

Through Special Messenger  
By Speed Post

**ALL INDIA INSTITUTE OF MEDICAL SCIENCES**

F.No. 1-2/2013-Genl.

Ansari Nagar, New Delhi-29

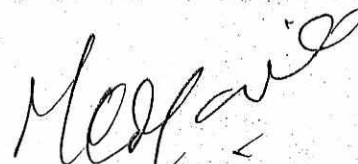
Dated: **26 FEB 2014**

**MEMORANDUM**

**Subject:- Final Minutes of the 146<sup>th</sup> Extra Ordinary Meeting of the Institute Body held on Sunday, the 29<sup>th</sup> September, 2013 at 5:00 P.M. in the Committee Room, 3<sup>rd</sup> Floor, Ministry of Health & Family Welfare, Nirman Bhawan, New Delhi.**

Minutes of the Institute Body meeting held on 29<sup>th</sup> September, 2013 at 5:00 P.M. in the Committee Room, 3<sup>rd</sup> Floor, Ministry of Health & Family Welfare, Nirman Bhawan, New Delhi duly approved by the President were circulated to all the Members of the Institute Body vide No.1-2/2013-Genl. dated 06.12.2013 inviting observations, if any, within **two weeks** from the date of issue of the memo.

After considering observations in the letter received from Dr. Jyoti Mirdha, Hon'ble MP(LS), final minutes of the said meeting duly approved by the President, Institute Body, AIIMS, New Delhi are being circulated for kind perusal and record. The observations of Dr. Jyoti Mirdha alongwith comments thereon are also enclosed with the minutes.



**(Prof. M.C. MISRA)**  
**DIRECTOR &**  
**MEMBER SECRETARY**

**Encl. As above**

All the Members of the Institute Body.

Copy to:

OSD to President, AIIMS:-

With request to bring it to the notice  
of President Institute Body

**Confidential**

**Through Special Messenger**  
**By Speed Post**

**ALL INDIA INSTITUTE OF MEDICAL SCIENCES**

F.No. 1-2/2013-Genl.

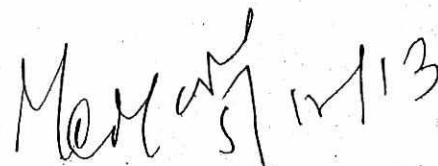
Ansari Nagar, New Delhi-29

Dated: **6 DEC 2013**

**MEMORANDUM**

**Subject:- Minutes of the 146<sup>th</sup> Extra Ordinary Meeting of the Institute Body held on Sunday, the 29<sup>th</sup> September, 2013 at 05.00 P.M. in the Committee Room, 3<sup>rd</sup> Floor, Ministry of Health & Family Welfare, Nirman Bhawan, New Delhi.**

Minutes of the Extra Ordinary Institute Body meeting held on 29<sup>th</sup> September, 2013 at 5:00 P.M. in the Committee Room, 3<sup>rd</sup> Floor, Ministry of Health & Family Welfare, Nirman Bhawan, New Delhi as approved by the President of the Institute Body, are circulated to the Members of the Institute Body. However, observations/comments if any, may kindly be sent to the undersigned within **two weeks** from the date of issue of this Memorandum.



(PROF. M.C. MISRA)  
DIRECTOR & MEMBER SECRETARY

**Encl. As above**

All the Members of the Institute Body.

**Copy to:**

OSD to President, AIIMS:- with request to bring it to the  
notice of President Institute Body.

**MINUTES OF THE 146<sup>TH</sup> EXTRA-ORDINARY MEETING OF INSTITUTE BODY OF AIIMS, NEW DELHI HELD ON 29<sup>TH</sup> SEPTEMBER, 2013, (SUNDAY) AT 5 PM IN THE COMMITTEE ROOM, 3<sup>RD</sup> FLOOR, MINISTRY OF HEALTH AND FAMILY WELFARE, GOVERNMENT OF INDIA, NIRMAN BHAWAN, NEW DELHI**

The 146<sup>th</sup> extra-ordinary meeting of the Institute Body of AIIMS, New Delhi was held on 29<sup>th</sup> September (Sunday) at 5 PM in the Committee Room, 3rd Floor, Ministry of Health and Family Welfare, Government of India Nirman Bhawan, New Delhi, and was attended by the following:

