



Where Practice Meets Theory

HUMAN RESOURCE POLICY MANUAL



February 2022

**Indus Campus, P O Rancharda, Via: Thaltej,
Ahmedabad 382 115
Gujarat India**

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FOREWORD

This manual summarizes all major human resources policies and procedures that are currently in force in Indus University and its constituent Institutes. Any terms and conditions of employment covered, in part or in whole, in this manual, are subject to the provisions of regulations of Indus University in force.

The provisions contained in this manual are subject to change from time to time, as required. Pay and benefits offered are fair and competitive. Our employees are always encouraged to well-equip themselves for the present job and future growth of Indus University. Reward is based on merit and high performers are given priority to take up more responsible positions. Two-way communication between employees and the management is promoted as a means of building mutual understanding and trust. Equal opportunity to all deserving employees is reflected in our HR Policy. The employees' freedom of speech is respected as long as they are within the legal boundaries and Code of Conduct of the University.

It is hoped that the manual would help to serve as a reference guide to full-time regular/contractual employees, etc. on the human resource policies and procedures of the University.

Sd/-

(Dr. Sandeep Chakravorty)

Executive President

February 22, 2022

1. Introduction

India is emerging as a hub of engineering as well as R & D activities. It has become a dire necessity to invest in high quality training of engineering manpower to seize the emerging opportunities required for overall development of the country. Educational standards can be improved and augmented by imparting higher technical and professional education. The higher technical education system in India is the largest in the world. For such a large system, given the huge young population, a handful of Government institutions and a few private universities alone cannot provide opportunities to talented young students. There is a need for additional centers of excellence to address the shortfall of avenues to obtain professional qualifications. Private universities which are in large numbers fill in this gap to a large extent.

Keeping the above in mind, Indus University has set its defining statement to cater to the ever increasing demand of professional manpower in the fields of engineering, architecture, management, information technology and computer applications, etc.

1.1. University Statements

1.1.1. Vision Statement

To be a Nationally Acclaimed University amongst the best universities of our country for academic excellence, professional relevance, research and innovation in socially relevant thrust areas seamlessly integrating Indian values and global ethos, satisfying all its stake holders.

1.1.2. Mission Statement

To offer quality technical and management education to the members of its learners' community in the best traditions of creative and innovating teaching-learning process, encompassing the philosophy “**Where Practice Meets Theory**” by ensuring state-of-art infrastructure and attracting competent and qualified human resources who will engage in research and development activities aimed at building a brand of the university.

1.1.3. Quality Policy

Continuous upgradation of course curriculum and regular academic auditing processes and procedures aimed at meeting the dynamically knowledgeable and skilled human resource requirements in diverse professional environments.

2. Service Rules of Indus University

2.1. Definitions

The following will be the definitions of terms in this manual:

- 2.1.1. "INDUS" means Indus University.
- 2.1.2. "UGC" means University Grants Commission.
- 2.1.3. "AICTE" means All India Council for Technical Education.
- 2.1.4. "CoA" means Council of Architecture.
- 2.1.5. "Sponsors" means the sponsor of the university i.e. Bhandari Charitable Trust.
- 2.1.6. "BoG" means "Board of Governance", the Governing Body constituted under the provisions of Section 3 of the Gujarat Private University Act 2009 declared by Gujarat Act No. 12 of 2012 under Serial No. 9.
- 2.1.7. "BoM" means "Board of Management", the management body constituted under the provisions of Section 3 of the Gujarat Private University Act 2009 declared by Gujarat Act No. 12 of 2012 under Serial No. 9.
- 2.1.8. "President" means the President of the University nominated by the Sponsor.
- 2.1.9. "Associate President" means the Associate President of the University nominated by the Sponsor.
- 2.1.10. "Executive President" / "Provost" equivalent to Vice Chancellor means Executive President/Provost of the University.
- 2.1.11. "Executive Vice President" / "Associate Provost" is equivalent to Pro-Vice Chancellor. He is the authority next to the Executive President and above the Directors of the Institutes, Deans and Registrar.
- 2.1.12. "Employee" shall mean any person employed by INDUS University. Employees shall be categorized as under:
 - 2.1.12.1. "Regular employee" means a teaching or non-teaching person appointed in the prescribed scale or on non-scale pay, either on probation or on confirmed basis.
 - 2.1.12.2. "Permanent employee" means a teaching or non-teaching person, who has completed probation period and is confirmed.
 - 2.1.12.3. "Contractual/Temporary/Adhoc Employee" shall mean a teaching or non-teaching person appointed on a fixed tenure basis, either in the scale or otherwise.
- 2.1.13. "Faculty" means a member of faculty of INDUS University.
- 2.1.14. "Visiting Faculty" means an eminent scholar from outside the university in his field who achieved distinction.
- 2.1.15. "Adjunct Faculty" means a part-time or contingent instructor hired by the institute to teach but is not a full-time member of faculty.
- 2.1.16. "Director/Principal " means head of a constituent institute appointed by INDUS University.

2.1.17. "Salary" means the basic pay and other emoluments prescribed by the university from time to time, in general / conformation with the recommendations of UGC/AICTE/COA/ Government of Gujarat or any other regulatory body, as affordable / applicable.

2.2. Preamble

In order to realize the vision and mission of the university, it becomes imperative to formulate appropriate rules and regulations for the conduct of the human resources issues of the university.

- 2.2.1. The rules are framed as prescribed by UGC/AICTE/COA/ Government of Gujarat or any other regulatory body as applicable and will be modified from time to time as may be affordable / required. These service rules shall be applicable to all employees of the University.
- 2.2.2. Adhering to all the policies, rules, regulations, procedures, provisions and systems framed by Indus University from time to time is expected from all its employees.
- 2.2.3. This Policy will be called the **Indus University Human Resource Policy 2018** and shall come into force with effect from the date of issue of notification.
- 2.2.4. Unless otherwise specifically provided, these rules shall apply to all the employees of Indus University. It will include the regular, adhoc and temporary employees of the University as well as the employees appointed on contract basis. This will also include teaching, non-teaching, technical and administrative employees of the Indus University. These rules will also be applicable to adjunct/visiting faculty, as relevant.
- 2.2.5. This manual supersedes all other existing HR policies/rules/regulations/instructions, etc.
- 2.2.6. In case of any issue covered in the manual requiring interpretation, the decision of the management will be final and binding on all staff.
- 2.2.7. In the manual, the text in its entirety is meant to be inclusive in terms of gender. Hence, wherever the words "he/his etc." are used in relation to male staff, they equally apply to female staff as "she/her etc." respectively in a given context.
- 2.2.8. This manual will be revised periodically as and when required. However, it will be reviewed minimum once a year.

2.3. Code of Conduct for Teaching and Non-Teaching Staff

Indus University aims at offering high quality education and research opportunities by introducing creative and innovative teaching-learning processes. This can be achieved if we jointly inculcate the culture of hard work, dedication, transparency and sincerity. The following Code of Conduct has been formulated to meet these

objectives. A Code of Conduct for students has been incorporated in the Students' Manual.

2.3.1. Working Days and Timings

- 2.3.1.1. The University functions from Monday to Saturday. Presently, the first and third Saturdays are non-working days which may be altered as per any future requirement. The timings for faculty members including non-teaching technical staff are from 8.20 AM to 4.20 PM, whereas, timings of non-teaching and admin. staff are from 8.20 to 5.00 PM.
- 2.3.1.2. A staff member shall not leave the work place earlier than the prescribed working hours unless specifically permitted by a competent authority.
- 2.3.1.3. Coming early to work does not permit the employees to go early. Similarly, going late on a day does not permit the employees to come late on the next or any other day. Adherence to the existing attendance system is expected from all employees. All are requested to mark their attendance in the Bio-metric Attendance Device, Department Attendance Register and Special Attendance Register as applicable / required.
- 2.3.1.4. The holidays for important festivals & national holidays etc. will be notified in advance by the Registrar. Only such of those days notified shall be availed by the Staff.

2.3.2. Maintenance of Attendance Register

All the teaching faculty as well as non-teaching staff members should enter their thumb impression at the time of arrival and departure on all working days of the University along with signing in the respective attendance registers on all working days. Not signing the attendance register or not giving biometric thumb impression while leaving the campus shall be treated as an absence.

2.3.2.1. Regulations for Late Attendance

2.3.2.1.1. If any faculty member reports after 8.20 AM or leaves before 4.20 PM on a working day more than three times during the semester, one-day CL will be debited to his account. In case of non-availability of Casual Leave (CL), one day Earned Leave (EL) will be debited to his account. In the absence of any CL or EL, one day of LWP will be deducted against his absence. A separate set of timings will be followed for the faculty working in the second shift, as and when introduced. However, similar duration will be maintained for them.

2.3.2.1.2. If any staff from Administrative Departments/non-teaching staff of all the constituent institutes of Indus University reports after 8.20 AM or leaves before 5.00 PM on a working day more than three times during the

semester, one-day CL will be debited to his account. In case of non-availability of Casual Leave (CL), one day Earned Leave (EL) will be debited to his account. In the absence of any CL or EL, one day of LWP will be deducted against his absence. A separate set of timings will be followed for the staff working in the second shift, as and when introduced. However, similar duration will be maintained for them.

2.3.3. Office Etiquettes

2.3.3.1. **Dress Code:** All employees have to adhere to the dress code assigned for different categories. One should wear only appropriate dresses which display moderation, respect and dignity among the students' community and colleagues. Dressing in a provocative or unkempt manner is unprofessional as it dilutes the work culture and leads to unnecessary distractions. One is therefore expected to refrain from wearing such dresses. It is also expected that all the male teaching and non-teaching staff wear shoes at all times while on duty. In case of female teaching and non-teaching staff, it is expected that appropriate and respectable footwear will be worn. All needs to wear proper decent dress and shall not wear any dress which propagate the religious sentiments and puts identification of the person at difficulty at stake. The decision of university official on the same will be final and binding to all concerned.

2.3.3.2. **Language Code:** Dignified language must be used while in the campus. All are expected to maintain dignity while talking to the student community, seniors, subordinates and colleagues. With a view to encourage our students to communicate in English, it is expected that the communication between the faculty, staff and students takes place in English only.

2.3.3.3. **Phone Calls:** One should refrain from using office phone for making personal calls as it is considered as unprofessional. Talking loudly on phone in others' presence is also considered unbecoming. One should avoid having a distracting ring tone which disrupts the concentration of colleagues and hinders work performance. All employees must join hands to prevent students from using mobile phones in the instructional buildings, classrooms, laboratories and examination halls.

2.3.4. Interpersonal Communication

All employees shall use polite and decent language during their presence in the campus and while communicating with each other. Use of abusive language in the campus will be considered as a violation of the Code of Conduct.

2.3.4.1. It is mandatory that all Indus University employees use their emails for all official communications. All work related to communications, information sharing, work

orders, works done, performance matters, meetings, minutes, requests, replies, etc. at Indus University should be done using the University email address only.

It prevents wastage of human work hours and helps to improve the working environment. Moreover, it creates an official record of all actions and monitors the performance of every employee. Further, it assists to showcase the accountability of every employee at Indus University.

2.3.4.2. Employees are responsible to check their emails frequently every day.

2.3.4.3. Employees should take prior appointment to meet their superiors, if the nature of issue is not urgent.

2.3.4.4. Employees are not allowed to walk-in or telephone for routine meetings or discussions with senior level leadership / administrative faculty and staff such as President, Associate President, Executive President (Vice Chancellor), Deans, Directors, and Registrar. Employees need to have an appointment to meet or call these officials for routine issues.

2.3.4.5. For emergency and life threatening issues or situations, employees can walk-in or telephone any officer/s without any appointment to deal with such issues or situations without any further delay.

2.3.5. Confidentiality

2.3.5.1. Upon accepting employment with Indus University, one will be required not to disclose or use any Indus University confidential information, either during or after the employment. It is expected that our relationship will be long-term and mutually rewarding. However, an employment with Indus University assumes an obligation to maintain confidentiality on the part of the employee even after one leaves the university.

2.3.5.2. Additionally, our students, parents, employees and clients entrust Indus University with important information relating to their businesses. The nature of this relationship requires maintenance of confidentiality. In safeguarding the information received, Indus University earns the respect and trust of all its stakeholders

2.3.5.3. No one is permitted to remove or make copies of any University's records, policies, rules and regulations, reports or documents without prior management approval. Disclosure of confidential information could lead to termination, as well as other possible legal action.

2.3.5.4. If any employee violates the provisions of Indus University IT policy or any other policy, it may lead to termination of the service of the employee as well as legal action.

2.3.6. Protecting the Intellectual Property Rights

Intellectual property plays an important role in providing a competitive edge to a university. The intangible assets of an university - such as know-how, inventions, brands, designs and other creative and innovative products - are, today, often more valuable than its physical assets. Keeping this in mind, an Intellectual Property Rights Policy Document has been prepared separately which seeks to provide guidance to academic and non-academic staff, students, scholars, and outside agencies on the practices and the rules of the University regarding Intellectual Property Rights (IPR) and obligations. These include the nature of Intellectual Property (IP), its ownership, exploitation, technology transfer and confidentiality requirements. The policy laid down in the document is expected to fulfil the commitment of the university to promote academic freedom and provide a conducive environment for research and development. Any violation of this policy may lead to termination of the service of the employee as well as legal action.

2.3.7. Personal Obligations

- 2.3.7.1. No employee shall undertake private tuition or any other assignment in any other institution, University, Government Department, NGO, etc. without permission from the Competent Authority in writing.
- 2.3.7.2. No staff is permitted to inflict corporal punishment to students.
- 2.3.7.3. Employees should not propagate through their teaching lessons or otherwise, communal or sectarian outlook or incite or allow any student(s) to indulge in communal or sectarian activities.
- 2.3.7.4. Employees should not discriminate against any student on the grounds of caste, creed, language, religion, place of origin, gender or social and cultural background. Employees should not practice or incite any student to practice casteism, communalism or untouchability.
- 2.3.7.5. Employees should not indulge in or encourage any form of malpractices connected with examinations or other activities of the University, nor be responsible for sustained neglect in correcting class work or home-work or examination work done by the students.
- 2.3.7.6. Employees should not engage themselves as selling agents or canvassers for any publishing firm or traders/vendors.
- 2.3.7.7. Employees should not enter into any monetary transactions with any students or parents, nor shall employees exploit their influence for personal matters in such a manner that employees need to incur a debt beyond their means to repay.
- 2.3.7.8. Employees should not accept or permit any members of their families or any other persons acting on their behalf to accept any gift from any students, parents of

students with whom they come into contact by virtue of their position in the University.

- 2.3.7.9. A lot of employees think that it is acceptable to run to the bank or to store and finish personal errands quickly and get back to work. These are very unethical and unprofessional practices. Similarly, using university's infrastructure such as computer, car, etc. for personal work is also an unethical practice.
- 2.3.7.10. Employees should not behave or encourage or incite any student(s) or other employees to behave as a rowdy or in a disorderly manner in the University premises. All employees shall abide by the policies, rules and regulations of the Indus University and show due respect to the Constituted Authorities. Employees shall obey all directions issued by the University and higher authorities.
- 2.3.7.11. Employees should be punctual in their attendance and for any official functions / extra-curricular activities where presence has been ordered for by the competent authority.
- 2.3.7.12. It is an obligatory on the part of the employees to carry out all the duties assigned by the competent authority.
- 2.3.7.13. Taking a very short break for few minutes from one's busy schedule is acceptable at the workplace. But, spending long hours away from the workplace, chatting up with the colleagues or roaming around in office areas or campus is strictly unacceptable. Gossiping about colleagues, senior faculty and staff, leaders, management, other employees or students and creating or spreading rumors, etc. are unprofessional behavioral patterns that can vitiate the work atmosphere. Indulging by the individual or involving others in personal activities and gossiping during the office hours are not encouraged.
- 2.3.7.14. Employees should not waste their precious work time and they are required to sit in their designated space in their office.
- 2.3.7.15. It is also expected that all employees save the energy and power by inculcating a habit of switching off the lights, fans and other electrical gadgets upon leaving their rooms.
- 2.3.7.16. All are expected to give due respect to their seniors. The instructions being given by the seniors from time to time are required to be adhered to and followed by all the concerned employees.
- 2.3.7.17. All employees should work towards the common goal of making the Indus University, a progressive and holistic place to work, with the aim of imparting quality education, applied research and innovation and skill development, thereby making Indus University a "Centre of Excellence" in its true sense.
- 2.3.7.18. No employee should remain absent without prior sanction of leave / sanction for other duties outside the University, except in emergencies or exceptional

circumstances. In such cases, the employee should apply for leave / permission of absence within two days of re-joining duty. In case the employee is absent without leave / intimation for more than seven (7) working days, it will be assumed that the individual is absconding and the authorities will initiate disciplinary proceedings, which may lead to dismissal of the individual from the University.

2.3.7.19. Indus University Campus is “Alcohol, Drugs, Smoking and Tobacco-Free Zone”.

Consuming alcohol, drugs, chewing tobacco or its products or any other intoxicating substance and smoking in the campus is strictly prohibited. All employees, students and visitors should adhere to this. Spitting in the dustbin or anywhere else in the campus, except in wash basin, is prohibited.

2.3.8. Falsifying Information

2.3.8.1. Producing wrong bills for reimbursement, stealing copyright material of the university including software, books, etc., giving wrong projection to the senior faculty and staff to get immediate rise, and giving excuses to the senior faculty and staff for the uncompleted work or not meeting the deadlines, etc. must be avoided.

2.3.8.2. Duplicating software for use at home, manipulating the number of hours worked or much more serious and illegal practices, such as embezzling money from the organization or misusing information from confidential business documents, etc. are serious unethical practices. Some of these practices can lead the university to lose large amounts of money or resulting in loss. Any employee found guilty, is liable for disciplinary action, legal action and termination of service as considered appropriate. In addition, penal deduction to recover the loss in full or part, if any, may be imposed.

2.3.9. Sexual Harassment

According to the judgement of Hon'ble Supreme Court of India, “Code of Conduct at Work Place” prepared by the National Commission for Women in 1998, sexual harassment includes such unwelcome sexually determined behavior by any person either individually or in association with other persons or by any person in authority, whether directly or by implications, such as the following:

2.3.10. Physical contact and advances.

2.3.11. A demand or request for sexual favours.

2.3.12. Any other unwelcome, physical, verbal or non-verbal conduct of sexual nature.

2.3.13. Eve Teasing.

2.3.14. Jokes causing or likely to cause awkwardness or embarrassment.

2.3.15. Gender-based insults or sexist remarks.

2.3.16. Forcible physical touch or molestation.

2.3.16.1. Physical confinement against one's will and any other act likely to violate one's privacy.

2.3.17. Seeking Outside Employment

Any staff of the university/constituent institutes will not seek outside employment/ appear for interviews for any openings/employment in any external organization/institution, either governmental, autonomous, public sector or private, without obtaining a No-Objection Certificate (NoC) from the HR Department of the University. Violation of this rule will be construed as a violation of the Code of Conduct by the employee/staff member. For more details, a reference may be made to Para 8.5.

2.3.18. Disciplinary Proceedings

If any University employee is found violating the Code of Conduct, the following procedure will be followed for initiating disciplinary action against him:

- 2.3.18.1. The concerned employee will be informed in writing by the Competent Authority in regard to the allegations on which disciplinary action is proposed to be taken and is given an opportunity to make a representation that he or she may wish to make it in person orally or in writing.
- 2.3.18.2. Such representations, if any, are taken into consideration by the competent authority to impose penalty or take any other disciplinary action.

