2.1 WHAT IS IMC?

2.1.1 Objective/Guiding Principle for IMCs

The primary objective is to increase the relevance of training conducted in ITIs. This can be achieved by decentralization and making training accountable to users. However, level of decentralization and accountability of users depends upon the ability of ITIs to self-sustain their programs and contribution by the industry. DGE&T (2001), under the pilot project minimum guidelines roles and responsibilities of IMCs have been prescribed. The indicators for managing the performance of IMCs have been indicated but no targets have been fixed yet. This has been done in view of the fact that industrial and economic environment may vary in different areas. Based on the experience from this project, further decision regarding additional powers to the IMCs, financing of training in ITI and nature of cooperation can be taken by the steering committees. However, a guiding principle should be that intention is not to turn ITI’s into profit making production centers. The generation of revenue is incidental to primary objective but it should not assume primary concern. The basic policy framework of National Council of Vocational Training (NCVT), whereby basic training is conducted in ITI’s and specific skills requirement of a job are learnt while doing apprenticeship training is not intended to be altered. Stronger integration of the two learning venues is highly desirable. During basic training, a trainee has to be trained for vide range of basic transferable skills so that he should be able to adapt quickly to varying skills requirement in different industries.

2.1.2 Role and Responsibilities of the Institute Managing Committees (IMC)

Generation and Utilization of finance

- The IMC would be free to generate funds through various projects from industry.
- These funds would be available to the IMC for utilization as per their agreement.
Students Selection

➢ Vocational guidance about the nature of course, job opportunities and career prospects would be provided to students prior to applying for admission in ITI so that they choose right stream.

➢ Introductory seminars for the fresh students (including visits to industry) may be conducted by industry to create interest and motivate them.

➢ The IMC may adopt various transparent methods of selection according to the individual needs of each institute. However, the guidelines prescribed by the NCVT should not be violated.

Employment

➢ The IMC will be responsible for helping students in registration. Before passing out, all ITI students will be registered with (i) local employment exchange (ii) Overseas employment cell (iii) Regional Headquarters of CII & (iv) Campus interviews will be arranged.

➢ Trainees will be helped by the industry to go in for self-employment through acquisition of skills relating to interaction with industry

Faculty and Staff Development

➢ IMC will identify the training needs of all faculty and staff members based on Faculty Development Forums.

➢ Detailed annual and quarterly training calendars, budgets and release of personnel for training programmes will be planned by IMC including exchange of personnel between industry and institute.

Mentors and One-Day Lecturers (Guest Lecturers)

➢ IMC will nominate Mentors and One-Day Lecturers (Guest Lecturers) from industry for various trades. One-day lecturers are specifically meant to deliver lecturer or impart practical training in the ITI. A mentor is nominated for a student/group of students belonging to one trade. Mentor may just discuss/guide/counsel students in the ITI or outside as per mutual convenience. He can, however, also deliver lecture or impart practical training. Mentors are more like role model for students and therefore should be a good experienced skilled worker. Mentors will play an important role in
vocational guidance, career counseling & apprising the students about latest technologies and trends in the industry. Mentorship system should have great flexibility in contact between students and mentor. The contact could even be over telephone.

**Seminar, workshops and exhibitions**

- IMC may constitute Trade Advisory Committee (TAC) for a group of trades or any other committee to assist in its various functions. TAC should help IMC in issues related to improvement in effectiveness and relevance of training for a particular trade. TAC should have trade experts from Industry, concerned instructors, student representatives etc.

- The exact composition may be decided by the IMC

**Industrial Training**

- IMC will chalk out industrial training program for Various groups of students, with details of periods of training. Students will be sent in orientation for industrial training in order to avoid disruption of training in ITI.

- IMC should decide about the stipend to be paid to each student and faculty by the industry providing training.

**Curriculum Revamping**

- IMC will be allowed to revamp the curriculum of any trade above the NCVT’s norms on the basis of industry requirements.

- IMC will be permitted to add new trades and discontinue the obsolete trades by following simplified procedures to be decided by DGET.

**Equipment Maintenance**

- The maintenance and replacement of the equipment at the institute will be supervised by IMC.

**Teaching Aids**

- Teaching aids like working models, slides, video projections, instruction material in vernacular languages, work books, detailed job assignments of the institute will be upgraded under the overall supervision of IMC.
MIS System

➢ Under guidance of the Steering Committee the Managing Committee will introduce MIS System for each ITI. CII will provide the necessary inputs for creating such MIS System.