- |   |              |
|---|--------------|
| 1) Shri Ghulam Nabi Azad,<br>Hon'ble Union Minister of Health & FW<br>Nirman Bhawan , New Delhi 110011  | -- President |
| 2) Smt. Sushma Swaraj<br>Hon'ble Member of Parliament (Lok Sabha)<br>8, Safdarjung Lane, New Delhi 110011   | --Member     |
| 3) Shri Motilal Vora,<br>Hon'ble Member of Parliament (Rajya Sabha)<br>33, Lodhi Estate, New Delhi, 110003  | -- Member    |
| 4) Dr Jyoti Mirdha,<br>Hon'ble Member of Parliament (Lok Sabha)<br>31, Meena Bagh, New Delhi 110011   | --Member     |
| 5) Shri Keshav N Desiraju,<br>Secretary to Government of India<br>Department of Health and Family Welfare<br>Nirman Bhawan New Delhi 110011                     | -- Member    |
| 6) Dr Jagdish Prasad,<br>Director General of Health Services<br>Ministry of Health and Family Welfare<br>Government of India<br>Nirman Bhawan, New Delhi 110011 | -- Member    |
| 7) Prof. Dinesh Singh,<br>Vice-Chancellor<br>The University of Delhi<br>Cavalry Lane, Delhi 110007  | -- Member    |
| 8) Dr M. K. Bhan,<br>F-14 Hauz Khas Enclave<br>New Delhi  | --Member     |

- 9) Dr R.A. Badwe, --Member  
 Director  
 Tata Memorial Hospital  
 Dr E. Borges Road  
 Parel, Mumbai 400012
- 10) Dr K.K. Talwar, --Member  
 Ex- Chairman  
 Board of Governors  
 Medical Council of India
- 11) Dr S.P. Agarwal, -- Member  
 Secretary-General  
 Indian Red Cross Society  
 1, Red Cross Road, New Delhi 110001
- 12) Dr Ramakant Panda, -- Member  
 Vice-Chairman  
 Asian Heart Institute  
 Bandra (East), Mumbai 400051
- 13) Dr Abdul Hamid Zargar, --Member  
 Medical Director  
 Advance Centre for Diabetics and Endocrine Care,  
 National Highway, Gulshan Nagar  
 Srinagar 190015
- 14) Shri S. K. Srivastava, --Member  
 Additional Secretary and Financial Advisor  
 Ministry of Health & Family Welfare  
 Government of India  
 Nirman Bhawan, New Delhi 110011
- 15) Prof. R.C. Deka, Member-Secretary  
 Director, AIIMS  
 East Ansari Nagar, New Delhi 110029

Mr Ashok Thakur, Secretary to Government of India, Department of Higher Education and Prof. K.C.Pandey, Prof of Zoology, Lucknow University could not attend the meeting.

At the outset, the President welcomed the members to the extra-ordinary meeting of the Institute Body and informed them that the meeting was convened to specifically discuss the recommendations of the Search-cum-Selection Committee set-up for the selection of a new Director of AIIMS, New Delhi. He then called upon Director AIIMS and Member-Secretary of IB to proceed with the agenda items.

Director and Member-Secretary also extended a warm welcome to the esteemed members of the IB and thereafter the agenda items were taken up for discussion as follows:

**Item No IB/146/1**

**Confirmation of the Minutes of the 145<sup>th</sup> meeting of the Institute Body held on 15<sup>th</sup> May in the Committee Room, 3<sup>rd</sup> Floor, Ministry of Health and Family Welfare, Nirman Bhawan, New Delhi**

It was informed to the members that no observations had been received on the Minutes and therefore the same should be confirmed.

Dr Jyoti Mirdha observed that the contents of her letter dated 15<sup>th</sup> May 2013 had been only partially taken into account in the Minutes, and therefore she requested that her letter should be appended to the Minutes.

With this observation, the Minutes of the 145<sup>th</sup> Meeting of IB were confirmed.