2.3.19. Disciplinary Punishments

- 2.3.19.1. These rules shall apply to all employees of the University.
- 2.3.19.2. Penalties not restricted to the following may, for sufficient reason, be imposed upon the employees of the University:
 - 2.3.19.2.1. Censure.
 - 2.3.19.2.2. Fine.
 - 2.3.19.2.3. Withholding of increments / promotions.
 - 2.3.19.2.4. Reverting to a lower grade or a lower post in the time scale.
 - 2.3.19.2.5. Recovery of the whole or part of any pecuniary loss caused to the University by negligence or breach of orders.
 - 2.3.19.2.6. Suspension.
 - 2.3.19.2.7. Compulsory retirement.
 - 2.3.19.2.8. Removal from the service.
 - 2.3.19.2.9. Termination / Dismissal from the service.
- 2.3.19.3. Various authorities empowered to impose punishments in respect of teaching staff, non-teaching staff, administrative officers, other administrative staff and administrative support staff will be as given in the Table-I below:

Table I: Authorities Empowered to Impose Punishments

Sr. No	Punishments	Authority who imposes Punishment
--------	-------------	----------------------------------

		Teaching Staff	Non-Teaching Staff	Administrative Officers	Other Administrative Staff	Administrative Support Staff
1.	Censure	HoD	HoD	HoO/ Registrar	HoO	HoO
2.	Fine	Director	Director	Executive President	Registrar	Registrar
3.	Withholding Increment	Executive President	Executive President	Executive President	Executive President	Executive President
4.	Withholding Promotion	Executive President	Executive President	Executive President	Executive President	Executive President
5.	Reverting to a Lower Grade or to a Lower Post	Executive President	Executive President	Executive President	Executive President	Executive President
6.	Recovery of the whole or in part of any Pecuniary Loss Caused to the University by Negligence or Breach of Orders	Executive President	Executive President	Executive President	Executive President	Executive President
7.	Suspension	Executive President	Executive President	Executive President	Executive President	Executive President
8.	Compulsory Retirement	Executive President	Executive President	Executive President	Executive President	Executive President
9.	Removal from the Service	Executive President	Executive President	Executive President	Executive President	Executive President
10.	Termination / Dismissal from the Service	Executive President	Executive President	Executive President	Executive President	Executive President

2.3.19.4. Whenever it is proposed to impose any of the penalties specified above on any employee, he or she would be given an opportunity to make his representation and the representation shall be taken into consideration before imposing any penalty by an office order issued by Executive President (Vice Chancellor) / authorities competent to take disciplinary action, as mentioned above. A show-cause notice may be issued before any penalty is imposed.

2.3.19.5. No employee of the University shall be dismissed or removed or compulsorily asked to retire before the age of retirement on disciplinary ground except after an enquiry in which he has been informed of the charges against him and they are given a reasonable opportunity of being heard in respect of these charges. Where it is proposed after such an enquiry to impose on him any such penalty, he will be given a reasonable opportunity of making a representation on the penalty proposed, but only on the basis of the evidence produced during the inquiry.

2.3.19.6. The inquiry under this sub rule shall be made by the Disciplinary Committee constituted for the purpose.

2.3.19.7. Every employee of the University shall be entitled to appeal once with respect to an order imposing on him any of the penalties specified by the Disciplinary Authority. In case of appeal, the decision of the Appellate Authority shall be final.

2.3.19.8. Disciplinary action and punishment relating to examination related issues will be based upon separate instructions on the subject.

2.3.20. **Grievance Redressal**

A Staff Welfare and Grievance Committee has been constituted to address the grievance of staff members, as and if applicable. Separate orders have been issued for the same. The main objective of this committee is to ensure earliest possible redressal of grievance, thereby promoting healthy relationships at all levels in the University.

3. Authorities of the University and Subordinate Staff

3.1. President

3.1.1. The Chairperson of the Sponsoring Body or his nominee shall be the first President.

3.1.2. The President shall be nominated by the Sponsoring Body. There is no age bar for the President.

3.1.3. The President will preside over at all convocations of the University.

3.1.4. The office of the President may be located anywhere in India or overseas.

3.1.5. The President will be the Chairman of the Board of Governance, Board of Management and Board of Finance and Accounts of the University.

3.1.6. The President shall have such powers conferred on him by the Act or the Statutes made thereunder, which shall include and not limited to the following powers, namely:

3.1.6.1. To function as the Head of the University.

3.1.6.2. He will be the highest academic and executive authority of the University.

3.1.6.3. To create positions in the university, as required with the consent of the sponsor.

3.1.6.4. To call for any information and records.

3.1.6.5. To diversify and enhance the streams of academic programs and constituent institutions with the consent of the sponsor.

3.1.6.6. To approve, appoint or re-appoint or terminate the appointment of the Provost (Executive President) and Associate Provost (Executive Vice President), in accordance with the provisions of the Act and the Statutes or opinion of the Board of Governance.

3.1.6.7. To approve the appointment of the Chief Finance & Accounts Officer.

3.1.6.8. To approve the Agenda of the Board of Governance, Board of Management and Board of Finance & Accounts in the manner provided for in the Act and to decide about tabled agenda, if deemed to be necessary, at the time of the meeting.

3.1.6.9. To resolve any conflict (including conflicts at a meeting of the Board of Governance) in the manner provided for in this Act. In the event of a conflict inter-se between the functionary or functionaries or body or bodies and any other functionary or body of

the University, the issue shall be referred to the President and the decision of the President in respect of such issue shall be final and binding on the University.

3.2. **Associate President**

- 3.2.1. The Chairperson of the Sponsoring Body or its nominee shall be the first Associate President.
- 3.2.2. The Associate President shall be nominated by the Sponsoring Body. No age bar shall be considered while nominating the Associate President.
- 3.2.3. The tenure of the Associate President will be decided by the Sponsoring Body in the appointment letter.
- 3.2.4. The Associate President will perform all functions and hold all the powers of the President (as described in the Statutes) in the absence of the President.
- 3.2.5. The Associate President will be Alternate Chairman of the Board of Governance, Board of Management and Board of Finance and Accounts.

3.3. **Executive President**

- 3.3.1. The Executive President is the Executive Head and Principal Academic Officer of the University.
- 3.3.2. The position of Executive President requires vision, high quality leadership, management, proactive planning, active and reactive planning, organizational skills, administration, communication, interaction, faculty/staff and student development, mentoring, monitoring, and motivational skills in relation to teaching, research and innovation and all other curricular and extra-curricular activities of Indus University. In order to create a congenial and professional environment leading to high quality of teaching and learning, research and innovation, the performance and achievements of the Executive President in assigned areas / roles / responsibilities will be reviewed at least once in a year by the Standing Committee.
- 3.3.3. The Executive President has to play the most significant role as the leader of the university both in the executive and academic wings. He functions as a "bridge" between the executive and the academic wings of the university and he, being the head of both these wings, he is both a "Teacher" and an "Administrator".
- 3.3.4. He shall exercise general supervision and control over the affairs of the university and give effect to the decision of all its authorities.
- 3.3.5. In the absence of the President, the Associate President or the Executive President may preside over the convocation of the university in that order for conferring degrees.
- 3.3.6. The Executive President being the Principal Executive and Academic Head of the University, has the following powers and duties:
 - 3.3.6.1. He shall ensure that the provisions of the Act, Statutes, Ordinances and Regulations are fully observed.

- 3.3.6.2. He will serve as Chairman of the Academic Council and the Board of Examination and Results (BOER). He can also be nominated as Chairman of other committees as per the directions of the Board of Governance, Board of Management, Standing Committee and Board of Finance and Accounts.
- 3.3.6.3. The Executive President shall exercise general supervision and control over the affairs of the University and shall give effect to the decisions of the various authorities of the University and shall exercise such powers and perform such duties as may be prescribed by the Act, the Statutes or the Ordinances.
- 3.3.6.4. If in the opinion of the Executive President, it is necessary to take immediate action on any matter for which powers are conferred on any other authority by or under this Act, he may take such action as he, deems necessary and shall at the earliest opportunity thereafter report his action to such faculty and staff or authority as would have, in the ordinary course, dealt with the matter.
- 3.3.6.5. Provided that if in the opinion of the concerned authority such action should not have been taken by the Executive President, then such case shall be referred to the President, whose decision there on shall be final.
- 3.3.6.6. He can delegate his powers for day-to-day work to the Registrar, Directors, Deans, Heads of the Departments and any other faculty and staff who should act on the basis of clear rules laid down in this regard.
- 3.3.6.7. He shall exercise his powers, not to act upon any decision of any authority, if he is of the opinion that it is ultravires of the provisions of the Act or Statutes or Ordinances or that such a decision is not in the best interests of the University. In such cases, he can ask the authority concerned to review the decision.
- 3.3.6.8. If in the opinion of the Executive President, any decision of any authority of the University is outside the powers conferred by this Act, Statutes or is likely to be prejudicial to the interest of the University, he shall instruct the concerned authority to revise its decision within reasonable time from the date of his decision and in case the authority refuses to revise such decision wholly or partly or fails to take any decision within reasonable time, then such matter shall be referred to the President and his decision thereon shall be final and binding.
- 3.3.6.9. As the Chairman of the authorities, bodies and committees of the University, he is empowered to suspend a member from the meeting of the authority, body or committee for persisting to obstruct or stall the proceedings or for indulging in behaviour unbecoming of a member.
- 3.3.6.10. All the disciplinary powers with regard to students and employees shall vest with the HoO/Registrar/Executive President as applicable. He shall have the powers to suspend an employee and initiate disciplinary action against them. However, he can delegate these powers to other faculty and staff.

- 3.3.6.11. The Executive President shall be responsible for holding and conducting the university examinations properly at the scheduled time and for ensuring that results of such examinations are published expeditiously and that the academic session of the university commences and ends on proper dates.
- 3.3.6.12. In an emergent situation, he is empowered to take any action on behalf of any authority in which the power is vested and to report the action taken in the next meeting of the authority.
- 3.3.6.13. He shall allocate responsibilities and audit the performance of faculty and staff, faculty members, staff and students against the expected standards.
- 3.3.6.14. The Degrees shall be signed by the Executive President.
- 3.3.6.15. As an Executive President, he shall manage the people (including students and academic staff) in a manner whereby there is a positive impact on society at large and the actions are in accordance with the overall plans of development.
- 3.3.6.16. He shall pass such orders and take such measures that are necessary to implement any of the above.

3.4. Dean Academics

The Dean Academics will provide effective leadership to the academic process of the university. It is an important position in the continuum as the facilitating link among Departments/Directors, faculty members, staff, students, and University leadership for ensuring the academic growth of the institution. He is the academic leader of the university. It is his duty to see that his responsibilities specified in the Act, the Statutes, the Ordinances and the Regulations are duly observed. The incumbent shall be responsible for the following, amongst other responsibilities which may be delegated to him:

- 3.4.1. Coordinating the development of and implementing the university's Vision and Mission Statement for academic aspects.
- 3.4.2. Leading, and coordinating the university's strategic planning and curriculum development.
- 3.4.3. Supervising, evaluating, and supporting Departments / Institutes in a manner that promotes excellence in instruction, scholarly and creative productivity.
- 3.4.4. Coordinating the professional development of faculty and Departments.
- 3.4.5. Evaluating Directors / HODs, faculty and staff.
- 3.4.6. Reviewing and recommending the Institute's / Departmental policies, procedures, and proposals for promotion, increments, retention, review of probation cases, and ensuring that all laid down policies are followed.
- 3.4.7. Monitoring and evaluating overall Institute / Departmental productivity in instruction, research, and service responsibilities.

- 3.4.8. Providing recommendations to the Executive President regarding sabbaticals and other leaves for faculty.
- 3.4.9. Advising the Executive President on academic policies and procedures.
- 3.4.10. He shall submit periodical progress reports of different academic activities, result analysis and other performance related reports to the Executive President.
- 3.4.11. He shall be responsible for preparation of the annual expense and capital budget for academic aspects and all other needs of different departments, centers and constituent institutes of the university and submit to the Executive President.
- 3.4.12. He shall deal with other such academic matters as required by the Academic Council.
- 3.4.13. He will obtain the recommendations on the syllabus from the Boards of Studies and will submit his recommendations to the Academic Council on the same.
- 3.4.14. He shall be a member of the Academic Council.

3.5. Dean Research

Dean Research shall provide effective leadership towards research, publications, testing, continuing education, conferences, workshops, seminars and such other technical training and educational activities. It is his duty to see that his responsibilities specified in the Act, the Statutes, the Ordinances and the Regulations are duly observed. In addition, he shall ensure the following:

- 3.5.1. He will formulate and implement the research policy and guidelines of the university.
- 3.5.2. Create and manage an exhaustive database of various research sponsoring agencies, their schemes, thrust areas of research in different disciplines to enable faculty to approach them.
- 3.5.3. Coordinate development of research resources including books, periodicals, relevant journals, digital resources, laboratory equipment, special centralized supports like precision measurements, fabrications, erection and commissioning of special equipment, review of journal articles, publication support, patenting support, etc.
- 3.5.4. Develop testing potential of various departments and centers in coordination with Dean Academics and other faculty and staff and authorities of the university.
- 3.5.5. Design and conduct in consultation and coordination with Dean Academics, education programs and curriculum enhancement for promoting research in the university.
- 3.5.6. Identify potential research collaborations with industries and other organizations for collaborative research and to facilitate collaborative research projects from departments and centers of the university.
- 3.5.7. Encourage, motivate and guide faculty to successfully submit research and other financial support project proposals to various national and international funding/sponsoring agencies.

- 3.5.8. Encourage, motivate and guide faculty and students to publish papers in reputed international and national journals of good impact factor, publish books and such similar activities.
- 3.5.9. Dean Research shall be a member of the Academic Council.
- 3.5.10. He shall be responsible for preparing and submitting the annual budget for research and other technical activities like conferences, seminars, workshops, technical competitions, etc.
- 3.5.11. He shall submit a semester-wise progress report related to all the above activities to the Executive President, giving clear recommendations of actions required for continuous improvement of research and related activities in the university.

3.6. Registrar

The Registrar ensures the integrity, accuracy, and security of all academic records of current and former students; facilitates effective student registration and enrollment; builds secure student data files and sets policy and procedure for their responsible use; maintains up-to-date course schedules, final examination schedules; manages efficient use of classrooms and supervises and maintains the degree audit systems.

The Registrar supervises the processes for the articulation of transfer of credits, certification of degrees, enrollment and degree verification, production of official transcripts, certificates, and convocation ceremonies. The Registrar counsels and advises students, faculty and staff and interprets and enforces policies and regulations of the University. The Registrar reports to the Executive President. His responsibilities will include, but not necessarily limited to, the following:

- 3.6.1. **General**
 - 3.6.1.1. He shall submit information, reports and documents to the Government and conduct liaison and make correspondence with the State Government, Central Government, University Grants Commission, All India Council for Technical Education and other Government and statutory authorities duly approved by reporting authorities.
 - 3.6.1.2. He shall prepare and update the Handbook of the Statutes, Ordinances and Regulations as required by various State and Central Govt. and regulatory authorities, viz. MHRD/UGC/AICTE/CoA/Technical Education Board, etc.
 - 3.6.1.3. He shall be responsible for due custody of records and the common seal of the University and such other property of the University as the Board of Governance or the Board of Management, shall commit to his charge. He shall be bound to place all such information and documents as may be necessary for transaction of business before the Executive President or any other authority as the case may be.
 - 3.6.1.4. The Registrar shall represent the University in legal issues or proceedings by or against the University, sign powers of attorney and plead in such cases.

- 3.6.1.5. He shall establish the grievance handling mechanism.
- 3.6.1.6. He shall attest the copies of the Certificates, Mark Sheets of the University students as well as other forms like Scholarship, Concession etc. except where the concerned authority requires the signature of Principal / Director of the Institute.
- 3.6.1.7. He shall be responsible for planning, organization and conduct of all the activities related with convocation ceremonies; and be a central source of information, help and services as they relate to these tasks and responsibilities.
- 3.6.1.8. He will be the custodian of all the University documents and will keep the same in safe custody.
- 3.6.1.9. He shall enter into agreements and contracts on behalf of the University and make amendments and alterations in terms of such agreements or contracts as may be directed by the authorities.
- 3.6.1.10. He shall conduct the official correspondence on behalf of the authorities of the University.
- 3.6.1.11. He shall sign documents and authenticate records on behalf of the University.

3.6.2. **Regulatory Bodies**

- 3.6.2.1. The Registrar shall make the Agenda and issue Notices of meetings of committees and sub-committees appointed by any of these authorities with the approval of the Executive President, as the case may be.
- 3.6.2.2. The Registrar shall place the names of all candidates who have been examined and found qualified for the award of Certificate / Diploma / Degree to be placed before the Academic Council. On being approved by the Academic Council, the Executive President shall advise the Registrar to announce the results. The Certificates / Diplomas / Degrees shall be issued to the respective candidates after the approval of Management at the convocation of the University, in presentia or absentia as selected by the candidate.
- 3.6.2.3. He shall keep the minutes of the meetings of all the committees and sub-committees appointed by any of the authorities and circulate the same among the members, with the approval of the Executive President, as the case may be. He will be responsible for taking any follow up action required thereafter.
- 3.6.2.4. He shall obtain approvals for new courses duly approved by Board of Studies (BoS) and Academic Council from the concerned regulatory authorities.
- 3.6.2.5. He shall ensure preparation of the University Annual Report under the direction of the Executive President.
- 3.6.2.6. He will be the in-charge of the conduct of examinations and shall announce the results in accordance with the recommendations of Controller of Examinations and Chairman, BOER; he shall refer any cases of dispute to the Chairman,

BOER. The decision of the Chairman, BOER; shall be final with respect to examination or re-examination.

- 3.6.2.7. He shall submit the list of all the appointments made in the university and obtain the approval of the Management.
- 3.6.2.8. He shall streamline the performance evaluation, promotion and career advancement policies for all the employees, including faculties, of the university.
- 3.6.2.9. He shall be Secretary of the Board of Governance, Board of Management, Academic Council and such other bodies as may be prescribed by the Statutes.
- 3.6.2.10. He shall be responsible for framing of statute relating to creation of teaching and non- teaching posts.
- 3.6.2.11. He shall provide inputs for framing of policies and procedures, to ensure that Government, UGC and other regulatory norms are followed.
- 3.6.2.12. He shall perform such other duties as specified in the Statutes, Ordinances and Regulations as may be delegated to him by the President, Executive President, Board of Management & Board of Governance.

3.6.3. **HR Department**

- 3.6.3.1. He will be the appointing and disciplinary authority of the employees of the university other than the faculty members, non-vacation academic staff and faculty and staff of the rank holding posts equivalent thereto or below.
- 3.6.3.2. He will look after service matters such as recruitments, appointments, promotions, retirements, disciplinary action, sanction of leave, awarding incentive pertaining to both teaching and non-teaching employees of the University.
- 3.6.3.3. He will be responsible for implementation of revision of pay scales to the non – teaching employees as per the relevant Government Orders issued by the Government from time to time and also for implementation of UGC Pay Scales to the teaching staff of the university.
- 3.6.3.4. He will organize the release of advertisements for the recruitment of the faculty and staff members.
- 3.6.3.5. He will coordinate with different constituent institutes and general administration to consolidate manpower requirement/workforce planning for optimum utilization of resources for efficient and smooth functioning of the university.
- 3.6.3.6. He will review and finalize service regulations of all employees.
- 3.6.3.7. He shall maintain sanctioned scale register and gradation list of both teaching and non – teaching members.

3.6.4. **System Department**

3.6.4.1. He will scrutinize purchases and approval documents of IT infrastructure and services including vendor negotiations for approval.

3.6.4.2. He will monitor ERP project implementation.

3.6.4.3. He will monitor CCTV operations and permissions for access to many video footages.

3.6.5. **Admin Coordination**

3.6.5.1. He is responsible to supervise all the administrative functions of the University. He shall receive complaints and suggestions in regard to the improvement of administration and consider them for appropriate action.

3.6.5.2. He will review and finalize office procedures for carrying out efficient general administration.

3.6.6. **Controller of Examinations (COE)**

3.6.6.1. He shall look after all student-related matters from Admission to Award of Degrees and shall maintain results and mark sheets of the students of the University. He shall maintain all students and staff related records.

3.6.6.2. He shall execute the planning, scheduling and extension of examinations as per rules and regulation in coordination with COE. This shall include, amongst others, the following: -

3.6.6.2.1. Evaluation of answer sheets.

3.6.6.2.2. Preparation of mark sheets.

3.6.6.2.3. Declaration of results.

3.6.6.2.4. Printing of mark sheets.

3.6.6.2.5. Printing of provisional certificates.

3.6.6.2.6. Printing of degree certificates.

3.6.6.3. He will extend all support needed in planning, scheduling and execution of examinations as per rules and regulations to the Controller of Examinations.

3.6.6.4. **T & P Department**

3.6.6.5. Supervision and monitoring of placement and career facilitation of the students in conjunction with the Directors, HODs and the Training and Placement Department.

3.6.7. **Fees**

3.6.7.1. He will be responsible for the collection of fees and for sending reminders to students who default in the payment of fees. He will refer cases of delay in payment of fees and he may take appropriate decision on the late payment of fee, charge of additional fee for delayed payment or for disciplinary action to be taken against the student defaulting in the payment of fee on a case to case basis, following the broad guidelines stipulated by the Board of Finance and Accounts.

