Indian Education Society's

Management College and Research Centre

MUMBAI

HR POLICY MANUAL

(SERVICE RULE BOOK)

Amended as on 1st June 2017

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HR Policy Manual
(Service Rule Book)

This manual has been prepared with utmost care and is exhaustive in nature but it cannot be all encompassing. Therefore, in case of any point left uncovered or if there is any confusion the decision of the management shall be final.

This Manual will be effective from the date of its amendment on 1st June, 2017. All the rights to make any change in future remain with the management of Indian Education Society.

Definition

1. The words College and Institute have been used in this manual interchangeably and mean IES Management College and Research Centre

2. Management means the Management of IES

I

Categories of Employees

For the purpose of applying rules and regulations described in this manual the employees have been classified under the following categories:

Category	***Indicative Titles***
a. Teaching Staff	Director, Dean, Associate Dean, Assistant Dean, Professor, Associate Professor, Assistant Professor, Librarian
b. Administrative Staff	Registrar, Assistant Registrar, Sr. Officer Jr. Officer, Account Officer, Accountant, Administrative Officer, Junior Assistant Administrative Officer, Assistant Accountant, Office Assistants, Course Coordinators, Clerks, Asst. Librarian, Computer Lab In-charge, Sr. Tech. Assistant, Computer Lab Assistant, Secretarial Staff, Research Staff, Receptionist, etc.
c. Support Staff	Attendants, Peons, Drivers, Gardeners, Housekeeping Staff, etc.

Notes:-

a) The above titles are only indicative and there may be many other titles. The titles which are not included in the above list shall be classified under appropriate categories depending on the decision of the management.

II

Rules regarding working hours (office staff and Support Staff):-

a) Office timings:-

Normal office timings are 10:00 a.m. to 6:00 p.m. for office staff. However, depending on the needs some staff members may be asked to observe some other time slots as the college functions from 8:00 a.m. to 10:00 p.m. The administrative staff members are required to be present on the campus for 8 hours every day. Working hours for support staff are 8½ hours per day. All the employees are required to register their attendance through bio-metric attendance machine twice every day i.e. in the morning while reporting on duty and in the evening while leaving the office.

b) Working days:-

The College works from Monday to Saturday in full capacity and on Sunday for executive education programmes. The common weekly off for all the employees is Sunday. Additionally the employees enjoy 2 Saturdays in a month in rotation as off days. If there is a 5^{th} Saturday in a month, it becomes a working day for all the employees. However, the College functions all 7 days. Therefore the off days of some employees may be different from Saturday/Sunday if they have to work on these two days. The employees (teaching and non-teaching) are required to attend the College on any day depending on the needs of the College.

c) Late arrivals:-

All the employees in the category of administrative staff and support staff are required to adhere to the office timings. In case of late arrival the rules of deducting casual leave, as described below, shall be applied:-

1. All the employees are expected to reach office everyday in time.
2. The employees are given some flexibility in terms of office timings. If they are late by up to 30 minutes then they can work for those many extra minutes in the evening to compensate for the time lost in the morning. However, late arrival beyond 30 minutes will be treated as late-coming.
3. For every three late comings in a month, a day's Casual Leave would be automatically deducted and employees will be informed accordingly as and when it is done. If there is no Casual Leave in balance in the employee's account then the leave will be deducted from the balance Privilege Leave.

d) Movement out of College premises:-

If a staff member is required to go out of the College premises for official work, he/she must inform his/her superior, take permission and make entry in the bio-metric attendance machine. The conveyance voucher if any for outdoor duty should be submitted on the same day or the next working day. If a person has to go for an outdoor duty for more than 6 hours, he/she can also claim a reasonable amount of money (Rs. 100/-) for refreshments. If an employee does not submit conveyance or refreshment voucher within 2 days the expenses will not be reimbursed. Wherever applicable, bills/tickets should be produced along with the voucher.

e) Working for extra hours:-

For working on weekly off, public holidays and beyond office hours, the following rules will apply:-

1) For the employees in the category of support staff overtime charges will be paid at the rate prescribed by the College from time to time.

2) If a staff member, other than support staff is asked by Director / Dean to work beyond 8 o'clock in the Institute's premises (when the normal timings are up to 6:00 o'clock) then he/she would be eligible for taxi/auto rickshaw fare from Institute to Bandra railway station or the nearest bus stop.

f) Absence without permission:-

Except in case of emergency or sudden sickness every staff member must obtain prior permission whenever he/she needs leave. Leave without prior sanction will be treated as unauthorized absence and hence will be treated as 'Leave without Pay'.

In case an employee remains absent from the College for more than 15 days without any information or proper prior permission then it would be assumed that he/she is not interested in continuing with the job. After giving a chance to such an employee for personal hearing, the Management shall take appropriate action which may also lead to termination of the services of the employee.

g) Holidays:-

The College usually observes holidays as prescribed by the University of Mumbai. However, discretion to make any change in the list remains with the IES management.

III

Leave Rules:-

The leave entitlement for all the staff members (teaching and non-teaching) is as follows:-

1) Casual leave – 8 days in a year.
2) Privilege leave (earned leave) 30 days in a year.
3) Medical leave – 10 days in a year.

For the purpose of calculating and maintaining leave records the year is calendar year i.e. January to December.

Detailed Notes on Leave Rules:

- Casual Leave (C.L.):-

a) In normal circumstances, permission for CL shall be obtained at least one day before the day from which CL is required. In exceptional circumstances, where CL is taken for meeting unforeseen / unavoidable problems, where application for CL cannot be submitted before the leave begins, the post facto sanction for CL will be obtained by the employee.

b) C.L. can be taken for half day also i.e., either pre-lunch or post-lunch period. However, pre-lunch half day C.L. will have to be applied for in advance. In the absence of advance application, pre-lunch half day C.L. will not be granted. If for some reason it is not possible for the employee to take advance permission then s/he should inform over telephone about her/his leave.

c) CL can be prefixed or suffixed with holidays or Sundays.

d) CL cannot be combined with any other kind of leave (except compensatory leave). Even if a public holiday or Sunday falls in between CL and long leave (Medical or EL) then it will be considered as combining CL with other leave and therefore, will not be permitted.

e) C.L. cannot be taken for more than 3 days at a time.

f) All un-availed CLs will lapse at the end of the calendar year.

g) New employees who are on probation are eligible for C.L. on pro-rata basis. They can take maximum 1 day C.L. per month subject to the maximum of 8 days in a year.

