



भारतीय राष्ट्रीय राजमार्ग प्राधिकरण

(सड़क परिवहन और राजमार्ग मंत्रालय)

National Highways Authority of India

(Ministry of Road Transport and Highways)

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NHAI/Policy Guidelines/External Professionals & Young Professionals/2017

No.1.3.1.12/2017 Dated, the 21st June, 2017

Subject: Guidelines and Procedures for engaging External Professionals and Young Professionals in NHAI.

1. Introduction

- 1.1 The National Highways Authority of India (NHAI) was constituted by an Act of Parliament, namely, the National Highways Authority of India Act, 1988. It is responsible for development, maintenance and management of National Highways entrusted to it and for matters connected therewith or incidental thereto. The Chairman NHAI is the competent authority to sanction posts up to the level of General Managers depending upon the need from time to time. There is a large gap at present between the number of posts sanctioned in the NHAI at different levels (1601) and the positions filled-up (977).
- 1.2 A detailed exercise has been carried out with the help of M/s BCG, consultants engaged by the Ministry under the World Bank Assistance, regarding the norms for establishing a Project Implementation Unit (PIU), and the normative staffing for a particular PIU. It has not been found advisable to fill-up all the vacant positions in one go as the same would have serious problems with cadre management. As a matter of fact, the Service Regulations of NHAI have been amended a number of times whereby a large number of inconsistencies have emerged. The exercise for comprehensive revision of Service Regulations is under process and the Draft Service Regulations are proposed to be placed before the NHAI Board in its meeting to be held in the month of July/ August, 2017.
- 1.3 For efficient discharge of its functions, the Authority has been engaging Consultants and Advisors etc. on the laid down terms & conditions in order to meet the manpower gaps. However, need has been felt to revise and consolidate the existing guidelines and procedures.
- 1.4 Therefore, in supersession of all guidelines issued earlier on the subject under the NHAI (Recruitment, Seniority and Promotion) Regulations, following guidelines are hereby laid down for regulating the engagement of External Professionals.

2. Objective:

These guidelines are framed for creating an additional resource base of quality professionals in NHAI, required for shorter periods, and capable of lending their expertise in fields such as Project Design & Appraisal, Procurement, Project Management and Monitoring, Land Acquisition, Performance Management,

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Contract Management, Legal, Finance & Accounts and IT Applications etc. to enhance the capability and efficiency of NHAI as also to meet the requirements of specific initiatives (e.g. (i) Development of Wayside Amenities, (ii) Development of Logistics Parks, (iii) Greening of Highways, and (iv) Development of Inter-modal Stations etc.) or any other such initiatives/ tasks.

3. General conditions for engaging External Professionals

3.1 The manpower resources under these guidelines will be engaged broadly in following categories, namely:

(i) Advisors at three levels (Advisor, Joint Advisor, and Assistant Advisors), for clarity and distinction, they will be called as EPs.

(ii) Young Professionals, for clarity and distinction, they will be called as YPs.

3.2 The pool of EPs to be engaged in the above categories may be drawn from amongst the retired government officers or open market professionals, as per the criteria indicated in **Annexure-I**. They would be expected to provide full-time/ part-time services to NHAI during their period of engagement. Those engaged on full-time basis would not be permitted to take up any other assignment during the period of their engagement with the NHAI.

3.3 The EPs will be engaged under these guidelines on contract basis for a fixed period for providing quality services for specific projects and for specific purposes only and no claim, whatsoever, shall be admissible for regularization/ absorption of these personnel in the NHAI. These EPs shall be paid lump-sum/consolidated/ all-inclusive remuneration plus the Transport Allowance as applicable for the equivalent level in the Government. While the remuneration bands for each category/ level are indicated in **Annexure-II**, the general principles to be followed for determination of their remuneration shall be as under:

Sr. No.	Source	Broad Principle of determination of Remuneration
(i)	Personnel retired from Central or State Governments or Central/ State PSUs or Organizations of repute.	The principle of last pay drawn at the time of retirement minus the pension (updated in terms of 7 th Pay Scales), if there is a Pension Scheme, will generally be followed in these cases. However, the amount so worked out may be rounded off to the nearest thousand for the purposes of determination of remuneration of the concerned person.
(ii)	Personnel engaged from the open market	Remuneration may be determined keeping in view the total amount that may be payable to a person of that level/ stature with qualifications and experience in the NHAI within the prescribed range/ band. Due regard may also be given to the remuneration drawn by such person in the open market.