Capital Expenditure

➢ IMC will be consulted for seeking out specifications for the procurement of equipment including accessories and measuring equipment.

Examination Supervision

➢ Theoretical examinations will be jointly supervised by industry.

➢ Practical examination and evaluation will be supervised jointly by industry and external examiner.

Faculty Evaluation

➢ Faculty evaluation will be done by the Steering Committee and their recommendations will carry weight and recognition.

➢ Faculty Development Form will be designed by IMC, which will include criteria for gradation and development of faculty.

Transfer of faculty

➢ IMC will be taken into confidence before transferring the faculty from one institute to another.

Faculty Deputation

➢ Deputation of the faculty from one institute to another will be made at the recommendations of IMC.

Consultancy Rules

➢ The rules for providing consultancy by the ITI will be laid down in consultation with the Managing Committee.

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12 www.dget.nic.in/coe/main/revisedGuide
2.2 KEY PLAYERS IN IMC

All IMC members have to work as a team to achieve goals. Following are members of this team:

| One Renowned Industrialist of the Local Area | Chairperson/Chairman |
| Minimum Three Industrialists of the area | Members |
| One Senior faculty of the Institute | Member |
| DGE&T Representative | Member |
| CII | Member |
| District Employment Officer | Member |
| State Directorate Representative | Member |
| GM-District Industries Center | Member |
| One representative of the students | Member |
| Principal of the Institute | Member Secretary |

Chart 2.1: Key Players in IMC

2.2.1 Indicators for Monitoring the Performance of IMC

1) Employment rate within 6 months of completing the course
2) Student output to sanctioned capacity
   a) Admission rate
   b) Retention rate
   c) Pass rate
3) Internship/on-the-job training per student per year.
4) Average number of days of deputation of instructors in an industry per year
5) Revenue generated as percentage of operating expenses.
6) Donation of machinery and equipment to ITI by Industry
7) Cooperation between ITI and industry.
8) Time devoted by experts from industry in conducting classes or other activities in
9) Recommendations made by IMC and their implementation.

2.2.2 Steering committee

Department of Industrial Training has for the first time in India, initiated a concept of constituting a STEERING COMMITTEE for the State and INSTITUTION MANAGEMENT COMMITTEE for ITI with the collaboration of CII North Zone Chandigarh. This will play a vital role in upliftment of the standards of Industrial training to keep pace with emerging technologies. ITI Ludhiana was selected as a pilot project in 1999-2000. These committees are notified by Govt. of Punjab with follow members: (Adequate powers have been delegated to these committees by Government have been notified by Govt. of Punjab).

Chart 2.2: Role of Steering Committee

2.2.3 Functions of Steering committees

1) To provide additional roles and responsibilities to IMC's from time to time.
2) To monitor performance of IMC'S
3) To encourage industries to actively participate and contribute to the development of vocational training,

4) To coordinate with state Government, DGET, NCVT and Industries.

2.2.4 Role of Steering Committee

1) To decide additional roles and responsibilities of IMC

2) To monitor performance of IMC

3) To encourage industries to actively participate and contribute to the development of vocational training.

4) To coordinate with State Government, DGET, NCVT and industry.

Govt. of Punjab has constituted steering committee at state level to supervise the functioning of various IMC s in the state:

This Committee consists of following:

1) Principal Secretary to Govt. Punjab Technical Chairman/one Representatives from Industry Chairman and three members

2) District Employment officer. Member

3) Representatives of CII Northern Region Chandigarh, Member

4) Representatives of Directorate of Technical Educational & Industrial Training, Punjab Member

5) GM, District Industries Centre, Member

6) Principal of ITI. Member

7) One Senior Faculty Member ITI, Member

8) One Representatives of the Students of ITI, Member Education & Industrial Training, Punjab.

9) Director Technical Education & Industrial Training, Punjab. Member Secretary

10) Chairmen of all Institute Management Committees of ITI's Members

11) Member Secretaries of IMC’s (Principal of Respective ITI)
2.2.5 Industry –Institute Interaction

A Technical Education system should not only be responsive to the new inr in technologies, but it should also be in tune with the contemporary industrial cul
economic environments. To alleviate the feelings of the industry that the existing Technical Education System was not keeping pace with the technological advance in the related fields, the Government of Punjab has taken a number of steps for toning up the Technical Education System at all levels.

