



<http://www.vustudents.net>

**HRMi619: INTERNSHIP REPORT (HRM)**

TECHNICAL EDUCATIONAL & VOCATIONAL TRAINING AUTHORITY



<http://www.vustudents.net>

**Submitted By**

Name: Naveed Arshad

ID: Mc070402070

Session: Spring 2010

Date 04-02-2010



**Department of Management Sciences,  
Virtual University of Pakistan**



## Letter of Undertaking

### LETTER OF UNDERTAKING

I ..... Naveed Asghad ..... Student VU ID... Mco70402070 hereby confirm that the **internship report** I have provided is solely my own effort. I did not copy my report partially or completely from any other student or from any other source either against payment or free and I did not provide any plagiarized material in any section of my report. I further confirm that the documents (internship completion certificate & evaluation form) that I have provided are genuine (i.e. not forge/fake) and have been issued by the authorized person in the organization. If I am found guilty of misstating, misleading or concealing the facts about my activities (either academic or non-academic but relevant to this course) at any stage, the university is authorized to take disciplinary action against me according to university policies and regulations.

I hereby also confirm that I have carefully read and understood all the guidelines, rules and regulations provided by the course instructor on VULMS. I assure that I will follow the instructions regarding presentation & viva voce and will appear on the scheduled date for presentation & viva voce which will be intimated to me at my VU-email ID by the Course Instructor. In case of any negligence, I shall be held responsible.

Name..... Naveed Asghad.....

Signature..... [Handwritten Signature].....

Date..... 20-01-2010.....

## Scanned Copy Internship Certificate

<http://www.vustudents.net>



GOVERNMENT OF THE PUNJAB  
TECHNICAL EDUCATION & VOCATIONAL TRAINING AUTHORITY  
96-GULBERG ROAD, LAHORE.  
PABX: 5878367,69 5879810 Ph No: 0429263080 Ext: 415  
Web Site: [www.tevta.gop.pk](http://www.tevta.gop.pk) Email: [gm.hr@tevta.gop.pk](mailto:gm.hr@tevta.gop.pk)



**General Manager (Human Resource Management)**

No. TEVTA/GM (HRM)/

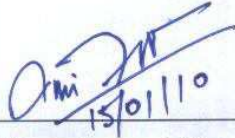
Dated: 15 December, 2010

### INTERNSHIP CERTIFICATE

This is to certify that Mr. Naveed Arshad has satisfactorily completed his internship program 1<sup>st</sup> December, 2009 to 15<sup>th</sup> January, 2010 at TEVTA Secretariat, Lahore

He was found hard working during this tenure. He showed good performance and ethics towards his work & assignments.

  
**Muhammad Asif Waseem**  
General Manager (HRM)  
TEVTA Secretariat, Lahore

  
Date, Signature and Stamp

Company Stamp

## **Dedication**

To my beloved parents and respected teachers whose utmost love, care and struggle against all odds, brought me to this height of knowledge by the benevolence of Almighty (ALLAH).

<http://www.vustudents.net>

## Acknowledgment

First of all I am thankful to Almighty **ALLAH**, the Beneficent, the Merciful, for giving me so much strength and strength to work on this internship report and complete it successfully. I would like to express my gratefulness to all my teachers especially for giving me kind guidance and providing me a chance to work on this project right through from the start my courses. I am also thankful to all TEVTA Staff and training staff for his valuable suggestions, gentle supervision and encouragement throughout my internship.

Along with all this I am very awful to the Human Resource Department of TEVTA and their cooperation during my stay in the organization. Especially I am thankful to these people of HRM Department who help in completing my Internship in their organization.

## Executive Summery

TEVTA was formed by an Ordinance No XXIV of 1999 promulgated by Governor of the Punjab. Government of Punjab passed an ordinance to provide for the constitution of the Technical Education and Vocational Training Authority (TEVTA) of the Punjab. The prime aim of TEVTA is to provide technically and skilled trained human resources to the Industry in the province, as per their demand. Another function of TEVTA is Develop and offer Need Based Short Courses in the sector of new technologies to the Industry and also to offer services for solutions regarding associated production problems and establish a Staff Development System to offer demand oriented teacher & instructor training and upgrading performance. TEVTA Regulate and develop standards of technical education and vocational training including internationally recognized curriculum, examination and certification system and assess the Manpower Training Needs in the context of domestic and global markets.

Technical Education and Vocational Training Authority (TEVTA) was set up by Government of the Punjab for promoting & enhancing technical education & vocational training in the province. TEVTA is operating about 25 Technical institutes/colleges, 114 commerce colleges, 303 vocational institutes and 17 Service Centres total **472 Institutions** for this purpose & more than **11000 Staff** is working under its umbrella. TEVTA also providing Training to their employees and students all over the Punjab in various technical courses.

There are two sub-departments of Human Resource Management department. One is Training Department and second one is Career Planning department. This report briefly discussing the functions of HR department in

TEVTA. This report also including the suggestions and points out the area in improvements can be.

In this report I briefly discussed the business sector of TEVTA organization, history of the organization, nature of the organization, service lines of TEVTA organization. I have also presented the organization hierarchy chart with details of each department and introduction, I have also given the comments on organization structure that what is the impact of organization hierarchy on different factors and I have also discussed the decision making impact, chain of command and span of control. I have also discussed the brief introduction of my department where I worked in and wrote the detailed description of operation and activities of the departments I worked in. Next I described HRM department hierarchy and its sub-departments.

Next I explained the HR needs, sources of candidates, employment selection process, Training Need Assessment (TNA), Performance Appraisal, types of compensation and benefits, organization job changes, separations, layoff, labour management relations, terminations, resignation and retirement I have also discussed the promotion, transfer, demotion. After going through all these topics I have also included Critical Analysis and SWOT analysis of organization in the service sector. After that reader will find conclusion and recommendation for improvement of services.

In this report I have explained all my observations and experience got in TEVTA during my internship tenure regarding HRD, recruitment and selection, performance appraisal. I go into the assignments with details given by the internship supervisors with detail of each assignment.

I spent good time in learning and learnt to deal with different situations and had experience of organization environment. I would like to



highlight that my experience with TEVTA organization was very memorable and full of learning's.



## Table of Contents

S. No	Description	Page No
<b>Introduction Of Technical Education Sector</b>		
	<b>8-Brief introduction of the organization’s business sector</b>	1
<b>9-Overview of TEVTA</b>		
	a. History	3
	b. Nature of TEVTA	4
	c. Business volume	4
	d. Product lines	4
	e. Competitors	9
<b>10-Organizational Structure</b>		
	a. Organizational Hierarchy chart	10
	b. Number of employees	13
	c. Main offices	13
	d. Introduction of all departments	14
	e. Comments on the organizational structure	22
<b>11-Plan Of Your Internship Program</b>		
	a. Introduction of TEVTA Secretariat Lahore	24
	b. Starting & ending dates of internship	25
	c. Description of the departments	25
<b>12-Training Program</b>		
	a. Descriptions of the operations/activities of the departments	26
	b. Descriptions of the tasks assigned	28
<b>13-Structure Of The HR Department</b>		
	a. Department hierarchy	36
	b. Number of employees	36
	c. Descriptions of Sub Departments.	36
<b>14-Functions of HR Department</b>		
<b>a. Human resource planning and forecasting</b>		
	▪ HRP process	39
	▪ Forecasting HR requirements	39
	▪ Methods to forecast HR needs	39
<b>b. Employees Recruitment &amp; Selection</b>		
	▪ Sources of candidates	41
	▪ Employment selection process	41

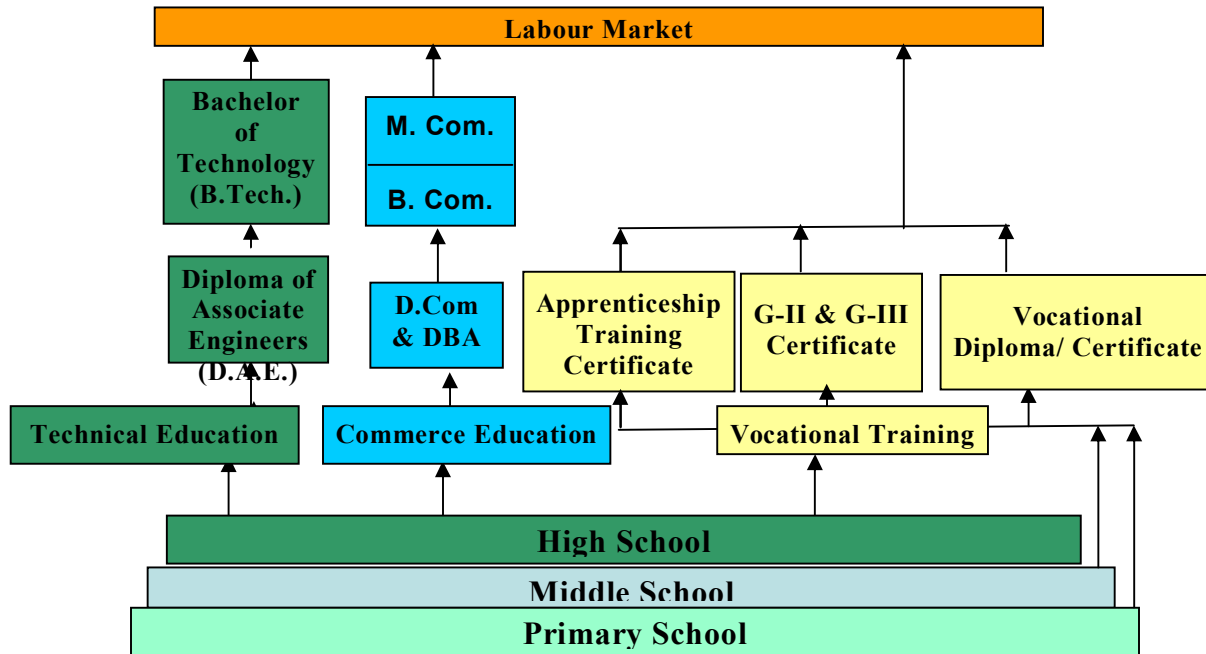
<b>c. Training &amp; Development</b>		
▪ Training need assessment		42
▪ Employee development		46
<b>d. Performance Management</b>		
▪ Setting performance standards & expectations		46
▪ How performance reports are written		47
<b>e. Employee Compensation &amp; Benefits</b>		
▪ Type of compensation & benefits		56
<b>f. Organizational Career Management</b>		
▪ Employee job changes		57
▪ Job changes with the organization		57
✓ Promotion		57
✓ Transfer		57
✓ Demotion		58
▪ Separations		
✓ Layoff		59
✓ Termination		59
✓ Resignation		60
✓ Retirement		60
<b>g. Labor Management Relations</b>		61
<b>15-Critical Analysis</b>		
a. Success and failure		62
b. Future prospects		65
<b>16-SWOT Analysis</b>		
a. Strengths		66
b. Weaknesses		67
c. Opportunities		68
d. Threats		68
<b>17-Conclusion</b>		
Evaluation & Assessment		67
<b>18-Recommendations For Improvement</b>		
Solution of Discrepancies		70
<b>19-Reference &amp; Sources Used</b>		71
<b>20-Annexes</b>		72

<http://www.vustudents.net>

### **8-Brief introduction of the organization's business sector**

The nature of this organization is to develop a skilled workforce for the local industry. TEVTA develops the skilled and technically experienced workforce for local industries. TEVTA also provides business solutions to industrial units. TEVTA playing very important role for Re-engineering and consolidate the existing technical education and vocational training system under one management structure. TEVTA Established close relationships with various sectors of economy namely Agriculture, industry, Services and Commerce. TEVTA Regulate and develop standards of technical education and vocational training including internationally recognized curriculum, examination and certification system and assess the Manpower Training Needs in the context of domestic and global markets. Another function of TEVTA is Develop and offer Need Based Short Courses in the sector of new technologies to the Industry and also to offer services for solutions regarding associated production problems and establish a Staff Development System to offer demand oriented teacher & instructor training and upgrading performance.

## EDUCATION & TRAINING SECTOR



TEVTA is engaged in imparting technical education and vocational training through its 411 institutions which fall under the below mentioned categories.

- Government Technical Training Centres
- Government Technical Training Institutes
- Government Vocational Training Institutes
- Government Commercial Training Institutes
- Government Polytechnic Institutes
- Government Colleges of Technology

TEVTA in service sector also providing technical solutions to the industry. It registers the organizations through website interface and provides the solution of their problems registered with TEVTA. Courses of different levels and of different duration are being offered in TEVTA institutions to address the public and

employer's demand. In addition to vocational / technical courses of up to 3 years. "Degree courses for B-Com, B-Tech (Pass) and B-Tech (Honour) are also offered in Government Colleges of Commerce and Government Colleges of Technology".

In education sector TEVTA provides the cheapest education and training to their students that low cost syllabus books and practical and in some cases TEVTA charge no fee from students, free training materials is provided by the institutions and students are supported with stipend.

TEVTA in education sector providing technical, commerce and vocational training education and occupied the large part of technical education sector in Punjab.

All institutes registered with TEVTA are funded by TEVTA. TEVTA approves PC-1 and issues the finance to the concerned institutes. TEVTA helps all registered institutes with procurement, purchasing machinery and construction of institute buildings. TEVTA is in direct relationship with industry sector, education sector, agriculture, commerce and service sector. TEVTA develops the curricula with the consultation of industry sector like leather, textile and agriculture.

## 9-Overview of the organization

TEVTA is a Technical Education & Vocation Training Authority board who is responsible for the technical education & training throughout the Punjab. It is formed by an Ordinance No. XXIV of 1999 promulgated by the Governor of the Punjab to fulfil the needs, wants and workforce of local industry by utilizing the vast network of training institutions.

### **a. History**

TEVTA in collaboration with Chambers of Commerce & Industry, Lahore has established its help-Desk within the premises of Chambers of Commerce & Industry, Lahore. To assist/help the local industry by utilizing its vast network of training institutions, qualified and experienced faculty, to achieve the objectives of the project. Before TEVTA many technical institutes were working independently or under PSIC (Punjab Small Industries & Export Corporation). PSIC was established by the government of Punjab to support, development and promotion of all small industrial units in Punjab. In 1999 PSIC handover many technical institutes to TEVTA authority. In 1999 TEVTA started work and start serving the all technical institutes in the Punjab and conduct first academic session in Punjab. In 1999 all technical institutes in Punjab started registration with TEVTA authority.

The session was conducted of all technical institutes in 1999. The TEVTA board was fully functional at the end of year 1999 and all academic activities started under TEVTA board in 1999.

### **Mission Statement**

To enhance global competitiveness in Punjab, through a quality and productive workforce by developing demand driven standardized, dynamic and integrated technical education and vocational training service.