3.6.7.2. He will be responsible for passing disputes relating to the payment of fee to Chief Finance & Accounts Officer (CFAO) to get the decision of Board of Finance and Accounts (BOFA). The decision of the BOFA shall be final as regards the disputes relating to the payment of fee.

3.6.8. **Welfare**

3.6.8.1. The Registrar shall manage various welfare schemes, Women Development Cell and the anti-ragging mechanism.

3.6.8.2. He will maintain the complete record of scholarships given to the students of the university. He shall process award of scholarships to eligible students through a single window operation and submit the completion / utilization certificates to the concerned authorities in a timely fashion.

3.6.9. **Admission**

3.6.9.1. The Registrar, as Chairman of the Admission Committee, shall oversee the admissions to various programs and submit a report of compliance with the procedures laid down by the Admissions Committee to be placed before the Board of Management.

3.6.9.2. He will liaise with media, other organizations and Govt. Departments.

3.6.10. **Stores Department**

3.6.10.1. He will monitor the inventory control/management of infrastructure, stores and equipment and drawing up rules and regulations for the same.

3.6.10.2. He will be responsible for the purchase of all stores and equipment in the university. He will also finalize and implement purchase procedures including vendor development.

3.6.11. Estate Department

3.6.11.1. He will look after the functions of estate department, hostels, canteen, and other contractors and vendors etc. operating in the campus.

3.6.12. Students Affairs

3.6.12.1. He will provide necessary guidance to Chairman, Students Affairs Committee (SAC) in planning, and conduct of various extra-curricular activities for the students throughout the year, fully ensuring that maximum number of students are given an opportunity to take part in maximum activities so as to help them develop as all-round personalities.

3.6.12.2. He will finalise the budgetary support for all the above activities related to students.

3.6.13. Others

3.6.13.1. He will be responsible for planning and implementation of development and training programmes for faculty & staff members.

3.6.13.2. He will provide managerial and operational support to the-

3.6.13.2.1. Office of the Indus Center for Research, Innovation & Skill Development (ICRISD), including Indus Foundry Training & Research Centre (IFTARC), Indus Centre for Welding Technology (ICWT), Dassault Indus Collaborative Learning & Innovation Programme (DICLIP), etc.

3.6.13.2.2. Indus Institute of Special Studies (IISS) including History of Indian Sciences & Technology (HIST), Indus Infinity Foundation and any additional institutes / centers as and when established.

3.7. Director of the Constituent Institute

The Director is a leadership position at Indus University. The Director contributes to the development and implementation of all the activities of the institute in alignment with the vision, mission and objectives of the University. The Director is responsible to guide, develop, implement, mentor, monitor, evaluate and report all activities of the institutes including teaching and learning, student and faculty progress and quality, research and innovation, skill development, administration, management, facilities, and resources. It is his duty to see that his responsibilities specified in the Act, the Statutes, the Ordinances and the Regulations are duly observed. In addition, he shall ensure the following:

3.7.1. The Director will ensure that faculty members and staff working in the institute are apprised of governance of research and innovation and the associated procedures which include research ethics frame work, code of conduct for research and innovation and guidelines and procedures for investigating and resolving allegations of misconduct in academic research and innovation.

- 3.7.2. The Director will closely work with the Executive President, Deans, Registrar including other Directors, and other leadership and senior administration team members in formulating, developing, training, mentoring, implementing, monitoring, updating, evaluating and reporting policies, procedures, rules and regulations, and comprehensive systems for the advancement of Indus University in the above areas.
- 3.7.3. In order to complete the responsibilities summarized above, the Director will need to carry out the following duties at respective institutes and departments in a timely manner with a high degree of professionalism, efficiency and effectiveness as per the current policies, procedures, rules, and regulations of the University.
- 3.7.3.1. Develop and maintain effective educational programs and promote the improvement of teaching and learning programs leading to placement of students in jobs.
- 3.7.3.2. Lead and guide to make university as a Centre for Excellence for studies, research and innovation.
- 3.7.3.3. Have up-to-date knowledge of the market scenario and its changing expectations.
- 3.7.3.4. Guide and monitor the development and updation of syllabus as per the industry requirements and current trends.
- 3.7.3.5. Prepare the academic calendar two months before the beginning of the semester for approval by the concerned authorities through Dean (Academics).
- 3.7.3.6. Ensure that BOS meetings are conducted timely.
- 3.7.3.7. Coordinate with the Controller of Examinations (COE) to complete the examination process.
- 3.7.3.8. Review the performance of all the HoDs and faculty members and submit his Self-Appraisal Report annually in the APAR forms received from the HoDs to the Executive President.
- 3.7.3.9. Evaluate the faculty members appropriately based on the API score under the APAR.
- 3.7.3.10. Mentor and monitor Heads of the Departments (HODs).
- 3.7.3.11. Guide and motivate HODs and faculty members to write research projects and grants applications, and to conduct sponsored research projects.
- 3.7.3.12. Guide and motivate HODs, faculty members to write/publish books, journal papers and articles and participate in seminars and conferences.
- 3.7.3.13. Get feedback from HODs to evaluate faculty members based on the students' feedback every semester and on each subject.
- 3.7.3.14. Discuss up-gradation and recommend laboratory requirements initiated by HODs to the management.
- 3.7.3.15. Follow university's policies, procedures, rules and regulations for maintaining uniformity in the University.
- 3.7.3.16. Meet HODs and various committees regularly with agenda; maintain record of all meetings' agenda, minutes, action items, follow-ups, outcomes, etc., resolve all

- issues related to every employee or department of his institute without delay, with the assistance of appropriate officials as required. If there are any hurdles in resolving any issue, bring the issue to the attention of higher officials.
- 3.7.3.17. Establish and guide research and innovation activities across the institute.
 - 3.7.3.18. Develop an expert research team in each department in targeted strategic areas with the assistance of HODs and mentor and guide them to conduct high quality research and innovation projects through external grant funding.
 - 3.7.3.19. Take proactive action to obtain consultancy and other projects.
 - 3.7.3.20. Establish a professional rapport with students, faculty and staff and display highest ethical and professional behavior and standards when working with students, parents, faculty and staff.
 - 3.7.3.21. Serve as a role model for students and faculty by demonstrating the importance and relevance of learning, accepting responsibility and demonstrating pride in the educational profession and motivate all faculty and staff to do the same.
 - 3.7.3.22. Submit timely all documents related to requirements and compliances of AICTE, CoA, UGC and other statutory authorities etc. to the Registrar/Executive President.
 - 3.7.3.23. Update all activities and requirements of the institute regularly to the Executive President,
 - 3.7.3.24. Attend all the meetings called by the Government/any regulatory body or the management in coordination with Executive President.
 - 3.7.3.25. Develop and maintain interdisciplinary, inter-institute, and industry-institute interactions and collaborations.
 - 3.7.3.26. Work out the students training and placement program in coordination with the Training & Placement Department and take active part in their execution to ensure its success by nominating a dedicated faculty as the Nodal Placement & Training Officer for the Institute.
 - 3.7.3.27. Assist in recruiting well qualified and experienced faculty members, and allot duties and workloads to them.
 - 3.7.3.28. Develop and implement professional development activities for faculty and staff.
 - 3.7.3.29. Maintain discipline in the respective institute among all students, faculty and staff.
 - 3.7.3.30. Meet student representatives, faculty members and staff regularly to understand their needs and boost their morale.
 - 3.7.3.31. Forward a request to the Chairman, Students Affairs Committee (SAC) for implementation of extra-curricular activities of students. Chairman, SAC shall consult the Directors of respective institutes for developing student activities.
 - 3.7.3.32. Promote and market the Institute and the University and its achievements and opportunities to industry, Government departments, parents, current and future students and employees, etc.

3.7.3.33. Develop, maintain, update and implement academic plan, business plan, infrastructure and facilities plan, strategic research and innovation plan, annual report, and annual research and innovation report for the institute and each department, with the contributions of HODs/other employees as appropriate as per the guidelines of the Executive President.

3.7.3.34. Perform all other duties, roles, responsibilities and functions that may be entrusted by the Executive President, and other Leadership and Senior Management Team members of Indus University.

3.7.4. Indicative Work Load:

The indicative workload given below is only a guideline. The actual workload may vary according to the time spent on other activities, individual responsibilities and working requirements.

S. No.	Weekly Activities	Hours Per Week
1.	Direct Teaching – Theory (Minimum)	4
2.	Review and monitoring teaching, lab and tutorial work	5
3.	Review of progress of departmental teaching activities and research work	6
4.	Attending the grievances of the students / faculty matters	12
5.	Accreditation related activities	6
6.	Monitoring of APAR, Review of Industrial training / visits / placement/skill development activities etc.	7
Minimum Effective Work Hours Per Week :.....		40*

*The above work load includes direct teaching, tutorial, practical and other co-curricular activities. The teaching load of two hours of tutorial and practical will be counted as one hour. (e.g. 12 hours direct teaching, 6 hours tutorial and 6 hours for practical will be counted as 18 hours effective load whereas the total number of contact hours will be 24 hours.)

3.8. Chief Finance & Accounts Officer

Chief Finance & Accounts Officer (CFAO) manages the overall financial activities and supervises the compilation and preparation of financial statements and reports, develops and pursues positive practices, and evolves strategies for internal growth and effectively manages the revenues of the University. The CFAO works in close cooperation with the Executive President to assist in creating plans and opportunities

for the maximum benefit of the university. He must set appropriate goals for the organization and oversee action required to complete them successfully. It is his duty to see that his responsibilities specified in the Act, Statutes, Ordinances and Regulations are duly observed. In addition, he shall ensure the following:

- 3.8.1. The position of CFAO requires strong self-discipline and managerial skills, as well as an equally strong spirit of teamwork and cooperation. The CFAO must set appropriate goals for each institute/university and oversee the action required to complete them successfully. He must likewise build and maintain productive business relationships in order to achieve a unified vision that ensures everyone within the university remains committed to the laid down course of action.
- 3.8.2. He shall be the principal finance, accounts and internal audit officer of the university.
- 3.8.3. He will be a full-time salaried officer and shall report to the Executive President.
- 3.8.4. He will be engaged in all the budget related activities by the President /Executive President and the budget committee of the Board of Finance & Accounts to develop short, medium, and long-term financial plans and projections.
- 3.8.5. He will be the Member-Secretary of the Board of Finance and Accounts. He shall perform all functions as specified in the statutes, ordinances and other tasks as may be assigned or delegated to him by the Board of Finance and Accounts or by the President/Executive President.
- 3.8.6. He shall issue the agenda and maintain minutes of all the meetings of Board of Finance and Accounts and of other committees appointed by the Board of Finance and Accounts.
- 3.8.7. He can be invited as an observer in the proceedings in Board of Management.
- 3.8.8. He shall have the right to be present, speak and otherwise take part in the proceedings of the Board of Management on matters which have financial implications but he shall not be entitled to vote.
- 3.8.9. He will be responsible for preparation of financial plan/annual budget of each department under constituent institutes in close coordination with the director/dean of the institutes, followed by regular review and follow-up. He will be presenting, clarifying any queries on the financial plan/annual budget, statement of accounts and audit reports for obtaining approval from the Board of Finance and Accounts and to the Board of Management.
- 3.8.10. He shall take measures to make each institute as a revenue center with the aim to make it self-sustaining.
- 3.8.11. He shall exercise general supervision over the funds of the university and shall advise the Executive President as regards the finances of the university regularly.
- 3.8.12. He holds and manages the funds, property and investments, including trust and endowed property, for furthering any of the objectives of the university.

- 3.8.13. He shall carry out the audit of the assets and recurring/non-recurring capital/revenue expenditure and shall ensure that the limits fixed by the university for recurring and non-recurring expenditure for a year are not exceeded, and that all allocations are expended for the purposes for which they are granted or allotted.
- 3.8.14. He shall keep watch on the state of the cash and bank balance and of investments.
- 3.8.15. He shall keep a watch on the progress of collection of revenue and advise the Executive President on the methods to be employed for collection.
- 3.8.16. He shall ensure that the registers of buildings, land, equipment and machinery are maintained up-to-date and that the stock taking of equipment and other consumable materials in all offices, workshops and stores of the university is conducted regularly.
- 3.8.17. He shall ensure that the pre-audit of all the supply orders are done.
- 3.8.18. He shall propose to the Registrar that explanation be called from any non-academic member for unauthorized expenditure or irregularities in any particular case, and recommend disciplinary action against the persons at fault. Similarly, in case of academic members, he shall propose to the Executive President.
- 3.8.19. He shall call for from any office, center, laboratory, department or institute of the university or any other university institution, for any information and returns that he thinks necessary for the proper discharge of his financial responsibilities.
- 3.8.20. He shall exercise such other powers, perform such other duties, and discharge such other financial functions as are assigned to him by the Executive President or as prescribed by the Statues and Ordinances.
- 3.8.21. He shall oversee all payroll related activities in respect of all the staff.
- 3.8.22. He shall develop and maintain systems of internal controls to safeguard financial assets of the University and oversee the coordination and activities of independent auditors.
- 3.8.23. He shall monitor banking activities of the University.
- 3.8.24. He shall ensure adequate cash flow to meet the University's needs.
- 3.8.25. He shall introduce, in consultation with the HR, the cost-effective benefit plans and other fringe benefits which the organization may offer employees and potential employees with the goal of attracting and retaining qualified individuals.
- 3.8.26. He shall assist HR Department in the design, implementation, and timely calculations of wage incentives and salaries for the staff.
- 3.8.27. He shall oversee Accounts Payable and Accounts Receivable and ensure that a disaster recovery plan is in place.
- 3.8.28. He is responsible for the coordination and preparation of the annual audit with an outside audit professional services team, including preparation of supporting documents.
- 3.8.29. He is responsible for taking follow up corrective action on the audit report received.

- 3.8.30. He shall coordinate with independent audit and tax team and organization personnel to ensure audits run smoothly and are completed in a timely manner.
- 3.8.31. He shall oversee budgeting and the implementation of budgets so as to monitor progress and present financial metrics both internally and externally regularly.
- 3.8.32. He shall develop and utilize forward-looking, predictive models and activity-based financial analysis to provide insight into the university's operations and business plans.

3.9. Joint Registrar

The Joint Registrar has multifarious responsibilities and is a key member of the management team of the university. He shall provide effective management and leadership for all students related issues and shall function under the Registrar. The roles and responsibilities of the Joint Registrar shall include, though not limited to, the following responsibilities:

- 3.9.1. He shall be in-charge of the Students Section and the custodian of all student records, both present and past.
- 3.9.2. He shall oversee the admission process and connected documentation for all courses.
- 3.9.3. He will oversee the fee collection process from students.
- 3.9.4. He shall be responsible for the filling of examination forms for all semesters and issue of hall tickets to students.
- 3.9.5. He shall oversee the issue of migration and transfer certificates, no-objection certificates, mark sheets, transcripts and all such other documents.
- 3.9.6. He is a key member of the Admission Committee and shall be involved in planning, strategizing and execution of the marketing/admission activities.
- 3.9.7. He shall coordinate the admission activities of those visiting the campus for admission purposes and be the nodal person in this regard.
- 3.9.8. He shall be the nodal person for dealing on all official correspondence/online interaction with various regulatory authorities and government agencies (both Central and State), submission of reports and returns as required and be responsible for their timely and correct submission.
- 3.9.9. He shall be responsible for coordinating and meeting the requirements of the Admission Council for Professional Courses (ACPC) and the Fee Regulatory Committee (FRC) and any interaction/follow-up required with them.
- 3.9.10. He shall prepare and submit documentation required for any new courses or changing intake of existing courses to the required authorities and for their follow up.

- 3.9.11. He shall be responsible for getting all documentation completed for various types of scholarships, submitting the documents to requisite Government office/department and overseeing their disbursement and thereafter maintaining their documentation.
- 3.9.12. He shall maintain the register of SC/ST/SEBC/minority caste student details.
- 3.9.13. He shall be the nodal person for all interactions with GTU.
- 3.9.14. He, in consultation with CoE, shall be responsible for responding to student verification requests received from other organizations/external sources.
- 3.9.15. He shall be responsible for processing of all requests for a transfer of students from /to other institutions.

3.10. Controller of Examinations

The Controller of Examinations shall be the principal officer in-charge for the conduct of examinations/tests and declaration of results. He will function under the superintendence and guidance of the Registrar and the Chairman, Board of Examinations and Results (BOER). He will discharge the responsibilities, though not limited to, the following tasks:

- 3.10.1. Controller of Examinations shall be responsible for making all arrangements necessary for holding examinations and tests and declaration of results. It shall be his responsibility:
 - 3.10.1.1. To prepare and announce in advance the calendar of examinations in consultation with Dean(Academics).
 - 3.10.1.2. To ensure timely availability of question papers obtained from internal/external faculty.
 - 3.10.1.3. To arrange to get performance of the candidates at the examinations properly assessed and to process the results.
 - 3.10.1.4. To arrange for the timely publication of results of examinations and other tests;
 - 3.10.1.5. To postpone or cancel examinations, in part or in whole, in the event of malpractices or if the circumstances so warrant, initiate disciplinary action or any civil or criminal proceedings against any person or a group of persons or an institute alleged to have committed the malpractices.
 - 3.10.1.6. To initiate disciplinary action where necessary against the candidates, paper setters, examiners, moderators, or any other persons connected with examinations and found guilty of malpractices in relation to the examinations.
 - 3.10.1.7. He will be responsible for making all arrangements necessary for holding examinations/tests and declaration of results starting from preparation, announcement of the examination calendar to printing of question papers.
 - 3.10.1.8. To arrange and ensure correct and timely evaluation of answer sheets.
 - 3.10.1.9. To ensure the accuracy of the results.

- 3.10.1.10. To review the results from time to time and forward reports to the BOER and Academic Council through the Registrar.
- 3.10.1.11. To exercise such powers and perform such other duties as may be prescribed or assigned to him by the BOER / Registrar from time to time.
- 3.10.1.12. To be the Member-Secretary of the BOER and of the committees appointed by the board. He shall be responsible for prompt and proper implementation of their decisions.
- 3.10.1.13. To promulgate, after due approval, all policies regarding Academic Regulations, evaluation, conduct of examination, transfer of students, credit policy, conduct of dissertation /thesis and related issues. He shall also continuously review these policies to ensure that any changes required are approved and implemented.
- 3.10.1.14. To verify all transcripts and mark sheets which are being issued by the student section.

3.11. Head of the Department (HoD)

The position of HoD requires high quality of leadership, vision, proactive planning, active and reactive planning, organizational, communication, interaction, faculty/staff and student development, mentoring, monitoring and motivational skills in relation to teaching, research and innovation, administration and management and all other curricular and extra-curricular activities of the University. In order to create congenial and professional environment leading to high quality of teaching and learning, research and innovation, the performance and achievements of the HoD in all below-mentioned areas/roles/responsibilities will be evaluated once in every 6 months on a semester basis. The HoD at the University will need to carry out the following duties in his Department in a timely manner with a high degree of leadership, professionalism, efficiency and effectiveness as per the current policies, procedures, rules and regulations of Indus University. In addition, the HoD should encourage a non-biased and fair environment and strictly avoid unnecessary gossip, office politics and discourage faculty and staff from such activities and to sensitize all accordingly.