The Department of Technical Education and Industrial Training is committed to bring about quality improvement, modernisation and capacity expansion in the Technical Education system to fulfill the aspirations and expectations of the industry in today’s globally competitive new industrial and economic environments driven by the advanced and emerging technologies. This will also ensure better job opportunities and brighter future for the youngsters and, at the same time, help in achieving higher productivity for the industry for facing the challenges of a liberalised economy.

Department of Industrial training has launched a new idea of Industry institute interaction. In this scheme students are given on the job training for one month in industry in each year of their course. In this regard MOU (Memorandum of understanding) was signed between different Institutes & with Industry.

2.2.6 Detailed Progress of MOU’s

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of MOU Signed</th>
<th>No. of students trained under MOU Scheme</th>
<th>No. of candidates got placed in industrial units</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995-96</td>
<td>15</td>
<td>207</td>
<td>781</td>
</tr>
<tr>
<td>1996-97</td>
<td>332</td>
<td>4028</td>
<td>1150</td>
</tr>
<tr>
<td>1997-98</td>
<td>488</td>
<td>3413</td>
<td>1932</td>
</tr>
<tr>
<td>1998-99</td>
<td>1163</td>
<td>4472</td>
<td>2010</td>
</tr>
<tr>
<td>1999-2000</td>
<td>1067</td>
<td>2731</td>
<td>2017</td>
</tr>
<tr>
<td>2000-2001</td>
<td>1220</td>
<td>2082</td>
<td>996 (upto 31-10-2000)</td>
</tr>
</tbody>
</table>

As a major step in this direction, a closer industry institute interaction is being ensured through the co-operation, support and involvement of industry in the technical training process. The syllabi of all trades in the industrial Training Institutes have been revised and courses were being offered in the Polytechnics and Engineering colleges are updated and modified in consultation with Confederation of Indian Industry (CII) and the
experts from related industry to suit their present day needs. New courses in emerging
technologies, like Plastics, Computers, Chemicals, Electronics, Fashion Design, Textiles,
Garments Manufacturing etc, have been introduced to keep pace with the technological
developments.

Department of Industrial Training first time in India initiated a new concept by
constituting the STEERING COMMITTEE for the state and INSTITUTE MANAGEMENT
COMMITTEE for ITI with the collaboration of CII North zone Chandigarh, which was pace
with emerging technologies Representatives from Industry, students and department jointly
responsible to run the Institution effectively and efficiently. Institution Management
committee will look after examination supervision, faculty evaluation, teaching aids, MIS
system employment possibilities training, Transfer of faculty equipment maintenance, capital
expenditure etc. ITI LUDHIANA had been selected as Pilot Project & IMCs were started
functioning in other Institutes are also being taken into ambit of IMC. The constitution of
STEERING COMMITTEE for the state was notified by the Punjab Govt. on 22\textsuperscript{nd}, July, 1998.

ITI Ludhiana showed remarkable progress after the implantation of IMC then it was
decided to extend this scheme to 9 more ITIs viz Mohali, Patiala, Hoshiarpur, Jalandhar,
Amritsar, Ferozepur, Moga, Ropar, Bathinda. Notification for these committees was done by
state Government.

2.3 PROGRESS OF ITI’S UNDER IMC IN VARIOUS STATES

2.3.1 ITI Balasora, Orissa

The Institute has already approached various Industries for managerial Technical
Resources support to make the Institute Excellence at par:

- In accordance to the policy of prompting public private partnership, Institute
  Management Committee IMC has been constituted.

- The IMC is playing vital role in revamping the curriculum, deputing their staff
  members as guest faculties, encouragement to the staff along with the trainees to visit
  their plans, motivation to the trainees and providing appropriate opportunities of
  placement in the various Industries.

- MOU has been be Signed by Industries & Institute, interaction pertaining to
  managerial and technical assistance.
Name of the Industries with which MOU’S are signed

1. Ferro Alloys, Randia, Bhadrak
2. Birla Tyres, Balasore
3. Ispat Alloys (Balasore Alloys)
4. Emami Paper Mills, Balasore
5. Eastern Cylinder, Balasore
6. Orissa Plastics, Balasore
7. ORIPOL, Remuna, Balasore
8. Hari Udyog, Kuruda, Balasore
9. Polar Latex, Somanathpur, Balasore

2.3.2 Technical Education Department, Uttarakhand

State Steering Committee

A State Steering Committee has been constituted to monitor the activities of IMC setup in few marked institutions as Pilot Project. The objective of IMC is to strengthen technical education and industrial training to make it more job oriented through Industry Institute Interaction.