**Service Volume**

TEVTA’s business volume is spread through out the Punjab serving 459 colleges. TEVTA has 17 Service Centres in all over the Punjab, providing services to all the institutes. And PBTE (Punjab Board of Technical Education) is also working under TEVTA. 45000 students enrol every year in TEVTA and PBTE.

**b. Nature of TEVTA**

TEVTA is a vocational authority board who is responsible for vocation training all over the Punjab. For this purpose TEVTA board has established PBTE (Punjab Board of Technical Education). There are 472 vocational colleges who are working under TEVTA. TEVTA provides full funds and services to all registered institutes. And planning, organizing, leading and controlling all vocational institutes. The nature of this organization is to develop skilled workforce for the local and international industry. TEVTA also provides business solutions to industrial units. TEVTA playing very important role for Re-engineering and consolidate the existing technical education and vocational training system under one management structure.

**c. Service Lines**

TEVTA has a very long list of services providing. TEVTA offering many type of short and associate engineering courses in all over the Punjab. The list of TEVTA’s product line is given below. TEVTA providing Commerce Education, Training Education and vocation Education.

**d. Courses Offered**

<b>Degree</b>	<b>Duration</b>
<b>B.Tech</b>	
Auto & Diesel	2 years
Chemical	2 years
Civil	2 years
Mechanical	2 years

Refrigeration & Air Conditioning	2 years
Electrical	2 years
Electronics	2 years
Auto and Farm	2 years
<b>B.Tech (Hons)</b>	
Auto & Diesel	2 years
Electronics and Communication	2 years
Chemical	2 years
Civil	2 years
Mechanical	2 years
Refrigeration & Air Conditioning	2 years
Electrical	2 years
Auto & Diesel	2 years
Electronics and Communication	2 years
<b>DAE</b>	
Architecture	3 years
Auto & Diesel	3 years
Chemical	3 years
Civil	3 years
Mechanical	3 years
Refrigeration & Air Conditioning	3 years
Auto and Farm	3 years
Automation	3 years
Bio Medical	3 years
Computer Information Technology	3 years
Electrical	3 years
Electronic	3 years
Textile Weaving Technology	3 years
Foundry & Pattern Making	3 years
Instrumentation	3 years
Printing & Graphic Arts	3 years
Textile Spinning	3 years
Welder	3 years
Food Technology	3 years
Telecom	3 years
Petroleum	3 years
Petrochemical	3 years
Dress Designing & Making	3 years
<b>Diploma</b>	



Diploma in Electronics Publishing Technology	1 year
Higher National Diploma (Telecom)	2 Years
Higher National Diploma (Chemical)	2 Years
Higher National Diploma (Electronics)	2 Years
Higher National Diploma (Mechanical)	2 Years
Higher National Diploma (Textile)	2 Years
Diploma in Commerce	2 Years
Diploma in Information Technology	1 year
Diploma in Office Management	1 year
<b>Post Diploma</b>	
Bio Medical Technology	1 Year
Environmental Control Technology	1 Year
<b>Commerce Education</b>	
<b>Master Degree</b>	
M.Com	2 Years
<b>Graduation Degree</b>	
B.Com	2 Years
<b>Diploma (2 year)</b>	
Diploma in Business Administration	2Years
Diploma in Commerce	2 Years
Diploma in Information Technology	1 Year
Diploma in Vocational Girls	2 Years
<b>Certificate</b>	
Certificate in Computer Applications	3 Months
Certificate in Computer Applications	6 Months
Spoken English	3 Months
Spoken English	4 Months
<b>Vocational Education</b>	
<b>Vocational Diploma (1-2 years)</b>	
Diploma in Commerce	2 Years
Diploma in Information Technology	1 Year
Dress Designing & Making	2-Year
Diploma in Vocational Girls	2 Years
Diploma in Vocational Girls	2 Years
<b>Diploma G-II (2 years)</b>	
Diploma in Commerce	2 Years
Diploma in Information Technology	1 Year
Dress Designing & Making	2-Year G-II
Diploma in Vocational Girls	2 Years
Diploma in Vocational Girls	2 Years

<b>Diploma G-III (1 year)</b>	
Mechanical (G-III)	1 Year
Refrigeration & Air Conditioning (G-III)	1 Year
Auto and Farm (G-III)	1 Year
Electrical	1 Year
Electronics	1 Year
Auto & Farm Machinery	1 Year
Auto Electrician	1 Year
Auto Mechanic(G)	1 Year
Carpenter	1 Year
Commercial Arts / Graphics	1 Year
Computer and Electronics	1 Year
Computer Operator	1 Year
Draftsman Civil	1 Year
Draftsman Mechanical(G)	1 Year
Electrician	1 Year
Fitter General	1 Year
Industrial Electronics	1 Year
Machinist	1 Year
Mechanist	1 Year
Painter	1 Year
Electronics Application (Radio & TV)	1 Year
Tractor and Auto Mechanic	1 Year
Welder	1 Year
Computer Hardware	1 Year
General Mechanic	1 Year
Motor Winding	1 Year
Tailoring	1 Year
Wood Work	1 Year
Auto Mechanic(Diesel)	1 Year
Auto Mechanic(Petrol)	1 Year
Heating Ventilation Air Conditioning (HVACR)	1 Year
Turner	1 Year
Electrical Wiring Technician	1 Year
Machine Shop	1 Year
Bulldozer Operator	1 Year
Textile Printing	1 Year
Office Secretary	1 Year
Mill Wright	1 Year

Sports Goods Leather Work	1 Year
Sports Goods Wood	1 Year
Office Management Assistant	1 Year
Dress Designing & Making	1 Year
Machine Embroidery	1 Year
Beautician	1 Year
Hair and skin Care	1 Year
Fashion Designing	1 Year
<b>Certificate</b>	
Refrigeration & Air Conditioning	6
Auto and Farm	6
Auto & Farm Machinery	6
Auto Electrician	6
Carpenter	6
Computer Operator	3
Computer Operator	6
Electrician	6
Machinist	6
Mechanist	6
Welder	6
Driving	3
Motor Winding	6
Plumber	3
Plumber	12
Plumber	6
Tailoring	3
Tailoring	6
Wood Work	6
Auto Cad	3
Auto Cad	6
Auto Mechanic(Diesel)	6
Auto Mechanic(Petrol)	6
Certificate in Computer Applications	3
Certificate in Computer Applications	6
Electronics Equipment Repair	3
Home Appliances & Repair	6
Heating Ventilation & Air Conditioning	6
Mason/Bricks Layer	6
Tractor Operator	6



Turner	6
Electrical Wiring Technician	6
Machine Shop	6
Bulldozer Operator	6
Sheet Metal	6
Civil Surveyor	6
Mobile Repairing	3
Mobile Repairing	6
Certificate in Computer Graphics	6
Wireman	6
Paint Polish	6
Electrical Appliances	6
Machine Process for Wood Furniture	6
Motor Cycle Mechanic	6
Dress Designing & Making	3
Dress Designing & Making	6
Hand Embroidery	3
Hand Embroidery	6
Knitting Hand	3
Machine Embroidery	3
Machine Embroidery	6
Beautician	3
Beautician	12
Certificate Vocational Girls (1 Year Certificate)	12
Diploma in Vocational Girls (Additional) (Diploma 1 Year)	12
Handicraft	6
Industrial Stitching Machine Operator	3
Leather Work	3
Painting	3
Painting	6
Rural Poultry	6
Spoken English	3
Spoken English	4
Stain Glass Painting	3
Cooking & Baking	3
Domestic Tailoring	3
Drawing & Designing	3
Electrical Mechanical (Vocational )	6
Diploma in Vocational Teacher Training (Diploma 1 Year)	12

Decoration	3
Printing	3
English Language	3

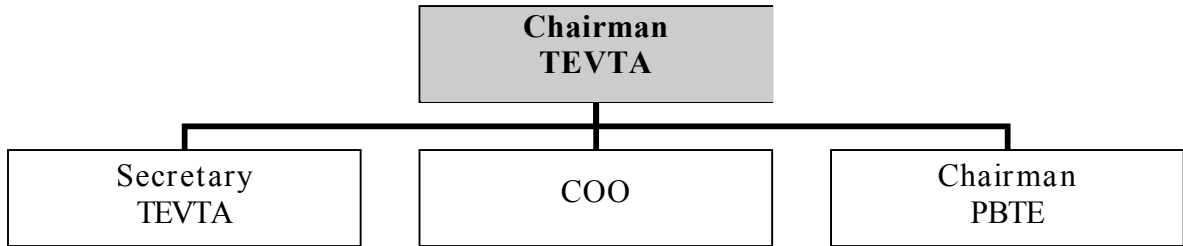
**e. Competitors**

There is not any considerable competitor in Punjab Province.

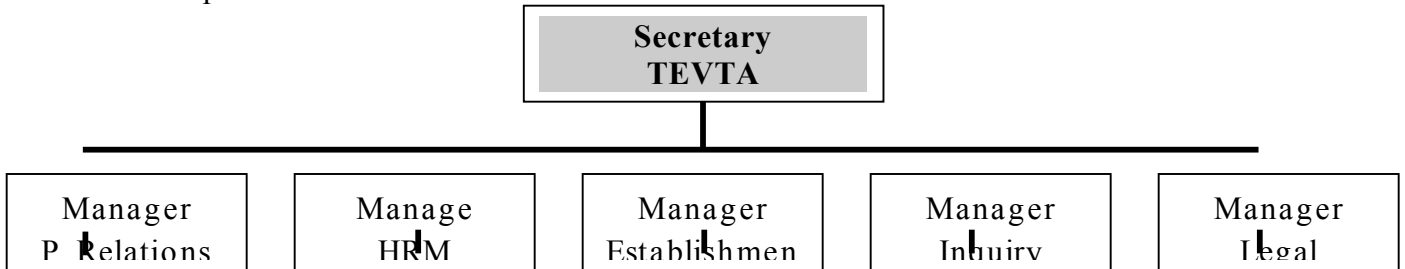
**10-Organization Structure**

**a. Organizational Hierarchy chart**

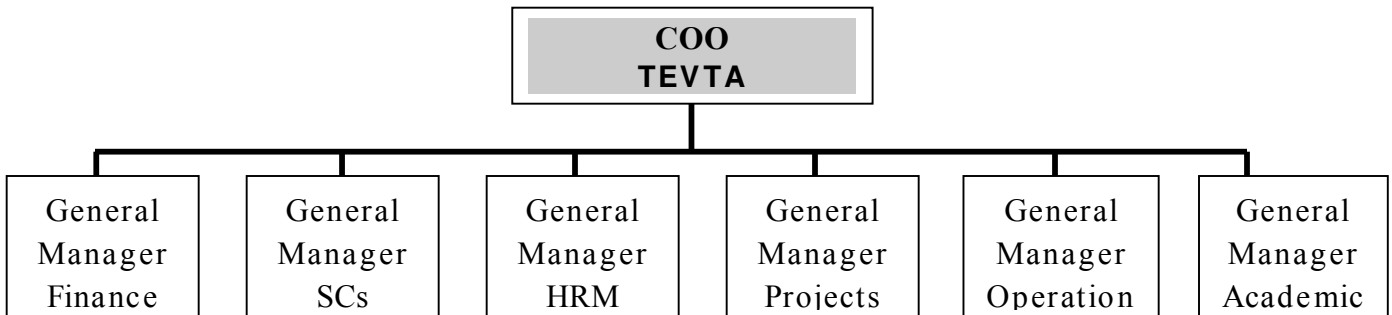
Organizational hierarchy is the formal framework by which job tasks are divided, grouped and coordinated. To achieve the main objective of the TEVTA structure is designed which is given asunder.

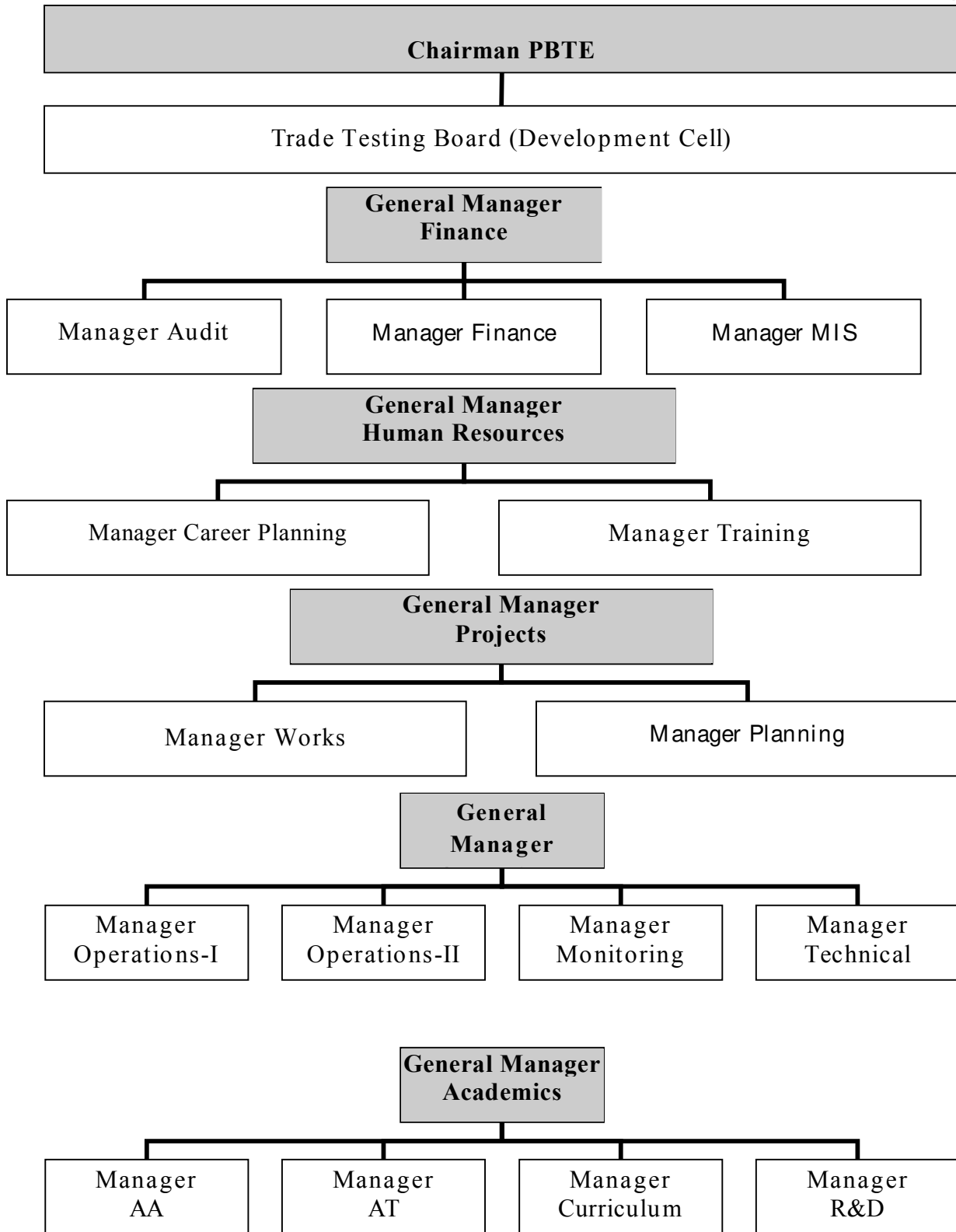


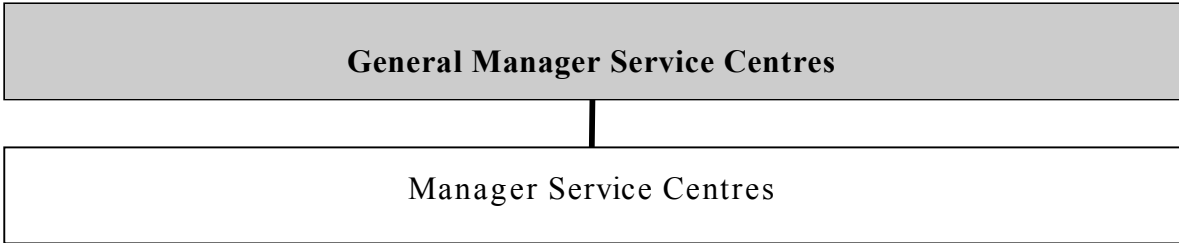
Chairman TEVTA has the final authority in TEVTA to make amendments in TEVTA organization Structure. The Secretary TEVTA, COO (Chief Operating Officer) and the Chairman of PBTE (Punjab Board of Technical Education) is reported to Chairman TEVTA.