3.4 Except in the case of legal professionals/ experts, the EPs may be engaged up to an upper age limit of 65 years. In the case of Legal professionals/ Experts, the upper age limit will be 70 years. The upper age limit may be relaxed with the approval of the Chairman in deserving cases and for reasons to be recorded in writing.

3.5 The EPs engaged shall be required to execute an Agreement with the NHAI, which shall be drafted with legal vetting.

3.6. Number of External Professionals - Advisors

3.6.1 The EPs shall be over and above the regular sanctioned posts in the NHAI. As such, the total number of professionals in the category of Advisors at different levels to be engaged by the NHAI shall depend on the actual requirement at a particular point in time.

3.6.2 The contractual positions of Advisors at different levels shall be created on submission of proposals by the concerned Division and then approved by the Chairman.

4. Engagement of Young Professionals (YPs)

4.1 It has been decided to engage young professional resources at the cutting-edge level to overcome the existing gap between the manpower available and required. As a matter of principle, the number of YPs to be engaged under these guidelines shall keep going down in due course with the filling-up of regular cadre posts at the level of Deputy Managers and Managers. The “Young Professionals (YPs)” shall be engaged on contract basis specific to the project or area of work for a limited period up to two years, extendable by one more year depending upon the performance of the person during the initial period of engagement. It is specifically mentioned that these resources are not meant to supplement the routine secretarial/ ministerial assistance for various offices of NHAI. They have to be assigned core functions with delivery targets/ specified outcomes.

4.2 While NHAI would be able to augment its manpower resources and meet the shortage of staff resources through engagement of these resources, the YPs will also be able to acquire ground experience and emerge as high quality professionals in due course, equipped with experience for their future career prospects.

4.3 The YPs may be paid an all-inclusive monthly remuneration in the band of Rs. 60,000/- to Rs. 70,000/- depending upon their qualifications, experience, if any, and the value they would bring to the job. The amount of remuneration for the YPs shall be increased by 5% per annum during the period of their engagement, which shall not extend beyond three years in all.

4.4 Some of the areas/ activities where these YPs may be engaged are listed below:

Sr. No.	Vertical/ Division	YPs with background discipline	Tentative number of YPs
A.	Headquarters – Chairman & Members		
1	Chairman	MBA's with technical qualifications	01
2	Member (Admin)	MBA (HR)	01
3	Member (Fin)	MBA (Finance)	01
4	Member (PPP)	MBA with Technical Qualifications	01
5	Members (Tech)	MBA's with Technical Qualifications	03
	Sub-total (A)		07
B.	Head Office – Other Sections/ Divisions		
6	Legal	Legal Associates from National Law Schools/ Reputed Law Colleges	06
7	Contract Management Division	Legal Associates from National Law Schools/ Reputed Law Colleges	03
8	Finance	MBA Finance	02
9	Accounts	CAs or M. Com (First Divn/ grade)	02
10	Utility Shifting	Electrical Engineering Civil Engineering	03 02
11	Commercial Operations	MBA – Operations Information Technology	01 01
12	Bridge Maintenance	Civil Engineering with MBAs	01
13	IT Division	IT/ Software	03
14	Administration Division	MBA (HR)	04
15	PPP Divn.	Civil Engineering Legal Associates	02 01
	Sub-total (B)		31
C.	Field Offices		
16	Regional Officers (01 each)	Civil Engineers	27
17	PIUs (01 each)	Civil Engineers	135
	Sub-total (C)		162
	Grand Total (A)+(B) +(C)		200

5. Qualifications and experience

5.1 Persons possessing qualifications and experience criteria as mentioned in Annexure-I supra would be eligible for engagement as Advisors at different levels. The remuneration bands of the EPs will be as given in Annexure-II supra. However, the Chairman will be competent to engage them by relaxing the age and experience criteria, specifically in the case of EPs engaged for such functions as Financial Analyst, Transport Economist, Contract Management Specialist, HR Expert, Legal Expert or any other professionals having specialized knowledge.

