

Government of Jammu & Kashmir
Directorate of School Education, Kashmir

MINUTES OF THE MEETING

Soon after assuming the charge of Director School Education Kashmir, Shri Rajeev Ranjan (IAS) called a meeting of field officers (North, South & Central Zones of Kashmir Valley) in three shifts on 19th January and 21st January, 2017.

The following Officers /Officials were present:-

- Joint Directors
- Principal, State Institute of Education Srinagar.
- Chief Accounts Officer, DSEK
- CEOs of Anantnag, Kulgam, Pulwama, Baramulla, Bandipora, Kupwara, Shopain, Srinagar, Ganderbal & Budgam
- All Zonal Education Officers and Cluster Heads.
- OSD/ Cultural Education Wing.
- Member MPW/DSEK.
- Members of Innovation Cell.

Addressing the meeting of the CEOs/ZEOs/ Cluster heads, Director School Education Kashmir underlined the fact that the entire Education Department is a composite family with the Directorate and the field officers as its important components. The Director emphasized and set the targets for the Officers and officials of Education Department.

Objective and Target:

Objective	Target	Responsibility
Excellence in Super 50 and Winter Coaching	Availability of best faculty members Completion of syllabus (before 30 th March For Super 50) Strict adherence to the timeline of syllabi distribution across the Centres. Weekly assessment tests and feedback from students	CEOs and Cluster Heads
	Regular Monitoring of these Centers	Director/ Joint Directors/ CEOs/ Cluster Heads
	Syllabi Distribution and Timeline for Super 50 and Winter Coaching Distribution of best study material from recognized institute of repute from Delhi and Mumbai under Corporate Social Responsibility. Question Papers for Test Series/Assessment	Innovation Cell
Regulation of Private Tutions	Blanket ban on Private tuition by Govt. teachers to be strictly implemented Inspection of Private Tutorials/ coaching centres.	Director/JDs/CEOs /Cluster Heads/ ZEOs
Operationalization of SMIS	Verification and Freezing of Employee Data for final roll out.	All DDOs
Rationalization of teaching staff and Schools	Uniform Pupil Teacher Ratio Provision of teachers in hard zone/ remote schools on first priority Linking and clubbing of schools Subject specific teachers in schools	Director/CEOs/ Cluster Heads /ZEOs

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Strengthening of Quality Education	MLL implementation 100% result in MLL assessment tests Mentoring of students by teacher of School. Conducting Weekly tests and recording performance Monthly assessment of performance of students in Academics and Extra-curricular activities	Director/CEOs/ZEOs/ Cluster Heads/ Head Masters/ Head Teachers/ teaching faculty of school (all
Performance Appraisal	Co-relating the performance of teachers/ officials with students' performance while writing the APRs	Director/JDs /CEO/ Education officials
Calendar of Activities	Planning of monthly activities for Educational Institutes Online Modules	Innovation Cell
Strengthening of DIET	Roping in interested volunteers from retired teachers/education officials for real time monitoring and training	Director/CEOs/ Cluster heads
Miscellaneous	Reduction of ZRP/CRP Review of no detention policy to be implemented Health report card for every child	CEOs/ ZEOs
Financial Accountability	Filing of ITR Maintenance of accounts in JK bank only as per Govt. Circular Management of all kinds of funds	DDOs, Head of the Institution
Engaging of Contractual Staff	Vacancy list to be complied after intra-district rationalization Conducting of exam for Contractual staff	Directorate, CEOs

Winter Initiatives

Stressing on the availability and punctuality of teachers and students in the Government Institutions- particularly for Super-50, Winter Coaching and Winter Camps, the DSEK asked all the Chief Education Officers, Principals and Zonal Education Officers to be profoundly serious in achieving academic excellence of students enrolled in these Institutions; Further the officers from the Directorate shall be visiting all the districts to supervise the availability of staff and infrastructure related issues of the Centres.