The main charter of duties of the HoD is as follows:

- 3.11.1. The major function is to contribute towards the implementation of the vision, mission and objectives of the department in alignment with those of the institute/university.
- 3.11.2. To ensure that academic progress of students of the Department is developed and maintained and that student issues are treated on a case-to-case basis as and when required.
- 3.11.3. To preside over all the meetings of the Departmental Committee/Board of Studies.
- 3.11.4. To initiate minimum two formal meetings per semester to identify issues and requirements of each faculty/staff in the Department as well as monitor the performance of each faculty/staff. Meetings should have proper agenda and minutes

- recorded along with and connected performance/review documents. Additionally, numerous informal meetings should be held to stay abreast of the state of affairs in the department.
- 3.11.5. To conduct dedicated one-to-one interaction with all faculty members and review the lesson plans, teaching aids etc. so that teaching quality can be improved.
 - 3.11.6. To allot teaching work such as subjects, classes, time-table, etc. in consultation with the Departmental Committee and respective faculty/staff.
 - 3.11.7. To develop, encourage and improve research and innovation culture in the Department, and seek opportunities and environment for research and innovation projects, externally funded projects; local, regional, national and international research collaborations and partnerships and interactions within the Department and across the University.
 - 3.11.8. To allot classroom accommodation, and make or facilitate all other necessary arrangements for teaching, laboratory and field activities, and research and innovation activities. Deficiencies in infrastructure and resources should be notified to the Director immediately.
 - 3.11.9. To prepare a long term up-gradation plan for the laboratories of the department to ensure that latest advancements in technology are incorporated.
 - 3.11.10. To develop and update job description for each faculty/staff in the Department.
 - 3.11.11. To complete his own daily, weekly and monthly activity reports on time.
 - 3.11.12. To ensure that each employee of the department completes his daily, weekly and monthly activity reports on time.
 - 3.11.13. To implement performance management plan and procedures including goal setting and performance evaluations for each faculty/staff.
 - 3.11.14. To monitor and maintain good discipline including high attendance of faculty, staff and students in the Department.
 - 3.11.15. To mentor and motivate faculty/staff to carry out high quality teaching, research and innovation and students' training.
 - 3.11.16. To encourage, monitor and facilitate faculty/staff to lead and perform industrial trainings and job placements for students in collaboration with training and placement department.
 - 3.11.17. To ensure that curriculum in all subjects are updated regularly/annually.
 - 3.11.18. To make sure that contents of the Department on the university website are updated frequently and all activities are intimated promptly to concerned individual.
 - 3.11.19. To achieve a high level of recognition, reputation and image of the Department by developing a highly talented faculty/staff team as well as by facilitating and providing an environment for innovative and high quality teaching, leading edge research and innovation, and skill development. In case any faculty is seeking funds for attending

- conferences, lectures and seminars, the HOD should refer the case to the Dean (Academics) through Director at the earliest.
- 3.11.20. To grant casual leave to teaching and non-teaching employees of the Department as per rules.
- 3.11.21. To recommend to the Executive President the names of the candidates for the award of Research Fellowships in consultation with the Departmental Committee through the Director of his institute.
- 3.11.22. To hold departmental conferences and seminars with prior notification and approval of the Director.
- 3.11.23. To place requisition for purchase of books for library related to different subjects through the Director and Dean (Academics).
- 3.11.24. To recommend to the Registrar through proper channel for the purchase of required equipment and other items.
- 3.11.25. To ensure that all the equipment and stores on the charge of the department are maintained regularly and kept in good working condition and to ensure that routine activities like servicing, calibration etc. are carried out when due and a record maintained.
- 3.11.26. To carry out periodic review of stores and equipment with the department and recommend for discarding those which are obsolete or not repairable.
- 3.11.27. To identify students from the department who can be groomed as potential faculty members in their respective departments.
- 3.11.28. To maintain a list of potential/confirmed trouble-creator students. This doesn't necessarily mean students who are weak in academics, but rather those who are involved in any activity, which goes against the spirit of the University.
- 3.11.29. To share with all concerned the data of students who are enrolled in each semester so that the inactive students can be identified by Student Section, CoE and CFAO.
- 3.11.30. To adhere to any other academic, research or administrative responsibilities mentioned in his appointment/joining contracts.
- 3.11.31. To perform all other duties, roles, responsibilities, and functions that may be entrusted by the Executive President / Deans / Directors /Registrar / Leadership and the Management Team at Indus University.
- 3.11.32. **Indicative Work Load**

The indicative workload given below is only a guideline. The actual workload may vary according to the time spent on other activities, individual responsibilities and working requirements.

S.No.	Weekly Activities	Hours Per Week
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1.	Direct teaching – (Minimum 12 hours Theory)	14-16
2.	Students major and minor projects, seminars, presentations etc.	4
3.	Developing and updating department strategic research and innovation plan in alignment with those of institute and the University, creating research and innovation culture across the department, guiding PhD scholars, identifying and facilitating research and innovation projects across the department, grant writing and facilitation for research funding, implementing and monitoring sponsored research projects, bring strategic research and industrial collaborations, facilitating and leading inter- and intra-university research and innovation projects, overseeing and advising department research and innovation cell, developing and facilitating multidisciplinary research projects, consultancy, facilitating knowledge and technology transfers and commercialization, and all other activities related to research and innovation	8
4.	Continuing internal evaluation of faculties, staff, and reviewing daily, weekly and monthly activity reports from each employee of the department and mentoring of students	6
5.	Industrial visits, training and placement of students, skill development, mentoring, coordination activities, checking and responding to emails, inter-departmental meetings, website updates, and other relevant curricular and extracurricular activities etc.	6-8
Minimum Effective Work Hours Per Week:.....		38-42*

*The above work load includes direct teaching, tutorial, practical and other co-curricular activities. The teaching load of two hours of tutorial and practical will be counted as one hour. (e.g. 12 hours direct teaching, 6 hours tutorial and 6 hours for practical will be counted as 18 hours effective load whereas the total number of contact hours will be 24 hours.)

3.12. Faculty Member

The faculty position requires sincerity, dedication, passion, interest, knowledge and skills in teaching, research, innovation, practical experiments and skill development. The position needs high quality planning for theory and practical classes, research and innovation activities, administration and management, laboratory preparation and maintenance, interacting and communicating with students and laboratory instructors, mentoring and monitoring students and laboratory instructors and motivating them. In order to create a congenial and professional environment leading to high quality of teaching and practical learning, the performance and achievements of the faculty

members in all of below-mentioned areas/roles/responsibilities will be evaluated once in every 6 months on a semester basis.

- 3.12.1. The major function of a faculty member is to contribute towards the implementation of the vision, mission and objectives of the department in alignment with those of the institute and Indus University.
- 3.12.2. The faculty member must carry out high quality teaching, participate in research and innovation projects, develop highly professional pedagogy for the allotted subjects, and contribute actively towards research and innovation related activities in the department.
- 3.12.3. In order to carry out the above functions effectively, the faculty member needs to carry out the following roles and responsibilities:
 - 3.12.3.1. To enhance own knowledge in the subjects the faculty is going to teach through continuous reading of technical books, research papers, technical magazines, internet sources etc.
 - 3.12.3.2. To prepare detailed lesson plans containing the breakup of the syllabus to the level of what is to be taught in each lecture, before the start of the semester for his assigned subjects.
 - 3.12.3.3. To plan the pedagogy for subjects including the slides, diagrams, notes, practical examples, etc.
 - 3.12.3.4. To take attendance in the classes and laboratories, maintain its record, and inform students/parents about irregular attendance of students.
 - 3.12.3.5. To get the students involved in a particular subject and enhance their understanding, the faculty must plan and task students with work/assignments related to the course to be carried out outside the classroom. This may include mini-projects, simulation studies, model making, problems to solve, data collection and analysis, etc.
 - 3.12.3.6. To plan, allocate, guide and monitor the progress of student projects for timely completion.
 - 3.12.3.7. To work on their own sponsored research and innovation projects which can lead to obtaining research funding from external agencies/organizations.
 - 3.12.3.8. To write research grant applications, projects, research articles, papers and books.
 - 3.12.3.9. To publish his research and innovation project works in journals and present findings in recognized and reputed conferences.
 - 3.12.3.10. To attend conferences, seminars, and tutorials to keep abreast with the recent advances in his fields. Funding for the same can be arranged by discussions with the HoD and the Director of his institute.
 - 3.12.3.11. To undertake experiments that enhance understanding of the subject by students, and prepare a Lab Manual for the labs assigned.
 - 3.12.3.12. To prepare the curriculum and update the syllabus every year or as often as required to include the latest developments in the respective fields in consultation with the HoD.

- 3.12.3.13. To guide postgraduate students and review their dissertations regularly and maintain a record of the same.
- 3.12.3.14. To plan, indent and monitor procurement action for laboratory equipment, computers and software as well as accessories required in their subjects, in consultation with the HoDs.
- 3.12.3.15. To take proactive action to upgrade the laboratories to keep abreast of new technologies and knowledge and put up proposals to their HoD.
- 3.12.3.16. To train, guide and monitor the work of the laboratory instructors assigned to them and to ensure through laboratory instructors that all equipment, instruments, computers, software and facilities are maintained/ serviced/ calibrated/ updated before the calibration expiry dates and all software licenses are renewed or updated regularly or before expiry dates.
- 3.12.3.17. In addition to discharging normal class-room duties, to co-operate with the HoD and Director of the institute and other members of faculty faithfully and with due care and caution in promotion of an atmosphere of academic and research excellence and in the performance of extra duties and shall devote extra time which may be required for the development of the students or the University in general.
- 3.12.3.18. To recommend standard books, magazines and journals in their fields to the library well before the start of semesters, through their HoDs.
- 3.12.3.19. To mentor the student groups regularly addressing their needs.
- 3.12.3.20. To plan industrial visits relevant to the courses that the students study and to ensure that the Industrial Visit Book issued to all students is completed by all students and that its assessment forms a part of the CIE marks.
- 3.12.3.21. To plan and maintain the class and examination time tables and display them for the information of students.
- 3.12.3.22. To plan and conduct continuous internal evaluation components and display the grades/marks regularly.
- 3.12.3.23. To plan and conduct practical examinations and viva voce involving external examiners, prepare the results and assist in invigilation work.
- 3.12.3.24. To set the papers for mid and end semester examinations and assess them timely for compilation of results.
- 3.12.3.25. To support the student activities including sports, cultural and technical events.
- 3.12.3.26. To maintain the medical leave applications of students.
- 3.12.3.27. To identify experts from industry, research organizations and other institutes, and invite them for expert lectures.
- 3.12.3.28. To engage the classes of other faculty when they are away on leave as per the load adjustment by the department coordinator or HoD.
- 3.12.3.29. To help the HoD in departmental activities as and when needed.

- 3.12.3.30. To maintain and update monthly personal profile and file, curriculum vitae, contributions and achievements, etc. and forward the same to HR Department and to IT Department for updating university website through the departmental media coordinators.
- 3.12.3.31. To maintain and update other departmental files assigned to them as instructed by the HoD.
- 3.12.3.32. To complete and maintain their daily, weekly and monthly activity reports and other records/information according to current policies, procedures, rules and regulations of Indus University.
- 3.12.3.33. To carry out any other academic, research or administration related activities mentioned in his appointment letter/joining instructions or contracts.
- 3.12.3.34. To perform all other duties, roles, responsibilities and functions that may be entrusted by the HoD/Director/any other competent authorities of the University.

3.12.4. Indicative Work Load:

The indicative workload given below is only a guideline. The actual workload may vary according to the time spent on other activities, individual responsibilities and working requirements.

S. No.	Weekly Activities	Hours per Week
	a) Teaching – Theory, Tutorials & Practical (12 hours) (2 hrs relaxed for those guiding PhD)	1
	b) Tutorial/laboratory classes will be taken as 50% while calculating workload	18
(a)	Students major and minor projects; Research and innovation – conduct research and innovation projects, sponsored projects through external grant, consultancy projects, knowledge/technology transfer and commercialization	2
(b)	Guiding PhD and Master's degree research projects and perform scholarly activities such as publication of books, reviews, research papers and conference proceedings.	10
	Contribute to or participate in seminars, conferences, Short Term Training Programmes (STTPs), workshops, Faculty Development Programmes (FDPs) and invited talks, and become an active member of professional bodies	3
	Syllabus enrichment (additional teaching, providing additional resources to students, and innovative means), updating subject contents/course improvement, evaluation and assessment (tutorials, practicals, and examination papers), subject related events, mentorship, advisement and counselling and administrative and	10

	academic activities related to training and placement, skill development of students in jobs.	
	Minimum Effective Work Hours Per Week:.....	40*

*The above work load includes direct teaching, tutorial, practical and other co-curricular activities. The teaching load of two hours of tutorial and practical will be counted as one hour. (e.g. 12 hours direct teaching, 6 hours tutorial and 6 hours for practical will be counted as 18 hours effective load whereas the total number of contact hours will be 24 hours.)

3.13. Administrative Coordinator (AC)

The position of Administrative Coordinator entails day-to-day administration of the staff and students of the university. It requires sincerity, dedication and a proactive attitude on the part of AC to manage the daily administration and tackle challenges without delay. The individual will function under the overall supervision of the Registrar and assist in the administration of the University. The performance will be evaluated once a year.

The duties will include, but not limited to, the following:

- 3.13.1. Housekeeping of the campus, including overseeing the functioning of the outsourced agency carrying out this task.
- 3.13.2. Security of the campus including overseeing the security agency.
- 3.13.3. Managing the hostels.
- 3.13.4. Overseeing the functioning of the university canteens/food courts.
- 3.13.5. Managing transportation, both university vehicles and contract buses.
- 3.13.6. Upkeep and booking of auditorium, seminar halls and event management for university functions.
- 3.13.7. Responsible for procurement of stationery, student kits, manuals etc. and printing through Purchase and Stores.
- 3.13.8. Purchase and Stores Related Works
 - 3.13.8.1. Receiving material requirements / indents from various agencies for ongoing project works.
 - 3.13.8.2. Planning, indenting and obtaining quotations for project material, construction material, furniture and fixtures.
 - 3.13.8.3. Coordinating with suppliers for technical/commercial queries.
 - 3.13.8.4. Preparation of comparative statements.
 - 3.13.8.5. Preparation of approval notes for all purchase related documentation.
 - 3.13.8.6. Preparing the purchase orders for final approval.
 - 3.13.8.7. Receiving of indented stores and maintaining the inventory.

- 3.13.8.8. Bill verification and processing of stores received.
- 3.13.8.9. Overseeing Stores Department for maintaining reorder of materials and items related to maintenance and project works.
- 3.13.8.10. Follow-up with Accounts Dept. for payments to suppliers.
- 3.13.8.11. Carrying out annual stock taking of materials and assets of the university.
- 3.13.9. Managing the guest rooms, including their booking.
- 3.13.10. Classroom logistics, allotment and other related issues.
- 3.13.11. Core team member of Admission Committee, Library Committee, Students Affairs Committee (SAC) and Women Development Cell (WDC).
- 3.13.12. Organizing visits of university guests including parents and admission seekers.
- 3.13.13. Managing the university email ID (info@indusuni.ac.in) and disseminating information to all concerned.
- 3.13.14. Coordinator of university monthly e-newsletter.
- 3.13.15. Managing logistics requirements of all staff members.
- 3.13.16. Providing the logistic support for conducting examinations of outside agencies.
- 3.13.17. Managing all drivers and attendants.
- 3.13.18. Any other duties assigned from time to time.

3.14. Assistant Registrar

The Assistant Registrar has multifarious responsibilities and is a key member of the management team of the university. It requires sincerity, dedication and a proactive attitude to manage the daily administration and tackle challenges without delay. The individual will function under the overall supervision of the Registrar of the University. The duties will include, but not limited to, the following:

- 3.14.1. Member of the Admission Committee and shall be involved in execution of all admission related activities.
- 3.14.2. Preparing drafts of various policies, circulars, office orders, regulations and correspondences with various authorities.
- 3.14.3. Interaction/correspondence with outside agencies, as directed by Executive President and Registrar.
- 3.14.4. Overseeing the various activities of the Hostels and assist Hostel Warden in his day-to-day activities.
- 3.14.5. Assist the Executive President and Registrar in the performance of their duties.
- 3.14.6. Assist in preparation of agenda for the meetings of Academic Council, Board of Management, Board of Governance, Standing Committee and any other meetings held, and compilation of relevant documents to be placed in these meetings.
- 3.14.7. Recording and preparation of Minutes of the above meetings.
- 3.14.8. Planning and execution for Convocation every year.

- 3.14.9. Maintenance and follow-up of all circulars and records of university and registers.
- 3.14.10. Any other responsibilities assigned by the competent authority from time to time.

3.15. Manager (HR) /Assistant Manager (HR)

The Manager (HR) /Assistant Manager (HR) of the university plays a very vital role in Human Resource Management (HRM) in the university. This includes ensuring the availability of suitably qualified and experienced human resources at all levels and maintaining their morale at a very high level. In academic institutions, majority of the employees are the teaching staff and their timely availability has a direct bearing on providing quality education that would make our graduates industry ready. The important responsibilities of the Manager (HR) /Assistant Manager (HR) will include but not limited to the following:

- 3.15.1. To handle all HR matters related to all employees – teaching staff including visiting/adjunct/subject experts, non-teaching staff, admin staff and admin support staff, contractual staff, etc.
- 3.15.2. To forecast and plan the recruitments/selection of various staff at all levels and issuance of appointment letters.
- 3.15.3. To plan and organize selection committees for in-house promotions through Career Advancement Scheme (CAS).
- 3.15.4. To initiate proposals for a retrenchment/retirement of staff as required.
- 3.15.5. To process cases for disciplinary action against all staff.
- 3.15.6. To maintain the leave data of all the staff through ERP.
- 3.15.7. To recommend cases for awarding incentives pertaining to both teaching and non-teaching employees of the University.
- 3.15.8. To put-up proposals for implementation of annual increment/personal pay/special pay to all staff as per the relevant Government Orders or instructions of management from time to time and Initiate annual performance appraisal process.
- 3.15.9. To initiate cases for implementation of UGC/AICTE/CoA Pay Scales to the teaching staff of the university or as directed by the management.
- 3.15.10. To initiate proposals for release of advertisements for the recruitment of all staff members.
- 3.15.11. To coordinate with different constituent institutes and general administration to consolidate manpower requirement/work force planning for optimum utilization of resources for efficient and smooth functioning of the university.
- 3.15.12. To review and initiate HR regulations of all employees for approval.
- 3.15.13. To upkeep all HR records of all the employees. However, confidential files will be dealt with as per Point No. 16 of APAR.
- 3.15.14. To arrange induction of all newly joined staff.

- 3.15.15. To ensure completion of all formalities including payment of amount due to all staff who leave the university due to resignation/retirement/otherwise.
- 3.15.16. To process all cases related to HR Matters.
- 3.15.17. Employee engagements.
- 3.15.18. Training and development activities.
- 3.15.19. To represent the university in the celebrations and/or related activities concerning the staff.
- 3.15.20. To act as a nodal agency for activities related to Institutional-Social Responsibilities (ISR).

3.16. Estate Manager

The Estate Manager will function under the overall supervision of the Registrar.

3.16.1. Maintenance Related Works.

This includes administration work related to Maintenance Dept., like liaising, documentation, and record keeping. This includes, but is not limited to, the following: -

- 3.16.1.1. Maintenance of D. G. Set, H.T. to L.T. Transformer, AMF Panel, LT Panel, Solar PV Plant, Cabling, Switchgears, Submersible Pumps and other Electrical/mechanical/civil/water supply fixtures, etc.
- 3.16.1.2. Maintenance of furniture and fixtures.
- 3.16.1.3. EPABX programming and maintenance.
- 3.16.1.4. Utility equipment's' maintenance (A.C., Water Cooler, R.O. Plant etc.).
- 3.16.1.5. LAN cabling for computer networking and replacing the defective LAN wires.
- 3.16.1.6. Coordinating and leading a team of Electricians and Plumbers.
- 3.16.1.7. Receiving complaints from the various departments and their rectification through maintenance staff or contractors.
- 3.16.1.8. Assigning daily duties to maintenance staff.
- 3.16.1.9. Optimizing manpower and laying down safe maintenance and operation practices.
- 3.16.1.10. Training of maintenance dept. staff.
- 3.16.1.11. Monitoring day to day electrical consumption of H.T. connection and taking necessary action for electrical energy savings.
- 3.16.1.12. Liaisoning with UGVCL for electric supply and to resolve technical queries.
- 3.16.1.13. Ensuring timely payment of UGVCL bills.
- 3.16.1.14. Maintaining records of warranty/ AMC status and ensuring renewal of AMC of installed equipment.
- 3.16.1.15. Maintaining and safe keeping of duplicate keys of all the offices, classrooms and Labs of the campus.

- 3.16.1.16.Coordinating with Lab Assistants for maintenance of instruments.
- 3.16.1.17.Coordinating with suppliers for technical queries of technical equipment supplied by them.
- 3.16.1.18.Maintenance of Solar Plant including Net Metering (Export of surplus solar power to the state government grid).
- 3.16.1.19.Plan and get approvals for all types of maintenance including proactive, active, and reactive.
- 3.16.1.20.Coordinating and leading the team of tradesmen for maintenance of work of all assets on the campus.

3.16.2. **Monitoring Contractors Works**

- 3.16.2.1.Civil, Mechanical and Electrical works;
- 3.16.2.2.Installation, commissioning and testing of utility equipments like Air-conditioning Systems, D.G. Set, Elevators, R.O. Plant, and Solar System;
- 3.16.2.3.Furniture/carpentry, painting and plumbing works;
- 3.16.2.4.Coordinating with various contractors for works in progress and further planning.
- 3.16.2.5.Monitoring sump drain-out agency's work.