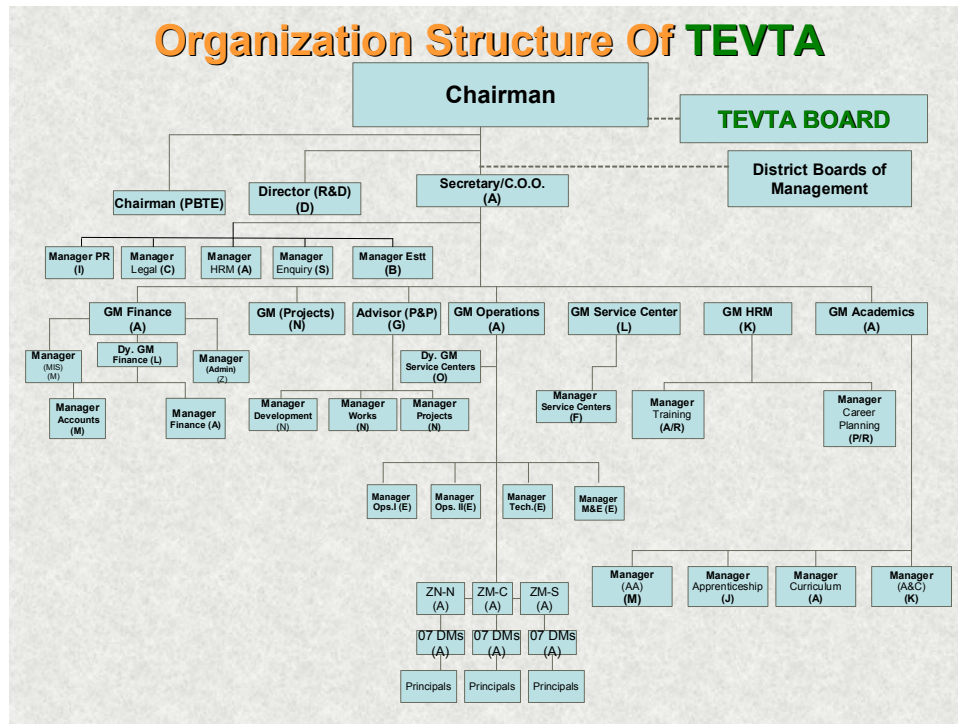
All Managers of TEVTA, 1.Manager Public Relations (PR), 2.Manager Human Resource Management (HRM), 3.Manager Establishment, 4.Manager Inquiry and 5.Manager Legal matters are make reports to Secretary TEVTA. And all managers are also reported to their General Managers.







Organization Hierarchy Chart





**b. Number of Employees**

	Civil Employees.	TEVTA Employees.	PSIC	Total	Vacant
TEVTA Secretariat	155	308	2	465	145
Institutes	7830	3285	663	11778	3183
Zonal Office	24	20	0	44	21
DM Office	71	162	0	233	87
RDAT	58	12	0	70	20
Development Cell	31	2	0	33	11
<b>Total</b>	<b>8169</b>	<b>3789</b>	<b>665</b>	<b>12623</b>	<b>3467</b>

**c Main Offices**

Sr#	Offices
1.	Public Relation Office Gulberg
2.	Human Resource Management Office Gulberg
3.	Career Planning Office Gulberg
4.	Establishment Office Gulberg
5.	Operations Management Offices Gulberg
6.	Inquiry Office Gulberg
7.	Research and Development Office Gulberg
8.	Curriculum Office Gulberg
9.	Service Centers Office Gulberg
10.	Training Office Gulberg
11.	A&D Office Gulberg
12.	Academic Audit Office Gulberg
13.	Project Management Office Gulberg
14.	Administration Office Gulberg
15.	Examination and Certification Office Gulberg
16.	Govt. Institute of Leather Technology, Gujranwala.
17.	Cutlery & Small Tools Industry Service Centre, Wazirabad.
18.	Light Engineering Service Centre, Gujranwala.
19.	Institute of Ceramics, Gujrat.
20.	Wood Working Service Centre, Gujrat.
21.	Govt. Wool Spinning & Weaving Cum-Training Centre, Jhang

22.	Centre for Agricultural Machinery Industries,
23.	Govt. Weaving & Finishing Institute, Shahdara.
24.	Govt. Polytechnic Institute, Shahdara.
25.	Pak German Institute of Cooperative Agriculture, Multan
26.	Institute of Blue Pottery Development, Multan (Productive/Service Centre)
27.	Wood Work Centre, Kot Addu (Productive/Service Centre)
28.	Wood Working Service Centre, Rawalpindi
29.	Metal Industry Development Centre, Sialkot Cantt.
30.	Govt. Weaving & Finishing Centre Shahdara
31.	Knitwear Hosiery Centre, Faisalabad

**d. Introduction of All Departments**

**Human Resource Management Department**

The main function of Human Resource Management department is to recruitment, conducting staff training, handling pension cases, handling promotion cases, enquiry matters, service matters, amendments in service rules and union matters.

**Main functions of HRM department.**

- Employee’s performance evaluation
- Evaluation performance and improve organizational performance
- Job Evaluation
- Job analysis
- Develop job Descriptions/positions according to the organization needs.
- Staffing.
- Issuance of vacancies of civil employees.
- Employee’s promotions and transfers.
- Recruitment and selection of people.
- Record Maintenance.

### **Training Department**

Training department is a sub department of Human Resources department. Training department is responsible for conducting training programs. Training department assess the weak areas of the organization's employees and conduct the training program for them. If there is any development in TEVTA curriculum and sallybus then training department conduct the training program for teacher for effectiveness in studies.

#### **Main functions of Training Department.**

- Study gap analysis.
- Training need assessment..
- All skill up-gradation trainings.
- Pedagogy Trainings.
- Matters relating with curriculum % manuals.
- Create training or development specification.
- Plan training and evaluation.
- Prepare Annual Training Plan/ Calendar.
- Finalization of Nominations, Venue & Master Trainer
- Monitoring of Training activity.
- Proposal of nominations after short listing.
- Forward Nominations to P&D.
- Preparation of cost / budget estimates & release of funds.
- At the end of training program conducting Feedback from students.
- Data entry in MIS.

### **Career Planing Department**

Career planning department is working under Human Resource Management department. Career planning department is a new personnel function. Career planning department of TEVTA is focusing on to motivate their

employees towards their jobs with high efficiency and effectiveness. Career planning department of TEVTA has deep focus on individual employee potentials for promotion towards the organization needs and opportunities. Career planning department also help and cooperate with all internees came in TEVTA.

#### Main functions of Career planning department.

- Guidance of students, internees, and organization employees.
- Developing of job specifications and job descriptions.
- Maintaining of some sort of HR records of employees.
- Conduct of workshops/seminars for Placement Officers.
- Placement of Internees under NIP.
- Leave Account
- Termination of contract
- Control absenteeism
- Short leave and late Attendance

#### Financial Management

Financial Management department handles the all money & tax matters of and manages the financial resources of TEVTA and also leads the Administration department of TEVTA. Financial Management department performs the extensive responsibilities.

#### Main function of Financial Management department

- Policy forming.
- Financial discipline
- Financial analysis
- Tax matters
- Budgeting
- Auditing
- Internal Audit

- Physical Stocktaking
- Preparation of financial statements
- Sanctioning of Purchase Cases
- Release of Salary
- Development of Annual Budget and all procedures till approval
- Handling Financial Assistance Cases
- GPF Advance, Marriage, Funeral Grants
- Pension of PSIC Employees
- Release of LFA

### **Administration Department**

Administration department perform all managerial functions. It handles three further departments, Diary and Dispatch department, Transport department, store department and to carry out any kind of security arrangements.

### **Functions of Administration department**

- Recruitment of contract employees in TEVTA secretariat and institutes all over the Punjab.
- Maintenance of time in / time out register.
- Number of approval for local vehicles
- Record keeping of diary and dispatch, LFA, store section and transport section.
- Tenders open in the presence of purchase committee and the Bidders
- Examining demand & preparing advertisement
- Submitting advertisement to Public Relation section
- Request for interview schedule to Appointing authority
- Short listing of candidates
- Call letters are issued

- Preparation of Marks Sheets/Files
- Consolidated marks sheet for signatures

### **Establishment Department**

#### **Functions of Establishment department**

- Examination & Give proposal
- Final shaping of the Case for getting Approval of the Competent Authority
- Preparing summary For S&GAD / Finance etc
- Issuance of NOC to the nominee
- Decision / Minutes are put up for approval of authority to convey for implementation
- Coordinate meeting
- Receiving Complaints
- Preparing the case for probe / inquiry
- Amendments in service rules of TEVTA
- Postings and transfers
- House building advances
- Matters relating to PBTE.
- Managing all kind of leaves such as, medical leave, earned leave, study leave, extra ordinary leave.
- Deputation of cases.
- Marriage grants and funeral grants.
- Finance assistance cases.
- To deal with Chief Minister's complaint cell.
- Governments Circulars and Notifications.

<http://www.vustudents.net>

### **Legal Department**

Legal department is responsible for preparation of cases and proposals on TEVTA activities to help TEVTA to avoid from legislations. Finalize the parawise

comments and submit to the competent authority, get signed the parawise comments from the Authority, present the rough draft of parawise comments, file the parawise comments in the Court, attend the Court on each date of hearing & present/explain the case if necessary, put up the court order to the authority for implementation, attend the Court on each date of hearing and present/explain the in the Court and to provide legal opinions to TEVTA authorities.

### **Enquiry Department**

Enquiry department is responsible of conducting enquiry of inefficiencies, misconduct, corruption, absence record of teacher and employees all over the Punjab, subversive activities and disciplinary actions. They investigate the activities/cases against the state in TEVTA institutions and all district managers and zonal managers.

The competent authority of Enquiry department is secretary TEVTA. Enquiry department receive the cases of enquiry from grade 17 scale officers to 22 grade scale officers from all over the Punjab. Functions of inquiry department is to generate enquiry report, conducting enquiry of absence, corruption, misconduct, inefficiencies and activities against state matters, prepare the charge sheet / penal of enquiry officers / departmental representative.

### **Research and Development Department**

Research and development department is responsible for overall development of TEVTA and its institutions, exercise market research, training need assessment and to coordinate with curriculum department for in development of curricula. Research and Development have to identify new trades and technologies in the market and TEVTA intuitions all over the Punjab. Functions of research and development department, approval of action plans industry visits, meetings with the stakeholders, review of draft TNA report, preparation of organization plans, coordinate with curriculum department and

keep on eye on changes & development in sallybus, to plan, supervise and coordinate research and development activities in Punjab and to identify technologies trades at new intuitions

### **Curriculum Department**

The responsibility of Curriculum development is to develop the curricula of TEVTA institutions. They develop the curricula of 3 year DAE classes, B.Tech classes, 1 year, 6 months and 3 months courses. But they have they authority of authentication the curricula of courses below the period of 3 years. 3 years a curriculum is approved by the NEVTEC the higher authority of TEVTA.

Curriculum department evaluates revision and develop the curricula.

### **Functions of Curriculum department**

- Proposal for curricula development committee, curricula revision committee and curricula evaluation committee.
- Scrutiny of Proposal
- Approval of CDC/CRC/CEC
- Proposal for manual development committee, manual revision committee and manual evaluation committee.
- Approval of MDC / MRC / MEC
- Preparation of manual
- Approval of curricula below 3 years.

### **Academics/Academic Audit Department**

The main responsibility of Academic Audit department is to conduct audit of all institutions registered by the TEVTA all over the Punjab. Academic Audit department audit the teachers lessons and the completion of lesson during the specified time period. They check student's practical copies, attendance registers, institutes operating manual, training manual, play ground and practical



equipments. They are also responsible to prepare academic calendar for all institutions all over the Punjab and for PBTE.

#### Functions of Academics Academic Audit department

- Preparation of Rolling Plan for Academic Audit
- Vetting of Academic Audit Report
- Submission of Academic Audit Report to Operations Department
- Submission of Academic Audit Report to concerned institute
- Follow up of Academic Audit Reports
- Issuance of NOC to TEVTA and Non TEVTA Govt. Institutes
- Constitution of inspection committee
- Requisition of Proposals for Academic Calendar from all concerned
- Preparation of draft Academic Calendar
- Approval of Academic Audit Report
- Evaluating performance of all institutions.

#### Public Relation Department

A public Relation department is responsible for all kind of media advertisements and commercials. They are responsible

#### Function of Public Relations department

- To attend the meetings and presentations functions of TEVTA to make coverage in electronic & print media.
- To prepare press release for publications in media.
- To prepare interview forums of chairman & secretary TEVTA.
- To prepare reply of all anti news for publications in the concerned newspapers.
- To make advertisement plan to promote Technical Education.
- To ensure timely circulation of newspapers to all officers of TEVTA.

