



Organisational Structure



BIRAC a Public Sector Unit under Department of Biotechnology, Ministry of Science & Technology, Government of India has been registered under India Companies Act 1956 as a section 25 'Not for Profit Company'. As an interface agency for Department of Biotechnology, BIRAC aims to apply unique methodologies for nurturing and promoting innovation led research by providing financial, infrastructural, institutional and mentoring support. BIRAC works towards fulfilment of the goal of empowering and enabling the biotech innovation ecosystem for affordable product development.

BIRAC's core mission is to work as a Development Agency in the field of biotechnology which addresses the national needs of health and food security problems through bottom up competitive grant approach or through top down product development programmes. To achieve this, BIRAC would be working in partnership with private, public and international groups. The organisation will have diverse teams and still affirm operational reciprocity.

Since, it is one of a kind organization it requires a very special and unique governance structure for successful and effective functioning. Therefore, it has a distinctive structure as provided herein:

- ◆ The Core function is to provide support for discovery technologies, product development/translational stages and for technology diffusion across different sectors like Public Health, Agriculture and Green technology and Industrial process. So, BIRAC has both horizontal or vertical teams to fulfil this mission
- ◆ The verticals address the different stages of biotechnology product development, the lateral teams are cross cutting inter disciplinary groups (like healthcare, agriculture, green technology) which focusses on a particular product and see it through from discovery to diffusion stage
- ◆ There are other groups such as Investment, Specialized Services, Strategic Partnerships, and Entrepreneurship Development which facilitate the core function
- ◆ The Area Specialized Group has specialists/ scientists from various sectors who act as technical support group and provide technical guidelines.
- ◆ It is proposed to establish an Idea Generation/ Policy Unit within the organization with area specialists working as Adjunct Advisors. These specialists would provide support to the core function of the organization.
- ◆ There are support services groups like HR and Admin, Finance, Corporate Affairs and Legal which are mandatory and important for smooth functioning of BIRAC
- ◆ Each of these groups provide support to each other in their activities, and there inter and intra team collaborations and assistance required for different activities.
- ◆ Each team is led by a Team Lead or Head and the members are brought in as per the requirement and specialization.
- ◆ The team lead/ head of each team would report to the Chiefs/ or Respective Directors as per the level of reporting.

All BIRAC employees are appointed on Contractual basis (Contract of Service) at different Levels and bands based on their qualification and experience. Initial contracts are for 3 years, with the next renewal of 4 years and 5 years renewal thereafter. The upper age limit for all the posts is 55 years.

These team members would be placed in a particular level and band based on their qualification and experience. The different bands are proposed at each level to provide a growth path to the employees of BIRAC while keeping the structure a flat one without increasing the hierarchies.

Competency based assessment parameters have been set for each level. Since, BIRAC is a unique organization with a specialized structure where one team would be dependent on the other team and its resources heavily for any project. The BIRAC functional teams comprise members from various groups and at different levels who would be assigned with the specialized tasks in their field/ area of work and would be responsible for finishing the assigned tasks on time, inter team collaboration and developing good working relationships with other teams. Based on the organization structure, a special reporting system has been derived for BIRAC where there would be no level wise reporting, but will be based on functional coherence. Since, BIRAC is a unique organization with a specialized structure where one team would be dependent on the other team and its resources heavily for any project; therefore, when an executive of specialized services group would be working with the Investment group then his/her performance for that much allocated time would be appraised by Team Lead/ Head of Investment Group.

The compensation structure for BIRAC employees has been designed to ensure that good performance is rewarded and to create healthy competition at work place.

Employees shall be eligible for a defined basic pay with an annual increment. The Flexible Benefit Component will comprise: House Rent Allowance, Reimbursement for Medical & Car Maintenance, Telephone Expenses and Leave Travel Allowance. Additional benefits would also be offered to BIRAC employees such as Medical Insurance, Provident Fund and Gratuity.