3.16.3. **Any other responsibilities:**

- 3.16.3.1.Providing assistance to Administrative Coordinator for event management, for preparation of auditorium as well as outdoor venue for Seminars, Meetings, Convocation, Rhapsody and Garba Festival etc.
- 3.16.3.2.Providing technical and logistic support for all university functions.

3.17. **Lab. Assistant / Lab. Instructor / Lab. In-charge**

Indus University endeavors to create an environment where practice meets theory. The curricula of programmes have been dedicated to experimental learning. The upgraded syllabi are duly supported by hands-on experience in laboratories to meet industrial requirements. In order to realize this objective, the job of Lab. Assistant/ Lab. Instructor/ Lab. In-charge assumes significance. Consequently, the crucial function of a Lab. Assistant/ Lab. Instructor/ Lab. In-charge is to support the faculty members of the department towards the implementation of the vision, mission and objectives of the department in alignment with those of the University. The position of Lab. Assistant/ Lab. Instructor/ Lab. In-charge requires sincerity, dedication and proactive involvement in laboratory planning and preparation, indenting for materials and parts, interacting and communicating with faculty/staff and students, monitoring and motivating students, looking into laboratory equipment repairs/calibration, maintenance, handling administrative duties and keeping documentation up to date.

In order to create a congenial and professional environment leading to high quality of teaching and practical learning, the performance and achievements of the Lab. Assistant/

Lab. Instructor/ Lab. In-charge in all above-mentioned areas will be evaluated on a regular basis once in every semester.

3.17.1. The main functions of a Laboratory Assistant/Instructor/In-charge are to help the teachers in smoothly conducting laboratory experiments and maintaining all equipment and laboratory facilities in good working condition. In order to carry out the above functions effectively, the roles and responsibilities of the Laboratory Assistant/Instructor/In-charge are as follows:

- 3.17.1.1. Study, perform and be conversant with all the experiments himself before the commencement of the semester.
- 3.17.1.2. Must learn use of all the software used in their laboratories.
- 3.17.1.3. Develop the training skills amongst the students in coordination with the HoD;
- 3.17.1.4. Arrange all raw material and consumables required for the training well in advance.
- 3.17.1.5. Facilitate the students in conducting the experiments.
- 3.17.1.6. Maintain required registers/log books, and update records of all the equipments, instruments, computers, software and furniture in their laboratories regularly.
- 3.17.1.7. Ensure adequacy of safety arrangements in the laboratory and advise the faulty in-charge of the laboratory accordingly.
- 3.17.1.8. Take care of laboratories assigned by keeping them clean, free of clutter and to regularly check the equipments, instruments, computers, software and furniture, and take necessary actions for repairs as required.
- 3.17.1.9. Assist the concerned faculty member /Head of the Department (HoD) to maintain the list of all equipments, instruments, computers, software and facilities in the department with their locations, calibration/update details, and calibration/update expiry dates.
- 3.17.1.10. Make sure that all equipment, instruments, computers, software, licenses and facilities are regularly calibrated / updated before the expiry dates in consultation with the HoD.
- 3.17.1.11. Display the laboratory occupancy, experiment list, equipment and software list, and layout of the laboratory on the display board of the laboratory.
- 3.17.1.12. Prepare a maintenance schedule for all the laboratory equipment, display the same in the laboratory and ensure the maintenance tasks are carried out diligently and recorded.
- 3.17.1.13. Identify the materials and consumables needed in the laboratory and inform details to the faculty in charge.
- 3.17.1.14. Maintain the registers of the inventory of materials/components and equipment and maintenance record of the laboratory.
- 3.17.1.15. Take the attendance of students in each laboratory session and prepare attendance sheets.
- 3.17.1.16. Assist faculty members and HoD in departmental work and assist faculty members in CIE or university examination related work.

- 3.17.1.17.Keep copies of evaluated Laboratory Manuals for UGC inspection and department references.
- 3.17.1.18.Assist in conducting the practical examinations and invigilation duties.
- 3.17.1.19.Use free time in updating knowledge in subjects by studying books and learning from internet.
- 3.17.1.20.Help in other laboratories when the concerned laboratory instructors are on leave.
- 3.17.1.21.Complete and maintain daily, weekly and monthly activity reports and other records/information according to current policies, procedures, rules and regulations of the University.
- 3.17.1.22.Undertake off-campus travel for department and/or university related work or activities as directed and approved by the HoD / Directors/ any other competent authority of the University.
- 3.17.1.23.Perform all other duties, roles, responsibilities and functions that may be entrusted by the HoD /Directors /Registrar /Deans /Executive President/ Leadership and Management Team of the University from time to time.

3.18. Hostel Warden

The duties of Hostel Warden entail day-to-day administration of the hostels and the students staying in the hostels of the university. It requires sincerity, dedication and a proactive attitude on the part of Hostel Warden to manage the daily administration and tackle issues without delay. The individual will function under the overall supervision of the Assistant Registrar in case of Boys Hostel and Administrative Coordinator in case of Girls Hostel and assist in the smooth functioning of the hostels of the University. His duties will include but not limited to the following:

- 3.18.1 To implement laid-down policies for running of the hostels, messes and other facilities within the hostels;
- 3.18.2 To ensure that no ragging takes place in the hostels and maintain ragging free premises;
- 3.18.3 To periodically check the working, discipline, cleanliness and all other aspects of general administration of all the hostels of the University;
- 3.18.4 To ensure the safety and security of the students;
- 3.18.5 To issue out passes for going out to the city or out of the city, after obtaining approval from Assistant Registrar for Boys and Administrative Coordinator for Girls.
- 3.18.6 To plan for up-gradation of facilities in the hostels;
- 3.18.7 To ensure maintenance of all equipment and furniture in the hostel.
- 3.18.8 To ensure availability of resources viz hot/ drinking water, electricity supply etc. and its proper distribution amongst students in the hostel as per their needs;
- 3.18.9 To carry out liaison with designated/empaneled/nearby hospitals for health matters of hostel students;
- 3.18.10 To check and certify all the bills pertaining to the mess forwarded by the Mess Manager through concerned student counsellor;
- 3.18.11 All disciplinary action of hostelites or reward giving action will be finally decided by Hostels In-charge;
- 3.18.12 To supervise day-to-day activities of the Hostel Staff and provide necessary assistance and guidance for smooth functioning of the hostel;
- 3.18.13 To assist in framing the hostel rules and such other rules on reference to him for final decision;
- 3.18.14 Any other duty assigned by the management from time to time.

4. Leave Rules

4.1. General Rules & Regulations

4.1.1. Types of Leave:

The general entitlement of various types of leave to the staff is as under:

4.1.1.1. Casual Leave (CL).

- 4.1.1.2. Special Casual Leave (SCL).
- 4.1.1.3. Duty Leave (DL).
- 4.1.1.4. Earned Leave (EL).
- 4.1.1.5. Half Pay Leave (HPL).
- 4.1.1.6. Commuted Leave (Com.L).
- 4.1.1.7. Extra Ordinary Leave (EoL).
- 4.1.1.8. Study Leave (SL).
- 4.1.1.9. Sabbatical /Academic Leave.
- 4.1.1.10. Maternity Leave (ML).
- 4.1.1.11. Paternity Leave (PL).
- 4.1.1.12. Vacation Leave (VL).
- 4.1.1.13. Compensatory Off (CO).
- 4.1.1.14. Leave Without Pay (LWP).



- 4.1.2. s to be earned by duty.
- 4.1.3. Leave cannot be claimed as a matter of right and when the exigencies of the University so demand, leave of any description may be refused or revoked by the authority empowered to sanction the leave.
- 4.1.4. Accounting period for calculation of leave would be from 1st January to 31st December i.e. the Calendar Year.
- 4.1.5. Mere submission of leave application in writing will not be deemed that leave has been sanctioned. The information of leave request on phone or email or SMS or through ERP shall not be construed to be submission of leave. A minimum of one-week notice before proceeding on leave is required for obtaining sanction. During this period, all the alternative arrangements shall be made for giving charge to other staff members to carry out the duties in his absence. However, in-case of any emergency, this notice period can be curtailed depending on the merits of the case.
- 4.1.6. During the period of leave, an employee shall not take up or accept any employment and work of any nature elsewhere.
- 4.1.7. The management reserves the right to recall from leave if the exigencies of work so demand and in case of refusal to return, it will be treated as Absence Without Leave (AWL).
- 4.1.8. All employees will ensure that the Casual Leave application duly sanctioned by the leave sanctioning authority is sent to HR Department minimum one day prior to the leave date. In case the casual leave is taken on phone/SMS/email etc.; the leave application through ERP should reach HR Department within two working days after joining the duty; otherwise it will be treated as AWL.
- 4.1.9. HOD is the sanctioning authority for CL.
- 4.1.10. Any employee availing the EL, HPL, Medical Leave, EOL, Leave Without Pay (LWP) will be required to obtain prior sanction of the Executive President/Registrar or otherwise the same will be treated as AWL and will construe as Break in Service which may lead to either termination of services or re-appointment.
- 4.1.11. Earned Leave (EL), Extra Ordinary Leave (EOL) /Medical Leave (ML)/ Half Pay Leave (HPL)/ Commuted Leave/ Leave without Pay (LWP) shall be sanctioned by Executive President/Registrar after proper scrutiny by HR Department.
- 4.1.12. Leave Without Pay (LWP) is absence from duty by an employee without prior approval/sanction. This will be treated as break-in service and disciplinary action may be initiated against the defaulting employee. It may lead to either termination of service or re-appointment. However, in case of adjustment of LWP due to late coming/early going, the above will not be applicable. In both the above cases, approval of the Registrar/Executive President will be obtained by the HR Department before any deduction is made from the salary on account of LWP.

4.1.13. Restricted Holidays (RH) can be combined with CL. RH can also be availed on any day other than declared holidays with the approval of the Executive President, based on the merits of the case.

4.2. **Grant of Leave**

Any leave without prior permission or approval of concerned authority would be considered as absence from duty and will be treated as Leave Without Pay (LWP). In case of emergency, the leave is to be taken over telephone from the concerned authority and the request through ERP should be submitted within two days of resuming duty through proper channel.

4.3. **Leave Admissible to Staff Members during Probation Period**

Newly appointed employees who are on probation will be entitled to 12 CL in the first year of service i.e. 6 CL in the first six months and remaining 6 CL in the next six months. These leaves will be credited on 1st of Jan and 1st of July of the respective Calendar Year. However, the number of leaves will be credited on pro-rata basis at the rate of one day for each month completed service. He can start availing CL after completion of one month of service. No other leave will be admissible during the probation period. During the second year of the probation period i.e. if the probation period has been extended, the employee will be eligible for EL, but will not be eligible to avail it. EL will be credited to one's account and he will be able to avail it only after the probation period is closed and service confirmed. However, he will continue to avail 12 CL per year till the closure of the probation.

4.4. **Leave Admissible to Permanent Staff Members**

4.4.1. **Casual Leave (CL)**

- 4.4.1.1. All permanent employees who are vacation staff are eligible for 08 days Casual Leave in a calendar year.
- 4.4.1.2. All permanent employees who are non-vacation staff are eligible for 12 days Casual Leave in a calendar year.
- 4.4.1.3. A maximum of two days of Casual Leave can be availed at a time and in a month during the semester.
- 4.4.1.4. CL will be credited in his account twice in a calendar year i.e. 04 CL in case of vacation staff and 06 CL in case of non-vacation staff on 1st of January and remaining 04 CL in case of vacation staff and 06 CL in case of non-vacation staff on 1st of July of the respective year. However, more than 04 CL in case of vacation staff and 06 CL in case of non-vacation staff can also be sanctioned as a special case by the Executive President based on the merits of the case.
- 4.4.1.5. CL cannot be accumulated and it will lapse at the end of the Calendar Year.

- 4.4.1.6. CL may also be availed for half a day either in the morning session or in the afternoon session on any working day.
- 4.4.1.7. CL cannot be clubbed with any other kind of leave except RH.
- 4.4.1.8. CL can be combined with Holidays or Sundays.
- 4.4.1.9. Sundays/Holidays falling between two CL will not be counted as part of CL.
- 4.4.1.10. The Reporting Officer is the leave sanctioning authority.

4.4.2. **Special Casual Leave (SCL)**

Special Casual Leave, not exceeding 10 days in an academic year, may be granted to a staff member for the following:

- 4.4.2.1 To conduct examination of a university/PSC/Board of Examination or other similar bodies/institutes when detailed by the university and to inspect academic institution attached to statutory boards/bodies.
- 4.4.2.2 To undergo sterilization operation (Vasectomy or Salpingectomy) under family planning programme. Leave in this case will be restricted to six days.
- 4.4.2.3 To undergo non-puerperal sterilization by a female employee. Leave in this case will be restricted to six days.
- 4.4.2.4 SCL cannot be carried forward nor accumulated for encashment.

4.4.3. **Duty Leave (DL)**

Duty Leave not exceeding 15 working days in a semester may be granted for the following purposes:

- 4.4.3.1 Attending conferences /congresses /symposia /seminars /workshops/visit to companies to monitor IDPs and any other activities of similar nature relevant to the branch/discipline of the subjects of the faculty, on behalf of the University or where invitations are accepted with the prior approval of the University.
- 4.4.3.2 Delivering lectures in institutions and universities at the invitation of such institutions or universities which have been received by the University and accepted by the Executive President.
- 4.4.3.3 Undertaking field work in India or abroad relevant to the branch/discipline of the subjects of the faculty.
- 4.4.3.4 The duration of leave should be such as may be considered necessary by the sanctioning authority on each occasion.
- 4.4.3.5 Employees going out of campus for official work related to University for a short duration during the day.
- 4.4.3.6 A faculty will be treated as on duty (and not requiring duty leave) and consequently the restriction of 15 working days in a semester shall not apply in the following cases:
- 4.4.3.7 Working in another Indian or a Foreign University, any other agency, institution or organization when so deputed by the University, or for performing any other duty for the University.

- 4.4.3.8 Working as a member of a delegation or committee appointed by the UGC, Universities or any other academic or public body.
- 4.4.3.9 Deputation abroad under cultural/bilateral exchange programme in which it is a condition that the teacher deputed will have to go on duty leave.
- 4.4.3.10 Leave may be granted on full pay provided that if the teacher receives a fellowship or honorarium or any other financial assistance beyond the amount needed for normal expenses, he may be sanctioned duty leave on reduced/nil pay and allowances by the Executive President.
- 4.4.3.10.1 Duty Leave may be combined with Earned Leave, Half Pay Leave or Extraordinary Leave.
- 4.4.3.11 Duty Leave may either be prefixed or suffixed with vacation leave.
- 4.4.3.12 Duty Leave cannot be accumulated nor is it encashable.
- 4.4.3.13 Duty leave cannot be carried forward nor accumulated.



4.4.4. **Leave Earned by Duty**

4.4.4.1. **Earned Leave (EL)**

- 4.4.4.1.1. Earned Leave admissible to all the Teaching Staff shall be 1/30th of actual service (Deducting 8 weeks of vacation period, the year has remaining 44 weeks i.e. $44 \times 7 = 308$ days. EL for this period will be $308/30 = 10.23$ i.e. 10 days plus 1/3rd of the period, if any, during which he is required to perform duty during vacation).
- 4.4.4.1.2. Earned Leave admissible for all Non-Teaching Staff, whose probation is closed, shall be 30 days for each completed year of service.
- 4.4.4.1.3. In the case of employees who are in the second year of probation, the Earned Leave will be credited to his account but cannot be availed in probation period. However, the accumulated EL can be availed after the closure of probation period.
- 4.4.4.1.4. In normal circumstances, the approval for Earned Leave (EL) should be obtained through proper channel and reach to the HR Dept., 10 days in advance through ERP. However, in case of emergency or exigency, the time frame can be reduced at the sole discretion of the Competent Leave Sanctioning Authority.
- 4.4.4.1.5. Any Public Holidays, Sundays falling in-between would be considered as part of EL/EOL/HPL/LWP.
- 4.4.4.1.6. Any declared Holiday or Sunday can be either prefixed or suffixed with the EL.
- 4.4.4.1.7. Earned Leave cannot be clubbed with any other leave, except Vacation Leave.
- 4.4.4.1.8. Maximum of 300 days EL can be accumulated.
- 4.4.4.1.9. EL will be credited to the leave account on half-yearly basis but can be availed on pro-rata monthly basis.
- 4.4.4.1.10. EL of the employees on probation will be credited to their leave account after their first year on probation but can be availed only after getting confirmation of their service.
- 4.4.4.1.11. Earned Leave can be encashed at the time of retirement of the employee or when he leaves the organisation after completing all exit formalities. A maximum of 300 days encashment is permissible only if the employee retires on superannuation from the university. In case, an employee leaves service on his own accord, maximum encashed leave is limited to 150 days.

4.4.4.2. **Half Pay Leave (HPL)**

- 4.4.4.2.1. Half Pay Leave admissible to permanent employees shall be 20 days for each completed year of service. Such leave may be granted on the basis of medical grounds/for private affairs.
- 4.4.4.2.2. Half Pay Leave will be credited in advance in two instalments of 10 days each on the 1st day of January & July of every calendar year.
- 4.4.4.2.3. However, in case of new appointees, the leave shall be credited to the said leave account at the rate of 5/3 days for each completed calendar month of service of the year in which the staff member is appointed. Such employees can avail the HPL credited to their account only after getting confirmation of their service.

- 4.4.4.2.4. A maximum of 60 days HPL can be accumulated or carried forward but it cannot be encashed.
- 4.4.4.2.5. HPL can be clubbed as a prefix or suffix with Holidays/Sundays.
- 4.4.4.2.6. HPL can be taken only for one full day at a time.

4.4.4.3. **Commuted Leave**

Commuted Leave, not exceeding half the amount of Half Pay Leave due, may be granted on the basis of a medical certificate from the registered medical practitioner to a permanent employee subject to the following conditions:

HPL can be commuted only for the purpose of any medical reason i.e. two (2) HPL can be commuted to one full pay leave on medical grounds only.



- 4.4.4.3.1. HPL can be granted on medical ground subject to production of Medical Certificate and the Fitness Certificate from a qualified Registered Medical Practitioners at the time of resuming duty. However, for two days Commuted Leave (i.e. four HPL), medical certificate will not be required.
- 4.4.4.3.2. The University has a right to examine the employee's documents who have availed/are availing medical leave through its panel doctor. If the employee refuses to submit to such an examination or is found fit on such examination for duty, the university may cancel the HPL and appropriate administrative/disciplinary action will be taken against him.
- 4.4.4.3.3. Commuted Leave during the entire service shall be limited to a maximum of 240 days.
- 4.4.4.3.4. The total duration of Earned Leave and Commuted Leave taken in conjunction shall not exceed 240 days at a time, provided that no Commuted Leave shall be granted under these rules unless the competent authority to sanction leave has reason to believe that the teacher will return to duty on its expiry.

4.4.5. Leave Not Earned by Duty

4.4.5.1. Extraordinary Leave (EOL)

4.4.5.1.1. A permanent employee may be granted Extraordinary Leave when:

4.4.5.1.1.1. No other leave is admissible.

4.4.5.1.1.2. The employee applies in writing for the grant of Extraordinary Leave.

4.4.5.1.2. Extraordinary Leave shall always be without pay and allowances. Extraordinary Leave shall not count for increment except in the following cases:

4.4.5.1.2.1. Leave is taken on the basis of medical certificate.

4.4.5.1.2.2. Cases where the Executive President is satisfied that the leave was taken due to causes beyond the control of the staff member, such as inability to join or rejoin duty due to civil unrest or a natural calamity, provided the employee has no other kind of leave to his credit.

4.4.5.1.2.3. Leave taken for pursuing higher studies.

4.4.5.1.2.4. Leave granted to accept an invitation to a teaching post or fellowship or research-cum-teaching post or on assignment for technical or academic work of importance.

4.4.5.1.3. Extraordinary Leave may be combined with any other leave except Casual Leave and Special Casual Leave, provided that the total period of continuous absence from duty on leave (including periods of vacation when such vacation is taken in conjunction with leave) shall not exceed three years except in cases where leave is taken on medical certificate. The total period of absence from duty shall in no case exceed five years in the full working life of the individual with the university.