#### Management Information System department

MIS department of TEVTA handles all computer, hardware and software matters of TEVTA. It handles networking, network cabling, software maintenance, reports generation, development of software according to the organization needs and wants, data backups, database management of all section and data entry of all sections provided by departments.

#### Functions of MIS department

- Data Entry / Updates
- Development of software according to the organizational needs and wants to make data available at any time when it is required.
- Application Development and Maintenance
- Network & Software Installation and Maintenance
- Reports Generation
- Database & Server Management
- Website Update and Maintenance
- Provide hardware assistance to all departments.
- Installation of software on request.
- Receive data from departments for data entry.

#### Operations Department

Operation department is responsible the overall operation of the TEVTA Secretariat and all institutions. Operations department is responsible for examination, processing of public and private partnership as per requirements, new construction cases, arranging special scholarships, commencement of new short courses, monitoring the proper utilization of revenue in ADP schemes, to process institute funds, vetting of advertisement, section of equipment and machinery cases, competition administrative matters, process of all transfers, demotions and posting cases, process of admission cases, issuance of minutes of meetings of zonal managers meetings, preparing cash plans, supervision of **ADP**



schemes, assessment of staff positions, collecting and updating of all kind of records and monitor and evaluate the TEVTA and all institutes progress.

## **e. Comments on Organization Structure**

### **Departmentalization**

TEVTA organization is divided into different departments on the basis of function approach. Workforce is grouped together in departments according to their skills and activities. Everyone in the department has separate skills and efficient & specialized in a specific course. TEVTA organization is headed by the chairman, COO and then all General Manager leading all departments. And all General Managers are centralized chain of command because they are reported to COO (Chief Operating Officer).

There are many departments in TEVTA Secretariat, Public Relation, Human Resource Management, Career Planning, Training, Legal, Establishment, Project, Inquiry, Research and, Curriculum, Service Centers, Academics and Operation department. All General Managers have one Manager; Managers have Deputy Manager and then a Computer Operator, Junior and Senior Clerks and Naib Qasids.

Departments have this type of hierarchy system. This is the best hierarchy system chosen by the TEVTA Board. It's very facilitating the communication flow from down to top and top to down. Assistant Manager & Clerk and lower scale staff is reported to Deputy Manager and Deputy Manager is reported to General Manager, General Manager is reported to COO and COO is reported to Chairman TEVTA. This is the objective hierarchy where every one is assigned with tasks and responsibilities and everyone is reported to their senior.

TEVTA organization hierarchy is work specialization work is separated into many steps every work is done the work specialist. This makes the work complete quickly.



**Chain of Command**

The chain of command of TEVTA organization structure is top to bottom approach. Like chairman to COO and TEVTA secretary, both are to General Manager, General Manager to Manager and Manager to their Assistants, Clerks, Computer Operators and N.B.

**Span of Control**

In this structure all employees are specialized in their tasks therefore they need lesser training and supervision from top management. Only when Government passed new ordinance then employees needs some sort of supervision. Therefore TEVTA span of control is smaller because there is 5-6 employees under top management and decision making is done by the top management.

**Formalization**

TEVTA is a government organization therefore there is every work is high formalized. All types or works are done according to the rules and regulations set by the government and TEVTA management.

**Centralization**

In TEVTA all decisions are made by the TEVTA top management. Therefore centralization is very high. All decision is made by the Chairman, COO, Secretary and GMs. Often 90% decision is made by the General Manager.

**11-Plan of Your Internship Program**

**a. Introduction of TEVTA Secretariat Lahore.**

An authority of Punjab Government having status of “Special Institution” is engaged in imparting demand driven Technical Education & Vocational Training through network of 411 institutions, in Punjab.

In Lahore TEVTA Board was established in 1999. TEVTA was formed by an Ordinance No XXIV of 1999 promulgated by Governor of the Punjab to assist and control all technical institutes of the Punjab. The nature of this organization is to develop skilled workforce for the local and international industry. TEVTA also provides business solutions to industrial units. TEVTA playing very important role for Re-engineering and consolidate the existing technical education and vocational training system under one management structure.

**Districts Covered By TEVTA Board**

1. District Attock	2. District Bahwalnagar	3. District Chakwal
4. District D.G Khan	5. District Bahawalpur	6. District Jhang
7. District Faisalabad	8. District Gujranwala	9. District Jhelum
10. District Khanwal	11. District Hafizabad	12. District Kasur
13. District Khushsab	14. District Mandi Bhaudin	15. District Multan
16. District Lahore	17. District Mianwali	18. District Okara
19. District Layyah	20. District Muzafargarh	21. District Rajanpur
22. District Lodhran	23. District Nankanasahib	24. District Gujrat
25. District Narowal	26. District Pakpattan	27. District Bhakar
28. District Rawalpindi	29. District R.Y Khan	30. District Sahiwal
31. District Sarghoda	32. District Shekhupura	33. District Sialkot
34. District Vehari	35. District Toba tak singh	

**Vision Statement**

- **Skilled Punjab**
- **Poverty alleviation**
- **TVET at doorsteps.**

**Mission Statement**

Provision of quality Technical, Vocational & Commerce education to produce skilled work force compatible with the demands of industry and commercial sectors of the Province

**Company Objective**

- To provide technical education.
- To provide vocational education.
- To poverty alleviation.
- To provide education at doorsteps.
- Skilled Punjab.
- To provide cheap education.

**b. Starting and Ending Dates of My Internship Program**

Starting Date: **01-12-2009**

Ending Date: **15-01-2010**

**c. Departments Where I Got Training During My Internship Program**

- Human Resource Management Department (3 weeks)
- Career Planning Department (1 Week)
- Training Department (1 week)

## **12-Training Program**

### **a. Detailed description of the operations of department I worked in Human Resource Management Department**

The main function of Human Resource Management department is to recruitment, conducting staff training, handling pension cases, handling promotion cases, enquiry matters, service matters, amendments in service rules and union matters.

#### **Main functions of HRM department.**

- Employee's performance evaluation
- Job Evaluation
- Job analysis
- Develop job Descriptions/positions according to the organization needs.
- Develop job specifications according to the organization needs.
- Staffing.
- Issuance of vacancies.
- Employee's promotions and transfers.
- Recruitment and selection of people.
- Approving authority of all managerial functions.
- Record Maintenance.
- Compensation and benefits.
- Human Resource Development (HRD)
- Coordination & arrangements of meeting for promotions.

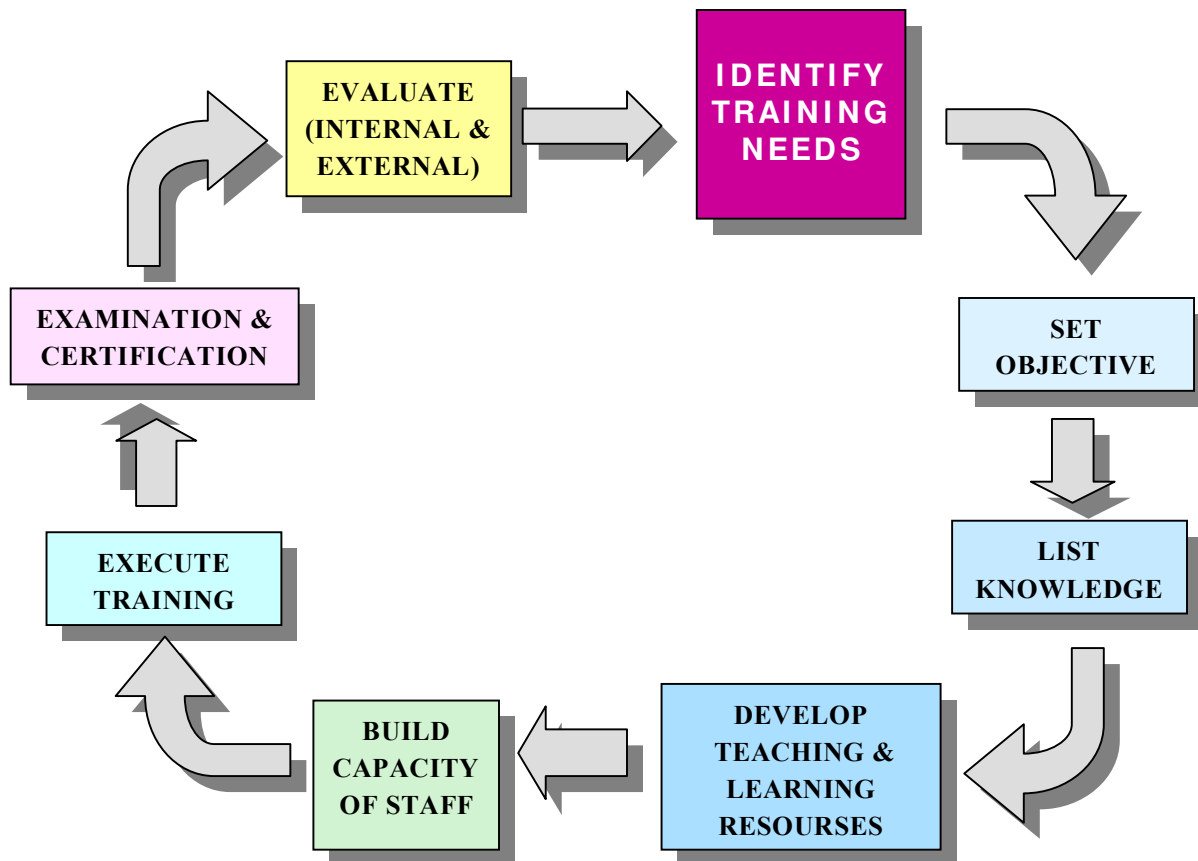
#### **Training Department**

Training department investigate the weak areas of the organization's employees and conduct the training program for them. TEVTA ha established



training department for conduction training programs for civil and contract employees and to manage short courses. Like TSTP. If there is any development in TEVTA curriculum and sallybus then training department conduct the training program for teacher for effectiveness in studies.

Training Cycle diagram



For training TEVTA pays 40% of their expenses. No fee charged for training its totally free training programs. Course is based on 10% to 20% theory and 80% practical. Students are supported with stipend.

Main functions of Training Department.

- Study gap analysis.
- Training need assessment..
- Training process.

- All skill up-gradation trainings.
- Pedagogy Trainings.
- Finalization of Nominations, Venue & Master Trainer
- Monitoring of Training activity.
- Proposal of nominations after short listing.
- Forward Nominations to P&D.
- Preparation of cost / budget estimates & release of funds.
- At the end of training program conducting Feedback from students.
- Data entry in MIS.

### **Career Planing Department**

Career planning department of TEVTA is focusing on to motivate their employees towards their jobs with high efficiently and effectiveness.

### **Main functions of Career Planning department.**

- Guidance of students, internees, and organization employees.
- Deals with all internees.
- Developing of job specifications and job descriptions.
- Build pathways for employees.
- Condcut career planning saminars.
- Maintaining of some sort of HR records of employees.
- Development of guidelines for Placement Officers.
- Placement of Internees under NIP.
- Orientation of internees
- Leave Account
- Termination of contract
- Control absenteeism
- Short leave and late Attendance

## **b. Detailed Description of the tasks assigned me various departments.**

### **Human Resource Management Department & Training Department**

I spent first three weeks in Human Resource department. There I worked under the General Manager of HR department Sir Asif Waseem. He is the General Manager of HR department and leading Training and Career Planning department. General Manager HRM assigned me many assignments during my internship period. These assignments and its detail are given below.

#### **Performance Appraisal**

##### **Development and formatting of KPIs (Key Performance Indicator)**

First day General Manger gave me the assignment of KPIs (Key Performance Indicator). The whole TEVTA was caught in the fascination of KPIs. The Chief Minister Punjab issued the order to all Punjab organization to develop KPIs softwares to check the performance of each employee from top to bottom.

In the 60 years of Pakistan life it was the first time when every organization tried to check the performance of each employee electronically. General Manager instructed me the methodology of developing KPIs and its formatting in power point and MS word.

##### **Tasks given by the General Manager in regards to KPIs**

- Developing the process flow charts in PPT slides of all TEVTA departments.
- To debate with them in meetings and correction in process flow charts.
- Correction in KPIs and other mistakes in “data item”, “data source” and weight age columns.
- To collect KPI data from all departments of TEVTA which are over 11.
- In cooperate of all KPIs developed in PPT slides and MS Word by TEVTA departments in a master file of MS Word & PPT.

- To make comparison between KPI index and its heads.
- To make verification of points between Power Point slides and KPIs in MS word format. MS word file is called Ram file.
- To find out mistakes of repetition.
- To intimate the concerned department about the mistake did by them.
- Attend the meetings of KPIs in conference hall and Civil Secretariat Lahore.

### **Development of KPIs**

First General Manager gave me the assignment to develop the formatting of KPIs in Power Point slides and MS word. Then we develop the procedure of defining the procedure of functions of each department and assign the colours of each department to develop their KPIs in provided format and colours.

Then we conduct the meeting on KPIs and describe the procedure of developing the KPIs. Here General Manager ordered me to make minutes of meetings and coordinate with Assistant Manager Human Resources. After meeting we prepared the minutes of meeting.

After 10 days I collected the KPIs from all departments and incorporate them in slides and MS word file and did formatting. Then I did comparison between KPI and Word file index numbers. It was the long procedure it took 2 days in verification and find out some sort of repetition mistakes and technical English writing mistakes.

Then General Manager conducted a conference meeting on KPIs and validated the procedures of functions performed by the organization. Then we develop the KPIs on behalf of that procedure of functions.

After this all procedures I handed over that KPI to all concerned departments to make further development because of some vague procedure and KPIs. Soon after that all advancements a meeting conducted in Civil Secretariat Lahore.

Chief Minister Punjab has established an I&C wing to cooperate with all departments of Punjab and help them in developing the KPIs. I&C wing is a consultant group established by the Govt of Punjab.

