

Policy Framework for Allocation of Core Duties and Credit-Based Incentives at Arun Jaitley National Institute of Financial Management (AJNIFM)

1. Introduction

Arun Jaitley National Institute of Financial Management (AJNIFM) undertakes a wide range of academic, administrative, research and consultancy activities in furtherance of its mandate as a national capacity-building institution in public financial management. These activities collectively contribute to strengthening public financial governance, professional capability and evidence-based policy formulation.

With a view to ensuring clarity in role allocation, fairness in recognition of effort and institutional accountability in the grant of incentives, this policy sets out a framework for classification of duties, identification of core and additional responsibilities, and award of credit-based incentives strictly for work performed over and above core paid duties. The framework seeks to establish a transparent, objective and financially prudent system aligned with institutional priorities.

2. Functional Areas of AJNIFM

The activities of the Institute broadly cover the functional areas listed in Table 1.

Table 1: Functional Areas of AJNIFM

Sl. No.	Functional Area
1	Academic Teaching and Training
2	Office / Academic Administration
3	Hostel Administration
4	Research
5	Publications
6	Digital / Online Course Development
7	Consultancy

3. Classification of Duties

For the purpose of this policy, duties are classified into **core duties** and **delta duties**.

Core duties comprise essential functions for which faculty members and officers are compensated through regular salary and allowances. These include academic teaching and training, and office or academic administration. No incentive shall be admissible for discharge of core duties. Each faculty member or officer shall be assigned one identifiable core duty.

Delta duties consist of responsibilities undertaken over and above the assigned core duty. These additional duties are eligible for credit-based incentives, subject to fulfilment of prescribed conditions. The additional duties eligible for credits are listed in Table 2.

Table 2: Delta Duties Eligible for Credits

Sl. No.	Additional Duty
1	Hostel Administration
2	Research and Publications
3	Digital / Online Course Development
4	Consultancy
5	Academic and Institutional Support Activities
6	Controller of Examinations

4. Eligibility Conditions

Faculty members with teaching as their core duty may undertake any additional responsibility, including office or academic administration. Officers/Officials with office or academic administration as their core duty may ordinarily undertake hostel administration and other institutional activities as assigned. In all cases, credits for additional duties shall be admissible only where the assigned core duty has been satisfactorily discharged during the academic year.

Credits shall be admissible only where the concerned faculty member/officer is formally acknowledged in the final approved output

[research (including exceptional research), publication, report, consultancy (including exceptional consultancy), course or other eligible work] as the author/ co-author/ creator/ contributor/ or in any other officially recognised capacity in relation to the work.

No credit shall be granted where the individual's name does not appear in the final published or officially approved document.

In cases involving multiple faculty members, the admissible credits shall be shared among all formally acknowledged contributors in a proportion approved by the Institute.

Here is the refined wording to incorporate that power clearly and cleanly within Section 7.2, without disturbing institutional balance:

Further, the Director, AJNIFM shall have the authority to determine whether a particular research or consultancy activity qualifies as Exceptional, based on fulfilment of the prescribed indicators and overall institutional relevance.

5. Credit Valuation and Encashment

For the purpose of this policy, one credit shall be monetised uniformly at ₹25,000 across all categories, and part thereof shall be monetised on a pro-rata basis. Credits shall be awarded and encashed annually, subject to verification of claims and availability of institutional surplus.

It should be noted that all incentives shall be admissible only when after taking into account the proposed incentive payouts, the Institute continues to maintain a financial surplus for the relevant financial year. In other words, incentives shall not be paid if their disbursement results in the Institute incurring a deficit.

6. Teaching Workload Norms and Credit for Excess Teaching

The baseline teaching norm at AJNIFM shall not be less than 4.5 hours per week, or such norm as may be notified by the Institute from time to time;. Teaching up to this baseline norm forms part of core duties and shall not attract any credit. Credits shall be admissible only for teaching undertaken beyond the baseline norm.

For the purpose of credit calculation, **one (01) credit shall be earned for every ten (10) additional teaching sessions**, beyond the baseline norm. Accordingly, the credits earned shall be computed using the formula:

$$\text{Credits Earned} = \left\lceil \frac{\text{Number of additional teaching sessions}}{10} \right\rceil$$

7. Research and Publications

7.1 Research Activities (General)

Research activities shall be treated as delta duties. A research project shall be eligible for credit under either “Research Activities (General)” or “Exceptional Research”, but not under both categories simultaneously. Further, publications arising from a particular research project shall not be used to earn separate credits under the Publications category, in order to avoid double counting of the same research output.

For the purpose of eligibility, only externally funded research projects shall be eligible for credits under this category and the gross income from such research project during the financial year shall be not less than one percent (1%) of the total gross revenue of the Institute for that financial year.

Credits for eligible externally funded research projects shall be awarded in accordance with the duration of the project, as indicated in Table 3.

Table 3: Credit Framework for Research Activities (General)

Research Output	Credits
Externally funded research project of less than one year (completed)	2 (per project)
Externally funded multi-year research project (per year)	1.5 (per year)

7.2 Exceptional Research

Exceptional Research, distinct from Research Activities (General) referred to in Section 7.1, refers to research that demonstrably contributes significantly to institutional objectives and **meets at least two of the indicators** specified in Table 4.