**Item No IB/146/2**

**Action Taken on the Minutes of the 145<sup>th</sup> meeting of the Institute Body held on 15<sup>th</sup> May in the Committee Room, 3<sup>rd</sup> Floor, Ministry of Health and Family Welfare, Nirman Bhawan, New Delhi**

The Action Taken report was noted

**Item No IB/146/3**

**To Consider the Recommendations of the Search-cum-Selection Committee for Appointment to the Post of Director, AIIMS, New Delhi.**

Shri Keshav Desiraju, Secretary, Health & Family Welfare, briefed the Members of the Institute Body of the previous decision of the Institute Body on 15.5.2013 by which various decisions were taken relating to the selection of a new Director for

AIIMS, New Delhi, while also endorsing the Search-cum-Selection Committee constituted by Government and conveyed to Director, AIIMS in a letter of 14.3.2013.

2. The IB was informed that in response to the open advertisement issued 71 applications were received up to the extended last date of 14.8.2013. 22 of these 71 applications were set aside as ineligible leaving 49 applications under consideration. The Search-cum-Selection Committee met under the Chairmanship of HFM / President, AIIMS on 6.9.2013 and decided that the 49 eligible applications be further examined and a shortlist of 10 to 12 be prepared. As advised by the Chairman, this task was undertaken by all members of the SSC except the Chairman and Dr. R. Chidambaram.

3. The sub-group of the Committee identified 4 criteria to assist in the process of short listing. These were Leadership quality (as identified by position as Head of Institution / Centre or Head of Department), Publications, Post MD / MS qualifications and Fellowship of National Academies.

5. A suggestion was also made that while these 4 criteria were all important they could be given a relative weightage. DG, CSIR kindly offered to have his organization conduct a citation analysis of the 49 candidates on the basis of the information available in the public domain. This useful exercise was subsequently conducted though in the case of three candidates, whose applications list a large number of published papers, further analysis has not been possible for the want of information as per their present position in the public domain.

6. A further exercise was conducted by Secretary, Health and DD, Administration, AIIMS using the CSIR analysis and further attempting to give a relative weightage to the 4 criteria identified by the Search Committee, and using this exercise prepared a further short list of 14 candidates.

7. The Committee met again at 3 pm on 13.9.2013 and discussed the list of 14 candidates prepared and agreed that it broadly represented a good short listing from among the 49 eligible applications and that this exercise had been done on an objective basis using information which was available in the applications. The Committee proceeded to discuss other aspects of the 14 candidatures.

8. At the time of the last selection the Search-cum-Selection Committee, without conducting any interviews, forwarded two names to the IB which in turn, again without conducting interviews, forwarded one of those two names to Government for the consideration of the ACC. The Committee discussed at some length the relative merits of holding or not holding interviews. Some members felt that interviews were a good way of assessing features not revealed by the CVs. Others felt that the post of Director,

AIIMS is an extremely senior one and it should be possible for the Committee to make an assessment without interviews.

9. Following this discussion, the list of 14 was reduced to a list of 9 names. The 6 senior medical persons present (Dr. M.K. Bhan, Dr. V.M. Katoch, Dr. S.P. Agarwal, Prof. Samir Brahmachari, Dr. Jagdish Prasad and Dr. R.A. Badwe) were each asked to make a selection of 5 persons from the list of 9.

10. Three candidates received the endorsement of all six expert members. These are, in alphabetical order:

**Dr. Balram Airan**, Prof. & Head, Dept. of CTVS and Chief of CT Centre, AIIMS, New Delhi

**Dr. M.C. Misra**, Prof. & Head, Surgery, and Chief of Trauma Centre, AIIMS, New Delhi

**Dr. Vinod K Paul**, Prof. & Head, Paediatrics, AIIMS, New Delhi

One candidate was endorsed by five experts:

**Dr. S.K. Acharya**, Prof. & Head, Gastro, AIIMS, New Delhi

One candidate was endorsed by four experts:

**Dr. Y.K. Gupta**, Prof. & Head, Pharmacology, AIIMS, New Delhi

11. The Committee decided that this list of 5 names, in the manner recorded above, be communicated to the Search-cum-Selection Committee Meeting to be held at 5 pm on 13.9.2013.

12. The Search-cum-Selection Committee at its meeting on 13.9.2013 endorsed the recommendations of its Sub Group. Though the Institute Body had asked for a list of three names, it was felt appropriate that the list of five names as agreed be forwarded. These names were accordingly presented to the IB at its meeting of 29.9.2013.