5.2 Young Professionals

Professionals having qualifications relevant to the job description would be eligible for being engaged as Young Professionals. Preference would be given for the candidates having passed out from institutions of repute and the work experience. Candidates should have good working knowledge of technology based skills on the computer and ability to work on ICT applications. They should also

possess strong communication and interpersonal skills. The requisite qualification and remuneration is as referred in **Annexure-III**.

- 5.3 Selection criteria for EPs & YPs may be further defined for specific positions depending on the specific requirements and circumstances.

6. Terms of Reference (ToRs)

Divisions in NHAI, requiring engagement of External Professionals, will prepare detailed ToRs for the work and outputs in the format prescribed in **Annexure-IV** (Format may be modified suitably by the concerned Division based on the specific requirement). The TORs should be comprehensively filled by the requisitioning Division in all aspects to justify the need for engaging EPs. The TOR should be vetted and approved by the concerned Member before the selection process is initiated.

7. Procedure for selection for EPs (Advisors) and YPs

- 7.1 The requirement would be advertised in at least one national newspaper of repute. All the applications received in response to the positions advertised will be scrutinized and shortlisted by the Screening Committee in accordance with eligibility and other conditions prescribed. The Screening Committee would recommend a panel of eligible candidates for the position. The list of shortlisted candidates shall thereafter be placed before a Selection Committee to make the selection of the candidate for each position announced. However, the Chairman would be competent to engage an EP on individual nomination basis.

- 7.2 The final approval in all cases of appointments of EPs shall be accorded by the Chairman NHAI while for YPs, it will be by Member of the concerned division.

8. Screening and Selection

The process of screening for short listing of applications and composition of the Selection Committee for selecting the final candidates for the desired positions are as outlined in **Annexure - V**.

9. Period of Engagement, Extension and Termination

- 9.1 The period of engagement for EPs and YPs may be for a period of up to two years in the first instance, which may be further extended by one more year, based on the requirements of the NHAI and the satisfactory performance of the incumbent. There shall be no extension of contract beyond the period of three years under any circumstances for the EPs & YPs. However, in case it is found necessary in NHAI's interest to retain the services of any EP beyond a period of three years, any such engagement shall be with the approval of the Board and entail a fresh contract.

- 9.2 The engagement of an EP or YP can be terminated by either of the parties by giving 30 days' notice in advance or payment of one month's remuneration by either side in lieu of 30 days' notice period, as the case may be, and the contract would terminate automatically at the end of such period.

10. Performance Evaluation

Annual Performance Appraisal of the EPs and YPs would be undertaken through an Annual Performance Report (APR) in the format prescribed in **Annexure-VI**. The Performance Appraisal would be conducted by the respective reporting officer and countersigned by the reviewing officer.

11. General terms and conditions:

- (i) The persons engaged under these guidelines shall be paid an all-inclusive monthly remuneration as fixed at the time of their engagement within the remuneration band applicable to such positions. The consolidated remuneration will be increased @ 5% for each succeeding year. In addition, Transport Allowance may be paid as applicable for an equivalent category in the case of EPs. However, the YPs shall not be entitled to any Transport Allowance.
- (ii) They will be allowed to avail the canteen facility for lunch as per subsidized rates applicable to the employees of NHAI.
- (iii) The EPs engaged at the level of 'Advisors' will be provided with need-based support & personal staff including secretarial assistance.
- (iv) They will have access to the Library facilities during the period of their engagement and shall be allowed to borrow books as per the Library rules.
- (v) The benefit of Employee Provident Fund shall be provided as per applicable Statutory Provisions on the subject.
- (vi) No TA/DA would be admissible to these professionals for joining the assignment or on its completion. Should they be required to undertake domestic tours in connection with the work of NHAI during the period of their engagement, they will be entitled to draw TA/DA and Hotel Accommodation as per the normal rules as applicable to any serving officer of an equivalent rank in NHAI.
- (vii) The EPs & YPs engaged on full-time basis will be required to attend office on all working days and also on holidays, if required, on account of exigencies of work.
- (viii) They shall be entitled to 8 days' paid casual leave and 15 days' paid sick leave in a calendar year. No un-availed leave will be allowed to be carried forward to the next year. They shall not be entitled to any other kind of leave.