- Privilege or Earned Leave (P.L.):-

a) As the year for leave accounting is calendar year, P.L. shall be credited to the account of the confirmed employees twice in a year i.e. 15 days on 1st January and 15 days on 1st July provided that the employee has rendered the required number of days' service to earn this leave.

b) No employee can take P.L. more than what is credited to his/her account i.e., there is no provision for advance P.L. However, for genuine reasons the management may grant advance P.L. as a special case. If an employee takes more P.L. than what is available to him/her as shown in his/her account then the excess leave including weekly off / bank holiday will be considered as leave without pay and the proportionate amount of salary will be deducted from the salary payable to the employee for the month in which the leave was taken. However, in future when the employee earns leave, he/she can surrender that leave and get the amount of salary which was deducted earlier. The salary for this purpose will be total salary i.e. basic salary + all allowances (prevailing in that month) *or consolidated salary*.

c) The employee will have to apply for P.L. 7 days before going on leave. The leave will be sanctioned by the Director.

d) Weekly off/holidays falling within the period of P.L. will be counted as P.L. However, if weekly off or holidays are prefixed or suffixed to P.L. they will be excluded.

e) The maximum permissible accumulation of P.L. will be 90 days. If the accumulated P.Ls. are more than 90 days then the P.L. accumulated over and above 90 days shall automatically lapse on 1st of January every year.

f) Earned leave (P.L.) cannot be availed for a period of less than 3 days.

g) Availing of Earned Leave (P.L.) must be with the advance permission of the Director.

h) Only confirmed employees shall be eligible for the facility of Earned Leave (P.L.). No P.L. will be credited to the account of an employee who is on probation. However, on confirmation when the leave is credited then it will be counted from the date of joining. If an employee is given confirmation before completing the service of 12 months then P.L. will be credited to his account on pro-rata basis on 1st July.

i) For *genuine problems P.L. can be taken along with Medical Leave.*

j) In normal circumstances every employee should plan for his/her P.L. in the beginning of the academic year and inform the immediate superior. It should be ensured that P.L. is not availed when there is a work pressure in the department/College. Similarly, more than one or two employees from the same department should not go on a long leave at the same time.

k) No P. L. will be allowed in Notice period.

- Leave Encashment:-

a) Earned Leave maximum up to 90 days can be encashed at the time of retirement or while separation from the College due to resignation / termination or any other reason.

b) Leave Encashment at the time of resignation will be given after adjusting notice period. If there is a shortfall of notice period at the time of resignation, then the shortfall in the notice period will first be adjusted against salary and then against available Earned Leave. Balance leave remaining after this adjustment will be given as encashment.

For the purpose of encashment, the calculation will be done as follows:-

Basic + GP + DA ÷ 30 x no. of unutilized days of earned leave.

Or

Any other formula applicable as per government rules.

c) If an employee leaves the College during probation period (before being confirmed), then no P.L. encashment will be given because only confirmed employees are eligible for the facility of P.L.

- Medical leave:-

a) Medical leave can be availed if an employee is unfit to attend the office.

b) A certificate of a registered medical practitioner certifying the period of illness must be enclosed to the leave application if the leave is for more than 3 days.

c) Medical leave can be accumulated up to 30 days However, if there are some serious medical problems, the management of IES may consider such cases as special cases and grant special medical leave. *However, this special consideration will be applicable in case of only those employees who were in the employment of IES when the rules regarding medical leave accumulation were changed and because of that they had lost some amount of medical leave at the time of implementing the new rules.*

d) *When resuming after illness, a Registered Medical Practitioner's fitness certificate should be produced.*

e) Medical Leave will be credited to the account of all the confirmed employees twice every year, i.e. 5 days on 1st January and 5 days on 1st July. Employees on probation period are not eligible for Medical Leave. New employees given confirmation on 1st June can avail of the Medical Leave on pro-rata basis even though it is not credited to their account. Medical leave cannot be availed during probation period. On confirmation when the leave is credited to the account of an employee it will be counted from the date of joining.

f) Unused Medical Leave at the time of retirement / separation will lapse.

g) Medical Leave can be clubbed only with P.L.

- Compensatory leave:-

If an employee working in the category of non-teaching staff is asked to work on a weekly off or a holiday, he/she becomes eligible for compensatory leave. The employees working in the category of support staff are not eligible for compensatory leave. The following rules shall apply:-

a) The employee should be asked by the College to work on a weekly off/holiday. If an employee willingly attends the office on a weekly off/holiday for his/her personal reasons, he/she will not be eligible for any compensatory off.

b) Information regarding an employee attending office on a weekly off/holiday should be sent to the Director in the prescribed form at least one day in advance.

c) Compensatory leave should be taken within 60 days. However, due to work pressure in the College if it is not possible to take compensatory leave within 60 days it can be taken within 90 days from the day (weekly off/holiday) on which the employee had worked. However, in such cases the special permission of the Director will be needed and the immediate superior must certify that the employee was not allowed to take the compensatory leave within 60 days.

d) Accumulation of more than 3 days of compensatory leave is not permitted.

e) Compensatory leave can be taken with C.L. but not with Earned leave or Medical leave.

f) The employees must apply for compensatory leave in the prescribed form.

g) To become eligible for Compensatory leave, an employee should work for a complete duration of 8 hours on a holiday / weekly off.

If an employee works for less than 8 hours but more than 5 hours then he/she can take a comp. off for half a day in lieu of working for those extra hours. Compensatory leave will not be available if an employee works for some extra time on his working day. Sometimes employees have to work for extra hours because of work pressure. However, for such extra working they will not be eligible for any concession or facility. *But if it is known and planned in advance then an employee can leave early on a particular day if he / she was required to come early in the morning. Similarly, if an employee is required to sit late in the evening then he / she can be permitted to come late on that particular day.* However***, this should happen with the written advance permission of the Director.***

- Maternity Leave:-

a) Women employees are eligible for maternity leave of 180 days for maximum two surviving children. Such leave should not be debited to the leave account. They are also eligible for 42 days leave in case of miscarriage or abortion; after providing proper medical proof of the same.

b) A female employee who has been confirmed shall be eligible for Maternity Leave on full pay. Such leave will not be debited to leave account. In case of a female employee who is not confirmed, the following rules will apply:-

   (i) If she has **completed two years** of **continuous service**, she will get Maternity Leave with full pay.

   (ii) If she has **completed one year** of continuous service, then she will get Maternity leave on half pay. This half pay will be half of the gross salary inclusive of all allowances.

   (iii) If she has **not completed one year** before commencement of her Maternity Leave, then the **entire leave will be without pay**.

Duty Leave:

All the employees – teaching and non-teaching- are eligible for duty leave for the following work or activities –

1. When an employee is authorized by the superior to visit the office of a government department or regulatory agency for some official work.
2. When an employee is authorized to visit any outside entity for promotional/official/PR/ summer or live project/ student supervision activity.

3. When staff/faculty members are authorized to attend conferences, seminars, conclaves, FDPs, workshops and any similar activity.

4. When faculty members go out for conducting MDPs or consulting which has been in the name of the College. If such assignments are taken up by faculty members in their personal name but as IES MCRC faculty then the rules for duty leave have been defined separately.

5. When the faculty members are invited by external entities and authorized by the College to attend to some professional event/activity as a chief guest, guest of honour, panel speaker, interview panel member, inspection committee member, question paper setter/moderator, answer-sheet evaluator//moderator etc.

6. **The faculty members doing Ph. D.** can get duty leave for attending the course work, completing procedural formalities with the university/institute, and meeting the guide. For data collection, writing the thesis report or any other work no duty leave is sanctioned.

7. ***No staff or faculty will get duty leave for attending lectures or exams for any programme for which IES has not sponsored the staff/faculty.***

8. Any other activity not mentioned in this section can be considered by the management for duty leave as a special case if in the opinion of the management the activity is for the benefit of the College..

To avail the facility of duty leave the following procedure must be followed—

1. To become eligible for duty leave the **employee must apply in advance** i.e. before going on leave.
2. All duty leave applications **should be supported by a documentary evidence except in case of point nos. 1 and 2**
3. **For half day (or few hours) duty leave an email should be sent (no form to be filled up)** which should be approved by the sanctioning authority.
4. *An application form should be filled up for a duty leave for a period of one or more days*.
5. In addition to email or application *form an entry should be made by the employee in the leave card for every duty leave*.