4.4.6. Leave Not Due

- 4.4.6.1. Leave Not Due may, at the discretion of the Executive President, be granted to a permanent employee for a period not exceeding 360 days during the entire period of service, out of which not more than 90 days at a time and 180 days in all may be availed, other than on medical certificate. Such leave shall be debited against the Half-Pay Leave earned by him subsequently.
- 4.4.6.2. Leave Not Due shall not be granted unless the Executive President is satisfied that as far as can reasonably be foreseen, the employee will return to duty on the expiry of the leave and earn the leave granted.
- 4.4.6.3. An employee to whom 'Leave Not Due' is granted shall not be permitted to tender his registration from service so long as the debit balance in his leave account is not wiped off by active service, or he refunds the amount paid to him as pay and allowances for the period not so earned.

In case where retirement is unavoidable on account of reason of ill health, incapacitating the teacher for further service, refund of leave salary for the period of leave still to be earned may be waived off by the management.

- 4.4.6.4. Provided further that the management may, in any other exceptional case, waive off, for reasons to be recorded, the refund of salary of leave for the period of leave still to be earned

4.4.7. Leave Not Debited to Leave Account

This covers leave taken for academic pursuits.

4.4.7.1. Study Leave

- 4.4.7.1.1. Study leave may be granted after a minimum of 3 years of continuous service, to pursue a special line of study or research directly related to his work in the University or to make a special study of various aspects of University/organization and methods of education.
- 4.4.7.1.2. The paid period of study leave should be for 3 years, but 2 years may be given in the first instance, extendable by one more year, if there is adequate progress as reported by the Guide. Care should be taken that the number of teachers given study leave, does not exceed the 10(ten) percent of teachers in any department. Provided that management may, in special circumstances of a particular case, waive the condition of three years' service being continuous.
- 4.4.7.1.3. In computing the length of service, the time during which a person was on probation or engaged as a research assistant may be reckoned provided:
 - 4.4.7.1.3.1. The person is a teacher on the date of the application; and
 - 4.4.7.1.3.2. There is no break in service.

- 4.4.7.1.4. Study Leave should be granted by the management on the recommendations of the Director and Executive President. The leave shall not be granted for more than three years in one spell, except in very special cases, where the management is satisfied that such extension is unavoidable on academic grounds and necessary in the interests of the University.
- 4.4.7.1.5. Study Leave shall not be granted to a teacher who is due to retire within five years of the date on which he is expected to return to duty after the expiry of Study Leave.
- 4.4.7.1.6. Study Leave may be granted only twice during one's career. However, the maximum period of Study Leave admissible during the entire service should not exceed three years.
- 4.4.7.1.7. No teacher who has been granted Study Leave shall be permitted to alter substantially the course of study or the programme of research without the permission of the management. When the course of study falls short of Study Leave sanctioned, the teacher shall resume duty on the conclusion of the course of study unless the previous approval of the management to treat the period of shortfall as ordinary leave has been obtained.
- 4.4.7.1.8. Subject to the provisions of sub-clauses (4.4.7.1.9) and (4.4.7.1.10) below, the Study Leave may be granted on full pay up to two years extendable by one year at the discretion of the management of the university.
- 4.4.7.1.9. The amount of scholarship, fellowship or other financial assistance that a teacher granted Study Leave has been awarded will not preclude his being granted Study Leave with pay and allowances, but the scholarship etc. so received shall be taken into account in determining the pay and allowance on which the Study Leave may be granted. The foreign scholarship/fellowship would be offset against pay only if the fellowship is above the specified amount, which is to be determined from time to time, based on the cost of living for a family in the country in which the study is to be undertaken. In case of an Indian fellowship, which exceeds the salary of the teacher, the salary would be forfeited.
- 4.4.7.1.10. Subject to the maximum period of absence from duty on leave not exceeding three years, Study Leave may be combined with Earned Leave, Half-Pay Leave, Extraordinary Leave or Vacation Leave, provided that the Earned Leave at the credit of the teacher shall be availed of at the discretion of the teacher. A teacher who is selected to a higher post during Study Leave will be placed in that position and get the higher scale only after resuming the duties.

- 4.4.7.1.11. A faculty granted Study Leave shall on his return and re-joining the service of the University shall be eligible to the benefits of the annual increments which he would have earned in the course of time if he had not proceeded on Study Leave i.e. the increments will be notional. No teacher shall however, be eligible to receive arrears of increments.
- 4.4.7.1.12. Study Leave shall be counted as service for Contributory Provident Fund, provided the teacher joins the University on the expiry of his Study Leave.
- 4.4.7.1.13. Study Leave granted to a teacher shall be deemed to be cancelled in case it is not availed of within 12 months of sanction, provided that where Study Leave granted has been so cancelled, the teacher may apply again for such leave.
- 4.4.7.1.14. A teacher availing Study Leave shall undertake that he shall serve the University for a continuous period of at least three years to be calculated from the date of his resuming duty after expiry of the Study Leave.
- 4.4.7.1.15. After the leave has been sanctioned, the teacher shall, before availing himself of the leave, execute a bond in favor of the University, binding himself for the due fulfilment to the conditions laid down in sub-clauses above and give security of immovable property to the satisfaction of the CFAO or a fidelity bond of an insurance company or a guarantee by a scheduled bank for the amount which might become refundable to the University in accordance with sub clauses above. If and when required, CFAO will make arrangements to recover the balance portion of amount.
- 4.4.7.1.16. The teacher shall submit to the Registrar, six monthly reports of progress in his studies from his Supervisor or the Head of Institution. This report shall reach the Registrar within one month of the expiry of every six months of the Study Leave. If the report does not reach the Registrar within the specified time, the payment of leave salary may be deferred till the receipt of such report. This will be applicable even if a faculty is on full scholarship.
- 4.4.7.1.17. On re-joining after Study Leave, the individual shall submit certificate/mark sheet of the course for which the study was approved initially. In case the individual is unable to successfully complete the course/program for which approval was taken, the individual is liable to refund the salary for the entire period of Study Leave the individual has been away and the period shall be treated as LWP. If the faculty was on any further type of paid leave from the university, he will not be granted any type of paid leave by the university during the stay in the university. If the faculty received a fellowship from any agency, the rules/regulations of that agency in such cases will be followed.

4.4.7.2. **Sabbatical Leave/Academic Leave**

- 4.4.7.2.1. Permanent, whole-time teachers of the University who have completed seven years of service as Assistant Professor, Associate Professor or Professor, may be granted Sabbatical Leave to undertake study or research or other academic pursuits solely for the object of increasing their proficiency and usefulness to the University and the higher education system.
- 4.4.7.2.2. The duration of leave shall not exceed one year at a time and two years in the entire career of a teacher with the university.
- 4.4.7.2.3. A teacher who has availed of Study Leave would not be entitled to Sabbatical Leave until after the expiry of five years from the date of the teacher's return from previous study leave or any other kind of training programme.
- 4.4.7.2.4. A teacher shall, during the period of Sabbatical Leave, be paid full pay and allowances (subject to the prescribed conditions being fulfilled) at the rate applicable to him immediately prior to his proceeding on Sabbatical Leave.
- 4.4.7.2.5. After the leave has been sanctioned, the teacher shall, before availing himself of the leave, execute a bond in favour of the University, binding himself for the due fulfilment to the conditions laid down in sub-clauses above and give security of immovable property to the satisfaction of the CFAO or a fidelity bond of an insurance company or a guarantee by a scheduled bank for the amount which might become refundable to the University in accordance with sub clauses above. If and when required, CFAO will make arrangements to recover the balance portion of amount.
- 4.4.7.2.6. A teacher on Sabbatical Leave shall not take up during the period of that leave, any regular appointment under another institution/ university/organization in India or abroad. He may, however be allowed to accept a fellowship or a research scholarship or adhoc teaching and research assignment with honorarium or any other form of assistance, other than regular employment in an institute of advanced studies, provided that in such cases the management may, if it so desires, sanction Sabbatical Leave on reduced pay and allowances.
- 4.4.7.2.7. During the period of Sabbatical Leave, the teacher shall be allowed to draw the increment on the due date. The period of leave shall also count as service for purposes of contributory provident fund, provided that the teacher re-joins the University on expiry of his leave.
- 4.4.7.2.8. A teacher availing Sabbatical Leave shall undertake that he shall serve the University for a continuous period equal to the period of sabbatical leave to be calculated from the date of his resuming duty after expiry of the Leave.
- 4.4.7.2.9. The programme to be followed during Sabbatical Leave shall be submitted to the University for approval along with the application for grant of leave before proceeding on leave.

4.4.7.2.10. On return from leave, the teacher shall report to the University the nature of studies, research or other work undertaken during the period of leave.

4.4.8. Leave on Grounds of Health

4.4.8.1. Maternity Leave

4.4.8.1.1. Female teaching and non-teaching staff will be eligible for Maternity Leave for a total duration of 180 days (45 days before delivery and 135 days after delivery), provided (i) the probation period is closed; and (ii) they have completed 3 years of physical service after closure of probation in the university. During this period, the staff will be entitled to normal pay and allowances.

4.4.8.1.2. An employee wishing to avail the benefit of Maternity Leave is required to get the leave sanctioned one month in advance and produce/submit the Doctor's Certificate for the expected date of delivery and a copy of birth certificate after the delivery.

4.4.8.1.3. In case of miscarriage, abortion, stillborn child or death of a child, only 7 days' leave would be granted to the employee from the date of incidence as per the eligibility criteria mentioned above, subject to production of medical documents.

4.4.8.1.4. The employee can proceed on Maternity Leave only 45 days before the date of delivery. Any absence before 45 days of expected date of delivery will be considered as LWP.

4.4.8.1.5. Maternity Leave cannot be clubbed with any other leave.

4.4.8.1.6. Maternity Leave can be availed twice in the entire career of the employee. If one already has two children, then maternity leave shall not be granted. There should be a gap of 3 years between two maternities.

4.4.8.1.7. If availing maternity leave, then casual and vacation leaves will not be granted during the maternity leave period. Only Earned Leave can be availed after maternity leave, if required.

4.4.8.1.8. Employees on maternity leave will not be eligible for increment in their turn as per the university policy.

4.4.8.2. Paternity Leave

4.4.8.2.1. 08 (eight) days of paid Paternity Leave can be granted to all male teaching and non-teaching staff members provided (i) the probation period is closed; and (ii) they have completed 3 years of physical service after closure of probation in the university.

4.4.8.2.2. This can be availed twice in the entire career of the individual. If one already has two children, paternity leave shall not be granted.

4.4.8.2.3. The Paternity Leave would require to be availed in a single stretch i.e. on a continuous basis but can be utilized within 30 days of the time from the date of the birth of a baby. A copy of birth certificate of a baby will be required to be submitted along with the application to avail the benefit of Paternity Leave.

4.4.9. Vacation Leave

4.4.9.1. The university will give a total of 06 weeks' Vacation Leave during the academic year to the teaching staff. However, not more than 4 weeks of leave can be physically availed. The balance leave will be credited to the EL Account @ 1 EL per three days of non-availed vacation leave.

4.4.9.2. Vacation Leave can be granted only during vacation period declared by the University/Institute.

- 4.4.9.3. The duration and dates of winter and summer vacation period will be notified by the University.
- 4.4.9.4. The Vacation Leave shall require to be sanctioned in advance in writing, as for any other leave.
- 4.4.9.5. Vacation Leave cannot be combined with any leave except Earned Leave.
- 4.4.9.6. Like Earned Leave, Vacation Leave shall first be earned.
- 4.4.9.7. Faculty on probation are not eligible for vacation leave till closure of probation.
- 4.4.9.8. **Vacation/Non-Vacation Staff**

4.4.9.8.1. **Vacation Staff**

- 4.4.9.8.1.1. All Faculty Members and HoDs

4.4.9.8.2. **Non-Vacation Staff**

- 4.4.9.8.2.1. Laboratory In-charge/ Instructor / Assistant of the University
- 4.4.9.8.2.2. Non-teaching Non-Technical Staff of the University
- 4.4.9.8.2.3. Administrative Staff of the University
- 4.4.9.8.2.4. Directors, Registrars, Deans, Executive President and other office bearers of the University.

4.4.10. **Compensatory Off (CO)**

Attendance on Sundays, holidays or working before or beyond office hours justify the grant of compensatory off against performing the official duties duly assigned related with any academic/administrative work by the staff members as per the details given below:

- 4.4.10.1. One Half Day Compensatory Off (HCO) will be given to the staff members for performing duty for more than four hours but less than 7 hours.
- 4.4.10.2. Two HCO will be granted to the staff members for performing duty for more than 7 hours.
- 4.4.10.3. The accumulated COs can be availed only for half day maximum on any single working day.
- 4.4.10.4. Not more than two COs are allowed to be availed in succession.
- 4.4.10.5. CO by the teaching/laboratory staff can be availed without affecting the academic activities during the same calendar year with the permission of the Head of Department (Recommending Authority) and Director (Sanctioning Authority); the non-teaching staff members can avail CO with the permission of the Reporting Officer.
- 4.4.10.6. The attendance in such cases should be under the orders of the Reporting Officer (RO). Prior approval needs to be taken from the RO with a copy forwarded to HR.

- 4.4.10.7. CO will not be granted to employees who are required to attend office as a result of penalty imposed on him or who are required to complete their task/complete documentation for which he is personally responsible.
- 4.4.10.8. Staff members can also avail this facility for going early before the closing of office hours but cannot avail it for coming late in the morning as reporting at 8.20 A.M. is mandatory. CO will not be adjusted against coming late and normal leave rules will be applied for late arrival.
- 4.4.10.9. The accumulated compensatory off shall be used before the end of the calendar year (January-December) and shall lapse at the end of the year. It also cannot be encashed.
- 4.4.10.10. The Executive President can waive-off one or more conditions stipulated above as a special case, if required in the interests of the university.

4.5. **Leave Management System**

HRMS (Establishment) Management System module available in ERP software of MASTERSOFT ERP Solutions Pvt. Ltd., is currently, being used in the university. This module caters for Leave Management System for all types of leave, recruitment, selection, probation, confirmation, resignation / retirement of all the staff. It also caters for the Pay Roll Management System. Exhaustive user instructions are available in the ERP regarding all the above. It is expected that all the staff use the applicable modules for the HR related issues so as to reduce the dependence on paper work, decrease the processing time and increase the effectiveness of the system thereby improving the satisfaction of the employees. All the staff of the university are the users of these modules.

Process: All leave requests are processed through the Leave module of the ERP. Before applying for leave, employees are expected to check the eligibility for leave request and present leave balance. The details of officials authorized to sanction various types of leave are available in the ERP. The status of leave request can be checked by the employees through the ERP portal.

5. TA & DA Policy

5.1. Travel Arrangement & Advance Procedure

- 5.1.1. Traveling Allowance and daily allowance are intended to cover the out-of-pocket expenses, which an employee has to incur while traveling and during halts at out-stations on university /any other official duty.
- 5.1.2. No employee can travel on official duty without a proper tour programme and Travel Approval Form (TAF) being approved by the competent authority.
- 5.1.3. Independent Travel Approval Form has to be raised for each individual touring, even if the group comprises a number of persons.
- 5.1.4. Normally, tour approval has to be raised minimum five working days in advance, to enable the accounts department to release the advance.
- 5.1.5. In case a trip is cancelled, the employee should immediately refund the full amount of travel advance to accounts department and arrange to cancel his ticket by intimating the administration department. Charges for cancellations done for official reasons shall be reimbursed.
- 5.1.6. While planning a tour, return tickets at reduced rates or any other travel concession in force should be availed of, wherever possible. The services of authorized travel agent of the university will be availed wherever possible.
- 5.1.7. In case of travel under own arrangements, claims without pre-approved Tour Approval Form will not be entertained.
- 5.1.8. Tours should be undertaken by most economical mode of travel and by the shortest route, keeping in mind that the time spent in journey least affects the working hours.
- 5.1.9. Employees will be entitled to traveling allowance as admissible in the University's Tours & Travel Rules as given in this chapter.

5.2. Names of the Cities covered under different categories:

'A-1' cities : Delhi, Mumbai, Chennai, Kolkata

'A' cities : Hyderabad, Ahmedabad, Bangalore

'B' cities : Surat, Vadodara, Indore, Bhopal, Pune, Nagpur, Ludhiana, Jaipur, Lucknow, Kanpur

5.2.1. Eligibility Criteria for Travelling Allowance

Pay Scale & AGP	Transport allowance by air or by train whichever is lower	Rate for Road Mileage
37,400-67,000 with AGP 10000 and above	Air economy (i.e. 'Y') class by national carrier or AC-I class by train at their option	Prepaid taxi/car/Rs 8 per km up to 50 kms in the city with the prior approval of the authority. This may require a periodic revision.

37400-67000 with AGP 8900 and 9000	AC II class by train	Prepaid taxi/car/Rs 8 per km up to 50 kms in the city with the prior approval of the authority. This may require a periodic revision.
15600-39100 with AGP 6000-8000;7600 & 6600; 37400-67000 with AGP 8700	AC II Tier sleeper/ Executive Class AC Chair Car	Prepaid taxi/car/Rs 8 per km up to 50 kms in the city with the prior approval of the authority. This may require a periodic revision.
9300-34800 with AGP 4200-5400 15600-39100 with AGP 5400	First Class / AC III Tier Sleeper / AC Chair Car	Prepaid taxi/car/Rs 8 per km up to 50 kms in the city with the prior approval of the authority, any public bus / AC bus. This may require a periodic revision.
4440-7440 with AGP 1300, 1400 & 1650 5200-20,200 with AGP 1800, 1900, 2000, 2400 & 2800	Second Sleeper Class	Prepaid Auto Rickshaw / Scooter Rs. 2/Km. charges & up to 50 kms in the city with the prior approval of the authority, in any public bus. This may require a periodic revision.

5.2.2. Eligibility Criteria for Accommodation & Food Bill allowance

Pay scale & Grade pay	Hotel Accommodation Per Day	Food Bill Per Day
37,400-67,000 AGP 10000 and above	5,000	500
37400-67000 with AGP 8900 & 9000	3000	300
15600-39100 with AGP 6000-8000, 7600 & 6600 37400-67000 with AGP 8700	1500	300
9300-34800 with AGP 4200-5400; 15600-39100 with AGP 5400.	1300	300
4440-7440 with AGP 1300, 1400 & 1650 5200-20,200 with AGP 1800, 1900, 2000, 2400 & 2800	1000	250

5.2.3. Eligibility Criteria for Daily Allowance

When the employee stays in a hotel or other establishment providing boarding and / or lodging at scheduled tariffs as given below:

Daily Allowance:

When the Employee stays in Guest House or makes his own arrangements.

Pay Scale and	Types of Cities
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Grade pay	A-1 Class Cities	A Class Cities	B Class Cities	Other Cities
37400-67000 AGP 10,000 & above	260	210	170	135
37400-67000 AGP 8900 & 9000	230	185	150	120
15600-39100 AGP 6600, 7600 & 6000-8000 37400-67000 with AGP 8700	200	160	130	105
15600-39100 AGP 5400	170	135	110	90
9300-34800 AGP 5400	165	125	100	80
9300-34800 AGP 4600	155	115	90	70
9300-34800 AGP 4400	145	100	80	60
9300-34800 AGP 4200	135	90	70	50
5200-20200 AGP 1800 -2800 4440-7400 with AGP 1300, 1400 &1650	125	80	60	40

Note:

'A-1' Delhi, Mumbai, Chennai, Kolkata

Cities:

'A' Cities: Hyderabad, Ahmedabad, Bangalore

'B' Cities: Surat, Vadodara, Indore, Bhopal, Pune, Nagpur, Ludhiana, Jaipur, Lucknow, Kanpur

5.2.4. Transport Allowance for Local Journeys

- 5.2.4.1. The bus / rail fare / mileage allowance for local journeys should be based on the actual distance travelled or the distance between the normal duty point and temporary duty point, whichever is less.
- 5.2.4.2. If provided with conveyance free of charge, only DA will be admissible.
- 5.2.4.3. **Rate of Road Mileage.** Actual fare will be paid for travel by public bus. Mileage allowance Rs. 8 per KM for cars, Rs. 2.75 per KM for two wheelers, and Rs. 1.20 per KM will be admissible for journey by bicycle. The eligibility will be linked to the AGP as per detailed given at Table 5.2.1 above.

5.3. Tour Reports

- 5.3.1. After completion of the tour/ visit, a summary report of the same should be submitted to the immediate superior within 3 working days of return from tour.
- 5.3.2. The report should cover the purpose and accomplishments of the tour as well as follow-up action required thereafter.

