting		SG in consultation With Chairperson, QCI
	b)	Signing MOU		CEO /HoD /officer nominated by SG
	c)	Opening of QCI Accounts		GB
	d)	Investment of funds		Finance Committee
	g)	Grant of Ex-Gratia / Bonus		SG

3	Matters related to Human Resource			
	a)	Hiring Manpower for Short term limited to 6 months Within the overall provision in Budget for salary		SG
	b)	Hiring Professional For short term limited to 6 months Within the overall Provision of Budget for Salary		
	c)	Appointment of Secondment & Term of employment		
	d)	Creation and Sanction of regular posts		GB
	f)	Deciding of Procedure for appointment and Conditions of services		
	g)	Formation of Screening Committee		SG
	h)	Selection of members of Selection Committee		
	i)	Extension of Probation		
	j)	Confirmation of employee(s)		
	k)	Permission for relieving from services		SG
	l)	Grant of regular increment		
	m)	Constitution of CRC for promotion		
	n)	Fixation of initial pay in bands		
	o)	Grant of additional increment as Per Service manual		CEO /HoD SG GB For SG
	p)	Acceptance of Resignation	For Officials Below the level of CEO /HoD	
			For CEO/HoD	
			For SG	
	q)	Adjustment of PL against the notice period	Recommendation of CEO	SG

4	Grant of leave			
	a)	Sanction of Casual Leave	For Officials below the level of CEO/HoD For CEO/HoD	CEO /HoD SG
	b)	Sanction of Privilege Leave	For Officials Below the level of CEO/HoD For CEO/HoD	CEO /HoD SG
	c)	Sanctioning of Paternity leave	For Officials below the level of CEO/HoD For CEO/HoD	CEO /HoD SG
	d)	Sanctioning leave without pay (EOL)	Recommendation of CEO	SG
	f)	Grant of permission for deputation / lien		SG on recommendation of CEO/HoD

5	Sanction of tours			
	a)	Sanction of tours (Domestic)	For Officials Below the level of CEO/HoD For CEO/HoD For SG	CEO /HoD SG Chairperson, QCI
	b)	Sanction of tours (International)	Any level	SG
	c)	Authorising Tour of SG out of Country		Chairperson, QCI

6	Miscellaneous expenditures			
	a)	Approval for Hiring of accommodation		SG
	b)	Signing agreement / Insurance of Property /Premises / for Execution of instruments, deed Leases, contracts rental Properties		In-charge (F&A)
	c)	Appointment of Advocates & Fixing Limit Sanction of legal charges		SG
	d)	Issuance of receipt against payment Received		In-charge (F&A)
	e)	Delegation for allowing Power for signing on Cheques		SG
	f)	Issuance of Advertisement	Upto Rs.25,000/-	Incharge (F&A)
	g)	Repair and Maintenance of office Car		
	h)	Repair and Maintenance of Premises		
	i)	General Repair and Maintenance Including Generator		
	j)	Repair and Maintenance of Fixture and Furniture		
	k)	Contingency Expenditure		

	l)	Staff Welfare Expenditure	Above Rs.25,000/-	SG
	m)	Stationery / Printing / Advertisement		
	n)	Purchase of Consumable / Stationery		
	o)	Purchase of Books		
	p)	Employees strategic meet		SG
	q)	Payment of Stipend, A to Trainee Apprentices etc.		
	r)	Issuance of Advertisement		
	s)	Membership of Organisation (National / International)		CEO /HoD

	t)	Expenditure on gift for visiting Dignitaries	Upto RS. 25000/- Above RS.25000 /-	In-charge (F&A) SG
	u)	Deciding terms of tenders		CEO / HoD
	v)	Approval for Statutory Payment		In-charge (F&A)
	w)	Utilisation certificate for Government Grant		
	x)	Signing income and Expenditure statement and Balance sheet		
	y)	Security deposit		SG
	z)	Approval of Requisition for issue of Stationery		CEO/HOD

7	Finance Committee Related Matters			
	a)	Appointment of Members of Finance Committee		GB
	b)	Appointment of Chairperson Finance Committee		
	c)	Appointment of Internal Auditors		Finance Committee
	d)	Appointment of Statutory Auditors		
	e)	Purchase of fixed Assets		
	f)	Disposal of Assets		
	g)	Writing off Assets, Expenditure		
	h)	Writing off Losses		
	i)	Disposal of stores		

RELEVANT FORMATS AVAILABLE WITH F&A

1. Purchase requisition forms for consumables	15. International travel requisition form
2. Purchase requisition form for fixed assets	16. Leave application form
3. Purchase requisition form for Goods	17. Staff loan form
4. Requisition form & approval for services	18. Local Conveyance form
5. Job Card	19. LTA Claim form
6. BRS Format	20. Medical Allowance Claim
7. Budget Format	21. Performance Management form
8. Cash flow projection	22. Amendment to purchase order
9. Cash verification report	23. Stock report monthly
10. Application for disposal / transfer of assets	24. Consolidate stock reports-monthly
11. Physical verification of fixed assets	25. Tour Expense Report
12. General Expense claim form	26. Transport requisition form
13. Imprest / advance form	27. Travel Authorization form
14. Goods Receipts Note	28. Work order

APPENDIX - XI

LIST OF AMENDMENTS TO THE SERVICE MANUAL

Sl.No	Chapter / Clause / Page No	Amendment made	GB reference	Remarks

DEFINITIONS:**(i) ORGANISATION**

Means Quality Council of India (including its constituent Boards and Secretariat and shall also include all or any Executive/Officer of QCI who are duly authorized/delegated to exercise the powers on behalf of QCI in regard to matters covered under these Service Rules.