Note:

In special cases the management of IES can make exceptions to the leave rules.

IV

Salary

IES Management College is a part of Indian Education Society which runs many other educational institutes. Therefore, the salary structure is decided by the management of IES and the rules regarding salary structure may be different for different institutions of IES. The salary structure and allowances for Management College employees are designed, implemented and revised from time to time by the management of IES. *The management of IES reviews the rate of dearness allowance every year and declares in advance at the time of preparing the budget for the next financial year.* The rate of DA indicated in the budget is applicable for all the eligible employees for that financial year.

V

Local Conveyance

When the employees go out for official work they are entitled for the reimbursement of actual conveyance expenses. The entitlement is as under:-

Category	***Entitlement***
a. All Teaching Staff, Registrar, Assistant Registrar, Administrative Officer, Junior Administrative Officer, Accountant, Assistant Accountant and other staff excluding class IV employees.	Taxi/autorickshaw, 1st class local train. If a Staff member uses his / her personal vehicle (four wheeler) for travel, he / she should submit the record of kilometers travelled and will be paid Rs. 6/- per km conveyance charges.
b. All other employees	2nd class local train/bus (if bus service is not available auto charges will be reimbursed) in special circumstances.

The above entitlement of conveyance is indicative and depending on the requirement, the Director can make exceptions.

VI

Selection and Recruitment

Selection and recruitment procedure for faculty and staff is as under:

Faculty:

- Advertisement is given in a leading newspaper. However, applications received through references or in response to College website recruitment invitation are also accepted.
- Screening and short-listing of CVs is done by a Committee consisting of Director, Dean and a senior faculty.
- Shortlisted candidates are called for interview with a panel which includes G. C. Members, Director and Dean.
- Based on performance in interview, candidates are called for presentation to Director, Dean and existing faculty members (Senior faculty and faculty from the relevant specialization stream).
- Selection is done based on performance in interview and presentation.
- If an existing visiting faculty is considered for the position of full-time faculty then he/she may be selected only on the basis of personal interview.
- Recommendation is sent to Head Office for final approval.
- Appointment letters are issued.

Admin Staff:

- Advertisement is given in a leading newspaper. However, applications received through references or in response to College website recruitment invitation are also accepted.
- Screening and short-listing of CVs is done by a Committee appointed by the Director.
- Shortlisted candidates are called for the first interview with a panel which includes Director, Dean, Associate Dean and Registrar.
- Based on the performance in the interview, the candidates are called for final interview with G. C. Members.
- Recommendation is sent to Head Office for final approval.
- Appointment letters are issued.

VII

Performance Appraisal, Promotions and Increments

A. Performance Appraisal

For all the employees irrespective of their date of joining, the performance appraisal is carried out in the month of May and the promotions/increments are given with effect from June 1. The employees who do not complete one year by 31st May are considered as under:

a) Those who complete less than 6 months have to wait till next year's 31st May.

b) Those who complete more than 6 months but less than one year may be given some suitable relief.

c) Notwithstanding points (a) and (b) above, the first performance appraisal for newly joined employees is done in the month of May, which falls immediately after their joining provided they have completed a period of 12 months before 31st May. If a **newly joined employee has not completed 12 months period till 31st May, which falls immediately after his joining, then performance appraisal of such employee is done in the month of May falling in the next appraisal period.** (However, in some cases the IES management can take an appropriate view to ensure that an injustice is not done to an employee. It is also possible that the appraisal of an employee is done in the month of May even though she / he has not completed 12 months in the College). Until the first performance appraisal is done, the employee will continue to be on probation and also not be eligible for his/her regular increment in the scale. His/her confirmation will depend on the performance during probation period. Based on the first performance appraisal the management can decide to confirm the services of the employee; extend the probation period or terminate his/her services

With the purpose of continuous guidance and counseling an half-yearly performance appraisal is also carried out during November / December.

Subsequent performance appraisal is done every year. Annual performance appraisal is done in 2 parts through a prescribed format in which the first part consists of self-appraisal by the employee and the 2nd part is the appraisal by the immediate Superior/Director. The performance appraisal form is different for teaching and administrative staff.

B. Promotions and Increments

IES has its own system for the promotions and increments for the employees of Management College. No employee of IES MCRC **can claim promotion, increments or change in grade pay etc. based on seniority or for obtaining a degree or diploma**.

Cash Incentive

Teaching Staff

(a) To motivate faculty members to give good performance **a cash incentive scheme** is used which has been described in the annexure.

(b) The points based cash incentive is given to faculty members **up to the level of professor**. The faculty members working at the level of assistant dean and above are considered for cash inventive depending on their overall performance.

(c) No cash incentive is given to faculty members, irrespective of their position, once they attain the age of 65 years.

(d) Giving or not giving cash incentive to any faculty member will depend completely on the discretion of the management.

Non-teaching Staff

Because of the nature of the work it is difficult to quantify the performance of non-teaching staff objectively. Therefore, to enable a non-teaching staff **to get the cash incentive** he/she should **write a paragraph or a few bullet points in the performance appraisal form** to indicate how his/her performance/efforts have contributed to one or more of the following –

1. **Additional revenue generation for the College**
2. **Cost reduction**
3. **Ideation and implementation of changes in the processes leading to improvement in the efficiency of the functioning of the College/department.** Only implementation of the ideas given by the superiors will not earn any credit to an employee. The process automation under AEMS will not be considered unless a new and a unique application/module is suggested.

4. Improving brand equity of the College which could be quantified. For example, achieving the given placement target before March end (individual target should be set for every employee); 10 to 15% increase in the average CTC for the batch; 15 to 20% increase in the number of PG applications etc. If the outcome is the result of joint efforts of two or more employees then they will have to justify their efforts through mutual understanding. Accordingly the incentive will be considered and the amount will be distributed among all the group members.

5. If the <u>non-teaching staff achieves some results in the areas specified in the annexure table B (industry interaction) then he/she will be eligible to earn those points and will get the cash incentive based on those points</u>.
6. The incentive to non-teaching staff will also depend on the discretion of the management. No non-teaching staff automatically becomes eligible for cash incentive because of some special achievements.

7. Notwithstanding above rules, if the management finds the performance of any non-teaching staff **exceptional** then he/she may be considered for cash incentive.

VIII

Misconduct and Discipline

Any of the following acts and omissions on the part of the employee shall be considered as misconduct:

1. Willful insubordination or disobedience.
2. Going on an illegal strike or abetting, instigating or acting in furtherance thereof.
3. Willful slowing down in performance of work or abatement or instigation thereof.
4. Theft, fraud or dishonesty in connection with the employer's property or a theft of another employee's property within the establishment.
5. Demanding and accepting bribes or any illegal gratification.
6. Habitual absence without sanctioned leave.
7. Habitual late attendance.
8. Habitual breach of any rule or any law applicable to the establishment or any rules made there under.
9. Engaging in trade or business or taking up any part-time or full time paid work without the knowledge and written permission of the Director of the Institute.
10. Drunkenness or riotous, disorderly or indecent behavior, use of abusive language.
11. Threatening or intimidating other employees or wrongfully interfering with the work of other employees, assault on other employees' or on Institute's property.
12. Gross neglect of work or habitual negligence.
13. Habitual breach of any rules or instructions meant for the maintenance and running of the departments or the maintenance and cleanliness of the Institute's premises.
14. Holding or attending unauthorized meetings inside the premises of the Institute without previous written permission of the Management.
15. Canvassing for union membership, collection of money for any purpose within the Institute premises without the permission of the management.
16. **Being rude towards officers, employer, visitors and other persons in the Institute's Premises or elsewhere in connection with the Institute business.**
17. Distributing or exhibiting within the establishment, handbills, pamphlets, posters, etc. without prior permission of the management.
18. Falsification, defacement or destruction of records of the Institute.
19. Willful misrepresentation of the information given by the employee at the time of application for employment.
20. Willful damage to work in process or to any property of the Institute.