12. Statutory Provisions

The Authority shall be liable to comply with the provisions of all applicable Acts/ Rules like the Employees Provident Funds Act, 1952, Maternity Benefit Act, 1961, Income Tax Act etc, as amended from time to time.

13. Conflict of Interest

These Professionals (EPs & YPs) shall be expected to follow all the rules and regulations of NHAI. They will be expected to display utmost honesty, secrecy of office and sincerity while discharging their duties. In case the services of the appointed candidate are not found satisfactory or found in conflict with the interests of NHAI, their services will be liable for discontinuation with immediate effect without assigning any reason.

14. Relaxation

In the case of professionals of high standing and expertise in their domain, any provision of these guidelines may be relaxed with the approval of the Executive Committee.

15. Dispute Resolution

Any arbitration, dispute, claim or controversy shall be subject to exclusive jurisdiction of courts in Delhi, India.

16. These guidelines issue with the approval of the Competent Authority.
(A.K. Sadhu)**Chief General Manager (Coord.)**

To

1. PS to Chairman, NHAI
2. PS to Member (PPP), NHAI
3. PS to Member (Finance), NHAI
4. PS to Member (Admin), NHAI
5. PS to Member (Projects), NHAI
6. PS to Member (Tech), NHAI
7. All Officers & Employees of HQ/ROs /PIUs /CMUs /Site Offices

Annexure-I

Eligibility Criteria for External Professionals

Area	Advisor	Joint Advisor	Assistant Advisors
Technical	<p>(i) Degree in Civil Engineering from a recognized University/ Institute.</p> <p>(ii) Should have retired from Central/ State Government/ PSU/ IIT/ Institution at the level equivalent to Chief Engineer or above;</p> <p>(iii) Private Professionals fulfilling the requisite academic qualifications with at least 20 years' service in the related field.</p>	<p>(i) Degree in Civil Engineering from a recognized University/ Institute.</p> <p>(ii) Retired Central/ State Government/ PSU/ Institution at the level equivalent to an Executive Engineer or above but below the level of a Chief Engineer.</p>	Professionals capable of working on Autocad/ IT Systems with appropriate matching qualifications.
Administration	<p>(i) Degree of a recognised University/ Institute.</p> <p>(ii) Retired officers from Central/ State Government/ PSUs/ Autonomous Bodies at the level equivalent to Joint Secretary and above.</p> <p>(iii) 20 years' experience in Administration/ Establishment/ Human Resource/ Personnel Management/ Establishment & Service matters.</p>	<p>(i) Degree of a recognised University/ Institute.</p> <p>(ii) Retired officers from Central/ State Government/ PSUs/ Autonomous Bodies at the level equivalent to Deputy Secretary/ Director</p>	<p>(i) Degree of a recognised University/ Institute.</p> <p>(ii) Retired officers/ officials from Central/ State Government/ PSUs/ Autonomous Bodies at the level equivalent to Section Officer/ Under Secretary/ PS/ PPS etc.</p>
Legal	<p>(i) Degree in Law from a recognised University/ Institute.</p> <p>(ii) Retired officers from Central/ State Government/ PSUs/ Autonomous Bodies at the level equivalent to Joint Secretary and above, with preference for retired officers from judicial services at the level of Distt & Sessions Judge/ Addl. District & Sessions judge.</p>	<p>(i) Degree in Law from a recognised University/ Institute.</p> <p>(ii) Retired officers from Central/ State Government/ PSUs/ Autonomous Bodies at the level equivalent to Deputy Secretary and above/ retired officers from subordinate judicial services.</p> <p>(iii) 12 years' experience in the field of law related to</p>	<p>(i) Degree in Law from a recognised University/ Institute.</p> <p>(ii) Retired Officials with experience of working as Legal Assistant.</p>