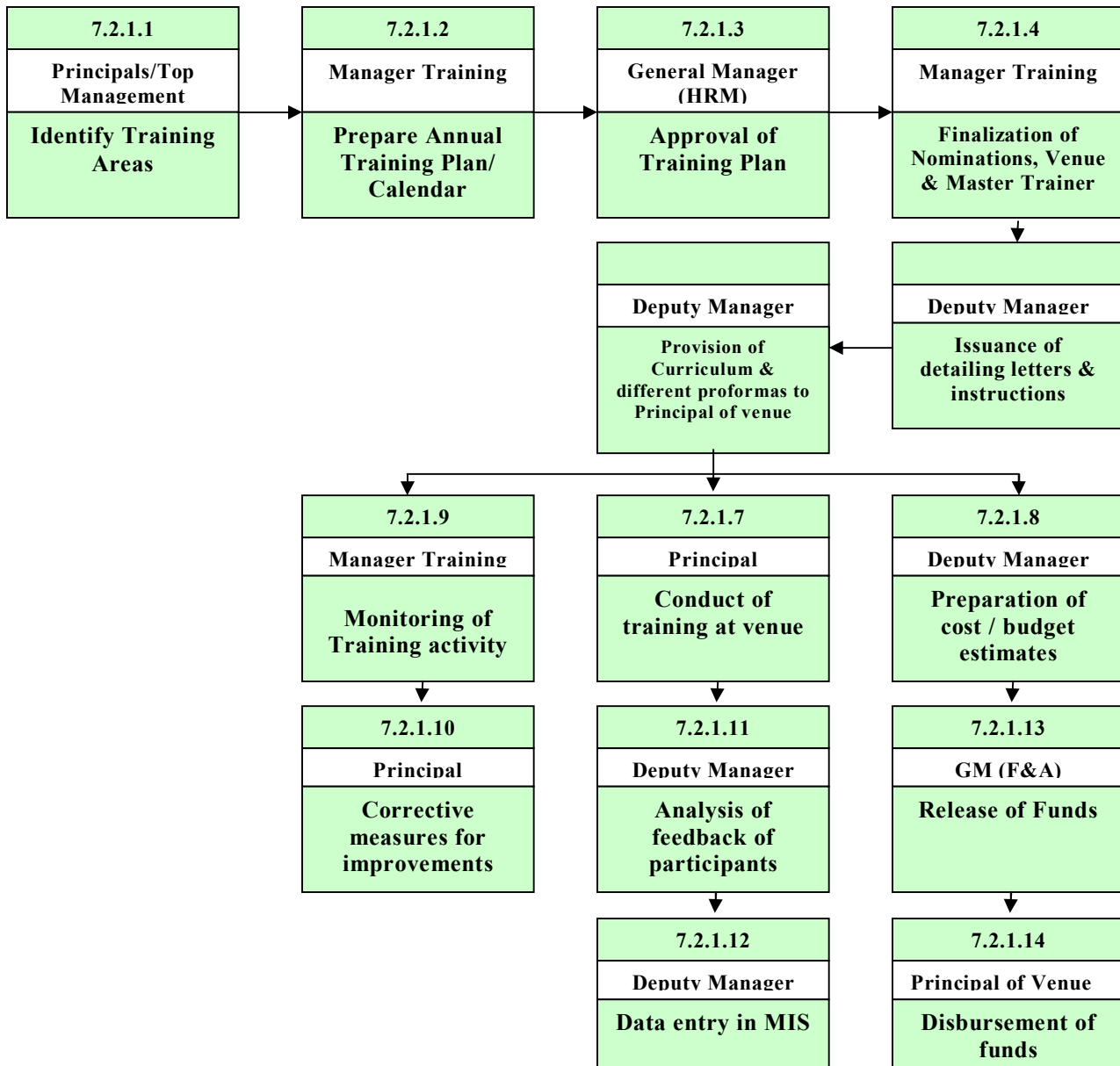
In Civil Secretariat Lahore meeting on KPI, I&C wing pointed out several mistakes in slides and MS word file and guided us how to make and define the procedure of functions of all departments, how to break-up the functions into further steps. I attended this meeting and learned a lot about KPIs and meetings ethics. This was my first and very good experience in a very competitive environment among TEVTA officers and I&C wing consultants.

After coming back we conducted the meetings on it again and then described the mistakes to all departments pointed out by I&C wing of Civil Secretariat Lahore.

<http://www.vustudents.net>

**Developing of Process Flow Chart in Power Point slides and MS Word Format**

**Process Flow of Training Department in Power point**



In starting of developing KPIs, we develop the process flow of every department; I and General Manager conducted many meetings in TEVTA conference room and help the departments in creating accurate process flow, I experienced manager should have good knowledge of process flows of department as whole.

After developing process flows of all departments, my team focused on key activities which can be measured in terms of time, date and numbers. General Manager HRM stated that every General Manager, Director, Manager, Deputy Manager and Assistants should have maximum 6 KPIs; it should not more than from six nor less.

After finalization of process flows KPIs are extracted from flow charts. It became very easy to extract KPIs from process flow chart of a department or a manager.

This is a process flow of training function of TEVTA Training department that how they conduct training. First they identify the areas of training, then they develop the training schedule accordingly, then approval from competent authority and finalization of training venues. This is how they conduct training.

When process flow of functions is completed then the stage of KPI development comes. During developing of KPI from process flow chart we keep on eye on when a assignment is comes to a manager and when manager or competent put up the case for further proceedings. From this we can extract that only actual performance can be measured with KPIs. The performance can be measured in KPI which is time to time or day to day. That when case is submitted to the Manager Training and what was the due date of put up the case for further proceedings or in how many days a case should be forwarded by him or her. How many he spend in a case, if he or she lattes in putting up the case for further proceedings then his/her marks or points will be deducted accordingly described in the KPI. This is a small piece of work which I did in HRM department with the help and cooperation of Training Department.

**Key Performance Indicators:**

- 7.2.1.2 Issuance of Training Calendar by 15th December.
- 7.2.1.5 In-time issuance of letters as per SOP

7.2.1.6 Timely provision of training materials

Fn#	Sr#	Sub-activity	KPI	Measurement Methodology	Data Item(s)	Data Source(s)	Is Data Presently Being Collected?	Weight age %
7.2.1	2	Prepare Annual Training Plan/ Calendar	Issuance of Training Calendar by 5th December, 2009	Comparing with due date	Date	Files	Yes	20%

- i. No. of Monitoring Visits
- ii. No. of Monitoring reports.
- iii. No. of Corrective Measures taken

7.2.1.11 Feedback from the training participants

7.2.1.12 No. of trainees entered into database.

This is the key performance indicators derived from process flow chart.



## MS Word Format

### **Career Planning Department**

#### **Preparing of Minutes of Meetings**

Manager Career Planning and General Manager Human Resources gave me the assignments of preparing of minutes of meetings coordination and with the help of Assistant Manager Human Resources. Assistant Manager HR gave me samples of minutes of meetings and described me the methodology of preparing of minutes of meetings.

In my six week internship period I attended all meetings conducted in conference hall in TEVTA Secretariat Lahore and prepared the minutes of meetings with the help of Assistant Manager HR. This assignment is required to be attentive during meetings and note the each and every point roughly on your paper and record all messages and orders given by the leader of the meetings and further it required good command on English.

#### **Circulate the Minutes of Meetings in TEVTA Secretariat**

After preparing the minutes of meetings whether they are conducted in TEVTA secretariat or in a civil secretariat I and clerical staff circulate the minutes of meetings in TEVTA secretariat. We had to circulate the minutes of meetings after within two days after meetings.

#### **Development, Evaluation, screening, correction and formatting of standard Job Description and Specifications**

Along with the development of KPIs General Manager Human Resources assigned me the assignment of to study Job Description of HRM department and correct and point out mistakes whether they are theoretical or mistake in technical English writing. On 3<sup>rd</sup> January 2010 GM HRM conducted a meeting on Job Description in which all Managers and Deputy Managers and Assistant are invited. All are directed to read the job description in front of General Manager.

In this meeting General Manager pointed out many mistakes in JDs. After this meeting General Manager Human Resources engaged me to work on JDs in the light of meeting held on JDs and Deputy Manager Mr. Rafaqat attached with me to in JDs assignment.

Then I and Deputy Manager Sir Rafaqat Ali prepared and reviewed the JDs of Training department, Career Planning Department and Human Resource Department. Assistant Manager Miss. Huma Kashif was newly appointed on the post of Assistant Manager; actually she was transferred from Enquiry department to HRM department. Assistant Manager Huma Kashif's job description was not prepared therefore I prepared her job description according to the TEVTA job description formatting in the light of meetings and tips given my General Manager Human Resources.

For this assignment I searched on internet and downloaded sample job descriptions and other job descriptions of Assistant Managers and prepared the Job description of her.

#### **Record Maintenance of Employees**

1. **Personal file**
2. **Service book maintenance**
3. **Earned leave record maintenance**
4. **Casual leave record maintenance**

<http://www.vustudents.net>

#### **Personal File Maintenance**

I have also maintained personal file of employees which is consist of educational documents, appointment orders, joining orders, promotion documents, pay fixation sheet, explanations on misconduct and negligence to its duties and other service documents.

Personal file of every employee is maintained separately personal file is consist of educational documents, appointments, joining order, earned leave encashment orders, earned leave record sheets, new appointments and

promotion documents. It also include explanation orders on misconduct or non-professional behaviour of employees and subsequent answers to explanations.

### **Service book maintenance**

I have also little bit maintained of service book of employees. Service book is maintained of every employee individually. These contains the records regarding intial appointments, pay scales, annual increments, pay fixation after promotion, any leave without pay and earned leave records which are verified by the head of accounts departments and countersigned by the HOD.

### **Dispatch & Mail received register maintenance**

I have also maintained Dispatch Register of letters. Dispatch register is used to record the address and subject of the letter that is being send and mail received. This register is used to record mail received from external organizations. Assistant Manager told me that how to maintain dispatch register and recording of mails.

### **Daily Attendance and Casual Leave /Register Maintenance**

In TEVTA I have also maintained Daily Attendance. Daily Attendance register is used to record the presence absence of employees then from the daily attendance register, casual leave record is maintained accordingly to the rules of the organization. The punctuality, regularity and absenteeism and turn over of the employee can also be derived from daily attendance register. Assistant Manager provided me all information that how to do these all work happens.

### **Response to the Mails Received**

It's a very important duty of the admin staff to respond to the mail received from the different departments. During my internship period I have also read emails of General Manager and took print the print of important emails.

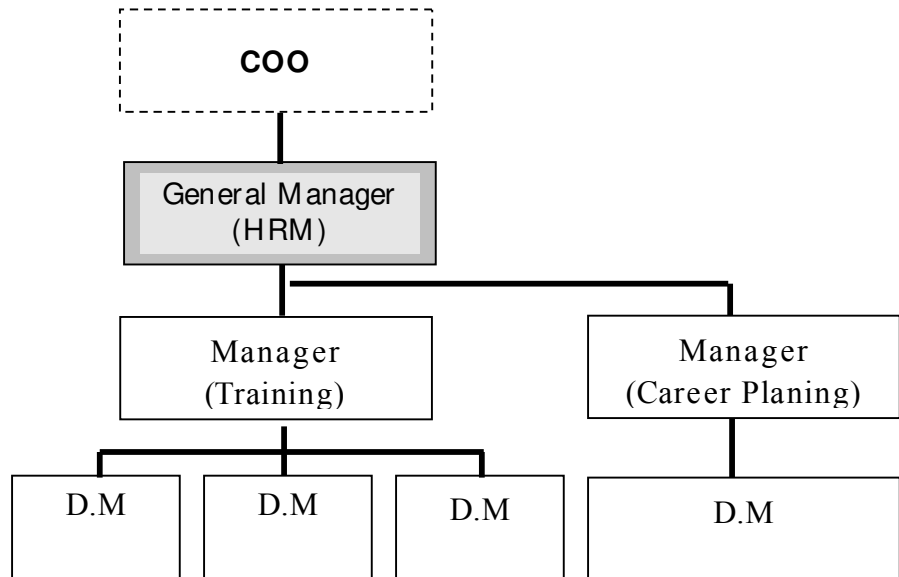
### **Maintenance of Commercial/Official Files**

General files/commercial files that are maintained to put the documents relate to the different mail sent to different organization, offices, individuals of

institutions and also the documents regarding payment sanctions to the Gas, Electricity and Wasa. Authorities and general orders relating to admin or official tours etc.

**13-Structure of HR Department**

**a. Department Hierarchy**



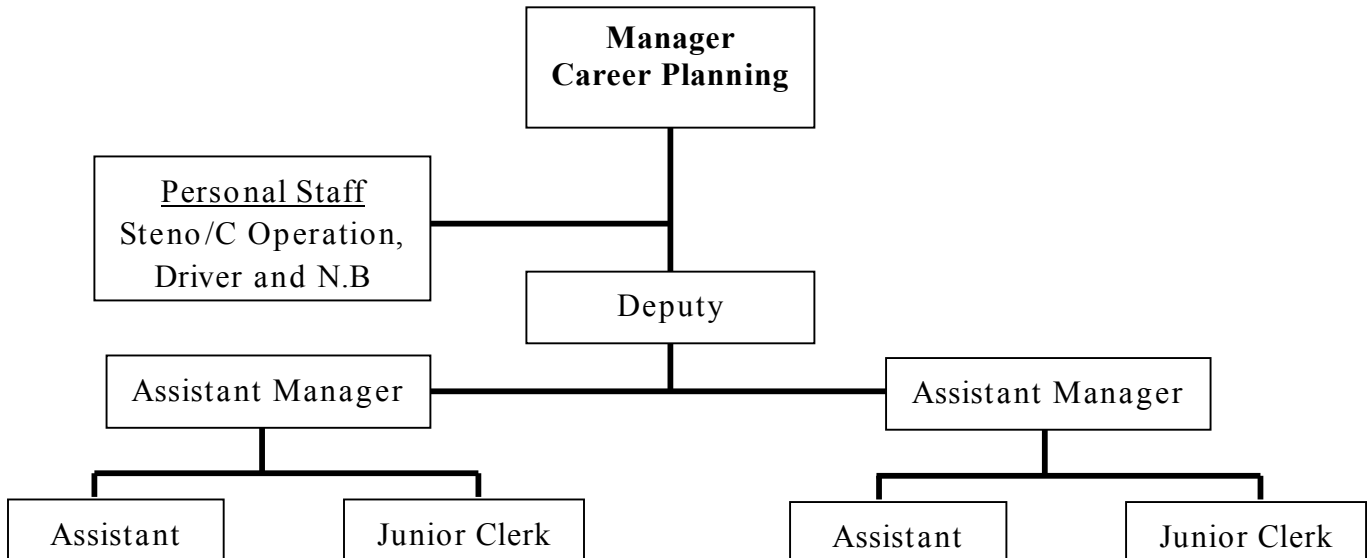
General Manager Performs all functions with the help of three managers.

**b. Number of Employees**

There are 10 employees in Human Resource Management department.