13. The IB agreed in the first instance that consideration need be given only to the three candidates endorsed by all six expert members. Considerable discussion ensued on whether a panel of three names should be forwarded to Government or whether the IB should agree on one name. It was pointed out that earlier practice in the IB has been for only one name to be forwarded. There was some discussion on the relative seniority of the persons on the list. Some members asked for more details on the procedure used in making the short list.

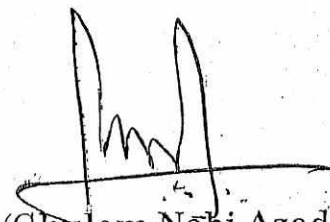
After substantial discussion and after the Chairman ascertained the views of each individual member of the IB, the Institute Body agreed on the selection of Prof. M.C. Misra, Prof. & Head, Surgery, and Chief of Trauma Centre, AIIMS, New Delhi for the post of Director, AIIMS and recommended that it should be sent to the Appointments Committee of the Cabinet for approval. The President further requested that the matter be kept secret by the Members till such time as Government orders in the matter are issued.

Item No IB/146/4

Any other item with the permission of the Chair

The President observed that Prof R.C. Deka was going to complete his tenure as Director AIIMS New Delhi on 30.09.2013, and added that he would like to place on record, on the behalf of IB and on his own behalf, a deep appreciation of meritorious services rendered by Dr Deka as a Professor of ENT Department of AIIMS in general and as Director of the Institute in particular. All the members present in the meeting also joined the President in thanking Prof Deka for his contributions in the fields of teaching, research and patient care, and wished him a long life of good health and happiness.

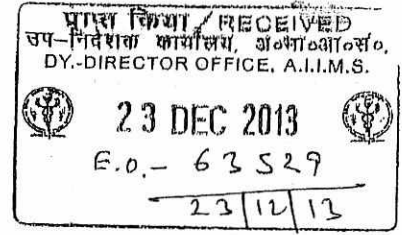
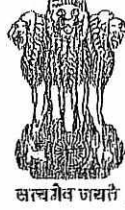
The meeting ended with a vote of thanks to all present.



(Ghulam Nabi Azad)  
Minister for Health & Family Welfare  
&  
President, Institute Body  
AIIMS, New Delhi



**Dr. JYOTI MIRDHA**  
Member of Parliament  
(Lok Sabha)  
Nagaur (Raj.)



31, Meena Bagh, Maulana Azad Road, New Delhi-11  
Ph.: 9351511730, 011-23062304, Fax: 011-43851872

Member, Institute Body, AIIMS  
Member, Standing Committee on Agriculture

Index: 02/02/12-13/104

December 20, 2013

To,

Prof. M.C. Misra  
Director and Member-Secretary, AIIMS  
Ansari Nagar, New Delhi - 110029

Respected Sir,

Kindly refer to the Minutes of the 146<sup>th</sup> Extra Ordinary Meeting of the Institute Body (IB) held on 29 September, 2013 conveyed to us through a communication dated 6 December, 2013.

At the outset I would like to express my serious concern over this inordinate delay of over two months in circulation of the Minutes of an Institute Body Meeting where a matter of immense importance viz. the appointment of the Director of the Institute was finalized and approved. The delay assumes added significance in view of the fact that as recently as in the 144<sup>th</sup> Meeting of the IB, it was unanimously decided that as a lasting measure for systemic improvement and to avoid controversies and problems caused by the delays, the Minutes of all IB Meetings would be circulated within fifteen days of the date the Meeting was held and the final Minutes would be circulated after providing another fifteen days to the members to furnish their views/comments on the Draft Minutes; a Gazette Notification to the same effect was issued.

Coming to the contents of the Minutes, I distinctly recall I and some other members had asked for several clarifications with regard to the criteria and procedure adopted by the Search-and- Selection Committee and the mechanism put in place by them for the shortlisting of candidates for the post in question. The idea was to have a better understanding of how Committee went about its entrusted task and could the said criteria, procedures and mechanisms be standardized for times to come as the selection process for the post of Director; as is evident from the documents made available to us, the processes still remains poorly prescribed even after decades having passed by.

Unfortunately, however, except for a fleeting mention of our concerns in the Minutes no clarifications have been provided. I still feel that these should be made available to the members of the IB immediately so as to enable them to take a call on evolving a well laid-out, foolproof and transparent procedure for selection for the post of Director of as prestigious an institution as AIIMS. A codified process would go a long way in not only ensuring the best professionals at the helm of affairs, but also dispel any apprehensions regarding lack of transparency, discrimination and conflict of interest, as were unfortunately voiced by some of the applicants even this time.