Area	Advisor	Joint Advisor	Assistant Advisors
	<p>(iii) 20 years' experience in the field of law related to contractual matters/ arbitration/ legislative matters/ land acquisition/ Establishment & Service matters.</p> <p>(iv) 20 Years' experience as a Techno-legal Expert.</p>	<p>contractual matters/ arbitration/ legislative matters/ land acquisition/ Establishment & Service matters.</p> <p>(iv) A private professional with at least 12 years' experience as a Legal/ Techno-Legal expert.</p>	
Land Acquisition	Retired officers from Central/ State Government/ PSUs/ Autonomous Bodies at the level equivalent to Joint Secretary and above, having acquired experience as Revenue Officer with good understanding of Land Acquisition law and related matters.	Retired officers from Central/ State Government/ PSUs/ Autonomous Bodies at the level equivalent to a District Revenue Officer/ Tehsildar equivalent with experience of 10 years as a Revenue officer.	Retired Revenue officials at the level equivalent to Kanungo, Patwaris, with good understanding of Revenue matters and experience in Land acquisition.
Finance	<p>(i) Degree in Commerce/ Accounts from a recognized university or ICAI/ ICWAI/ MBA (Finance) from a recognized University/ Institute OR Member of any organized Group-'A' Finance/ Accounts related Service of the Central Government/ C&AG or of the State Government.</p> <p>(ii) Retired officers from Central/ State Government/ C&AG/ PSUs/ Autonomous Bodies at the level equivalent to Joint Secretary and above.</p> <p>(iii) 15 years' experience in Financial Accounting/ Budgeting/ Internal Audit/ Contract Management/ Fund Management/ Disbursement/Credit Appraisal in an organization of repute.</p>	<p>(i) Degree in Commerce/ Accounts from a recognized university or ICAI/ ICWAI/ MBA (Finance) from a recognized University/ Institute OR Member of any organized Group-'A' Finance/ Accounts related Service of the Central Government/ C&AG or of the State Government.</p> <p>(ii) Retired Official from the Central/ State /PSU/ Autonomous Bodies at the level equivalent to Deputy Secretary and above.</p> <p>(iii) 10 years' experience in Financial Accounting/ Budgeting/ Internal Audit/ Contract Management/ Fund Management/ Disbursement in an organization of repute.</p>	<p>(i) Degree in Commerce/ Accounts from a recognized university;</p> <p>(ii) Well-versed/ Experience of working on Finance/ accounting software applications in an ICT environment.</p>

Annexure - II

Remuneration for Advisors

Designation	Remuneration Bands
In the case of Officers retired from Central/ State Governments/ PSUs/ Autonomous Bodies, who are in receipt of Pension from Public Funds	
Advisor	Rs. 1,50,000 to Rs. 1,75,000/- per month
Joint Advisor	Rs. 75,000/- to Rs. 1,25,000/- per month
Assistant Advisor	Rs. 40,000 to Rs. 60,000/- per month
In the case of Officers retired from Central/ State Governments/ PSUs/ Autonomous Bodies, who are not in receipt of Pension from Public Funds;	
Advisor	Rs. 1,75,000 to Rs. 2,00,000/- per month
Joint Advisor	Rs. 1,25,000/- to Rs. 1,50,000/- per month
Assistant Advisor	Rs. 50,000 to Rs. 75,000/- per month
In the case of professionals engaged from the Open Market	
<p>(i) Amount equal to what an officer gets from the Government at the appropriate level including the Basic pay + DA + HRA+ Transport Allowance under the 7th Pay Commission;</p> <p>(ii) The above shall be moderated keeping in view the remuneration such person is getting in the open market in his last/ present assignment. He may be offered an increase of 10% to 20% of his emoluments drawn at the time of engagement;</p> <p>(iii) In the case of an External Professional engaged on part-time basis, his consolidated remuneration shall be suitably adjusted keeping in view the nature of deliverables, time and effort involved in inputs.</p>	
Note: Any variation from the above indicated bands/ levels of remuneration may be approved by the Executive Committee depending upon the merits of any individual case.	



Annexure- III

Eligibility Criteria and remuneration for Young Professionals

Division	Eligibility Criteria
Technical	(i) Degree in Civil Engineering from a recognized University / Institute. (ii) Valid Graduate Aptitude Test in Engineering (GATE) Score in Civil Engineering discipline. (iii) Experience in Infrastructure & Roads sector preferred.
Administration	(i) Degree of a recognized University/ Institute. (ii) Experience in Administration/ Establishment/ Human Resource/ Personnel Management preferred.
Legal	(i) Degree in Law from a recognized University/ National Law School/ Institute. (ii) Experience in the field of law related to contractual matters/ arbitration/ legislative matters/ land acquisition will get preference.
Finance	(i) Degree in Commerce/ Accounts from a recognized university or ICAI/ ICWAI/ MBA (Finance) from a recognized University/ Institute. (ii) Experience in Financial Accounting/ Budgeting/ Internal Audit/ Contract Management/ Fund Management/ Disbursement in Central Government or State Government or Union Territories or Public Sector Undertakings or Semi Government or Statutory or Autonomous Organizations and other Government Bodies preferred.