**c. Sub departments**

**Career Planning Department**

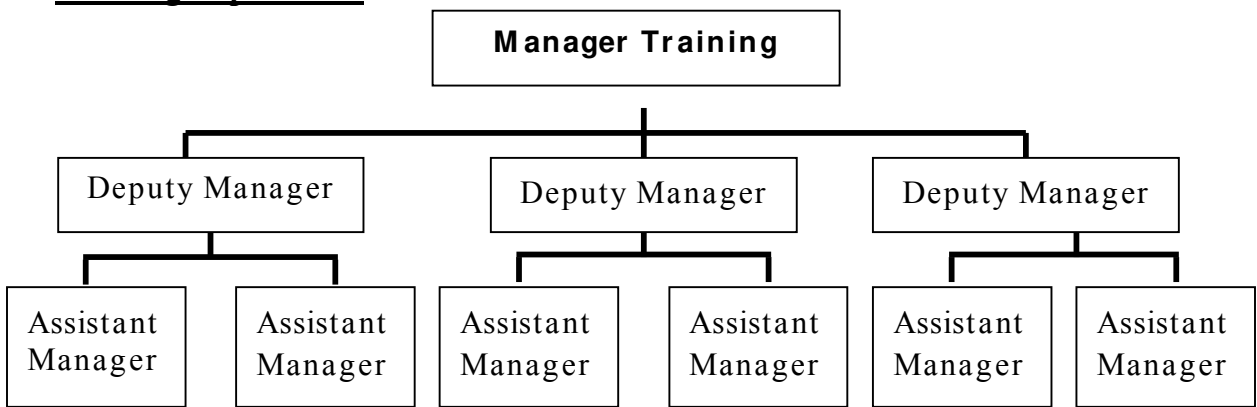


Manager Career Planning leads the CP Department, Deputy Manager Reports to Manager Career Planning, and then all subordinates work under the supervision of Deputy Manager. In subordinates there are two Assistant Manager who then have two subordinates like Assistant and Junior Clerk.

Career planning department is working under Human Resource Management department. Career planning department is a new personnel function. Today's most progressive organizations adopting career planning departments who really want to boost their employee' careers. Career planning department of TEVTA is focusing on to motivate their employees towards their jobs with high efficiently and effectiveness. Means right man for the right job with the right skills at the right time. In starting days General Manager (HRM) assigned me a assignment to study the Job Descriptions (JDs). This Job Descriptions were prepared the career planning department to find out the people with the right skills for the vacant jobs in TEVTA. Career planning department of TEVTA is has deep focus on individual employee potentials for promotion towards the organization needs

and opportunities. Career planning department also help and cooperate with all internees came in TEVTA. Guidance of students, internees, and organization employees, deals with all internees, developing of job specifications and job descriptions, conduct career planning seminars, maintaining of some sort of HR records of employees, placement of Internees under NIP, orientation of internees, conducting seminars.

**Training Department**



Manager Training has three Deputy Manager and then further each Deputy Manager has 2 Assistant Managers.

Training department is a sub department of Human Resources department. Training department is responsible for conducting training programs. Training department investigate the weak areas of the organization’s employees and conduct the training program for them. If there is any development in TEVTA curriculum and **sallybus** then training department conduct the training program for teacher for effectiveness in studies. Training programs are conducted for various topics. In year 2010 TEVTA has settled a target of training of 200 employees. Training department

has special focus on employee's performance and get feedback from them on regular basis.

<http://www.vustudents.net>

## 14-Functions of HR Department and Forecasting

### a. Human Resource Planning and Forecasting

Human resource planning means a process by which managers ensure that they have right numbers and kind of employees in the right place and at the right time, who perform their duties with efficiency and effectiveness. Human resource planning and forecasting is done with the help of two steps. (1) Assessing current human resources and (2) Assessing future human resource needs.

In TEVTA General Manager (HR) distributes a pro forma for getting knowledge about vacant post. With the help of this information knowledge about vacant posts are **129** at all the institutions and other department of the TEVTA. According to current assessment now a day total number of employees in TEVTA are working **11000**. With the help of Human Resource Planning and Forecasting higher authority will be in a position that they fulfil the future need of human resource for achieving the organizational goals and strategies. No-doubt demand for employees is the result of demand of the institutions in all over the Punjab. Day to day number of institutions is increasing as a result human resource will be increased. Another cause for new hiring is that already most of sanctioned posts are vacant.

So after getting full information about vacant posts and new posts for new institutions then authority will be in a position to fulfil the future demand. So Human resource planning in TEVTA is a good sign for getting future objective/goals. For this purpose a pro forma is established by the HR department which is given as under.





RATIONLIZATION OF VACANT POSTS

Wing \_\_\_\_\_

Department \_\_\_\_\_

Sr. No	Designation	Scale	Vacant Since	Reasons	Rationale. Why needed? How are you doing now?	Recommendation (Abolish/ Don't Abolish)
1						
2						
3						
4						
5						

## **b. Employee Recruitment and Selection**

### **Sources of Candidates**

- **Internal Sources**

Internal source of recruitment and selection is the employees already employed in the organization through promotion, skilled development etc. Recruitment and selection of employees from sub-offices is the internal source of recruitment.

- **External Sources**

In external sources TEVTA recruit the employee from labor market and by advertising its posts in electronic and print media.

- **Employment selection process**

1. Examining demand & preparing advertisement by Deputy Manager Admin
2. Vetting of Finance Section for Budget availability by DGM Finance
3. Accord of approval for advertisement by Chairman
4. Submitting advertisement to PR Section by Deputy Manager Admin
5. Advertisement of the post by Manager Public Relation
6. Applications received in D&D by Manager/Incharge (D&D)
7. Short listing of candidates by Assistant Manager Admin
8. Request for interview schedule to Appointing authority by Deputy Manager Admin
9. Interview schedule is finalized by Appointing Authority
10. Call letters are issued by Assistant Manager Admin
11. Preparation of Marks Sheets/Files by Assistant Manager Admin
12. Arrangements for interviews Assistant Manager Admin
13. Interviews of the candidates are conducted by Committee
14. Consolidated marks sheet for signatures by Assistant Manager Admin
15. Signatures of members by Committee
16. Issue orders by Deputy Manager Admin

**c. Training and Development**

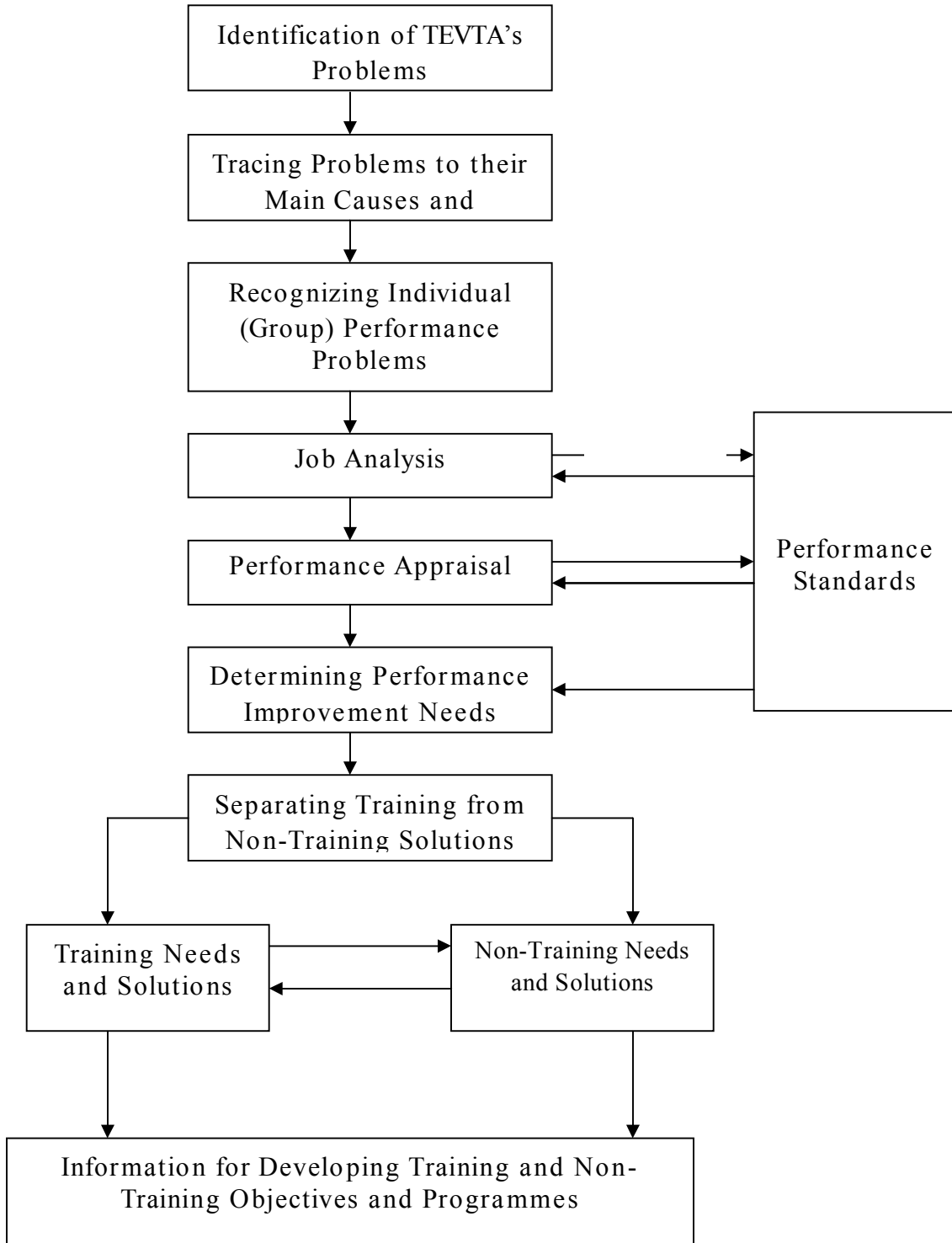
▪ **Training Need Assessment**

Training needs for staff shall be identified by the Head of Departments each year based on the following records:

- Background of the employee, which includes job description and individual training record.
- Performance analysis.
- Behaviour of the employee
- Counselling record.



**Need Assessment Process in TEVTA**



### **Explanation of the model**

#### **Step 1:**

Step 1 is to identify the existing organizational problems regarding Productivity, Profitability, and Quality.

#### **Step 2:**

Step 2 is to trace and identify the main causes and locations of problems. However we could identify causes such as lack of communication, discipline, poor morale, wrong or inefficient equipment and facilities.

At the same time we could identify precisely the main locations including technical, functional, geographic, etc.

#### **Step 3:**

This step enables us to avoid total analysis of the training needs of all the management teams in an organization, and to concentrate only on those individuals who are the sources of the problems.

#### **Step 4:**

Step 4 analyses job requirements and the actual behaviour of the job holder. Actually Job Specification and Job Description have a good link with each other. J.S and JD should be match otherwise performance of the person will not be well. With the help of the step we can identify the problem.

#### **Step 5:**

The results of this comparison will show the performance gap between performance standard and actual achievements. We have to identifying and comparing two levels of performance: the standard/desired performance level and the current/real performance. The difference between these two levels is the performance gap. This gap may remove with the help of training and non-training need assessment.

#### **Step 6:**

This analytical exercise will be pursued in **step 7** by separating non-training needs from training needs and suggesting the required non-training solutions in addition to training solutions.

#### **Step 8:**

In step 8, the conclusions reached are translated into specific objectives and Programmes for training and actions.

- **Employee Development**

Training department conduct the skills up gradation programs of TEVTA civil and contract employees. For this purpose Research and Development department forecast the new trends in the market and give proposal to Training department then training department conduct training program to upgrade the skills of employees.

#### **d. Performance Management**

- **Settings performance standards and expectations**

Discipline and accountability act 2006, (act xii of 2006)

An act to provide for proceedings against the employees in government and corporation service in relation to their efficiency, discipline and accountability, this Act was passed by the Punjab assembly on 2 October 2006, assented to by the Governor of the Punjab on 13 October 2006; and, was published in the Punjab Gazette (Extraordinary,) dated 17 October 2006. It provides measures for improvement of efficiency, discipline and accountability of employees in government and corporation service and matters connected therewith or ancillary thereto, it is hereby enacted as follows

##### **1. Short title, extent, commencement and application**

- This Act may be called the Punjab Employees Efficiency, Discipline and Accountability Act 2006.

- It extends to the whole of the Punjab.
- It shall come into force at once.

It shall apply to

- Employees in government service.
- Employees in corporation service.
- Retired employees of government and corporation service; provided that

Proceedings under this Act are initiated against them during their service or within one year of their retirement.

▪ **How performance reports are written**

ACR is the most important record for the assessment of an officer/official .At the same time quality of ACR is a measure of the competence of the Reporting Officer and Countersigning Officer. Format of performance report is given as under.





FOR OFFICERS IN

UR-50

GRADE 16 AND ABOVE

CONFIDENTIAL

GOVERNMENT OF THE PUNJAB

Name of the Department \_\_\_\_\_ Name of the service \_\_\_\_\_

**PERFORMANCE EVALUATION REPORT**

For the period from \_\_\_\_\_ To \_\_\_\_\_

**PART I**

N.I.C NO:

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

1. Name (in block letters) \_\_\_\_\_

2. Father's /Husband Name \_\_\_\_\_

3. Date of Birth \_\_\_\_\_ Date of entry in Govt. service \_\_\_\_\_

4. Grade with present pay \_\_\_\_\_

5. Post held during the period \_\_\_\_\_

6. Academic Qualifications \_\_\_\_\_

7. Knowledge of languages (Please indicate proficiency in Speaking (S)

Reading (R) And writing (W) \_\_\_\_\_

8. Hobbies \_\_\_\_\_

9. Training received \_\_\_\_\_

Name of course attended Country	Date		Name of Institution and Country
	From	To	



10. Job description (Set out broadly in order of importance the main duties performed. Also mention any special work assigned during the period)

---

---

---

11. Period served:

a) In present post \_\_\_\_\_ b) Under reporting officer \_\_\_\_\_

12. Date of the last annual medical check up \_\_\_\_\_

13. Spouse \_\_\_\_\_

14. I hereby certify that I have initiated/countersigned the reports of my subordinate.

Date: \_\_\_\_\_

Signature of the Officer

To be reported upon.

The rating in parts II, III, & IV should be recorded by initiating the appropriate box. The rating denoted by alphabets is as follows.

‘A1’ Very Good ‘A’ Good ‘B’ Average ‘C’ below average ‘D’ Poor

For uniform interpretation of qualities listed in these parts two extreme shades are mentioned against each item, please see para 9 of instructions.