CM's Super 50 initiative

In order to ensure that Entrance Coaching to the students selected for Super 50 Centres is provided by highly qualified teachers, (for achieving optimum results) best teachers/masters/Lecturers should be identified by CEOs immediately and made available to the CM's Super-50 Centres. It was decided to hold weekly assessment test of the students enrolled in Super 50 and Winter Camps. **Weekly assessment tests will be conducted across these centres and the performance of the centres and respective Cluster heads/ZEOs and CEOs will be rated accordingly and also the performance of teachers can be evaluated through the performance of students and same may be taken into consideration while writing their APRs. Similarly, weekly feedback of teachers shall be collected and compiled by centre in-charge in the format provided by the Directorate.**

Winter Tutorials:

For this initiative approximately 780 Centers have been notified across the valley. As Per the inputs/reports they are not functioning satisfactorily and local staff has been engaged without giving any consideration to the qualification. In order to make these winter tutorial centres star attraction for students, the CEOs/ZEOs/ Cluster Heads were directed to utilize best available Human Resource in the District. Nodal Officers of centres shall ensure weekly assessments are conducted and individual student

performances are maintained. Weekly updates on the performance of winter tutorials should be submitted District-wise to the Directorate every week, by all CEO's/Nodal Officers.

Winter Camps

Two winter camps have been made operational in each zone of the Division for children from class 3rd to 7th. The CEOs/ZEOs are to ensure that proper heating arrangements have been made and resource persons are regularly running the camps.

SSA Trainings

All teachers in Kashmir are presently undergoing six-day training in lesson planning, and classroom management integrated with improving minimum learning levels sponsored by Sarva Shiksha Abhiyan in a phase-wise manner. 3 Master Trainers (MTs) have been created in each District who in turn got ready 5 – 6 Resource Persons (RPs) in each zone. The trainings must have projectors, requisite stationery and basic refreshments for participants. Each training venue in the zones has a monitoring in-charge and a logistics in-charge. ZEOs are to regularly visit these centres and ensure maximum teacher attendance and monitor if MTs are regularly providing support to the RPs. CEOs are to submit proposals for leave incentives under J&K Civil Service Rules for the Master Trainers, Resource persons and other staff involved in the training centres for further approval from authorities.

Monitoring & Evaluation:

For proper monitoring of CM's Super 50, Syllabus has been issued by the Directorate of School Education Kashmir so as to ensure that the syllabus is completed uniformly across the centres as per the timeline. Joint Directors of Education Department shall adopt these CM's Super-50 centers and shall be responsible for the smooth conduct of coaching in these centres. They shall ensure weekly reports are submitted to the Directorate.

CEOs are to submit weekly reports to the Directorate on the functioning of various winter initiatives in their District using the monitoring tools already provided to them.

Ban on Private tuition of teachers:

Field officers shall ensure a blanket ban on private tuitions by Government school teachers in light of the Government/Court Orders. Moreover, Field Officers shall ensure registration of coaching centres in their catchment areas on priority as per set procedure.

Human Resource Management

1. Operationalization of School Management Information System (MIS):

Director School Education Kashmir asked the DDOs to update and authenticate the data of all employees in their establishment on the School MIS.

Activity	Responsibility	Remarks
Freezing of employees data at DDO level	DDOs and Nodal Officers	Simultaneously in all Districts. The process shall be monitored by the State Level Nodal Officer from the Directorate and District Level Nodal Officer

Disseminating of data in public domain for information of all teachers	CEOs/Nodal officers	All CEOs shall publish a notification for all employees to visit their DDOs for authentication of their particulars.
Validation of data by CEOs	CEO/Nodal officers	CEOs shall be provided a window for any correction/update of wrong/ missing entry.
Testing of data by Director School Education	Nodal Officers/In-charge Computer Section	In-charge Computer Section/In-charge Sections

2. Rationalization of schools

In order to further strengthen rationalization process it was directed that rationalization shall be done in such a way that each class shall have a separate room. The village shall be used as the basic unit and proximity of different schools in the village shall be used as a parameter for clubbing schools and/or enhancing infrastructure capacity. Classes of KG, 1st and 2nd shall be separated from 3rd, 4th and 5th and in case sufficient rooms are not available in a primary school, schools shall be identified for shifting 4th, 5th and 6th classes or vice versa as per availability of infrastructure. Each class shall be provided with a separate class room and a teacher. Big class rooms shall be partitioned- using teak or plywood and, if needed the classes of nearby schools of the same habitation may be used.

3. Rationalization of teaching staff

To promote uniform/ adequate Pupil Teacher Ratio (PTR) all CEOs shall submit a proposal in consultation with ZEOs and Cluster Heads taking following facts into consideration.