LEVELS	BANDS	Monthly Min(Fixed + Variable) (in INR)	CTC Max (Fixed + Variable) (in INR)
Level 6	Band 2	1,67,000	1,95,000
	Band 1	1,50,000	1,75,000
Level 5	Band 2	1,30,000	1,55,000
	Band 1	1,15,000	1,35,000
Level 4	Band 2	1,05,000	1,20,000
	Band 1	92,000	1,10,000
Level 3	Band 2	82,000	95,000
	Band 1	75,000	86,000
Level 2	Band 2	65,000	74,000
	Band 1	57,000	67,000
Level 1	Band 2	46,000	56,000
	Band 1	38,000	48,000

Project Management Unit:

The core strength does not include the other need based/ project based units. In case, a need based Project Management unit has to be formed for larger partnerships, then a typical unit structure will be followed and the number of positions will be based on requirements. Such units may be a complete structure within itself encompassing a technical unit and finance and legal as its integral part. The units would be form on a need

based basis and the compensation offered to these people and the terms of contract would be decided by the management. The number of people to be appointed in these units would be based on requirements which would be worked out by BIRAC internally as and when need arises. A well designed Career Growth Plan through a Performance Management System has been developed. The Need Based Units or Project Specific Units would be set up on a need based basis for certain projects that would be undertaken by BIRAC individually or in collaboration. The teams for these units would be contracted by BIRAC for the specific time period. The 'Contract for Service' candidates who would be appointed on a need basis or for specific project would be given a lump sum amount as a payment of their services to the organization.

The overall administrative structure in the organization is depicted in the diagram below.

INVESTMENT GROUP

Funding Through various Schemes
Project Appraisals and Monitoring
Strategic Directed Innovation Research for Product Development

SPECIALIZED SERVICES GROUP

IP awareness IP Due Diligence
Technology Transfer Facilitation
Technology Acquisition

Financial Analysis
Financial Due Diligence
Accounts

Core Functions

Public Health

Agriculture/ Food Security

Green Technology & Industrial

AREA SPECIALIZED TECHNICAL GROUP

<p><u>Health Care</u> Drugs & Therapeutics Vaccine Diagnostics Biomedical Devices Clinical Trial & Regulation</p>	<p><u>Agriculture</u> Molecular Biology Marker Assisted Breeding RNAi</p>	<p><u>Green Technology & Industrial Process</u> Enzymes Fermentation Process Optimization Chemical Engineering</p>
<p>Idea Generation/ Policy Development Group</p>		

SUPPORT SERVICES

HR and Admin

Audit

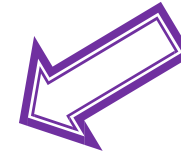
STRATEGIC PARTNERSHIPS GROUP

National/ International Collaborations
Knowledge Networking
Resource Mobilization

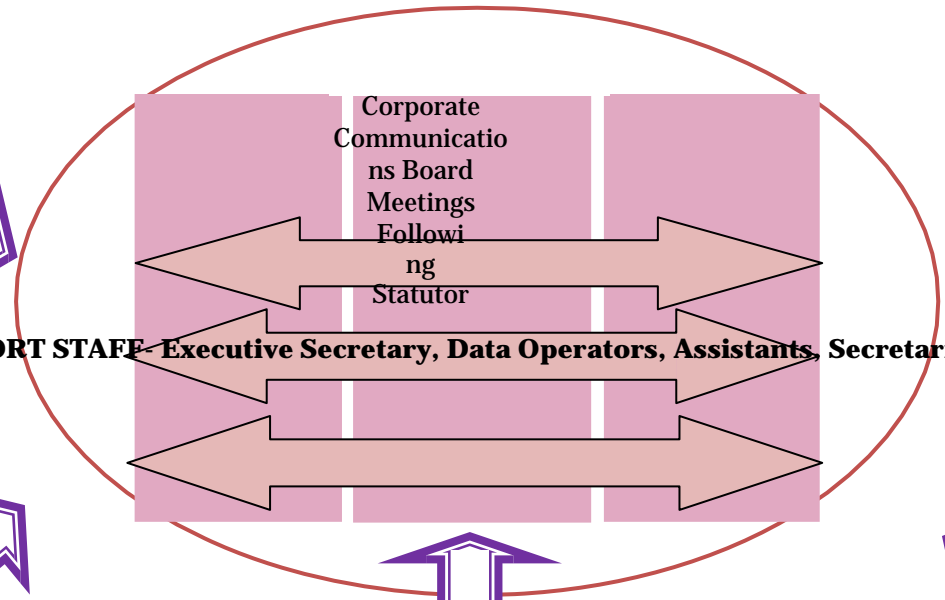
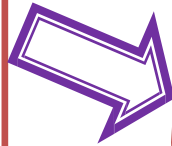
ENTREPRENEURSHIP DEVELOPMENT GROUP

Mentorship Training/ Workshops
Infrastructural support
Incubators and Entrepreneurs Development

HR processes Performance Management System
Training Logistics
Housekeeping



Legal
Functions
Corporate
Affairs



Guidelines