21. Disclosing any confidential information related to activities of the Institute to any unauthorized person.

22. Gambling within the premises of the Institute.

23. Smoking or spitting in the premises of the Institute.

24. Possessing lethal weapons or fire arms in the premises of the Institute except as permitted under the law and with permission of the management.

25. Refusal to accept a charge sheet or other communication served by the management.

26. Accepting expensive gifts from suppliers, customers, students or any party dealing with the Institute.

27. Canvassing for or recommending any candidate for admission.

28. Helping students in the use of unfair means during examination.

29. Any leak or disclosure of question paper or confidential information to unauthorized person will invite immediate suspension of an employee pending enquiry.

30. Misappropriation of Institute's funds / money and manipulation in books of accounts.

31. Any other activity or action or work which in the opinion of the management is a misconduct or subversion of discipline.

32. **Support staff not attending the College in the uniform provided to them by the college**.

An Employee Guilty of Misconduct May Be:

a) Warned or reprimanded in writing or orally.

b) Suspended without salary or

c) Deprived of his / her yearly increments or

d) Demoted to a lower grade or position or

e) Discharged / Dismissed with or without notice

Depending upon the degree of misconduct performed.

For imposing any disciplinary action, Management will follow the procedure of conducting enquiry according to the principles of Natural Justice by appointing an enquiry officer and issuing a show-cause notice to the employee.

IX

Separation from the Institute:-

All teaching and non-teaching employees may be separated from the Institute in the following events:-

a) An employee may resign.

b) An employee's service may be terminated by the Management for misconduct, indiscipline, lack of efficiency, poor performance or for any other reason which in the opinion of the Management is a sufficient reason to terminate the employee.

In either of the 2 cases (resignation or termination), the notice period will be one day from either side during probation period and one month or salary in lieu of that after probation for non-teaching staff. For teaching staff this period will be one month and 3 months respectively.

On separation, the full and final account of the employee is settled on the **first day of the next month along with salary payment of all the employees**.

Important:

When an employee leaves the College, on the last day of his services all his or her dues will be calculated in the form of full and final settlement and paid on the first day of the next month. After this if any benefit is given by the College to the existing employees with retrospective effect, then such benefit will not be given to the employees who are not in the employment of the College on the day such decision is implemented. Such benefits will go to only those employees who are in the service of the College on that day. A common example of benefits accruing with retrospective effect is increase in Dearness Allowance (DA). However, there may be some other benefits too.

Retirement:

The retirement age for non-teaching staff is 58 years and for teaching staff 60 years. However, management may decide to retain teaching staff beyond this age if permitted by AICTE / University rules. This will completely depend on the discretion of the management. However, if a teaching staff is allowed to continue after completing 60 years of age, he/she will be employed on a consolidated salary and not under the prescribed pay scales.

Benefits:-

On retirement, the employee will be eligible for provident fund and gratuity as per the provisions of the relevant Acts.

Various forms:-

The Institute has designed standardized forms for various purposes. All the employees of the Institute are required to use these standardized forms wherever they are applicable.

X

Rules for Teaching Staff

In addition to the rules mentioned so far in this manual, the following rules shall apply **exclusively to the teaching staff**:-

Working Hours:-

a) **Attendance**

Like non-teaching staff, the teaching staff must register their attendance through bio-metric machine in the morning while arriving and in the evening while leaving for the day.

b) **Timings**

Faculty members should remain in the College Campus for 7 hours every day. This duration of 7 hours can be decided by them, depending on their lecture schedule and other commitments. However, every faculty member must remain present in the College Campus every day from 2:00 p.m. to 4:00 p.m.

c) **Late Arrival and Early Leaving**

Since faculty members have to remain in the College for 7 hours and can observe flexible timings depending on their commitments, there is nothing like late arrival or early leaving for them. However, if they do not spend 7 hours **or** *do not remain present in the College between 2 p.m. and 4 p.m.* then they will have to apply for half day C.L. on that particular day.

XI

Teaching and other work load:-

Faculty members in Management Institutes are expected to play a versatile role. This includes many activities like teaching, research, course development, study material development, publishing and presenting papers, organizing events, managing students' co–curricular and extra–curricular activities, administration, helping students get better placements, mentoring, project guidance, industry visits etc. Faculty members should show a very strong aptitude towards research as the research of high quality done by the faculty members gets recognition for the institute in the academic world. The College Management has developed a system to define the workload for faculty members, Minimum Expected Performance from them and incentives for good performance. This system has been explained in the annexure to this Manual.

Teaching staff members will have to teach in any of the full-time or part-time programmes in any discipline, in any of the units and at any campus of the Institute.

Outside Teaching:-

a) Teaching staff is **not allowed to teach as a visiting faculty** in other Institutes. Any such act shall be construed as misconduct and breach of trust and an appropriate action will be taken against such staff.

b) Teaching staff can however, deliver occasional guest lectures in other institutes / organizations with the written permission of the Director. Such lectures should not be a part of the regular courses conducted by the inviting institutes. *To get permission from the Director, the invitation letter of the inviting institute will have to be produced.*

XII

Special Leave:-

Teaching staff is entitled for the same leave facilities as applicable to the non-teaching staff as explained earlier. In addition they are eligible for the following 3 types of leave:-

a) **Sabbatical**

After every 5 years of service, a teaching staff becomes eligible for one year sabbatical. Any teaching staff wanting to avail this facility must enclose a copy of the offer / invitation letter from the inviting institution/organization along with the application for leave. Sabbatical leave will be without pay. If not taken, it will lapse and cannot be accumulated. After one sabbatical is taken, the next sabbatical will be allowed only after a gap of 5 years after resuming. However, *Management can make exception to this rule and can grant Sabbatical Leave even before a faculty member completes 5 years*.

b) **Consultancy leave**

Teaching staff is eligible for consultancy leave as per the following rules:-

I. Teaching staff on probation is not eligible for consultancy leave.

II. In one calendar year, maximum 45 days consultancy leave can be taken. Consultancy leave if not taken will lapse on 31st December, every year.

III. For newly appointed but confirmed staff, the leave will be calculated proportionately from the date of joining till 31st December of the year in which the employee becomes confirmed. Thereafter, it will be 45 days in one calendar year.

IV. Consultancy leave is not earned like Privilege Leave and it can be taken any time during the year.

V. Consultancy leave can be taken any number of times in a year and for any minimum or maximum number of days at a time (minimum 1 day and maximum 45 days).

VI. Consultancy leave is given to enable teaching staff to undertake consultancy assignments. Therefore, Consultancy Leave will be sanctioned only if Consultancy Leave application is accompanied by the offer / invitation letter from the inviting company.