PART-II

PERSONAL QUALIFICATION						
		A	A	B	C	D
1. Intelligence	Exceptionally bright Excellent comprehension					Dull: Slow
2. Confidence and will power	Exceptionally confident and resolute					Uncertain, Hesitant
3. Emotional stability	Mature, Balanced					Unstable, Immature
4. Adaptability	Alert & highly responsible					Rigid, Inflexible
5. Understanding and Tolerance	Considerate & Co- operative					Lacks ability to appreciate other's point of view, Unsympatheti c
6. Apperance and Bearing	Creates excellent impression					Clumsy, Unimpressive
7. OVERALL GRDING IN PART II						

PART-III

ATTITUDE							
1. Knowledge of Islam	Well read	A	A	B	C	D	Narrow and superficial
2. Attitude towards Islamic ideology	Deeply motivated, Enlightened						Indifferent, Intolerant
3. Acceptance of responsibility	Irreproachable, Honest, Straightforward						Unscrupulous, Devious, Sycophant
4. Acceptance of responsibility	Always prepared to take on responsibility even in difficult cases.						Reluctant to take on responsibility, Will avoid it whenever possible
5. Ability to produce constructive ideas	Full of ideas always comes up with ingenious solution to problems fertile.						Dull, Has to be told what to think.
6. Foresight	Anticipates						Handles problems

	problems and plans ahead.					only after they arise
7. Initiative & Drive	Bold and Enterprising, Dynamic					Timid and Diffident
8. Rehabilitee under pressure	Imperturbable and exceptionally reliable at all time					Confused and easily illustrated even under normal pressures
9. Judgement	Makes consistently sound proposals/decisions					Lacks balance and consistency, Immature
10. Financial Responsibility	Exercises due care in discipline.					Irresponsible
11. Perseverance and devotion to duty	Resolute, carries a task through to the end					Negligent and Disinterested
12. Behaviors with public	Courteous and Helpful					Haughty, Unsympathetic and

							ill behaved.
<b>13. OVERALL GRANDING IN PART III</b>							

**PART IV**

<b>PROFICIENCY IN JOB</b>							
1. Power of Expression a) Written b) Oral	Always precise, clear and well set out, Puts across convincingly & concisely.						Clumsy & Vague, Ineffective
2. Knowledge of work	Has a thorough grasp of the knowledge relevant to his job.						Does not know enough about the present job.
3. Analytical ability	Picks out the essentials without wasting time on irrelevant details.						Seldom sees below the surface of a problem.
4. Supervision & Guidance	Organizes & uses staff and other resources effectively						Lacks control Ineffective
5. Ability to take decision	Very logical and decisive						Indecisive, Vacillating
6. Work a) Output b) Quality	Always up to date, accumulates no arrears Always produces work of						Always behind schedule, Very slow disposal, Generally



	exceptionally high quality						produces work of poor quality.
7. OVERALL GRADING IN PART VI							

**PART V**

(A) **Pen-picture:** Please comment on any particular strong or weak points without reporting earlier part of the report. Also indicate the future posting considered most suitable for the officer.

(B) **Counselling:** was the officer advised to improve voiding instruction No. 6, during the period under report? If so, to what aspects and with what results?

(C) **Assessment of performance:** Please comment on how effective the officer has been in the performing the duties mentioned at A. Number 9 in-part 1. Also comment on the officer’s contribution to the overall performance of your office/organization especially 9in the light of any numerical measure e.g. Examination results for teaching staff or other applicable index such as profitability, project implementation, tax collection etc. In other cases give your assessment of relative proportion of (i) routine cases (ii) complicated cases/situations (iii) policy cases/crisis situations dealt with by the officer. Also indicate whether further training is required for increasing his effectiveness and if so, in which areas.

(D) **Inspection of Subordinate Offices:** Please indicate whether inspections were carried out regularly by the officer and inspections reports were



completed properly in time. Please also comment on steps taken for implementation of inspection report and guidance provided to his subordinates.

(E) **Field Tour:** Please comment in interest taken by the officer in systematic and regularly field tours.

<http://www.vustudents.net>

Useful	Not useful

(F) **Usefulness for further retention in service:**

**PART VI**

Comparing him with other officers of the same level and keeping in view the overall grading in parts, 11,111 and IV give your general assessment of the officer by initialling the appropriate box below.

**(a) Overall Grading**

Countersigning

By Reporting Officer      By Officer

- (I) Equalled by very few officers (Very Good)
- (II) Better than the majority of officers (Good)
- (III) Equals the majority of officer (Average)
- (IV) Meets bare minimum standards
- (V) Unsatisfactory (Poor)


**(b) Fitness for promotion**

Countersigning

By Reporting Officer      By Officer





Officer

Officer

- (i) Fit for accelerated promotion
- (ii) Fit for promotion in his turn
- (iii) Not yet fit for promotion
- (IV) Unlikely to progress further


**(c) Integrity**

- (i) Honest
- (ii) Corrupt
- (iii) Reported to be Corrupt

Yes	No

Name of the Reporting Officer.....Signature.....

Designation.....Date: .....

**PART VI**

**(a) REMARKS OF THE COUNTERSIGNING OFFICER**

Please report on the aspects not touched upon by the reporting officer. If you disagree with the assessment of the Reporting Officer, please give reasons thereof. You should also indicate how frequently you have seen work of the officer reported upon. If the officer has been assessed fit for promotion would you be prepared to accept him in the higher grade? If no, please give your reasons.

Name\_\_\_\_\_Signature\_\_\_\_\_

Designation\_\_\_\_\_Date\_\_\_\_\_

**(b) REMARKS OF THE SECOND COUNTERSIGNING OFFICER (IF ANY)**

Name\_\_\_\_\_Signature\_\_\_\_\_



Designation \_\_\_\_\_ Date \_\_\_\_\_

**PART VIII**

1. Adverse remarks, if any, communicated vide NO: \_\_\_\_\_

Dated \_\_\_\_\_

2. Decision on representation if any \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**e. Employee Compensation and Benefits**

▪ **Type of Compensation and Benefits**

1. One month gross salary for each year of completion as Leave Fare Assistance
2. Dearness Allowance (2006) @ 15% of Basic Pay
3. Special Allowance (2007) @ 15% of Basic Pay
4. Special Allowance (2008) @ 20% of Basic Pay
5. Special Compensation Allowance @ 20% of Basic Pay to core staff of curriculum wing.
6. Research Allowance at existing rates of Rs.10, 000/- per month to R&D wing staff.
7. Financial Assistance to the widow of employees who dies during service as notified by TEVTA.
8. Overtime allowance to drivers as notified by TEVTA.
9. Integrated allowance to class – IV employees as notified by TEVTA.
10. Administrative Allowance to the Principals of following categories:

<b>Sr.No.</b>	<b>Designation</b>	<b>PS</b>	<b>Administrative Allowance</b>
1	Principal (GCC/GPI/GCT	19/20	Rs. 5000/- per month
2	Principal (GVTI/GIC/GTTI	17/18/19	Rs. 2500/- per month
3.	Research and Development		10,000/- per month

**Authority Maintained Car to the following categories of employees:**

<b>Sr.No.</b>	<b>Designation</b>	<b>PS</b>	<b>Staff Car &amp; POL per month</b>
1	Chairman	MP-I	1600 CC Car 340 Liter POL
2	COO / Secretary	MP-II	1600 CC Car 250 Liter POL
3	General Manager	21	1300 CC Car 200 Liter POL
4	DGM / ZM	20	1300 CC Car 175 Liter POL
5	Manager / DM	19	1000 CC Car 160 Liter POL

6 Principal 19/20 1000 CC Car 75 Liter  
POL

### **BENEFITS AND SERVICES**

Included under this category are pensions, group life insurance, hospital and medical insurance, sickness leave pay plans, supplemental unemployment compensation, loan funds, credit unions, social programs, recreational programs and college tuition refunds plans. The actual decision to establish or to expand these programs is nearly always made by top line management upon the advice and consultation of the HR department. The actual design of pension and insurance programs requires a great deal of technical knowledge. These programs are generally worked out in conjunction with insurance companies or insurance consultants. After these plans are installed, the day-to-day processing of claims is handled by the HR department

### **f. Organizational career management**

#### **Job Changes within the Organization**

##### **Promotion**

For this purpose I met with Mr. Muhammad Riaz Niazi, Deputy Manager (Promotion) and the following information get from him.

Promotion of civil employees in TEVTA is described with the help of the following methods given as under.

1. BPS- 19 to BPS 20 (Punjab Selection Board - 1
2. BPS- 18 to BPS 19 (Punjab Selection Board - II

Working paper prepared by the HR Department of TEVTA and signed the Secretary TEVTA and forwarded to Service & General Administration Department, Civil Secretariat for further process i.e. the incumbents are promoted by the approval of Chief Minister, Punjab.

2. BPS- 17 to BPS 18 DPC (Departmental Promotion Committee)
4. BPS- 16 to BPS 17 DPC (Departmental Promotion Committee)

Working paper prepared by the HR Department of TEVTA and signed by the Manager HR TEVTA and forwarded to Department Promotion Committee for further process.

**5. BPS- 1 to BPS 15 DPC (Departmental Promotion Committee)**

Working paper prepared by the HR Department of TEVTA and signed the Manager HR TEVTA and forwarded to Department Promotion Committee for further process.

**Transfer**

Transfer procedure of the employees of TEVTA is performed by the Admin Department where I met with Mr. Amjad (Deputy Manager Admin and get the following information mentioned as under.

For transfer the following procedure will be adopted by the employee. First of all he will he will have to fulfil a Proforma in which he provides full information about him.

- Recommendations of relieving Principal with certificate that no enquiry, no demand, no complaint, no audit para etc. Is lying pending against the application.
- Collection of Personal Data / Service Record by Assistant Manager HRM
- Scrutiny of Record by Assistant Manager HRM
- Preparation of Tentative Seniority List Assistant Manager HRM
- Approval for issuance of tentative seniority list by Secretary TEVTA
- Correction of Seniority List in the light of observation received to submit for approval of issuance by Assistant Manager HRM
- Approval for Issuance of Final Seniority List by Secretary

- Issuance of Final Seniority List by Deputy Manager HRM
- Preparation & finalization of Working Papers Deputy Manager HRM
- Approval of competent Authority by Competent Authority
- Decision /Promotion in Meeting by Members
- Issuance of orders Manager HRM

### **Demotion**

For this purpose I met with Mr. Muhammad Asghar Malik Manager (Establishment –II) TEVTA, Government of Punjab Lahore. There will be no hard and fast rule for demotion but Demotion is a Major penalty by the higher authority to those employees who will be involve in any illegal activities. Mean those activities which are not allowed by the law/department. The following ways with which an employees be demoted.

- Reduce the scale of the employee mean a person who work as Manager BPS-19 if this person transfers from Manager to Deputy Manager BPS-18.
- **Compulsory retirement:** If a person be retired by the higher authority before time but under this condition get benefits.
- **Forfeited:** Under this higher authority can cancel the 5 years service to an employee. But under this condition 5 year benefit will not provided to the employees.
- **Removal from service:** If an employee is removed from service before time under this condition there will be no benefit to the employee.
- **Dismiss from Service:** Dismiss from Service mean dishonourably dismiss to an employee. Dishonourably mean this person is not liable to get any job in other department.

### **Separations**

#### **Layoff**

Layoff means Temporary involuntary termination; may last only a few days or extend to years. There is not rule for layoff in TEVTA.

### **Termination**

If any employee of TEVTA is not performing his duties according to his job description higher authority has a right to terminate to this employee with procedure.

Termination procedure is given as under in case an employee is not interested with his job.

First of all issue a explanation to the employee is he give a reason answer of this explanation then a warning issue to him that he will not perform again such kind of mistake. If an employee failed to give proper justification against this explanation then further two explanations are issued to this employee. After that a Show Cause notice issued to the employee. After 15 days of issuance to show cause notice personal hiring conduct with this employee and after that termination letter issued to the employee.

### **Resignation**

The procedure of resignation in TEVTA is given as under.

The employee wants to resign from his duty. First of all he will give resignation letter to his immediately officer. In case of civil employee concerned officer forwarded his application to the Manager HR and in case of TEVTA contract employee concerned officer forwarded his application to the Manager Admin. After that both managers forwarded resignation letters

to the Secretary TEVTA. Secretary TEVTA accept/reject the resignation on his own behalf.

In the case of BPS-6 and above the managers forward the resignation letter to the TEVTA Secretary and less than BPS-6 Manager has the power to accept/reject the resignation.

### **Retirement**

The procedure of retirement in TEVTA is given as under.

Employees of TEVTA can get retirement after 25 year of his service. For this purpose he will have to take some necessary actions mentioned as under.

- Service verification from A.G. Office.
- Application for retirement to the Secretary TEVTA for BPS-17 and above.
- All employees under BPS-17 can apply for retirement after 25 year by through proper channel.
- After 60 year of his age all employees of TEVTA can apply for retirement otherwise TEVTA authority has a right for retirement of any employees.

<http://www.vustudents.net>



### g. Labor Management Relations

Labor Management Relations in TEVTA is performed by the association which is named by APCA. APCA stand for (All Pakistan Clerk Association) this association play a very important role for a good relationship between higher authority and employees of the TEVTA. For getting information about this association I met with **Mr. Rana Muhammad Ilyas** who is President of APCA in TEVTA Secretariat. Total 300 employees of TEVTA Secretariat are the member of APCA.

At the time of any problem the following procedure is adopted by the association. First of all members of association arranged a meeting and discuss the main problem after that the president of the association arranged the meeting with concerned officer and discuss the problem verbally with him if the problem not solved then the problem will be in written shape that is called Charter of Demand. In which all issues written and present to the concerned officer. If the problem still remains the problem will come on district base and in this way this matter will move from district to province level.

The principal tasks of APCA involved in handling labor relations are contract negotiation, contract interpretation and administration, and grievance handling. The HR department plays very significant role in labor-management relations. The president of the association usually serves as a key member of the bargaining team often acting a chief management spokesman. In operating on a day-to-day basis under the terms of the labor agreement, line supervision often finds frequently occasion to consult the HR department regarding such matters like allocation of over time, handling of transfers and layoffs, and the application of contract work rules.

## **15. Critical Analysis**

TEVTA is established to provide Technical Education in all over the Punjab. TEVTA covering all four sectors agriculture, service, industry and commerce, and providing all resources and services to these sectors. TEVTA is one of the leading and voluntary institutions in Punjab offering technical education.

### **Reasons of Success**

- TEVTA is fully supported by Government of Punjab, Chamber of Commerce and Board of Management.
- Funded and supported by the government and industry because its serving 4 sectors and provide skilled man power to the industries.
- 472 institutions all over the Punjab.
- Launching new series of short courses.
- TSTP (TEVTA Special Training Programs)
- Over 12000 employees.
- Establishment of new intuitions and up gradations of existing intuitions.
- TEVTA supports and provides funds to the registered institutions and provide sophisticated machinery and buildings.
- Recruitment of HCN theoretically and technically experienced experts.
- International level certifications.
- Geographically located in the huge population province.
- Increasing demand of skilled man power.
- Increasing availability of students due to technical education concept theory + practicals.
- Much formal communication.
- Providing relevant skills required by the industries.