Table 4: Indicators for Exceptional Research

Sl. No.	Indicator
1	Generates not less than 5 % of the Institute's annual gross revenue every year.
2	Forms part of a long-term programme of five years or more
3	Is formally cited for national or international policy formulation

Credits for Exceptional Research shall be awarded annually for the duration of the approved programme in accordance with Table 5. Further, credits need not automatically equal the maximum prescribed limit and shall reflect the actual level of achievement. The Director, AJNIFM shall determine the component-wise credits admissible under Table 5.

Table 5: Credit Framework for Exceptional Research

Component	Credits (per year)
Core exceptional research output <i>(Assessed based on scale of revenue contribution, duration of programme, strategic alignment with institutional mandate, and measurable institutional impact.)</i>	12
High-impact publications / policy outputs <i>(Assessed based on quality of publication, formal policy adoption, citations in Government documents, or demonstrable policy influence)</i>	Up to 5
Institutional capacity creation / research ecosystem building <i>(Assessed based on creation of research centres, long-term partnerships, datasets, proprietary frameworks, or sustainable academic infrastructure.)</i>	Up to 3
Maximum per year	20 credits

7.3 Publications

Publications arising from research or academic work shall be eligible for credit-based incentives based on their quality, academic standing and impact, as detailed in Table 6.

Where a publication arises from a research project for which credits are claimed or admissible under the Research Activities (General) category or the Exceptional Research category, such output shall not be eligible for separate credits under the Publications category.

In such circumstances, credit may be claimed under only one of the applicable criteria—either research or publication—and the selection of the applicable criterion shall rest with the official.

Table 6: Credit Framework for Publications

Type of Publication	Credits (per publication)
FT50/A* rating as per ABDC standards	5
A/B rating as per ABDC standards	3
C rating as per ABDC standards	1.5
Non ABDC but indexed and peer-reviewed journal	1
Publication of a Case Study in indexed and peer-reviewed forums	0.5
Publication of a Textbook/edited book/edited journal with ISBN publication	1
Writing a chapter in a textbook/book of the reputed publication	0.25

8. Hostel Administration

Hostel administration shall be treated as an additional delta duty. Credits admissible for hostel-related roles are indicated in Table 7.

However, where the position of Hostel Administration is designated as a full-time assignment forming part of the incumbent's core duty allocation, no credits shall be admissible for discharge of such responsibilities.

Table 7: Credit Framework for Hostel Administration

Activity	Credits (per year)
Hostel Warden	3
Associate / Deputy Warden	2

9. Digital and Online Course Development

Digital and online course development, including course creation and management on iGOT and the Institute's Learning Management System, shall be eligible for credits as per Table 8.

Table 8: Credit Framework for Digital / Online Course Development

Activity	Credits
iGOT Course Author	1 (per course)
For each additional one lakh participants for the iGOT course	0.5
LMS Content Developer / Administrator	1 (per course)
Major course revision	0.5 (per course)

10. Consultancy

Consultancy assignments undertaken on behalf of the Institute shall attract credits only upon successful completion and realisation of consultancy fees. The credit structure applicable to consultancy activities is provided in Table 9.

The total expenditure on incentives payable in respect of consultancy work shall not exceed 0.5% of the gross consultancy revenue realised for the relevant financial year. Where the admissible incentive amount exceeds this ceiling, the incentive payable shall be reduced proportionately so as to remain within the prescribed limit.

Table 9: Credit Framework for Consultancy

Consultancy Output	Credits
Consultancy project of less than one year (completed)	2 (per project)
Large multi-year consultancy (per year)	1(per year)

In cases where a consultancy assignment is of **exceptional scale or strategic significance**, such as where it involves substantial revenue contribution to the Institute, constitutes a long-term engagement, results in repeat commissioned work by Government or multilateral agencies, or leads to creation of enduring institutional capability, **the Director of the Institute**

may, for reasons to be recorded in writing, decide to partially or fully forgo the requirement of discharge of core teaching duties for the concerned faculty member for a period not exceeding one year. Any proposal for continuation of such relaxation beyond one year shall require the prior approval of the Secretary (Expenditure).

11. Academic and Institutional Support Activities

Academic and institutional support activities that assist the Institute's academic processes shall be eligible for credits as indicated in Table 10.

Table 10: Credit Framework for Academic and Institutional Support Activities

Activity	Credits
Designing an MDP (maximum six per year)	0.5 (per MDP)
Editor / Co-Editor of Institute Publication	0.5 (per publication)
Viva / GD Panel (per session)	0.25 (per session)
Student Project Supervision (per project)	0.25 (per project)
Controller of Examinations (per year)	2 (per year)

12. Financial Safeguards

Incentives under this policy shall be payable only from institutional surplus and shall be subject to annual verification through an approved monitoring mechanism. All incentive payments shall be governed by applicable financial rules and statutory deductions.

13. Effective Date

This policy framework shall come into force with effect from **01 April 2026**.

14. Relaxation

Any relaxation or deviation from any provision of this Incentive Scheme shall need the prior approval of the Secretary (Expenditure).