VII. Consultancy Leave needs to be taken only for those assignments which are taken by the employees in their personal capacity but as a faculty member of IES Management College (the offer/invitation letter should recognize them as a faculty member of IES MCRC). If employees go out for any Consultancy assignments undertaken by the Institute, they will be treated as "on official duty".

c) **Leave for professional assignments**

If faculty members get invitation from statutory bodies like AICTE, DTE, Universities and other educational institutions or from professional bodies for professional assignments, they will get Duty Leave with the permission of the Director. For such assignments and Duty Leave the invitation letter from the inviting institute will have to be produced to the Institute along with the application.

XIII

Rules for Consultancy Assignments:-

Consultancy assignments are important for every B-School for the following reasons-

- Industry-Institute interaction,
- Senior faculty remain in touch with industry,
- Young faculty get industry exposure,
- Such assignments help in research, case development etc.,
- Institutes' rating and image goes up,
- Institute and faculty earn some extra income.

Consultancy assignments can be secured in the following two ways:-

A) Assignments secured by the Institute through institutional efforts or a faculty contact. The MOU is signed between the Institute and the client. (Category-I)

B) Assignments secured by a faculty in the capacity of IES faculty (not in his individual or any other capacity). The client invites the faculty and not the Institute(Category-II)

A. **Category-I** assignments would include giving advice, orally or through a written report to a client which may or may not be based on some survey or research; conducting some research for a client and providing any other service beneficial to the client.

All payments would be received in the name of the Institute. All expenses incurred on such assignments would be debited to Institute's account. These expenses shall be subtracted from the fees received from the client and the net balance would be shared between the Institute and the faculty in the ratio of 30% and 70%. The expenses to be considered shall also include any incentive money to be paid to a faculty or staff for bringing the assignment. If a group of faculty/staff/students work on the assignment, then the lead faculty will decide about distributing money among all the group members from the 70% share. If the same faculty member obtains the assignment who also delivers it then he/she will not be eligible for any incentive and his/her total share will be 70%. If a staff/faculty initiates such project, he/she should submit a proposal to the Institute, indicating estimated expenses (conveyance/travelling/typing/ courier etc.) If the proposal is approved but unfortunately the project does not materialize then the expenses incurred to get the project would be borne by the Institute. If the project materializes then all such expenses (incurred before starting the project) would be treated as project expenses and would be subtracted from the income before sharing it between faculty and the Institute. Without submission and approval of the proposal if a faculty/staff spends any money, such expenses would be borne by him/her. If a prospective client approaches the Institute and the Institute appoints a faculty/staff to finalize the project then all the legitimate expenses incurred to get project would be treated as project expenses.

B. **Category-II-** Assignments would include all the assignments defined in category I and, additionally, they would also include training programs conducted by a faculty for executives/employees of a commercial organization. However, training programs conducted for academicians/students would not be treated as consultancy assignments. For income and expenses the following arrangement would be applicable:-

a) A copy of the invitation letter/MOU should be submitted to the Institute. This should clearly indicate the professional fee charged by the faculty.
b) All expenses would be borne by the client
c) Gross revenue (without deducting expenses and TDS, if any) would be shared between the Institute and the faculty in the ratio of 30% and 70%
d) All payments would be received by the faculty and he/she would give 30% to the Institute without deducting any expenses and TDS, if any. (since the expenses would be borne by the client)

<u>If the client is not willing to bear the expenses separately, it is advisable that the assignment is taken in the name of the Institute.</u>

C. MDPs:- When the Institute obtains through institutional efforts and conducts MDPs/EDPs, then all the expenses will be borne by the Institute and the entire income will be credited to Institute's account. Depending on the program duration and income, the payment to faculty members will be made as under:-

1. <u>Short duration programme:-</u>

Programmes which are of short duration, ranging from 1 to 6 days and conducted in the College campus, 70% of the net income from the program will be shared by all faculty members on the basis of number of sessions taken by them. This income will be arrived at after subtracting all the expenses incurred on the program; if any incentive to be paid to a faculty or staff for getting the assignment and Rs. *5,000/-* per day as infrastructure cost from the total income. 30% of the net income will be credited to the College account. If the faculty member who obtains the assignment is also one of the resource persons, he/she will not be eligible for any incentive.
If such programs are conducted in the premises of the client then the expenses incurred on study material and any other applicable expenses like faculty or staff incentive shall be deducted from the total fee to arrive at the net revenue. This net revenue will be shared between the Institute and the faculty member in the ratio of 30% and 70%. If there are multiple faculty members then their total share of 70% will be divided among all of them on the basis of number of hours spent by them or using any other formula suggested by the lead faculty. In such programs the faculty members will make their own arrangement for transportation and no expenses for this will be reimbursed to them. If such programme is obtained by a faculty who is also the resource person then he/she will not be eligible for any incentive.

2. <u>Long duration programme:-</u>

For long duration programs, where a single organization gives assignment to IES to train its executives over a long period, the faculty members will be paid at the prevailing rate of honorarium payable to visiting faculty. However, in this case also it will be ensured that the total amount paid to all the faculty members does not exceed 70% of net income from the program (gross income minus all the expenses, faculty/staff incentive and infrastructure cost). In these types of programmes, however, a faculty will be eligible for the incentive for getting the programme even if he/she is one of the resource persons.

XIV

Some Incentive Schemes for Teaching Staff:-

1. Incentives for Paper Presentation in Conferences, attending FDPs, etc.

(i) To motivate faculty members to attend Conferences / Seminars / FDPs, etc. the Institute has a policy of providing them full sponsorship. In an Academic Year a faculty member can attend maximum two Conferences / Seminars / Conventions as Delegate or a Paper Presenter. Additionally, faculty members can also attend one FDP in an Academic Year. Thus, in all, faculty members can be sponsored for maximum three such events in a year, out of which maximum two can be outside Mumbai. The Institute provides full sponsorship for three programmes in a year subject to other rules and regulations mentioned below. However, there will be no upper limit on the number of conferences / seminars / FDPs attended in Mumbai. Similarly, there will be no upper limit on the number of conference papers presented in absentia.

(ii) If faculty members want to present a Conference Paper jointly then the Institute will provide sponsorship including registration fee to only one faculty member.

(iii) A faculty can attend a conference or present a paper outside India once in three years. This is to clarify further that the meaning of the rule is every fourth year a faculty can be sponsored for such assignments. For example: If a faculty has attended a conference outside India in the Financial Year 2016-17, then he / she will get the next opportunity only in 2020-21. Also, in one Financial Year maximum two faculty members will get a chance to go abroad for such conferences. If a faculty member wants to present a paper in an international conference, in absentia, then registration cost for maximum two such papers per faculty would be borne by the College in a financial year. To encourage some good work by faculty, the College Management reserves the discretionary power to relax these rules in exceptional cases. The College will sponsor faculty members to attend conferences outside India provided the organizing Institute is accredited by an agency which is globally accepted. The examples of such agencies are AACSB, ACBSP, AMBA, EFMD and SAQS.

(iv) If a faculty member is sponsored by the Institute to attend any Conference / Seminar / FDP, etc. out of India then he / she will have to continue to work in the Institute for a minimum period of 5 years after attending such a programme. If a faculty member leaves the Institute and does not complete this period of 5 years, then he / she will have to refund to the Institute the money spent on his / her foreign trip on pro rata basis. For e.g.:- If a faculty leaves after completing one year after the programme, then the amount to be recovered by the Institute will be 80% of the total sponsorship money; if a faculty leaves after completing two years, then the amount to be recovered would be 60% of the sponsorship money; so on and so forth.