The committee comprises of following members:

1. Secretary, Labor – Chairman
2. Chairman, CII Uttarakhand State Council – Vice Chairman
3. Additional Secretary, Labor – Member
4. Additional Secretary, Labor – Member
5. Director, IIT Roorkee (or representative) – Member
6. Principal, Govt. Polytechnic, Dehradun – Member
7. Representative of Anand Industries – Member
8. Manager (P & A) ACC Glass Container – Member
9. Member CII Uttarakhand Branch – Member
10. Director, ATI, EPI Dehradun – Member
11. Principal, Govt. ITI, Dehradun – Member
12. Director, Training & Employment – Member Secretary

13 Directorate of Technical Education, Training, ORISSA Killa Maidan, Buxi Bazar, Cuttack 753001
14 Directorate of Technical Education Uttarakhand Govt. Polytechnic Campus Srinagar, Garhwal
2.3.3 Constitution of IMC for ITI Una (Himachal Pradesh)

After recommendation of Confederation of Indian Industry, CII (NR), DGE&T, Ministry of Labour, Government of India, New Delhi, I.T.I. UNA in Himachal Pradesh has been selected as “Pilot Project” alongwith 4 other ITI’s in the country for improvement of Industry-Institute Interface. In this connection, Government of Himachal Pradesh has notified the constitution of two committees viz “INSTITUTE MANAGING COMMITTEE (IMC)” for ITI UNA and “STEERING COMMITTEE” vide notification No. EDN/TE/A (2)/96 dated 3rd March 2003

2.3.3.1 Vision Statement of I.T.I. UNA (H.P.)

“We at I.T.I UNA (H.P.) will impart futuristic Technical Education and install high patterns of discipline through our dedicated staff who shall get global standards, making our students technologically superior and ethically strong who in turn shall improve the quality of life of the human race”. IMC was formed 03rd March, 2003

2.3.4 IMCs in various ITIs in Haryana

The Haryana Government today signed memoranda of understanding (MoU) with four industrial houses paving the way for these to adopt Industrial Training Institutes (ITIs) in the state.

Two separate MoUs were also signed by the government with the Construction Industry Development Council (CIDC), Delhi, for conducting vocational courses in the construction sectors at the ITI, Palwal, and implementing an innovative scheme of testing and certification of workers in the informal sector. This MoU has been signed because the construction sector is the largest employer in the country after agriculture and one of the fastest growing segments of the economy. The need for the skilled manpower related to construction will grow rapidly.

While Maruti Udyog Limited has adopt the ITIs at Gurgaon and Rohtak, Liberty Shoes Limited has adopt the ITI at Karnal. The ITI at Nagina has been be adopted by Sona Koyo Steering Systems Limited and that at Faridabad by Jay Bharat Maruti Limited.

15 Directorate of Technical Education, Vocational & Industrial Training, Sundernagar, Himachal Pradesh-174401
The corporate houses adopting the ITIs will provide in-plant training to students and the faculty. They will supervise the upgradation of teaching aids like working models, slides, video projection, instruction material in vernacular languages, workbooks and detailed job assignments. The industry will update the syllabi of the existing trades according to the local needs of the industry and recommend this to the National Council for Vocational Training through the Haryana Government for implementation. These industries will also assist in the placement of trainees after the completion of training in the industry.

As a result of the MoUs, separate Institute Management Committees (IMCs) have been formed, which would be apex decision-making bodies. A representative of the industries, which were adopting the institute, would chair the IMC.

The IMCs would take day-to-day decisions. On the other hand, the Government would maintain the buildings and assist in improving the functioning of the ITIs and the quality of training.

The CIDC would, to begin with, run two vocational courses in trades of construction at ITI, Palwal (Haryana).