- Using the village as the basic unit for preparing proposals for school and teacher rationalization. Pupil Teacher Ratio of 30:1 or max 40:1 should be targeted uniformly across the District.
- The School MIS may be used in identifying appropriate teachers based on residence, previous postings etc. in preparing rationalization proposal.
- The hard zones/remote schools/ST habitations should be considered first while providing teachers in view of high roll.
- Rationalization of schools should be completed before the staff rationalization proposal is made.
- Subject Specific teachers (Math, Science and English) are provided to all Higher Sec Schools, High Schools, and Middle Schools.
- Provision of separate teacher for each class, so that the classes are not clubbed.
- For providing separate teacher in remote areas the minimum ratio may be 10:1 so that there should be at-least one teacher for each class.
- Highly qualified teachers should preferably be posted in Higher Sec Schools and High Schools.

Ensuring Quality Education in Schools:

1. Systematic Interventions to improve minimum learning levels

- Regular assessment of students will be held after every two months like Unit Tests, and the performance of teachers will be directly linked with the performance of students in these Unit Tests and the same will be reflected in the APR of teachers/Head Teachers/ZEOs. The papers will be designed from Directorate Office and assessment tests will be held uniformly across the Districts.
- MLL for each class will be designed by Innovation Cell of DSEK and will be communicated to CEOs.

- All CEOs will hold an MLL assessment test in their Districts on 5th March 2017 to assess the learning level of students and based on the performance of the students in MLL, students will be divided in two groups.
 - Group-I:** The group which qualifies in MLL will be taught the regular curriculum syllabus
 - Group-II:** The group that doesn't qualify will be focusing on MLL and they will be put on MLL lessons planned for their classes and remedial classes will be held for them and will again be assessed on 5th May 2017. Teachers shall take assistance from Pratham's Activity-Based Learning methodology in providing remedial classes.
- All students should have attained requisite minimum learning levels by the time of next assessment test on 5th May. All students shall take these tests so that no student feels he/she has failed and to ensure already competent students don't lose their competency.
- All Schools falling in the jurisdiction of DSEK shall be rated as per the results of the above said assessment/ examination. The schools shall thus be rated as (i) Awful (ii) Poor (iii) Fair (iv) Good and (v) Excellent. The grades acquired by the school shall be displayed on its notice board and necessary corrective actions will be taken by all stakeholders. Performance of schools, clusters, zones and districts would be used in preparation of APRs of the concerned teachers/Head Teachers/ZEOs/Cluster Heads and CEOs.

2. Mentoring of students and Classroom management:

- **Class teachers:** All HMs shall assign a class teacher for each class who shall be responsible for the overall development of the children in curricular and extra-curricular activities. They will maintain student performance records and ensure regular tests are conducted.
- **Maintaining report cards and test records:** A report card will be prepared for each child and weekly tests will be conducted in the school. Report cards will include not just curricular performance in examinations but extra-curricular talents of each child as well. Performance of students in weekly tests will be recorded in a separate register, so that any monitoring officer can check the records whether there is an improvement in the learning levels of students or not. The class teachers shall be responsible for maintaining report cards and test performance register. Any serious issue about cognitive defect shall be communicated gracefully/ confidentially to parents.
- **Lesson plan book:** All teachers have undergone basic training in lesson planning and classroom management. All teachers should maintain a separate book of all their lesson plans. Class teachers will be responsible for overall classroom management such as ensuring classroom values, putting in place a positive-negative reinforcement mechanism etc. whose trainings have already been undertaken.