(v) A faculty member will be eligible for sponsorships only after he / she completes 6 months service in the College if the conference / seminar is within India. However, if a faculty wants to attend such programmes within first six months at his or her own cost, he / she will be eligible to get duty leave to attend such programs. If a faculty member is sponsored by the College to attend any programme (Conferences / Seminars / FDPs, etc.) during probation period and if that faculty leaves the Institute before he / she is given confirmation letter or before completing one year of service, whichever is later, then the entire money spent on his / her sponsorship will be recovered by the College before his / her departure. Usually the probation period is of one year but as per College policy, the confirmation letters are always effective from 1st of June. Therefore, for the purpose of this rule, the issue date of confirmation letter will be taken into consideration. The Duty Leave given to faculty members for attending the programmes will be considered as leave without pay and salary paid for the period will be recovered from the faculty. For attending any Programme outside India, a faculty must have completed one year of service in the College or must have been confirmed, whichever is later.

(vi) IES believes in continuous development of its faculty to improve the quality of teaching and research. With this purpose, faculty members are sponsored for various training and development programmes. The incentives and rules for short duration FDP programmes are already mentioned in the previous points. This point relates to long term development programmes. If a faculty member is sponsored by the College to attend a long term faculty development programme, then all the rules mentioned above in pt. nos. iv and v (applicable for outside India Programmes) will be applicable. Any programme extending for a period of more than 7 days will be considered as a long term FDP.

(vii) Eligibility of faculty for inland travel would be as under:-

	Air	Rail
Director / Professor	Economy Class	I AC/ Tier II AC (Sleeper)
Associate Professor	Nil	II AC (Sleeper)/ I AC Chair
Assistant Professor	Nil	Tier III AC (Sleeper)

Lodging/boarding expenses would be sanctioned depending on the place of conference and the arrangements made by the organizers.

(viii) Faculty members would not automatically become eligible for all the above incentives. They will have to submit a proposal which will be subject to the approval of College Management and availability of funds in budget.

2. Assistance in Research and Publication:-

Faculty members at the level of professors are provided with Student Assistants for developing research papers, monographs etc. Faculty members should submit a proposal stating all the details of the project and time required to complete the project. Maximum one or two students would be provided to one faculty and there should be a quantifiable output in the form of a research paper, new course, MDP Programme etc. Only after the proposal is accepted, the faculty member should start working on the project.

3. Institute's assistance and help:-

For research and publication work, the Institute will provide all the required help to faculty members (typing, computing, papers, etc.). However, for large projects, prior approval from the Director will be necessary before utilizing institutional resources. For personal consultancy assignments, faculty members can use computing facilities but not the stationery (computer print outs). For using postal and courier facilities, the following rules shall apply:-

a) For sending papers / articles to publishers within India, ordinary postal or courier services in the Institute's account can be used by the faculty members. For sending the same outside India, only ordinary foreign postal service can be used.
b) For personal consultancy assignments, no postal or courier service in the Institute's account can be used.

4. <u>Various Awards:</u>

To motivate faculty members who give a good performance, the College gives 3 awards based on the overall performance of the faculty members. Thus there will be 1st, 2nd and 3rd position for these awards. These positions will be decided on the basis of points earned by the faculty members and indicated in their annual performance appraisal form. These points will have total 60% weightage in the assessment. Remaining 40% will be decided by the Management based on the general performance, commitment, attitude, discipline, behavior, industry interaction, etc. of the faculty members.

(i) <u>Best Committee Award:-</u>

This is not an individual award. This award will be given to a committee depending on its performance. The objective of the award is to encourage team work among faculty members. The Award Committee will select the Best Committee on the basis of parameters like attendance in various meetings, quality of suggestions, implementation of suggestions, quality of minutes, submission of minutes in time.

<u>Repetition of awards:-</u>

Faculty members can win the same award repetitively year after year depending on their performance. Thus there is no such rule that if a faculty member wins a particular award in a particular year, he or she will not be considered for that award next year.

Eligibility:-

All the faculty members whose services have been confirmed before the beginning of the Academic period under consideration and faculty members who are not members of the faculty Executive Committee will be eligible to compete for these awards.

Form of the Awards:-

Faculty will be given a certificate of recognition and a memento for each of the awards.

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XV

Annexure

Faculty Workload and Performance Based Incentive

Section - A

Minimum Required Work

1. Every faculty is required to teach minimum 6 courses of 40 hours duration. If the duration of the courses taught by the faculty is less or more than 40 hours then his / her load will be calculated accordingly. However, a course taught for a minimum duration of 20 hours will only be considered for calculating the teaching load. Teaching done by a faculty for less than 20 hours for any course may not be considered here, but faculty can make a mention of this in his / her performance appraisal form to get recognition for the extra work done. Teaching a course should also fulfill all the expectations of the College in terms of quality and procedures.

2. Every faculty will take the responsibility of doing administrative work and managing events. The College management will decide about these responsibilities every year in the beginning of the Academic Year. Apart from event management and administration the faculty members will also be required to accept the responsibility given to them related to conducting or participating in meetings, exam supervision or any other work assigned by the College.

3. Faculty members will also be expected to take up the activities important for student development. Such activities include mentoring, project guidance, course related guidance, industry visits, participation in competitions, etc.

4. If a faculty could not give the minimum performance in any particular area then he/she can compensate for that by giving some extra performance in some other area. For example, for some reason if a faculty could not teach 6 courses in an academic year then he/she can publish extra papers or take up additional administrative responsibilities.

Section - B

Eligibility for Incentive

If the minimum required workload described in the first section is taken by a faculty as per minimum quality expectations and defined procedure in the Academic Audit Manual then he/she will be eligible for performance based incentive based on points earned as described in the table –A and B, provided he / she has completed the probation period and his / her services have been confirmed by IES Management:-

Table of Incentive Points

(For Cash Incentive)

Table A

Teaching

Sr. No.	***Activity***	***Points for incentive***
01	Points for every course of 40 hour	10
02	Points for feedback received from students (Average rating of interim and final feedback per course) A. 4.5 and more B. 4.25 and above but less than 4.5	 5 3
03	Development of course / study material — Revision of study material	10 2 to 5
04	Innovative methods used in teaching (per course)	5 to 10
05	Usage of online resources like MOOCs, Coursera etc (per course)	2

Note: For point number 5 the faculty should maintain a proper record and explain to the Dean (or any other nominated authority). The points will depend on the assessment by the Dean. While deciding the faculty award the point no.5 will be given a special consideration.

Minimum 70 points should be earned from this section

Explanatory Notes

Note 1 :

Teaching

10 points have been assigned to a course requiring 40 hours of teaching. If the duration changes to 20 hours or 60 hours, then the points will change proportionately. There will be no points for any teaching which is less than 20 hours (however, faculty members should maintain the record if they have done any teaching of less than 20 hours and produce it at the time of annual performance appraisal). To gain the assigned points, the following conditions will have to be fulfilled:-

1) To earn the full points, following compliances must be done:-

    - Submission of teaching and assessment plan should be on time and as defined in the Academic Audit Manual (AAM).
    - Assessment plan should be as per the guidelines given by the College.
    - Deviation in assessment plan should be only with the knowledge and permission of the authorities.
    - Question paper should be submitted as per the date specified by the examination department. Along with the question paper, model solution should be provided for practical / numerical problems and guidelines for suggested answers should be given in case of theoretical questions.
    - The result and corrected answer sheets should be submitted according to the dates stipulated by the examination department. If required, question paper for ATKT/improvement exam and result should be submitted as per the dates specified by the examination department.