The scheme of testing and certification of workers in the informal sector has been launched by the Department of Industrial Training and Vocational Education in collaboration with Maruti Udyog Limited and the CIDC in the sectors of automobiles and construction.16

2.3.5 IMC (Institute Management Committees) in Gujarat State

Institute Management Committees (IMCs) in Industrial Training Institutes (ITIs) in Gujarat

2.3.5.1 Government resolution

Adequate availability of skilled workforce is the pre-requisite for industrial development of the State and therefore, till date 129 Industrial Training Institutes (ITIs) having more than 54,400 seating capacity have been set up by the State Government for achieving following objectives:

1) To ensure a steady flow of skilled workers in different trades for the Industry

16 Directorate of Industrial Training & Vocational Education, Haryana, Chandigarh
2) To raise the quality & quantity of industrial production by systematic training of workers

3) To reduce unemployment amongst the educated youth by equipping them for suitable industrial employment.

During the last 40 years of planned economic development, the role of public sector undertaking as investor in the economy as well as employer of the trained work force is significant, these objectives have been achieved to a large extent. However, since the beginning of globalization and liberalization of the country’s economy during the last decade State’s role as a major investor in public sector and also the employer of trained work force has been consistently decreasing as Industries, both in public and private sector, are facing stiff competition from within as well as outside. Consequently, technological modernization and adoption of other efficient methods and practices of production have become inevitable and now industries require workers with better skills as well as multi-skilled workers so as to compete globally

In view of changed circumstances there is a widely shared perception in favour of improving the quality of training being imparted at these ITIs. As mentioned above, Industries are an important stake holder in the improvement in the quality of training at ITI as they are directly associated, albeit at a later stage, both in the skill development through Apprentice Training Scheme and also are the principal employers to the skilled workforce so trained. Other important stake holders include the trainers, trainees, government. In order to achieve substantial improvement in the quality and delivery of training at ITI, involvement of all the stake holders in the administration of ITI has become essential. In this regard, Government of India through Ministry of Labour is also considering introduction of Centrally Sponsored Scheme for upgradation of training infrastructure in 100 it is, during 10th Plan.

1) Action to be initiated for grant of autonomy to the ITI concerned.

2) On confirmation from the State to have established tie-ups with industry and formation of the Institute Managing Committees.

3) No central assistance will be provided towards salaries of the staff concerned.

4) New and modern courses will be conducted as per demand from industry. Multi-skilling/modular approach will be gradually adopted to suit the requirement of the industry.
State government has also reviewed the status of training imparted by ITIs and it has decided to set up an autonomous council for looking after Vocational Training in the State viz. Gujarat Council of Vocational Training (GCVT). This Council has also been registered on 20.3.2002 under Public Trust Act, 1950 and Society Registration Act, 1860. Rule 50 of the Rules and Regulations of the Council provides for setting up of Institute Management Committee (IMC) at the ITI level. It has been envisaged that IMC would function within the framework of Rules and Regulations as approved by executive Committee of GCVT.

The Director of Employment & Training (DET), State government would also be required make some contribution to the concerned ITI under the aforesaid Centrally Sponsored Scheme and in case it is decided to administer the scheme through GCVT, already an autonomous body and its subordinate creation like IMC then IMC would be managing and administering government property and resources invested in the concerned ITI in certain manner. Therefore, DET has proposed that State government should also constitute the body of IMC.

After having carefully considered the proposal of DET and other relevant issues such as government’s continuing liability to meet with the recurring expenses from the plan/ non-plan budgetary grants such as staff salary and other routine administrative expenses, the State Government decided to approve the constitution of the body of IMC which includes the representatives of all the stake holders of the vocational training programme subject to the some conditions:

2.3.5.2 Conditions imposed by GOI on IMC

(a) There shall be a separate bank account of IMC which shall be jointly operated by the President and the Member Secretary of IMC in the manner as decided by GCVT.

(b) All the grants and contributions made available by Central Govt. or State Govt. to the concerned IMC shall be routed through GCVT. These contributions by the state government, amongst other things, would include grants for purchase and maintenance of capital equipments/ machinery, civil works, purchase of raw material, tool kits, shop outfits etc.
(c) As laid down in the Memorandum of Association and Rules and Regulations of GCVT, IMC shall always function under the control of GCVT and in addition to the roles and responsibilities already laid down in the Memorandum & Articles of Association of GCVT.

(d) IMC shall also perform such other functions and duties as assigned by GCVT or the State Government.\(^\text{17}\)

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\(^{17}\) A M Kadri, Deputy Secretary to Government Labour and Employment Department, Government of Gujarat GOVERNMENT RESOLUTION Labour & Employment Department, Government of Gujarat No. TLM-122002-GOI-5-R(2) ,Dated 19/4/ 2002