3. Community Engagement

- **Village Education Committee and School Management Committee Meetings:** Institution Heads, Cluster Heads and ZEOs shall ensure that VEC, SMC and SMDC Meetings are held each month in every village and the minutes of meeting (Concrete suggestions) are duly recorded and forwarded to the concerned CEOs. The teachers shall share overall student performance trends with the community. These meetings shall also be used as an occasion where students can showcase their talents in front of the village.
- **Exposure Visits:** Children of UPS/Middle School and above shall be made to visit Bank, Post Office, Railway Stations, Police Station, Tehsil Office, nearby Fisheries farms, Apiculture/Horticulture garden, historical sites etc. so as to gain firsthand knowledge. In those Higher Secondary/High Schools where sufficient land is available, the head of the institution shall design a herbal garden, apiculture or any other activity which shall be owned by the students of the said school under active supervision of competent teacher.
- **Other Extra-Curricular Activities:** Schools shall coordinate with respective ZEOs to conduct intra-village/intra-zone/intra-district competition of schools (Quiz/Debates/Sports activities). They shall involve the village education committees as well.
- **Health Report Card:** Every school shall maintain Health Register/Health report card of every enrolled student. School authorities should clearly mention Age, Height, Blood group, eyesight, weight, ailment (if any) on register. Every head of the institution should frame a schedule of routine

health checkup of the students in consultation with concerned Block Medical Officer as part of the Rashtriya Bal Swasthya Karyakram (RBSK) scheme. For any observations/ailments parents of the pupil should be intimated accordingly.

- **Roping - in retired teachers:** In order to get benefit from the experience of retired teachers (Principals / ZEOs/ Lecturers / Masters / teachers), every CEO shall furnish list of motivated 50-100 retired officials to guide in-service teachers by 15th February, 2017. The Directorate or SPD SSA/RMSA shall explore to arrange nominal incentives for utilization of their services in DIET and SIE.

Monitoring & Evaluation

1. Dedicated District Education Monitoring Cadre

- **Reduction of ZRPs and CRPs:** It was reported that appointment by way of deputation of Zonal Resource persons and Cluster Resource Persons is not on merits. To relook into the whole edifice and to meet out the deficiency of teaching staff in schools, it has been decided that all ZRPs and CRPs shall be treated as disengaged from 1st Feb.2017. The number shall be reduced to 4 per Zone, for which the selection shall be done on the basis of higher qualification, past trainings and integrity of the official.
- A team comprising master trainers/RPs created under various trainings by SSA as well as selected ZRP/CRPs shall form a dedicated monitoring and evaluation team in each district. This team will monitor school performance and provide grassroots support to teachers.
- A comprehensive monitoring tool shall be shared which shall be used to collect school-level data. Cluster heads should consolidate this data in soft copy and shall share it with their respective DIETs, CEOs and the Directorate.
- Cluster heads should ensure each school in their cluster is visited at least once a month. This monitoring team shall work under the supervision of cluster heads in designing tour diaries so that the objective is met. The monitoring team shall send their advance monthly tour programmes to the CEOs, DIETs and the Directorate by the 28th of each month. The Directorate shall be using this calendar to monitor the monitoring teams.
- The monitoring team is encouraged to take sessions while in the schools so that teachers can learn aspects of trainings practically. They are advised to prepare lesson plans on various topics for the same.
- The CEOs are to provide requisite travel allowances/vehicular support as per norms from funds at their disposal.

2. Lab Schools

- Master Trainers (MTs) shall adopt one school in each District where they shall directly teach for two days in a week each to make it a top performing school. Since there are 3 MTs in every District, their tour diaries should be prepared such that there is one MT in this school every working day. The school should be selected based on roll and its disadvantaged context (Eg: High enrolment schools in Tribal Areas).
- The MTs presently working as DRGs shall continue to work as DRGs.
- Similarly, one school in each zone shall be selected by the RPs and their tour calendars prepared in such a manner that there is one RP in the school every working day. The school selection criterion shall be the same as above.
- NGOs working in Kashmir in elementary education shall also be adopting labschools in their jurisdiction based on their capacity. CEOs are to coordinate with the NGOs in assigning schools and sharing these details with the Directorate.
- **CEOs are to submit list of lab schools to be taken up by Master Trainers, Resource Persons and NGOs in next academic year by February 20th, 2017**

3. Strengthening DIETs

- Principal DIET shall assign faculty in such a manner that they are equally distributed across cluster and zones. They will be responsible for their overall academic development of their region of jurisdiction.