    If any of the above requirements is not fulfilled then the number of points will be reduced as described in table D

Note 2:

Development of Course Material:

As per the practice followed by the prominent B-schools, faculty members are encouraged to develop study material for the course which they teach. This becomes a part of our ‘Knowledge Management System’ and also ‘Intellectual Property’. The following important points are to be observed while developing the Course Material:

(a) Course material should be ready before the classes begin, so that it can be given to students.
(b) If the same course is being taught by different faculty members in different programmes / divisions, then every faculty will make his / her own course material.
(c) Course material should give the teaching plan as well as assessment plan.
(d) Course material should cover the entire syllabus.
(e) Course material should be presented in a very simple language and contents of all the chapters should be covered in brief. By reading these contents, students should

understand the concepts / principles / theories covered in the text book which is prescribed for the course.

(f) There is no rule about the length of the course material. However, depending on the nature of the course, generally, material for a 4 credit course should be at least of 75 pages of A-4 size. There are no specifications for font size, spacing, margin, etc. and only common sense to be applied for these details. However, for an attractive presentation it is suggested that the font size of 12 Times New Roman is used.

(g) If the course is quantitative in nature, then some simple problems / exercises with solutions as well as some practice problems should be included in the course material.

(h) Cases and additional reading should not become a part of the course material but course material should provide the references or the source from where students can read the cases or additional material.

(i) Depending on the nature of the course, change in the teaching plan or assessment plan, etc. the course material should be revised every year.

(j) Some common principles or rules, like the title page, table of contents, table of pictures/graphs etc., should be followed.

(k) Photo copied material or reproduction of material from already published sources or photo copies of the slides used in the class room lectures will not be allowed as part of the study/course material.

(l) In general, the procedure defined in the AAM must be followed.

(m) When the course material is developed first time, it will be reviewed by the senior faculty or a committee appointed by the Director and if it is acceptable then 10 points will be given. If required, faculty can be asked to incorporate changes or modifications.

Note 3:

Innovations:

Faculty members are encouraged to incorporate some creative / innovative methods in teaching. On reporting by the faculty about his /her innovation the Director will appoint a committee to study it and give a report. Depending on the recommendation of the committee the points will be given to the faculty which may vary between 5 and 10. The decision of the College management will be final and there will be no further representation.

Table B

Research, Publication and Industry Interaction

Sr. No.	*Activity*	*Points for incentive*
01	Research papers/cases published in A* journal	200
02	Papers / cases published in A category journal	150
03	Papers / cases published in B category journal	100
04	Papers / cases published in C category journal	75

05	Papers / cases published in D category journal	25
06	Papers / cases published in unlisted journals	10
07	Book published first time	100-200
08	Revised edition of the book	25-50
09	Book chapter in an ISBN numbered book	10
10	Articles and book reviews	5
11	Conference Papers	5
12	Obtaining funded research projects	10
13	Obtaining corporate consulting assignment: A. Less than Rs. 1 lac value B. Minimum Rs.1 lac value C. More than Rs.1 lac value	 - 20 30
14	Obtaining customized MDPs / FDPs A. Rs.40,000/ and above per day B. Less than Rs.40,000/- per day	 10 -
15	Obtaining customized certification programmes (3 months to 1 year duration) A. Less than Rs. 7.5 lac value B. Per company minimum value Rs.7.5 lac or more C. Per company minimum value Rs.10 lac or more	- 100 150

If the MDPs and Certification programmes are open and/or conducted in collaboration with some external entity then the incentive points will depend on the revenue share of the Institute. If it is difficult to count the incentive points in such cases, the faculty members should mention in their appraisal form as a special contribution which can be suitably rewarded

Minimum 50 points should be earned from this section.

Note 4:

Publishing Research Papers

The points for publishing research papers will depend on the quality and market standing of the journal in which the paper is published. Using a certain methodology and parameters IES MCRC has classified well known journals into different categories.
The listing of the journals is available with the library, the research cell and on the College server. If any faculty member wants, he/she can ask for the listing from the research cell.

Unlisted journals: If a paper/case is published in a journal which is not a part of the College listing then 10 points will be given provided the journal has a ISSN number and it is minimum 5 year old. **If a paper is published in a journal having a volume number less than 6, then the faculty will not earn any points.**

Before sending a paper for publication in a journal the faculty members can recommend the name of that journal for inclusion in the College listing, if it is not already listed. The Director will ask the research committee to give its opinion on the standard of the journal. Depending on the committee's opinion the journal will be categorized in the College listing and accordingly the points will be awarded to the faculty member.

a) If the paper is co-authored, then the points will be equally distributed among all the co-authors even if one or more co-authors are not IES employees. However, if any of the co-authors (who is an IES employee) desires, he / she can surrender his / her points in favour of the remaining co-authors. The provision to surrender points in case of outside IES co-authors is not available.
b) Apart from publishing the paper the faculty member should follow all the procedures defined in the AAM to become eligible for the points.

<u>Note 5:</u>

<u>Publishing Cases</u>

All the conditions stipulated in Note 4 will be applicable. In case of cases, however, some web based resources like ECCH (Case Centre), HBP, Ivey League, etc. which are of acceptable quality, will also be considered at par with A category journals. If cases are published in on-line/ print material which is not listed in IES MCRC list of journals then the procedure defined in the note 4 will be followed.

<u>Note 6:</u>
<u>Publishing Books:</u>

a) If the book is co-authored then the points will be equally distributed among all the authors.
b) Points will be awarded depending on the quality of the book which will be decided by a committee appointed by the Director. The decision of the committee will be final. The points for the revised edition will depend on the changes in the book.
c) The publisher of the book should be a nationally known company. If the book is published by a local publisher then only half of the points will be awarded. (The decision of the Institute will be final)
d) The points will be given for the books which are useful as the text or reference book for management courses. Any other category of book will not be acceptable for this purpose.

<u>Note 7:</u>

<u>Publishing Articles, Book Reviews and Book Chapters</u>

a) The articles, book reviews and book chapters should be related to the discipline of management.
b) If the work is co-authored then the points will be equally distributed among all the co-authors.
c) Faculty members should follow the procedure defined in the AAM.

d) The points will depend on the quality of the work and place where it is published. This will be decided by the committee appointed by the Director.