- Providing very cheap affordable education and free short courses.
- Upcoming trends of Technical Education.
- Technical solutions to industries and providing services to industries.
- Availability at every Corner of the country
- Accessibility of technical education almost in all areas of Punjab.
- Strong management.

**HRM association with corporate strategy**

- There are a lot education tours students do from 472 institutions. Industrial sector provides students technical support in educational tours to enhance them theoretically and technically.
- Human Resource Management sends visits to industries to take feedback and suggestions from them and also help TEVTA certified students in the placement of jobs.
- TEVTA Research and Development department sends visits to industries to assess the new trends in technology and develop the curricula accordingly to new trends.
- Industries send their jobs vacancies in TEVTA HRM department for the recruitment of skilled manpower.
- HRM department gets feedback and suggestions from industrial sector and directs the organization according to the skills required by the industrial sector to match the skills required by industries and produced by the TEVTA.
- Industry point out the discrepancies in curricula.
- Industries also send technical experts in TEVTA institutions to provide necessary training about sophisticated technology.

**Reasons of Failure**

- Recruitment policy.
- Low utilization of factors of production.
- Less adoption of information technology.
- More rely on old procedure of communication.
- Implementation of old curricula in institutions and delays in accepts of revised curricula.
- Poor compensation system.
- Absence of performance appraisal.
- Absence of proper training system of TEVTA employees.
- Low paid teaching staff.
- Unavailability of sophisticated machinery.
- Unavailability of newly introduced technological study.
- Mixed employees i.e contract and permanent employees.
- No healthcare facility for employees.
- High turn over because of delaying in new recruitment.
- Low attention to welfare of employees.
- Less advertisement.

**Recruitment & selection**

Long and complex recruitment procedures and mixed employment is a failure factor of TEVTA. Mixed employment and delays in recruitments cause high turn over of employees. There is job dissatisfaction among employees because of mixed employment.

**No advertisement of vacancies on TEVTA website.**

TEVTA do not publish their job vacancies on its website. TEVTA prefer to publish vacancies only in newspapers. This is not a good way of recruitment. TEVTA must give an add on its website and should consider the

applications online via email. This will enhance the reach of TEVTA in all areas of Pakistan for recruitment.

### **Long Selection Process**

All the steps of selection process are followed. Selection process which includes selection test documentation and interviews is very troublesome for the candidate belonging to far off areas because all these stages are done by TEVTA Secretariat Lahore.

### **Absence of performance appraisal system**

Absence of performance appraisal is also a big factor of failure of TEVTA.

## **Future Prospects**

### **TVET at doorsteps**

TEVTA has programmed to provide Vocation Education Training at doorsteps. Currently TEVTA providing education at institutes later TEVTA will provide education at doorsteps.

### **Capacity Building**

- Consolidation
- Up-gradation
- Horizontal Expansion

### **Future Prospects in Quality Improvement**

- Accreditation & Certification of institutes.
- Curriculum Standardization.
- Benchmarking with emerging trends in TVET.
- State of the Art institutions.

**Future Prospects in Marketing Focus**

- Public Private Partnership.
- Labour Market Information System.
- International Linkages & equivalences.

**Short term Future Plans (Financial Year 2008-2010)**

To build new institutes described below.

- Vocational 50
- Technical 5
- Commerce 23

**Long term (financial year 2013 -2020)**

To increase institutes and to build new buildings with following numbers

- Vocational 131
- Technical 6
- Commerce 22

## 16. SWOT analysis

### Strengths

- **Fulfilment of Local industry needs**, TEVTA is an authority established to promote Technical Education and produce skilled manpower to meet local industry needs in Pakistan.
- **Sufficient Funds**, TEVTA authority have sufficient funds to run, upgrade and develop institutions estimated last time 2.4 billion funds issued by government of Punjab to TEVTA. TEVTA authority is fully supported and funded by the government of Punjab.
- **Assets and Resources**, Large No. of institutions over 472 institutions all over the Punjab are working under TEVTA. Controlling Technical Education throughout the Punjab.
- **Large No. of employees**, large number of employees working under TEVTA is considerable. It around about 12,000 employees working under TEVTA.
- **Fully supported by Government of Punjab**, Government of Punjab is willing to provide all needed resources to TEVTA to undertake technical education.
- **Covering 4 sectors**, TEVTA covering all four sectors agriculture, industry, service and commerce.
- **TEVTA authority**, TEVTA authority is established by the government and sponsored by the industrials departments.
- **Capabilities**, TEVTA is capable to run and develop existing institutions and establish new institutions according to international standards.
- **Competitive advantage**, TEVTA has full monopoly in Punjab and there is no any considerable competitor in the Punjab.

- **Location geographically**, there are 472 institutions and 11 service centres in heart of the cities.
- **Certifications**, sole authority to promote technical education and issue the vocation education certificates in all over the Punjab. TEVTA is only institutions in the Punjab who issued the recognized certificates.

### **Weaknesses**

- **Lack of staff training programs.**

The training program in TEVTA is not running managed/properly. There are lot of employees in TEVTA institutions who do not have skills according to their jobs assigned. That is why there is a gap between job descriptions and the capability of employees.

- **Unemployment of factors of production.**

TEVTA is not utilizing its resources fully. Like many intuitions have lot of land and capital but merely on waste. It shows an improper use of institutional land, labour and capital.

- **Lack of training mechanism**

Insufficient training mechanism and lab facilities. There are insufficient instruments in TEVTA institutions; students don't have proper tools for experiments and practicals.

- **Less use of information technology**

In the era of information technology where everyone forced to get into information technology and computerizing their manuals but TEVTA Secretariat and its institutions are somehow deprived from such a fruitful technology.

- **Poor communication process.**

Mail routing from one station to another have to stop at my stations to gets to its destination. Because of which much of the time is



wasted and unnecessary mail is sent to the offices not concerning to it.

- **Mixed employment of regular on contract bases.**

TEVTA has dual policy in regard to compensation system in connection to regular and contract employees as well as there is job dissatisfaction among contract employees because of uncertainty about future. The compensation system regarding contract employees is miserable.

- Unemployment of Man power certified from TEVTA institutions.
- Implementation of old curricula in TEVTA institutions.
- Lack of research and development.
- Wastage of resources i.e. time and money.
- Low attention to welfare of employees.
- Low salaries and low paid employees.
- Poor and late responses to employee grievances.

### **Opportunities**

- Development of new technology.
- Expected availability of students willing to get vocational education.
- Increasing demand for technical education.
- Upcoming trends of vocational and training education on national and international level.
- Market demand of trained and skilled man power in local industry
- The nature of work and demand for skills in changing in Pakistan and employment.
- Opportunities are shifting across industries and occupations.
- Needs of technical education in Pakistani (Chairman slides)

### **Threats**

- Instability of economy of Pakistan.
- Entrance of new competitors like NEVTEC.
- Non-availability of skilled employees.
- Brain drain from Pakistan of skilled labor like contract employees may shift to other countries because of low wages and unsatisfied employees.

<http://www.vustudents.net>

## **17. Conclusion**

It was a good experience working in all departments and understanding their procedures of handling their work and to do given assignments. I came across various experiences in HRM, Career Planning and Training department. It was a great opportunity to work in a big organization leading 472 institutions.

Overall the TEVTA organization is doing well to provide technical education all over the Punjab. A competitive culture is followed by the TEVTA Secretariat. TEVTA organization has much strength and opportunities by which TEVTA organization can boost its performance and many weaknesses to be improved discussed in critical and SWOT analysis.

I have spent a memorable time in TEVTA Secretariat and learned a lot from them. In the end I wish a prosperous and bright future to TEVTA Secretariat.

## Recommendations for improvement

The TEVTA in 21st Century must drive their decisions and their actions according to the new trends technology. The following recommendations are made for further betterment.

- To improve the image TEVTA should review its contractual policy.
- TEVTA should establish work friendly policies.
- Pay system must be such that create satisfaction among employees.
- TEVTA should utilize all its factors of production.
- Employee welfare must be understood by the authority.
- Use of information technology can add more to the job performance and efficiency and also will speedup the communication.
- Employee turn over cab is reduced by regularizing the contract employees or by increasing the pay considering the prevailing inflation rate in the country.
- The quality of technical education can be improved by the revision of old curricula and developing it according to the needs of the new era of developing technologies.
- Better performance appraisal system will improve job satisfaction of employees and in turn TEVTA will ultimately achieve its goals.
- Improving curricula according to the new technologies and providing of sophisticated machinery to institutes for students practical will improve TEVTA performance in production of skilled man power.
- By direct mails to the concerned department will increase efficiency of TEVTA, indirect mails are big cause of delays in actions.
- Government has regularized all government contract employees from scale 1 to scale 15. In this regard TEVA has taken no action, not

regularizing the employees nor increasing their salaries. This is annoying TEVTA employees and creating dissatisfaction among employees and it is a one reason of high turn over. In this regard TEVTA must take a final action so that the uncertain environment in TEVTA closes up.

## 19. Reference & Sources used

### Books References

- HRM-611 (Virtual University Handouts)
- HRM-624 (Virtual University Handouts)
- HRM-625 (Virtual University Handouts)
- HRM-627 (Virtual University Handouts)

### Website References

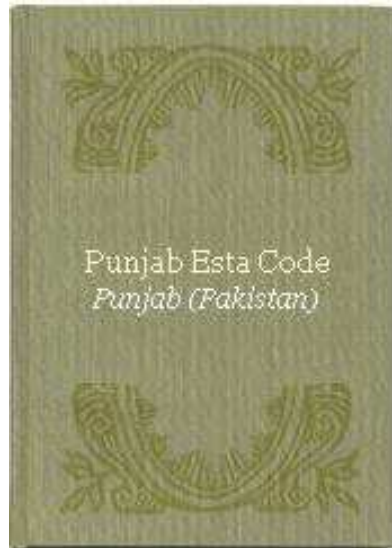
- TEVTA Official Website, [www.tevta.org](http://www.tevta.org)
- TEVTA Statistics, <http://www.tevta.org/Statistics.html>
- TEVTA online Notifications, <http://www.tevta.org/Notifications.htm>
- TEVTA Statistics, <http://www.tevta.org/Statistics.html>
- Wikipedia, the free encyclopedia, <http://en.wikipedia.org>

### Company References

- All officers of Human Resource Management Department are the basic source of gathering information and data.
- TEVTA Notifications Book
- Punjab ESTA Code Punjab. Published in 2003, Civil & Criminal Law Publications (Lahore)
- Punjab Civil Services Rules, 1963. Published by the Government of Punjab.
- TEVTA official documents.
- Process flow charts of TEVTA.

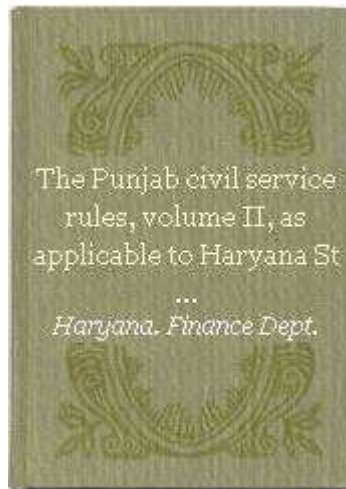
## 20. Annexes

### Punjab ESTA Code Book

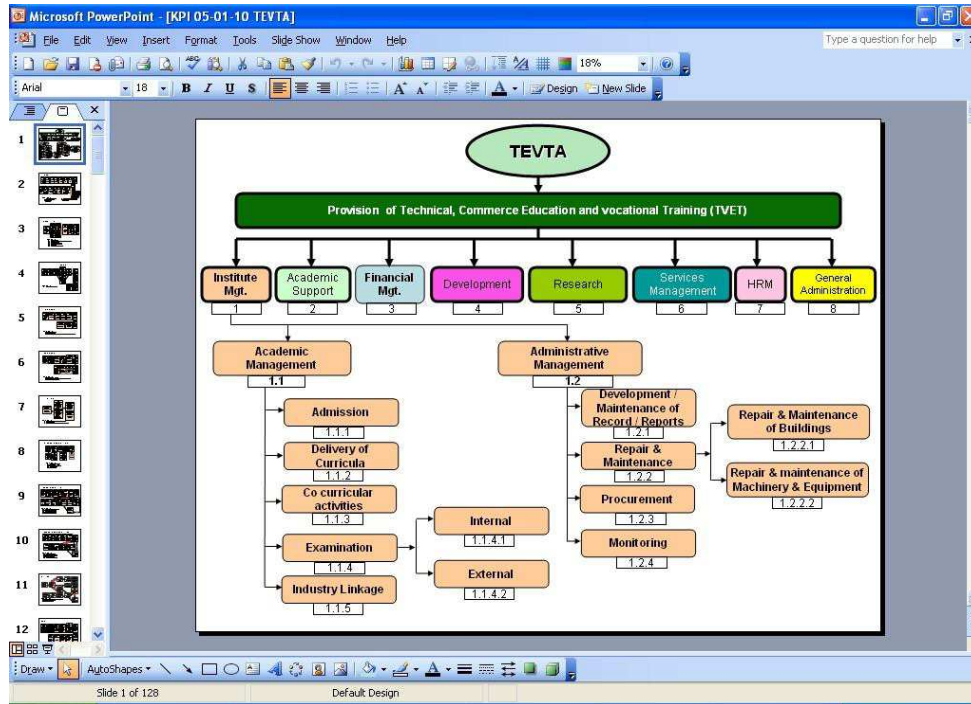


<http://www.vustudents.net>

### Punjab Civil Services Rules, 1963.



**Process Flow Charts of TEVTA Departments**




**TEVTA Newspapers Cut pieces**








Compendium Notifications



GOVERNMENT OF THE PUNJAB  
TECHNICAL EDUCATION & VOCATIONAL TRAINING AUTHORITY  
96-GULBERG ROAD, LAHORE  
PABX: 9263055-9, (Ext. 362) 9263077 Fax: 9263054  
Web site: [www.tevta.gov.pk](http://www.tevta.gov.pk)  
E-mail: [dmtops@tevta.gov.pk](mailto:dmtops@tevta.gov.pk)



## TEVTA

# Compendium Notifications

Complied By: Operations Department

Zonal Manager General

<http://www.vustudents.net>

(If HRM Students have any question about HRM internship report they are encouraged to ask)

Regards,

Naveed Arshad

[Naveed\\_barq@hotmail.com](mailto:Naveed_barq@hotmail.com)