- Every DIET faculty member shall also be assigned High Schools and Higher Secondary Schools in their respective cluster(s) where they shall be responsible for academic achievement and learning. The Directorate shall provide a learning level framework to monitor their academic achievement levels.
- Each DIET faculty member shall submit advance monthly tour diaries to the Principal DIET with a copy to the Cluster Heads. They shall be responsible for improving academic achievement levels, ensuring on-site implementation of trainings, conducting model on-site lesson delivery in concerned subjects and any other requisite academic support.
- DIET faculty assigned to their cluster(s) may also identify problems in the cluster and conduct action research in the underlying areas and prepare solutions.
- Principal DIET shall be responsible for ensuring District specific resource materials are prepared on different themes in the light of the National Curriculum Framework (NCF, 2005).
- Principal DIETs shall hold a monthly review meeting on 3rd of each month with Cluster Heads, DIET faculty and representatives from the monitoring team to analyze the learning levels across the District. They shall grade schools and clusters based on MLLs of students. A detailed guideline on grading shall be issued separately by the Directorate. The schools shall thus be rated as (i) Awful (ii) Poor (iii) Fair (iv) Good and (v) Excellent.
- Henceforth, DIET faculty members will directly provide trainings rather than relying on external resource persons from schools as far as possible. Those not providing trainings in their respective subjects shall be deemed as not fit to be a DIET faculty.

Performances Appraisal

The performance of teachers, class teachers, head of the institutions, cluster heads shall be monitored on the above mentioned indicators. If a teacher/head of the institution/cluster head fails to deliver in this area of concerned it will be reflected in his/her APR's. The teachers showing excellent results will be encouraged. The same shall apply to the concerned officers who fail to deliver.

APRs of teaching staff/officers shall be devised on the basis of qualitative indicators for role they will perform in Minimum level of learning assessment pass percentage, Monitoring, performance of students in exams, participation of students in extracurricular activity, maintenance of discipline and aggregate of institution.

Teacher to be evaluated on the basis of

- Language skills of Students (English & Urdu)
- Curricular Areas as per the Learning Indicators spelled out in MLL document and regular syllabus for all teaching subjects.
- Co-curricular, extra-curricular and other aspects such as:
 1. Behavior of children including Honesty, obedience, Truthfulness
 2. Classroom designing, Classroom Management and Student Investment.
 3. Planning of lessons: General and Differentiated
 4. Collaboration/Cooperation and obedience with Head of the Institution and other staff members.
 5. Rapport with the community especially parents, VEC and SMC and the measure of support garnered for the school in terms of their cooperation and resource generation.
 6. Communication level and counseling with the parents of children displaying absenteeism and those of low achieving students.
 7. Role of Teacher in conducting school based curricular and co-curricular activities.
 8. No. of Trainings attended in an academic calendar and their learning followed in the classroom.
 9. Role in Maintaining Health, Hygiene and Sanitation in the school.
 10. Role of Teacher in enhancing enrollment of schools.
 11. Role of Teacher in mainstreaming disadvantaged groups of students like CWSN, Girl Children, SCs, STs, BPL and children engaged in earning compulsion.
 12. No. of School days attend in a calendar year.

13. Postings in hard zones.

14. Knowledge about different schemes and policies of the Education Department, Knowledge of NCF 2005 , CCE , NPE-2016 ; knowledge about the interventions by GO-NGO collaborations like UNICEF ,Pratham, SEF , etc

15. Whether the teacher tracks the student achievement by way of child friendly tests. follow up remedial action, maintaining Student Profile and portfolio

Other Initiatives

1. **Calendar of Activities:** For various activities in the schools throughout the academic year, this Directorate shall issue a calendar of activities which shall be followed by head of the institutions for entire academic year.

2. **Online Model classes:** This Directorate shall explore designing of online model lessons in English, Math and Science for ready reference & practical use of teachers. Translations will also be made available and the same shall be uploaded on DSEK website for teachers' reference in future. Smart Classrooms in the Districts shall be used wherever necessary for all purposes.

3. **Review of no detention Policy:** Adm. Department has ordered that detention policy shall be a permanent feature of education now. It shall be implemented in letter and spirit in ensuing academic year. JD (Trgs) SIE shall supervise and work out the procedure for implementation of the policy.

4. Financial Management

(a) **Filing of Income Tax Returns:** All DDO's shall file IT Returns of their employees on time. Some of the participants had raised genuine issue of non-cooperation of Treasury Officer in providing BIN No. In case of any difficulty in uploading returns, matter shall be taken with the concerned District Development commissioner or Treasury Officer for (BIN numbers).Chief Accounts Officer of Directorate shall issue a communication to all Treasury Officers in this behalf.