General information for research and publication:

For all the publication work the following points will also be applicable –

1. In case, faculty members send their research papers for publishing in reputed journals and if these journals have a policy of charging review fee for publishing papers then the Institute will pay such review fee on behalf of the faculty subject to the following conditions:-
    a) In case of foreign journals, the College will reimburse review fee of maximum up to US$ 100 per paper.
    b) In case of Indian journal, the maximum review fee will be Rs. 1,000/- per paper.
    c) If the papers are co-authored and the journal demands review fee per author then the Institute will not reimburse review fee for all the authors and the maximum review fee applicable for one author only will be reimbursed.
    d) Review fee will be reimbursed only where the journal has given a guarantee of publishing the paper and fee will be reimbursed only after the paper is published.
    e) Review fee will be reimbursed only for research papers and case studies and not for articles, books, book chapters or book reviews.
2. For any kind of published work if any of the IES faculty is found guilty of plagiarism then no points will be awarded for such work. Additionally, the College management can also initiate action against such faculty.
3. If a paper is published by a faculty as a result of a research project funded by the College or any outside agency, even then the faculty member will be eligible for the points provided the faculty has obtained permission from the funding agency to publish the paper.
4. No points will be awarded for any kind of published work in on-line / open source publications.
5. If a paper is first presented in a conference and then published in a journal then the faculty can get 10 points for the journal publication. However, if it is published in conference proceedings or online journal then it will be treated only as a conference paper even if the proceedings have a ISSN number
6. It is once again emphasized that the points from all the above activities can be earned only if the procedure defined in the AAM is followed.

Note 8:

Funded Projects

1. If more than one faculty member works on a project then the points will be divided equally among all of them.
2. These are the projects sponsored by the educational bodies/associations and do not include the projects given by the corporate houses.

Note 9:

Consulting, MDPs and Certificate programs

1. If the efforts of more than one faculty/staff are involved in getting such assignments then the points will be divided among all of them as decided by the lead faculty or any other understanding among all the group members.
2. If a repeat assignment from the same company is obtained, then $1/4^{th}$ of the original points will be given to the faculty/staff.

Table C

Student Development and Others

Sr. No.	Activity	Minimum Required Number
01	Guiding specialization / management project	As assigned
02	Guiding summer project	As assigned
03	Arranging and conducting industrial visits	1
04	Arranging and guiding live projects (Number of projects)	5
05	Organizing guest lectures (Not as a part of club activities or an event)	4
06	Attending FDPs	1
07	Attending conferences / seminars / conclaves as a delegate	Optional
08	Administrative responsibilities	As assigned
09	Any other work / responsibility	As assigned

It will not be mandatory for the faculty members working at the level of professors and above to attend FDPs, however, if they want, they will also be sponsored by the College as per the rules.

The above table C gives the details of the activities which every faculty member will have to undertake as part of his/her minimum commitment for the College to become eligible to get the benefit of the performance based incentive. Apart from these activities as and when some other responsibility is given to a faculty member then he/she should complete that to the satisfaction of the management. Finally, the management would also like to see the general attitude of faculty members in terms of offering services voluntarily to their colleagues and helping the College. A lot of importance will be given to team skills of faculty members. If the overall impression of the management is not positive about a faculty member, he/she will not get the full benefit of the points earned by him/her. The number of points deducted for this reason will depend on the discretion of the management.

Table D

Deduction of Incentive Points

Sr. No.	*Nature of Default*	*Points to be Deducted*
01	Late submission of session / assessment plan (per course)	2
02	Lecture cancellation / rescheduling (for every cancellation) (If the first lecture of the term is cancelled/rescheduled then 5 points will be deducted)	2
03	Late submission of final exam question and re-exam paper (per paper)	2
04	Late submission of final exam model answers (per paper)	2
05	Late submission of final exam answer sheets and result (per paper)	3
06	Not entering student attendance in time as required by the system (for every lecture)	2
07	Sending request to co-ordination cell for changing student attendance record after the defaulters' list is declared (per student)	1
08	Late submission of the list of students by the event / competition in-charge for attendance exemption (for every event)	2
09	Late submission of the report on events and activities including guest lectures (for every event)	2
10	Late submission of expenses statement (budget Vs. actuals) for an event (per event)	5
11	Late submission of the report on conferences, FDPs, seminars etc. attended (per event)	2
12	Late submission of course preference form	2
13	Not informing the examination cell about non-availability for invigilation duty at least two days in advance (per default)	2
14	Non-completion of activities as per schedule for specialization, management and summer project (presentations, viva-voce, marks submission etc.) (for	4

	every step / activity)	
15	Late completion of the activities for mentoring system (quarterly rating, communication to parents etc.) (per student per quarter)	1
16	Non-submission of EL and DL application before going on leave. Non-submission of CL and ML within 4 days after taking the leave (per occurrence)	2
17	Not attending meetings without any genuine reason like sickness, long leave, official outside work etc. (per meeting)	2
18	Not following the procedure defined in AAM (per occurrence)	2

<u>Note 10:</u>

1. In the above table 'late submission/completion' implies a delay of six working days from the due date. If the delay is beyond this period then the deduction will be twice the number mentioned in the table. The management will view the cases of complete non-submission/non-completion, very seriously.

2. In case of lecture cancellation the faculty will not lose points in the following cases:-
   a. If the cancellation is because of sudden or long duration sickness. However, sudden one/two day sickness can be considered only once in a trimester/semester.
   b. If the loss of cancelled lecture is made up by taking an extra lecture in advance or later in the same week. However, this exemption (taking lecture later in the same week) will not be allowed for the first lecture of the semester/trimester.

   In all other cases, including the following two, the faculty will lose points:
   a. If the lecture is swapped with another faculty. However, swapping lectures in the same week will not attract any deduction of points
   b. The event calendar and holiday list will be available in the beginning of the academic year, therefore, any lecture not happening because of these reasons should be made up by the faculty in advance or in the same week, otherwise, the points will be lost.

3. As a part of the process initially the points will be deducted for all sorts of cancellations. The faculty member should inform the Dean or Associate Dean if any of the cases mentioned in point 2 a and b above is applicable. On getting convinced the points will be credited back to the account of the faculty.

4. In case of default in other activities if the faculty member has some genuine reason then he/she should explain to the Dean/Associate Dean. If they get convinced the points will not be deducted.

5. The Director/Dean will decide about the points to be deducted for any other default not covered in the above table. Normally, 2 points per default will be deducted whenever a faculty does not complete the job before the prescribed last date or as per the prescribed procedure.

Calculation of Incentive points

1. The faculty members working as Assistant Dean and above will not be eligible for the cash incentive based on the points. Their incentive will be decided by the management depending on their overall performance.

2. To become eligible for the cash incentive points it will be mandatory for the faculty members to discharge the responsibilities mentioned in the Table C and in the foot note to the table, to the satisfaction of the management. Generally, the cash incentive is given only on the basis of points earned and not for the overall general performance, however, the management of IES can consider giving cash incentive to a faculty/staff for an exceptional performance in the areas where there are no points.

3. The faculty members must earn minimum 70 points from Table A and 50 points from B (total 120 points). The cash incentive will be applicable for the points earned beyond 120.

4. The cash incentive will be calculated as under :
   Total points earned – (120 + points deducted) x 300 = cash incentive in rupees. However, the maximum limit of the cash incentive which can be earned by a faculty member is Rs 1,50,000 irrespective of the points earned by him/her.

5. The calculation of points for cash incentive should happen on a regular basis and not at the end of the year. Every faculty member must get his/her points checked and approved on regular basis i. e. after every event for which he/she is eligible for the points. For example, if a faculty member publishes a paper in a listed journal then while completing the office procedures he/she should also indicate the applicable points. If the authorities agree, those points will be credited to his/her account. Similarly, the points for teaching activity should be calculated and approved at the end of every term after the student feedback is given to the faculty members.

6. The HR cell will keep the record of incentive points and the points to be deducted for faculty members. It will also maintain the record of the performance of the non-teaching staff eligible for the cash incentive.

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