5.4. Travel Expenses Claim & Settlement

- 5.4.1. All Tour expenses settlement should be submitted within 5 days of return from the tour. In case of a genuine acceptable constraint, maximum of one advance pending will be allowed.
- 5.4.2. The settlement will be forwarded through the Head of Institute / Director / Head of the Department and it will be regularized only after receiving the relevant supporting documents/bills.
- 5.4.3. All claims will be accounted and cleared fortnightly i.e. twice in a month. Excess claims will be settled by accounts department.
- 5.4.4. Shortage has to be settled by the employee by cash/cheque, failing which the same will be recovered from the immediate monthly salary.
- 5.4.5. If any expenses incurred by the employee is above his eligibility, the necessary justification and approvals will be taken from the Registrar/ Executive President.
- 5.4.6. **For (T&P /Marketing Personnel)**
 - 5.4.6.1. Regular travel expenses of the field employees can be submitted once in 15 days.
 - 5.4.6.2. The same will be ratified and credited in the respective bank accounts within next 15 days' subject to the receipt of supporting documents/bills.
 - 5.4.6.3. Local conveyance charges can be claimed once in a week, which will also be credited once in 15 days.

6. Recruitment

6.1. The categories of staff are the following:

6.1.1. Teaching Staff

6.1.2. Non-Teaching Staff

6.1.3. Administrative Staff

6.1.4. Administrative Support Staff

6.2. Recruitment of Teaching Staff

6.2.1. **General Guidelines**

The direct recruitment to the posts of Assistant Professors, Associate Professors, Professors and adjunct/visiting faculty in the Universities/Institutes shall be on the basis of merit through advertisement in local / national dailies as stipulated and Internet followed by selection by the duly constituted Selection Committees as prescribed by the UGC/AICTE/CoA or Statutes/Ordinances of Indus University or other regulatory bodies as applicable and as amended from time to time. A Proforma for calculating API for the Post of Assistant Professor, Associate Professor and Professor under Direct recruitment is at **Appendix A**. The guidelines also contain details of constitution of selection committees and selection procedure. Currently, the following regulations are in force:

6.2.1.1. **UGC:** University Grants Commission (Minimum Qualifications for Appointment of Teachers and Other Academic Staff in Universities and Colleges and Other Measures for The Maintenance of Standards in Higher Education) Regulations, 2010 and Amendments 1, 2, 3 & 4 of 2016. Reference may also be made to UGC “Guidelines for Empanelment of Adjunct Faculty in Universities and Colleges dated 29 April 2015.”

6.2.1.2. **AICTE:** Revised Pay-Scales, Service Conditions, and Qualifications for the Teachers and Other Academic Staff in Technical Institutions (Degree & Diploma) Regulation 2010 and Amendment dated 4th January 2016. A reference may also be made to Annexure 13 of AICTE Approval Process Handbook 2019 for “Guidelines for Appointment of Adjunct Faculty/Resource Persons from Industry in AICTE Approved Technical Institutions.

6.2.1.3. **CoA: Council of Architecture Regulations 1983**

6.2.2. **Minimum Qualifications for Appointment of Teaching Faculty in University:** As a rule, the recruitment of faculty in various institutes will be made to the posts of Assistant Professor, Associate professor and Professor as per the guidelines of UGC/AICTE/CoA, etc. However, whenever there is an acute shortage of qualified faculty for recruitment, in exceptional cases, university may make appointments at the following levels as a one-time measure till qualified faculty will be available.

6.2.2.1. **Academic Associate**

Diploma with 1st Class or B.Sc. with 1st Class

6.2.2.2. **Assistant Lecturer**

Fresher B.E. with First Class or M.Sc. with First Class

6.2.2.3. **Lecturer ***

B.E. with 1st Class with valid GATE score of minimum 75% or M.Sc. with 1st class with valid NET score and at least 2 years of experience as Assistant Lecturer / Industry.

*With a condition that, if he does not complete M. Tech for a B.E. candidate and Ph.D. for a M.Sc. candidate within 5 years, his increment will be stopped.

6.2.3. **Selection Committees and Guidelines on Selection Procedures**

The UGC/AICTE has evolved the guidelines on Constitution of Screening-cum-Evaluation Committee/Selection Committees for selection of Assistant Professor, Associate Professor, Professor, and Selection Procedures for Direct Recruitment and Career Advancement Schemes (CAS). This will be followed.

6.3. **Norms of Recruitment for Teaching, Non-Teaching, Admin & Admin Support Staff**

The norms for direct recruitment for teaching, non-teaching, admin and admin support staff are given below. The qualifications and experience required for each post and the scale and grade pay at entry level are also given below:

A. Recruitment Norms of Teaching Staff

Cadre/Designation	Qualification & Experience	Scale at Entry Level	Grade Pay at Entry Level	Pay Band
Academic Associate	Diploma with First Class or B.Sc. first class	5200-20200	2800	PB - I
Assistant Lecturer	Fresher B.E. with First Class Or M.Sc. with First Class	9300-34800	4200	PB - II
Lecturer	B.E. with First Class with valid GATE Score of minimum 75% Or M.Sc. with First Class with valid NET Score and at least 2	9300-34800	5400	PB-II

	years of experience as Assistant Lecturer / in Industry			
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B. Recruitment of Laboratory Instructor/ Technician

Cadre	Qualification & Experience	Scale at Entry Level	Grade Pay at Entry Level	Pay Band
Jr. Laboratory Instructor/ Technician/Workshop Attendant				
Grade I ITI Fresher		4440-7440	1300	1S
Grade II ITI with 2 years' experience		4440-7440	1400	1S
Grade III ITI with 5 years' experience		4440-7440	1650	1S
Laboratory Assistant/Senior Laboratory Instructor/Laboratory Demonstrator				
Grade I	Diploma Fresher or ITI with 3 years' experience as Laboratory Instructor	5200-20200	1800	PB-I
Grade II	Diploma with 3 years' experience or ITI with 6 years' experience as Laboratory Instructor	5200-20200	1900	PB-I
Grade III	Diploma with 5 years' experience or ITI with 8 years' experience as Laboratory Instructor	5200-20200	2000	PB-I
Grade IV	Diploma with 8 years' experience or ITI with 11 years' experience as Laboratory Instructor	5200-20200	2400	PB-I
Grade V	Diploma with 11 years' experience or ITI with 14 years' experience as Laboratory Instructor	5200-20200	2800	PB-I

C. Norms for Recruitment of Administrative Staff

Cadre/ Designation	Qualification & Experience	Scale at Entry Level	Grade Pay at Entry Level	Pay Band
Attendant / Driver / Gardener / Tradesman / Electrician / Plumber				
Attendant Grade – I	S.S.C. Pass with 1 year experience in related field	4440-7440	1300	1S
Driver Grade – I				

S.S.C Pass with 1 year experience in related field					
Gardner Grade – I Minimum 1 year experience in related field					
Tradesman Grade – I S.S.C. Pass with 1 year experience in related field					
Electrician Grade – I S.S.C Pass with 1 year experience in related field					
Plumber Grade – I Minimum 1 year experience in related field					
Attendant Grade – II S.S.C. Pass with 3 years' experience in related field		4440-7440	1400	1S	
Driver Grade – II S.S.C. with 3 years' experience in related field					
Gardner Grade – II Minimum 3 years' experience in respective field					
Tradesman Grade – II S.S.C. Pass with 3 year experience in related field					
Electrician Grade – II S.S.C Pass with 3 year experience in related field					
Plumber Grade – II Minimum 3 year experience in related field					
Attendant Grade – III S.S.C. Pass with 5 years' experience in related field		4440-7440	1650	1S	
Driver Grade-III S.S.C. with 5 years' experience in related field					
Gardner Grade-III Minimum 5 years' experience in respective field					
Tradesman Grade – III S.S.C. Pass with 5 year experience in related field					
Electrician Grade – III S.S.C Pass with 5 year experience in related field					
Plumber Grade – III Minimum 5 year experience in related field					
Accounts Assistant/ Admin Assistant/Admin Coordinator/Admin Coordinator (IDEA) / Exam Assistant/ Purchase Assistant/ Store Assistant/ Library Assistant/ Estate Assistant/ Maintenance Assistant/ System Operator/ Technical Assistance/ Jr. Engineer (Maintenance)/ IT Engineer/Sr. Electrician/ Assistant Manager(HR)/ T&P Assistant/ Receptionist cum Telephone Operator/ Site Supervisor /Hostel Warden					
Grade - I	Accounts Assistant/ Admin Assistant/ Admin Coordinator / Exam Assistant/ Purchase Assistant/ Store Assistant/ Library Assistant/ Estate Assistant/ Maintenance Assistant/ T&P Assistant/ Receptionist-	Graduate in any discipline with minimum 55% marks in related subject with minimum 1 year experience in respective field	5200-20200	1800	PB-I

	cum-Tel. Operator/ System Operator/Technical Assistant				
	Site Supervisor	Diploma in related subject with minimum 55% marks with minimum 1 year experience in respective field			
	Hostel Warden	Graduate in any discipline with minimum 55% marks with minimum 1 year experience in respective field			
Grade - II	Accounts Assistant/ Admin Assistant/ Admin Coordinator / Exam Assistant/ Purchase Assistant/ Store Assistant/ Library Assistant/ Estate Assistant/ Maintenance Assistant/ T&P Assistant/ Receptionist- cum-Tel. Operator/ Jr. Engineer(Maintenance)	Graduate in any discipline in related subject with minimum 55% marks with minimum 3 years' experience in respective field	5200-20200	1900	PB-I
	Site Supervisor	Diploma in related subject with minimum 55% marks with minimum 3 years' experience in respective field			
	Hostel Warden	Graduate in any discipline with minimum 55% marks with minimum 3 years' experience in respective field			

Grade - III	Accounts Assistant/ Admin Assistant/ Admin Coordinator / Exam Assistant/ Purchase Assistant/ Store Assistant/ Library Assistant/ Estate Assistant/ Maintenance Assistant/ T&P Assistant/ Receptionist- cum-Tel. Operator/ Assistant Manager (HR)	Graduate in any discipline with minimum 55% marks in related subject with minimum 6 years' experience in respective field	5200-20200	2000	PB-I
	Site Supervisor	Diploma in related subject with minimum 55% marks with minimum 6 years' experience in respective field			
	Hostel Warden	Graduate in any discipline with minimum 55% marks with minimum 6 years' experience in respective field			
Grade - IV	Accounts Assistant/ Admin Assistant/ Admin Coordinator / Exam Assistant/ Purchase Assistant/ Store Assistant/ Library Assistant/ Estate Assistant/ Maintenance Assistant/ T&P Assistant/ Receptionist- cum-Tel. Operator/ Administrative Coordinator(IDEA)	Graduate in any discipline with minimum 55% marks in related subject with minimum 9 years' experience in respective field	5200-20200	2400	PB-I
	Site Supervisor	Diploma in related subject with minimum 55% marks with minimum 9 years' experience in respective field			
	Hostel Warden	Graduate in any discipline with minimum 55% marks with			

		minimum 9 years' experience in respective field			
Grade - V	Accounts Assistant/ Admin Assistant/ Admin Coordinator / Exam Assistant/ Purchase Assistant/ Store Assistant/ Library Assistant/ Estate Assistant/ Maintenance Assistant/ T&P Assistant/ Receptionist-cum-Tel. Operator /Deputy Manager (Stores)/IT Engineer/ Senior Electrician	Graduate in any discipline with minimum 55% marks in related subject with minimum 12 years' experience in respective field	5200-20200	2800	PB-I
	Site Supervisor	Diploma in related subject with minimum 55% marks with minimum 12 years' experience in respective field			
	Hostel Warden	Graduate in any discipline with minimum 55% marks with minimum 12 years' experience in respective field			
Administrative Officer /Assistant Librarian/T&P Officer/System Officer/System Manager/ Executive Assistant/Administrative Coordinator/ Office Superintendent					
Grade - I	Administrative Officer (Administrative/ Exam/ Accounts/ Estate/Maintenance/ Purchase) / Assistant T&P Officer /Assistant Librarian /Executive Assistant / Office Superintendent (HR/Admin/Exam)	Post Graduate Degree in related subject with minimum 3 years' experience in respective field or Post Graduate Diploma in related subject with minimum 5 years. experience in respective field	9300-34800	4200	PB-II

	System Officer / System Manager	Post Graduate Degree in Computer Science/ Networking or any equivalent, with minimum 3 years' experience in respective field or Post Graduate Diploma in Computer Science/ Networking or any equivalent, with minimum 5 years' experience in respective field			
Grade - II	Administrative Officer (Administrative/Exam/ Accounts/ Estate/Maintenance/ Purchase)/ /Assistant T&P Officer / Assistant Librarian /Executive Assistant	Post Graduate Degree in related subject with minimum 6 years' experience in respective field or Post Graduate Diploma in related subject with minimum 9 years' experience in respective field	9300- 34800	4400	PB-II
	System Officer / System Manager	Post Graduate Degree in Computer Science /Networking or any equivalent, with minimum 6 years' experience in respective field or Post Graduate Diploma in Computer Science /Networking or any equivalent, with minimum 9 years' experience in respective field			
Grade - III	Administrative Officer (Admin/Exam/Accounts /Estate/Maintenance/P urchase/T&P) /Assistant Librarian /Executive Assistant / Administrative Coordinator	Post Graduate Degree in related subject with minimum 10 years' experience in respective field or Post Graduate in related subject with minimum 13 years' experience in respective field	9300- 34800	4600	PB-II

	System Officer / System Manager	Post Graduate Degree in Computer Science /Networking or any equivalent, with minimum 10 years' experience in respective field or Post Graduate Diploma in Computer Science /Networking or any equivalent, with minimum 13 years' experience in respective field			
Senior Administrative Officer/ Senior Accts. Officer/ Senior Exam. Officer/ Senior Estate Officer/ Senior Maintenance Officer/ Senior Purchase Officer/ Senior T&P Officer/ Senior System Officer /Deputy Librarian / Assistant Registrar (Administrative Academics/Exam)/ Head (Accounts/Estate & Maintenance/Purchase & Stores//Training & Placement/Corporate Relations/IT & System) / Librarian/ Chief Administrative Officer (CAO) / Chief Finance & Accounts Officer (CFAO) / Deputy COE / Joint/Deputy Registrar (Administrative/ Academics/Exam) / Dean (Administrative/Academics / Research/Students Affairs)/ Vice Chancellor/ Executive President / Provost					
	Senior Administrative Officer/ Senior Accts. Officer/ Senior Exam. Officer/ Senior Estate Officer/ Senior Maintenance Officer/ Senior Purchase Officer/ Senior T&P Officer/ Senior System Officer /Deputy Librarian	Post Graduate Degree in related subject with minimum 15 years' experience in respective field or Post Graduate Diploma in related subject with minimum 18 years' experience in respective field	9300-34800	5400	PB-II
	Assistant Registrar (Administrative Academics/Exam)/ Head (Accounts/Estate & Maintenance/Purchase	Post Graduate Degree in related subject with minimum 18 years' experience in respective field or Post Graduate Diploma in related subject with minimum	15600-39100	5400	PB-III

	& Stores//Training & Placement/Corporate Relations/IT & System) / Librarian	21 years' experience in respective field			
	Chief Administrative Officer (CAO)	Post Graduate Degree in related subject with minimum 20 years' experience in respective field or Post Graduate Diploma in related subject with minimum 25 years' experience in respective field	15600-39100	6600	PB-III
	Chief Finance & Accounts Officer (CFAO)	FCA or Post Graduate in related subject with minimum 20 years' experience in respective field or Post Graduate Diploma in related subject with minimum 25 years' experience in respective field	15600-39100	6600	PB-III
	Assistant Registrar (Admin, Academic , Exam)	Post Graduate Degree in related subject with minimum 20 years' experience in respective field or Post Graduate Diploma in related subject with minimum 25 years' experience in respective field	15600-39100	6600	PB-III
	Deputy CoE	Ph.D. or M. Phil with minimum of 10 years of experience in respective field	15600-39100	7600	PB-III
	Joint/Deputy Registrar (Administrative/ Academics/Exam)	Post Graduate Degree in related subject with minimum 20 years'. experience in respective field or Post Graduate Diploma in related subject with minimum 25 years' experience in respective field	37400-67000	7600	PB-III
	Registrar	Ph.D. with 10 years' experience or Master /Post	37400-67000	9000	PB-IV

		Graduate Degree with minimum 25 years' experience in respective field or Post Graduate Diploma with minimum 28 years' experience in respective field			
	Dean (Administrative/Academics / Research/Students Affairs)/ CoE	Ph.D. or M. Phil with minimum of 15 years of experience in respective field	37400-67000	10000	PB-IV
	Vice Chancellor/Executive President / Provost	Distinguished Academician with a minimum of 10 years of experience as Professor in a University system or 10 years of experience in an equivalent position in a reputed research and/or academic administrative organization	75500-80000	NIL	HAG + Scale

6.4. **Recruitment Procedure**

6.4.1. **Vacancy Announcement**

Vacancy for the staff positions (cadre-wise) shall be worked out by the Heads of the Departments/ Institutions with justification depending upon requirement as per norms in each department/ Institution. They will submit the manpower requirement to the Registrar/Executive President.

6.4.2. **Screening of Candidates**

Vacancy of staff positions shall be ascertained by the Executive President through Registrar, Directors and HODs. He in turn, in consultation with the Management, shall make the necessary arrangements for advertising the requirements in leading Newspapers. The applications received will be scrutinized by the concerned staff with respect to the eligibility of the candidates. Initial screening process shall be done by the selection committee formed for this purpose. Separate selection committees will be formed for faculty, administrative and technical staff. The interview calls to the shortlisted candidates will be sent stating the date and time of the interviews. For all teaching staff, candidates are required to appear in an online examination to test their subject knowledge and give a demonstration lecture to select faculty members. Score of these will be available to the selection committee before the interview.

The Screening Cum Evaluation/ Selection Committee will conduct the interviews and decide upon the appointment of candidates. A suggested format for Interview Matrix for Faculty Position is available at **Appendix B**. A suggested format for Overall Assessment for the Faculty Position is available at **Appendix C**. A suggested format for the Final Interview Matrix for Faculty Position based on marks is available at **Appendix D**.

Subsequently, the appointment orders will be issued to the selected candidates indicating the terms and conditions of employment in Indus University. The list of the provisionally selected candidates will be submitted later to BOG/ BOM for the approval. If any candidate does not join within a particular time frame, the next candidate standing in the waiting list will be considered.

6.4.3. **Appointments**

The appointment shall be based on the performance of the candidate considered by the selection committee. The minutes of the selection committee will be submitted to the competent authority for the approval. Subsequently, the appointment letter/ offer will be prepared and sent as per laid down norms of the university in accordance with UGC guidelines. Teaching" and "Non-teaching Personnel" appointments shall be made according to the procedures for recruitment laid down by the University from time to time.

INDUS
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Where Practice Meets Theory

6.4.3.1 The eligibility criteria in respect of educational qualifications, experience, age and job skills for different categories of "Teaching" and "Non-teaching Personnel" shall be in consonance with the guidelines laid down by UGC/ AICTE/ Indus University/ Any other regulatory authority as applicable from time to time.

6.4.3.2 The recruitment of "Teaching" and "Non-teaching Personnel" shall be made on merit and without prejudice to race, religion or gender.

6.4.4 Joining Formalities

6.4.5 Every staff member, while joining the Institution shall submit the following to the Registrar:

6.4.6 Joining Report

6.4.7 Medical Fitness Certificate from a panel doctor in a prescribed form.

6.4.8 Photo copy of his Degree Certificates, Experience Certificates etc. along with the originals for verification.

6.4.9 Two passport size photographs.

6.4.10 One stamp size photograph (for ID card).

6.4.10.1 Take charge of all materials, files, etc. from his predecessor on instructions from the HoD and report completion to the HR Department/Director through the HoD.

6.4.10.2 The staff member shall furnish his temporary/permanent address along with the contact phone number and email ID to the HR Department. As and when there is any change in the address/contact phone number/email ID, the same has to be notified to the office immediately.

6.4.11 Verification of Certificates

Relevant certificates of the candidates selected for appointment in the University will be verified by concerned officials from the original certificates.

6.4.12 Letter of Reference

Letter of references in case of need, are referred to the concerned faculty and staff who have certified the conduct and character of the candidate to verify whether the facts submitted by the candidate are correct

6.4.13 Probation

Every employee of Indus University, unless otherwise advised, shall be on probation for a period of one year. The University, however, reserves the right to extend or reduce the duration of probation of an employee based on the performance of the employee. Generally, the procedure regarding the closure of probation shall be completed within two weeks from due date of the closure of probation, failing which the probation period will be considered as extended. The University also reserves the right not to continue with the services of any staff member on completion of the probation period/extended probation period.