(b) **Number of Accounts:** It has been reported that each Institution head is maintaining varying number of accounts in various bank branches. This is the violation of SOP and shall be dispensed with. Every Head of the Institution shall ensure that all official accounts of their institutions are opened or transferred in J&K Bank (Local Branch) only as per the Circular issued by the Finance Department. Total number of account No's of the institution should be minimized like SSA, RMSA, and School Development Fund account etc Separate cash books can be maintained for each sub-scheme within one account and they should reconcile their cashbook statement.

(c) **School Development fund (Lack of resources in Girls' Institutions):** The issue of lack of resources in the Girls' Institutions raised by various cluster heads is well taken. The CEO's shall ensure that they pool the school development fund of District share properly in their own account for redistribution among the Heads of the Institutions of both Boys & Girls schools. The Heads of the Institutions shall prepare one time budget for utilization of school development fund at the Institution level at the beginning of academic session and get it approved from the DSEK/CEO concerned. This budget shall indicate proposals for current year as well.

It is pertinent to mention that the matter regarding lack of funds has also been raised with the Finance Department wherein an amount of Rs.1506.58 lac has been proposed in-lieu of waiver of school fees in Girls Institutions for the financial year 2016-17.

5. **Midday Meals:** All the Zonal Education Officers/Cluster Heads shall ensure that Midday meal is provided as per the prescribed menu on daily basis. No complaints of graft or dilution in the meals shall be tolerated. It is mandatory for the Headmasters to check and taste the food before it is served to students. The ZEOs shall pay surprise visits to schools to ensure that quality food is given to the

students as per the Government norms. Fresh format shall be included in the meantime in menu. Random inspections shall be done by Director/ CEO/Cluster heads and ZEOs through video calling or on spot visits.

6. **Painting/face lifting of School Buildings:** In order to ensure coherence and keeping in view local geo-climatic conditions/tradition Primary, Middle, High and Higher Secondary schools shall be upgraded for proper face lifting with colours as per colour coding prescribed by authorities. Decision of colour coding shall be communicated separately. Distinct set of colours will be given for each grade like HSS- Colour A, High Schools- Colour B, UPS- Colour C, PS- Colour D
7. **Media Briefing:** All the field Officers are instructed not to communicate directly with print or electronic media on their own about policy matters as it amounts indiscipline and creates confusion in ranks. Complaints lodged on telephone/internet or through newspapers shall be attended promptly by CEO/ZEO and reported to Directorate for proper investigation and action as per the rules
8. **Engaging of Contractual Staff:** All arrangements shall be put in place for engaging lecturers on academic arrangement basis (Contractual basis). The Chief Education Officers shall furnish vacancy list subject-wise/school-wise to this Directorate for conducting the said examination of the aspirant candidates, which would be conducted tentatively on February 15, 2017.
9. **Scientific Approach towards SSA/RMSA/District/State Plan formulation:** CEOs were directed to make all such proposals in consideration of UDISE data and proper justification for each proposal and get the proposal vetted by Directorate before onward submission so that the anomalies (if any) are done away and it will prevent any deviations from the guidelines.
10. **Land Records:** All the HOI/DDOs shall maintain proper record of land under the occupation of schools/offices of Education Department so that the issue of encroachment is defeated/ tackled. For this purpose the Revenue Department shall be approached for proper demarcation of the land of school/ office of E.D


Sd/-
Director
School Education, Kashmir.

NO: DSEK/Ps/Misc/134

Dated: 30-01-2017

Copy to the:-

1. Principal Secretary to Govt., Department of School Education, J&K Jammu for information
2. State Project Director SSA/RMSA, J&K, Jammu for information
3. Joint Directors, DSEK (All) for information
4. Principal, State Institute of Education, Srinagar for information.
5. Chief Accounts Officer, DSEK for information
6. OSD to the Hon. Minister for Education for information of the Hon. Minister
7. All Chief Education Officers/Principals DIET for information and n/a. They are directed to forward this to all ZEOs, Cluster Heads, Head teachers and DDOs for information and n/a.
8. OSD _____ (DSEK) for information & n/a.
9. S.O _____ for information & n/a.


Personnel Officer
Directorate of School Education,
Kashmir