ज.भा.आ.इ., सामान्य अनुभाग  
A.I.I.M.S., General Section  
केन्द्रिय कार्यालय, अन्नाभवांसो  
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I'm sure that my instant request will be met with a prompt endorsement at your end in the interest of the Institute.

With profound regards,

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Jyoti Mirdha', written in a cursive style.

(Dr Jyoti Mirdha)

ANNEXURE

The comments of Dr. Jyoti Mirdha, MP (LS) and the member of the Institute Body on draft minutes of 146<sup>th</sup> Extraordinary Meeting of the Institute Body held on 22.09.2013 vide her letter No.02/02/12-13/104 dated 20.12.2013 and comments of the Institute thereon as under:

<u>Comments of Dr. Jyoti Mirdha</u>	<u>Comments of the Institute</u>
<p>At the outset she pointed out that to express serious concern over the inordinate delay of over two months in circulation of the Minutes of an Institute Body Meeting where a matter of immense importance viz. the appointment of the Director of the Institute was finalized and approved. The delay assumes added significance in view of the fact that as recently as in the 144<sup>th</sup> Meeting of the IB, it was unanimously decided that as a lasting measure for systemic improvement and to avoid controversies and problems caused by the delays, the Minutes of all IB Meetings would be circulated within fifteen days of the date the Meeting was held and the final Minutes would be circulated after providing another fifteen days to the members to furnish their views/comments on the Draft Minutes; a Gazette Notification to the same effect was issued.</p>	<p>As the 146<sup>th</sup> Meeting (Extraordinary) of the Institute Body of AIIMS, New Delhi was mainly to consider the appointment of the Director, AIIMS, New Delhi; the minutes of the said meeting were prepared by the office the Hon'ble HFM and President, AIIMS on 30.09.2013 and the same were also forwarded to the Jt. Secretary (Sh. Sundeep Nayak) on the same day who further forwarded the said minutes to the Director, AIIMS on 17.10.2013, but, the same could only be circulated to the members on 05.12.2013 due to some administrative reasons. Delay in circulating the minutes is not being denied. However, the same is sincerely regretted.</p>
<p>Coming to the contents of the Minutes, she distinctly recall she and some other members had asked for several clarification with regard to the criteria and procedure adopted by the Search-and-Selection Committee and the mechanism put in place by them for the shortlisting of candidates for the post in question. The idea was to have a better understanding of how committee went about its entrusted task and could the said criteria, procedures and mechanisms be standardized for times to come as the selection process for the post of Director, as is evident from the documents made available to them, the</p>	<p>It is submitted that the Agenda Item for appointment to the post of Director placed before the 146<sup>th</sup> (Extraordinary) meeting of the Institute Body held on 29.09.2013, was self-explanatory inasmuch as it contained criteria, procedures, recommendations of the Search-cum-Selection Committee. However, the Hon'ble Members were accordingly clarified and clarifications in this regard have also been recorded in the minutes. It may, however, be stated that on every occasion the post of Director is proposed to be filled in, the criteria, procedures,</p>

processes still remains poorly prescribed even after decades having passed by.

Unfortunately, however, except for a fleeting mention of our concerns in the Minutes no clarification have been provided. She still feel that these should be made available to the members of the IB immediately so as to enable them to take a call on evolving a well laid-out, foolproof and transparent procedure for selection for the post of Director of as prestigious an institution as AIIMS. A codified process would go a long way in not only ensuring the best professionals at the helm of affairs, but also dispel any apprehensions regarding lack of transparency, discrimination and conflict of interest, as were unfortunately voiced by some of the applicants even this time.

recruitment rules, Search-cum-Selection Committee, the mechanism etc, are reviewed by the Government. The suggestions/opinion of the Hon'ble Members of the Institute Body are also taken into consideration. The Hon'ble Member has, however, not pointed any specific doubt which has not been clarified. The minutes of the Institute Body meeting held on 29.09.2013 contained inter-alia criteria, procedures, recruitment rules, mechanism and the recommendations of the Search-cum-Selection Committee and also clarifications provided to the Hon'ble Members during the meeting.