Remuneration:

Sr. No.	Subject	Remuneration per month (to be increased @ 5% for each successive year – not beyond three years in all.)
1.	Fresh Graduate	Rs. 60,000 to Rs. 65,000/- per month (Normally, the remuneration would be fixed at the lowest level of the band. However, keeping in view that persons graduating from high ranking institutions (such as IITs, IIMs & NITs) are generally reluctant to join the public sector, remuneration of a candidate graduating from a highly ranked institution may be fixed at a suitably higher level in the band).
2.	1 to 2 years verified relevant experience	Rs. 65,000 to Rs. 70,000/- per month (Normally, the remuneration would be fixed at the lowest level of the band. However, appropriate weightage of up to Rs. 2500/- may be considered for the institution from where the candidate has graduated and another Rs. 2500/- for the standing of the employer from where the person claims to have acquired experience).



Annexure - IV

Terms of Reference for the work to be done by External Professional

Category		
Statement of Objective		
Outline of tasks to be carried out	Key deliverable	Target Date
<i>(Details of work required to be carried out specific tasks/ activities to be assigned to Senior Advisors / Advisors / Young Professionals should be indicated along with periodic monitoring milestones)</i>	<i>(The key deliverables from each task should be clearly identified)</i>	<i>(The time frame for the jobs should be clearly defined)</i>
Guiding officer		
Reporting officer		
Final output		



Annexure -V

Composition of the Screening and Selection Committees

Sr. No.	Category	Screening Committee	Selection Committee
(i)	Advisor	<ul style="list-style-type: none"> HR / Admin Divn, with comments of CGM of Concerned Divn. for which selection being made. File of shortlisted candidates to be sent through Member (Admin) for Selection Committee. 	<ul style="list-style-type: none"> Chairman + 3 Members: [Including Member (Admin), Member (Finance) and one Member (Technical)]
(ii)	Joint Advisor and Assistant Advisors	HR / Admin Divn, with comments of CGM of Concerned Divn for which selection being made. File of shortlisted candidates to be sent through Member (Admin) for Selection Committee	<ul style="list-style-type: none"> Member (Admin) Member (Finance) Member (Technical)
(iii)	Young Professionals	Committee comprising: <ul style="list-style-type: none"> Dy.GM (Admin) Dy.GM (Technical) Dy.GM of the Division To be nominated by appointing authority	<ul style="list-style-type: none"> Member (Admin) Member (Tech./ Projects) Member (Fin) Member (PPP)

Annual Performance Report of EPs and Young Professionals

Year of Report:

Period from..... to

Part-I: Basic Details

Name	
Date of Birth	
Date of Joining	
Designation	
Subject Division	
Reporting Authority (Name and Designation of the Officer)	
Period of work	
Brief Description of Duties:	

Part-II: Performance Appraisal

Note: As the controlling officer has to assign the annual work plan for the EPs, the self appraisal has to indicate the outputs in respect of such output plan as :

A. Work Output

Key Performance Indicators	Target	Performance	Remarks
i)			
ii)			
iii)			
iv)			

B. Personal Attributes

Attribute	Rating (1 to 10)	Remarks
i) Attitude to work		
ii) Leadership qualities		
iii) Communication skills		
iv) Sense of responsibility		
v) Discipline		
vi) Capacity to work in time given		
vii) Team spirit		
viii) Inter-personal relations		
ix) Overall bearing and personality		

C. Functional Competence

Competence	Rating (1 to 10)	Remarks
Quality of work		
Analytical ability		
Knowledge of rules/ regulations/ procedures in function		
Decision Making Ability		
Strategic planning ability		
Performance vis-a vis workload		

D. Pen-Picture of the appraised EP/ YP by the Reporting Officer

Overall remarks on performance of subordinate	
Mention significant contributions, personal achievements, other accomplishments	
Mention areas for development	
Overall Score (out of 10)	

Name of the Assessing Officer (Designation)

Countersigned by Head of the Subject Officer (Division)