(ii) NODAL POINT/DIPP

Means Department of Industry Policy and Promotion, Ministry of Commerce and Industry, Government of India.

(iii) CHAIRMAN, QCI

Means the person for the time being appointed as Chairman, QCI-or any person who has been authorized to exercise the powers of the Chairman on behalf of QCI.

(iv) SECRETARY GENERAL (SG)

Means Chief Executive Officer of Quality Council of India, details at clause 2.5.

(v) CEO

Means Chief Executive Officer of a Board under the umbrella of QCI.

(vi) HoD

Means QCI official heading a Division or Cell under the umbrella of QCI Secretariat.

(vii) EMPLOYEE

For the purpose of these Service Rules means any Officer/ Employee/staff employed in QCI on regular/ tenure/ contractual/temporary post but does not include staff appointed through outsourced manpower agency.

(viii) PREMISES

Means the area, estate or properties owned, leased or hired by QCI.

(ix) COMPETENT AUTHORITY

Means any Executive/Officer of QCI who by virtue of his position has authority over the employees, and/or is authorized/delegated to exercise powers in regard to matters covered under these Service Rules.

(x) MASCULINE

Unless repugnant to the context) includes feminine and vice versa

(xi) SINGULAR

Unless repugnant to the context, includes Plural.

- (xii) **PERMISSION**
Means written permission given by the Competent Authority.
- (xiii) **REGULAR**
Employee means an employee engaged to fill a post in the regular establishment of QCI and has been informed in writing by the organization of satisfactory completion of the prescribed probationary period.
- (xiv) **PROBATIONER**
Means an employee who is provisionally employed against a post in the regular establishment of QCI with a view to ascertaining his suitability for the post and who is serving the probationary period.
- (xv) **PROFESSIONAL**
Professional means an employee who has been appointed for a specified limited period or for doing work of a temporary nature, or who is employed temporarily to handle an increased volume of work, specialized need based work or who is employed to meet other exigencies of work of a temporary nature for a limited period.
- (xvi) **COMPLETED YEAR OF SERVICE**
Means continuous period of service in QCI for a period of one year, including period spent on any kind of leave.
- (xvii) **CONTINUOUS SERVICES**
Means uninterrupted service under QCI and includes service which is interrupted by authorised leave and cessation of work not due to the employee's fault.
- (xviii) **DISCIPLINARY AUTHORITY**
Means the authority specified in this manual and Competent to impose specified penalties enumerated in Chapter VII;
- (xix) **APPELLATE AUTHORITY**
Means the authority specified in in these rules;
- (xx) **SANCTIONING AUTHORITY**
Means officer (s) to whom powers have been delegated in this regard as per 'delegation of powers';
- (xxi) **FINANCIAL YEAR**
Means a period of twelve months ending on 31st March each year;
- (xxii) **TRANSFER**
Means movement of an employee /QCI Secretariat under the ambit of QCI.

(xxiii) TOUR

Tour is a journey undertaken for Organisations work to a station other than the place of posting of employee and shall be as per the approval of competent authority.

(xxiv) PAY

Means basic pay together with other applicable allowances defined in clause 3.1.

(xxv) ELIGIBILITY

Means that these Rules shall apply to all employees including regular / tenure / contractual / temporary post (as the case may be/defined in the relevant clause) but will exclude the Casual part-time workers /staff appointed through outsource manpower agency /employees on Deputation/lien to other organisations.

(xxvi) REPORTING OFFICER

Means a QCI official to whom an employee is reporting for his allocated job role / duties.

(xxvii) REVIEWING OFFICER

QCI official above the level of Reporting Officers (normally HoD/CEO)

(xxviii) FAMILY

In relation to an employee includes:

- a) The wife or husband, as the case may be of the employee, whether residing with him or not but does not include a wife or husband, as the case may be, separated from the employee by a decree or order of a competent court;
- b) son or daughter or step-son or step-daughter of the employee and wholly dependent on him, but does not include a child or step-child who is no longer in any way dependent on the employee or of whose custody the employee has been deprived by or under any law;
- c) Any other person related, whether by blood or marriage to the employee or to such employee's wife or husband and wholly dependent on such employee.
- d) Dependent for the purpose of these rules will cover a family member who are not employed or getting pensions. Scholarship/Stipend received by the children of employees will not be treated as income for the purpose of deciding dependency on the employee.

ACRONYMS

- a. **DIPP:** - Department of Industry Policy and Promotion, Ministry of Commerce and Industry, Government of India.
- b. **CIM:-** Hon'ble Minister of Commerce & Industry
- (xxviii) **QCI:-** Quality Council of India
 - (xxix) **SG:-** Secretary General
 - (xxx) **CEO:-** Chief Executive Officer
 - (xxxi) **HoD:-** Head of the Department
 - (xxxii) **GC:-** Governing Council
 - (xxxiii) **GB:-** Governing Body
 - (xxxiv) **FC:-** Finance Committee
 - (xxxv) **CRC:-** Carder Review Committee
 - (xxxvi) **APAR:-** Annual Performance Appraisal Report
 - (xxxvii) **ToR:-** Terms of Reference
 - (xxxviii) **PF:-** Provident Fund
 - (xxxix) **DGS&D:-** Directorate General of Supply and Demand
 - (xl) **QCBS:-** Quality cost based system
 - (xli) **BE:-** Budgeted Expenditure
 - (xlii) **RE:-**Revenue Expenditure