6.4.14 Confirmation

On successful completion of the probation period, an employee will be communicated about the confirmation of employment based on the performance appraisal of the employee as per the procedure laid down in the university regulations.

6.4.15 Prohibition on Employment Outside

- 6.4.15.1 No university employee shall be engaged directly or indirectly in any trade, business or occupation, either full time or part time, other than in Indus University.
(or)



Any other remunerative or non-remunerative commitment outside University.

6.4.15.2 If a teacher is invited by other institutions for guest lectures, examinations, seminars, he can do so by taking due permission from the competent authority.

6.4.15.3 Symposia and similar academic events/tasks, can also be undertaken only after due permission from the appropriate authority.

6.4.16 Remuneration

6.4.16.1 The Pay scales for the employees, including annual increments, allowances, perquisites and benefits shall be prescribed by the Management in consonance with the norms of UGC/ AICTE/ Indus University or any other relevant statutory body as prescribed from time to time, subject to fulfilling the promotion criteria based on APAR/PBAS and Annual Performance Indicators (API), the recommendations and review of the competent authority at the university and the affordability of the university to adopt the scales. The Annual Performance Appraisal Report (APAR) process is given at **Appendix E**.

7 Promotion

7.4 For Teaching Staff

7.4.3 The Career Advancement Scheme (CAS) to the posts of Associate Professors and Professors in the Universities/Institutes shall be based on the recommendations of duly constituted Screening-cum-Evaluation Committee or Selection Committees/Expert Committee as prescribed by the UGC/AICTE/CoA or Statutes/Ordinances of Indus University or other regulatory bodies as applicable and as amended from time to time. The guidelines also contain details of constitution of committees and selection procedure. The calculation of Academic Performance Indicators (API) will be as per details given at **Appendix F**. The Annual Self-Appraisal Form for the Faculty Members is available at **Appendix G**. Currently, the following regulations are in force:

7.4.3.1 **UGC:** University Grants Commission (Minimum Qualifications for Appointment of Teachers and Other Academic Staff in Universities and Colleges and Other Measures for the Maintenance of Standards in Higher Education) Regulations, 2010 and Amendments No. 1, 2, 3 & 4 of 2016.

7.4.3.2 **AICTE:** Revised Pay-scales, Service Conditions, and Qualifications for the Teachers and Other Academic Staff in Technical Institutions (Degree & Diploma) Regulation 2010 and Amendment dated 4th January 2016.

7.4.3.3 **CoA:** Minimum Standards of Architectural Education Regulations, 1983.

7.5 For Non-Teaching Staff

The norms/stages of promotion for the non-teaching staff are given below:

- 7.5.3 The eligibility conditions including qualifications and experience required for various levels of posts for direct recruitment are given in the above Table at 6.3 (B & C). For the purpose of the promotion of internal candidates to higher level posts, while the qualifications may remain same, the experience required would vary between 1.25 to 1.75 times that required for direct recruitment to that post. However, the number of vacancies to be filled by direct recruitment and/or promotion from within and the exact experience required will be decided by the management from time to time depending upon the number of vacancies, availability of candidates both from within and outside, the urgency of filling these posts and a suitability of the candidates. The Annual Self-Appraisal Form of Lab. Staff & Admin. Staff are available at **Appendix H & I** respectively.
- 7.5.4 The staff members are eligible for higher grade promotions subject to fulfilling the minimum qualification and meeting criteria as prescribed in the above Table given at 6.3 (B & C).
- 7.5.5 If a candidate is eligible or applies for promotion on completion of the minimum eligibility criteria as decided by the University authorities and is successful, the date of promotion will be from that of minimum period of eligibility or from a date as decided by the management.
- 7.5.6 If, however, the candidates find that he fulfils the eligibility conditions at a later date and applies on that date and is successful, his promotion will be effected from that date of application fulfilling the criteria or from a date as decided by the management.
- 7.5.7 If the candidate does not succeed in the first assessment, but succeeds in eventual assessment, his promotion will be deemed to be from the later date of successful assessment or from a date as decided by the management.
- 7.5.8 The selection procedures of the selection committee shall be completed on the day of the selection committee meeting itself, wherein, minutes are recorded along with the scoring proforma and recommendation made on the basis of merit with the list of selected and waitlisted candidates/panel of names in order of merit, duly signed by all members of the selection committee.
- 7.5.9 The overall selection procedure shall incorporate transparent, objective and credible methodology of analysis of the merits and credentials of the applicants based on weightages given to the performance of the candidate in different relevant dimensions and his performance on a scoring system proforma, as decided by the University authorities.

8 Resignation/Termination

- 8.1 If any permanent staff member wants to resign from the job, the concerned staff member shall give a minimum of Two Months' advance notice about his intention to resign from the job to the Registrar /Executive President through HOD in writing. The application will be forwarded through proper channel on priority basis. However, in case of faculty members and non-teaching staff, the notice period will not end during the semester i.e. academic term (i.e. till the completion of evaluation work) and it will continue till commencement of the vacations. In case the faculty/non-teaching staff is unable to give two months' notice and cannot wait till commencement of vacations, he should surrender 2-months' salary / part thereof as applicable provided such a request is approved by the management. It will be left to the discretion of the management to accept salary against short fall of notice period or not. The accumulated earned leave at the credit of the staff member may be adjusted towards the notice period. A reference may be made to Para 13 below for additional details.
- 8.2 If the Management wants to terminate the services of a probationary/permanent staff member, one/two months' notice or one/two months' salary in lieu shall be given to him by the Management respectively. The Management can terminate the services of any employee without assigning any reason. However, this clause will not be applicable in case of insubordination, insolence, dishonesty or gross negligence of duty or any violation of service rules by the staff and the services will be terminated immediately.
- 8.3 While getting relieved from duties, files, materials, documents etc. entrusted to him, shall be handed over to the person nominated by the HOD / Director/Registrar with proper acknowledgement. The handing over change shall be countersigned by the HOD/Director/Registrar/Executive President.
- 8.4 The staff members can apply for his financial dues and the relieving order from the University only after the production of "No Dues Certificate" in the prescribed form along with a copy of the handing/taking over charge record.
- 8.5 If a staff member wishes to apply for a job in any other University / organization, either Government / Autonomous / private / charitable / or any other similar organization, or desires to pursue higher studies, a "No Objection Certificate" shall be obtained from the Registrar through proper channel in writing, in advance, before the staff /faculty member

applies for the same. In an academic year, the faculty/staff member will be allowed to apply to outside agencies for job only three times.

8.6 A service / experience letter, relieving letter, last pay drawn letter and no-dues letter may be issued on request from a staff, at the time of discharge or termination of service, resignation or retirement from the university, only if the above terms have been complied with by the staff / faculty member.

8.7 The departing staff will be interviewed any time after a week of submission of resignation.

9 Exit Interview

9.1 This is applicable for all staff resigning/relieved from the services of the University on their own/otherwise.

9.2 This interview is aimed at knowing the reasons for their leaving the services of the University.

9.3 A format has to be filled (in duplicate) by the staff and it should be handed-over to the HR Department. Please refer to **Appendix J**.

9.4 The departing staff will be interviewed preferably on the last day of his service with the university or few days before as an exception.

10 Retirement

The age of superannuation shall be 65 years for teaching staff. This may be extended to 70 years, on yearly contractual basis, provided the performance of the staff member is found suitable and he is medically fit. The decision of the Management in this regard will be final. For, a non-teaching and all other staff, the age of superannuation shall be 60 years.

10.1 Retainer / Fixed Terms Employment / Contractual. If the management requires his / her services after retirement then he / she can be hired as retainer with the renewal on yearly basis, provided that the performance of the staff member is found suitable and he / she should be medically fit.

Terms of engagement is as per individual's appointment letter and eligibility for the said period are as follow.

- (a) Casual Leave - 12 Days / p.a
- (b) Sick Leave - 10 days / p.a

11 Provident Fund

All employees of the university on permanent establishment drawing a basic salary less or equal to Rs. 15,000/- per month will be enrolled under Employees Provident Fund (EPF) scheme and their contribution as per the prevalent norms will be deducted from their pay. Management will make a matching contribution.

12 Gratuity

All employees of University who have completed five years of qualifying service are eligible to get service gratuity at the time of retirement or leaving the university due to resignation/termination, etc. The grant of gratuity will be as per the Payment of Gratuity Act.

13 Benefits

13.1 Salary

13.1.1 Monthly salary will be paid as per University norms. Suitable Dearness Allowance (DA) and House Rent Allowance (HRA) will be paid to staff members who are on grade scale of pay. The DA will be revised whenever announced by the Management. Annual increments will be sanctioned to eligible staff members based upon annual performance review. In all cases, the income received by the university will be the guiding factor.

13.1.2 Disbursement of Salary

Salary of each staff member will be directly deposited in the Staff member's account in a bank as decided by the management. Staff members should give his account number to the Accounts Officer. Income tax and other deductions as applicable, will be deducted from the salary and remitted to the Government.

13.1.3 Employees Group Insurance scheme

All staff members covered under Employees Provident Fund are covered under this scheme known as Employees Provident Fund Deposit Linked Insurance (EDLI) Scheme. Management pays the premium towards this policy. In the event of unfortunate death of any staff member, his family will get the sum assured depending upon the length of service and salary of the staff member.

13.2 Salary Advance

- 13.2.1 Salary advance not exceeding one month's gross pay will be sanctioned to the eligible permanent employees of the University at the discretion of the Management. If any staff member, not covered under Employees Provident Fund scheme, wishes to avail this facility, he should produce a surety from a staff member who is covered under the Employees Provident Fund scheme.
- 13.2.2 An advance of one-month net salary may be given to administrative support staff once a year for any urgent personal requirement on the recommendation of the Reporting Officer. This will be recovered in not more than three successive instalments commencing from the month immediately after the payment of such an advance.
- 13.2.3 The staff member will be allowed to repay the advance in three equal monthly installments. He shall not be granted a second advance when there is a balance amount pending recovery against the previous advance.
- 13.2.4 In a calendar year, only one request for advance shall be entertained from a staff member. The application should be submitted in the prescribed form to the Accounts Office after routing it through proper channel.

13.3 Transport Facility

University is operating buses for the benefit of students on all working days of the University covering specific and prominent locations / regions in the city of Ahmedabad. Staff members may use this facility, in case there are vacant seats available in the buses. This facility will be on chargeable basis and amount will be deducted from the salary.

13.4 Canteen Facility

Full-fledged canteen facilities are available on the campus serving food items at reasonable cost and very high quality to students, staff and visitors. While entering into an agreement with the contractor, management will try to get a subsidized rate for the staff.

13.5 Medical Facilities

University has arrangements with specific medical facilities, within the campus reach, round the clock to address the medical emergencies.

13.6 Other facilities

ATM facilities, Courier Services, Stationery shop and other facilities for daily needs are located within the Campus

Appendix: A
(Refers to Point No.6.2.1.1)



**PERFORMA FOR CALCULATING ACADEMIC PERFORMANCE INDICATORS FOR THE
POST OF ASSOCIATE PROFESSOR AND PROFESSOR UNDER DIRECT
RECRUITMENT**

Name of Candidate :
Faculty Applied for :
Department Applied for :
Post Applied for :

Research, Publication and Academic Contribution:

A) Research Papers Published in Refereed Journals, Non-Refereed but recognized and reputable Journals and Periodicals, having ISBN / ISSN number and Conference Proceedings as full papers etc.:

Sr. No	Title of Paper	Journal / Details of Conference Proceedings	ISSN / ISBN Number	Whether Peer Reviewed, Impact Factor, if any	No. of Co-Author/s	Whether You are Main Author

B) Research Publications in books chapters in books other than refereed journals articles:

Sr. No.	Title of Paper	Book Title Editors & Publisher	ISSN / ISBN Number	Whether Peer Reviewed	No. of Co- authors	Whether You are Main Author

C) Research Projects:

(i) Sponsored Projects carried out / ongoing:

Sr. No.	Title	Agency	Period	Grant Amount Mobilized

(ii) Consultancy Projects carried out / ongoing:

Sr. No.	Title	Agency	Period	Grant Amount Mobilized

(iii) Completed Projects: Quality Evaluation:

Sr. No.	Title	Agency	Period	Grant Amount Mobilized	Outcome (Technology Transfer / Product / Process)

(iv) Projects Outcomes / Outputs:

Sr. No.	Title	Agency	Period	Grant Amount Mobilized	Whether Policy Documents / Patent / Technology /

					Transfer / Product / Process as Outcome

D) Research Guidance:

1. M. Phil or Equivalent:

Sr. No.	Number of Enrolled	Thesis Submitted	Degree Awarded

2. Ph. D or Equivalent:

Sr. No.	Number of Enrolled	Thesis Submitted	Degree Awarded

E) Training Courses and Conference / Seminar / Workshop Papers:

- (i) Refresher Courses, Methodology Workshop, Training Teaching – Learning Evaluation Technology Programmes, Soft Skill Development Programmes, Faculty Development Programmes (Not less than One Week Duration).

Sr. No.	Programme	Duration	Organized by

- (ii) Papers in Conference / Seminar / Workshop etc.:

Sr. No.	Title of Paper Presented in Conference/ Seminar / Workshop	Title of Conference / Seminar / Workshop	Organized by	Level International / National / State / Regional / College of University

(iii) Invited Lectures and Chairmanship at National or International Conference / Seminar etc.:

Sr. No.	Title of Lecture / Academic Session	Title of Conference/ Seminar	Organized by	Level International/ National

Instructions:

1. The minimum consolidated API score required by the teachers for the Post of Associate Professor is 300 Points and for Professors is 400 Points
2. Enclose the proof for all details.
3. The Self – Assessment Score (as per **Appendix F**) will be based on verifiable criteria and will be finalized by screening / selection committee.

I certify that the information provided is correct.

Date :

(Signature of Applicant)

Appendix: B
(Refers to Point No. 6.4.2)

INDUS UNIVERSITY
INSTITUTE: _____
INTERVIEW FOR ASSESSMENT OF SUITABILITY FOR THE POST OF ASSISTANT /ASSOCIATE PROFESSOR HELD ON _____
DEPARTMENT OF _____
INTERVIEW MATRIX FOR FACULTY POSITION BASED ON MARKS

Name of Assessor:
Designation:
University /Institute:

Sr No	Name of Candidate	Interview Related Assessment (50 Marks)						Total Marks	Average	Overall Position in Rank	Remarks
		HoD	Director	Dean (A)	Registrar	Subject Expert	Executive President				
1											
2											
3											
4											
5											

Signature:
Name:

Status: (Member 1) (Member 2) (Member 3) (Member 4) (External Expert)

Designation:

University/Institute:

Chairman

Station: Ahmedabad

Date:

Appendix: C
(Refers to Point No.6.4.2)

INDUS UNIVERSITY

INSTITUTE : _____

INTERVIEW FOR ASSESSMENT OF SUITABILITY FOR THE POST OF ASSISTANT /ASSOCIATE PROFESSOR HELD ON _____

DEPARTMENT OF _____

OVERALL ASSESMENT OF SUITABILITY FOR FACULTY POSITION

Name of Assessor:
Designation:
University /Institute:

Sr No	Name of Candidate	Interview Related Assessment (50 Marks)						Total Marks	Average	Online test and Demo Lecture related Marks			Total(80)	Grand Total(80)	Overall Position in Rank	Remarks
		Hod	Director	Dean (A)	Registrar	Subject Expert	Executive President			Online Test (10)	Demo Lecture (20)	Total (30)				
1																
2																
3																
4																
5																

Signature:
Name:

Status: (Member 1) (Member 2) (Member 3) (Member 4) (External Expert)

Designation:

University/Institute:

Chairman

Station: Ahmedabad

Date:

Appendix: D
(Refers to Point No. 6.4.2)

INDUS UNIVERSITY

INSTITUTE : _____

INTERVIEW FOR ASSESSMENT OF SUITABILITY FOR THE POST OF ASSISTANT /ASSOCIATE PROFESSOR HELD ON _____

DEPARTMENT OF _____
FINAL INTERVIEW MATRIX FOR FACULTY POSITION

Name of Assessor:
Designation:
University /Institute:

Sr. No	Name of Candidate	Interview Related Assessment						Total Marks (50)	Avg	Online test and Demo Lecture related Marks			Total (80)	CV related assessment			Grand Total (100)	Overall Position in Rank	Remarks
		HoD	Director	Dean (A)	Registrar	Subject Expert	Executive President			On-line Test (10)	Demo Lecture (20)	Total (30)		Additional qualification (10)	Teaching/ Industrial Experience (5)	Research Work (5)			
1.																			
2.																			
3.																			
4.																			
5.																			

Signature:

Name:

Status: (Member 1) (Member 2) (Member 3) (Member 4) (External Expert)

Designation:

University/Institute:

Chairman

Station: Ahmedabad

Date:

ANNUAL PERFORMANCE APPRAISAL REPORT (APAR) PROCESS

Introduction

The University's Annual Performance Appraisal Report (APAR) process is designed to support the staff in a discussion and reflection on the past year - including how far the objectives set for the previous year have been achieved, challenges encountered and workload, etc. It also helps plan the coming year's objectives, identify personal development and keep track of the progression of one's career over their service period.

Complementing the University's Goals

The APAR provides an opportunity to also comment on how an individual's work complements the University's goals and objectives. These goals should be kept in mind by the officer/official while performing his duties as well as while filling up the APAR. The assessing faculty and staff should also keep these in mind while rating the individual and commenting on the performance of the individual during the year.

Maintenance of APAR and Guidelines

An APAR is a very important record which is required to be consulted for various purposes, e.g., promotion, increments, punishments, appeals, etc. The report should therefore, depict a true assessment about the work and conduct of employees in an explicit and concise manner.

1. The Need for Regular and Punctual Recording of Reports in Personal Files

It is essential that all faculty and staff are assessed regularly and punctually and these reports are maintained in the personal file of the individual, otherwise its utility as a confidential record disappears and it is deprived of much of its value. Indeed, the very purpose for which it is maintained stands defeated. The need for observance of punctuality and regularity in the writing of reports is essential for the reasons that:

- (a) Delay in writing of reports especially by the faculty and staff relinquishing charge of their post is not administratively desirable because with the passage of time, the assessment becomes unrealistic;

- (b) The possibility of the reports being biased on account of delay in writing cannot be ruled out;
- (c) If a representation against adverse remarks recorded is received at a later stage, the faculty and staff concerned will not be in a position to give proper justification to the basis of the remarks;
- (d) The cases involving consideration of the latest report for deciding several matters such as promotions, grant of annual increment, etc. may have to be kept pending.

2. Minimum Period for which a Reporting Officer Should Have Seen the Work of a Subordinate before Recording Remarks in his Report

No reporting officer should record his remarks in the confidential report of an officer/official under him unless he has seen his work and conduct for at least 3 months during the reporting year. If the officer/official has served under the reporting authority for less than 3 months, the opinion of the officer under whom he previously served for at least three months should be obtained. In such a case, the predecessor should then submit his remarks direct to the next higher authority. The period of three months referred to above means the period for which the reporting authority has actually seen the work of the officer/official reported upon. Regular leave/casual leave is treated as duty, whereas the period of long leave/suspension when a University employee does not attend to his duties, is not to be counted in calculating this period. Nor will the long leave/suspension period of the reporting officer, if any, is to be taken into consideration when he does not oversee the work of the subordinate.

3. Recording of Remarks on the Occasion of Relinquishment of Charge by Reporting Authority

A confidential report shall also be written when either the Reporting Officer or the employee reported upon relinquishes charge of the post and, in such cases, it shall be written before relinquishment of the charge and submitted by the faculty and staff to the Reporting Officer. This will also be recorded in the handing over notes. In case the employee has two reports initiated during the same year, the second on his new assignment, then both these part-reports will be processed in the same manner as other normal reports.

4. Recording of Remarks by an Officer While Under Suspension, Long Leave or After Retirement

An officer under suspension is not competent to record confidential reports on the work of his previous subordinates. Similarly, any Reporting Officer on a long period of absence (over a year), shall not report/review the report of any subordinate. An officer who retires from university service on superannuation or prematurely/voluntarily, may not record/accept the reports after his relinquishing the charge of the post.

5. Frequency and Period of Writing of Report

All faculties/staff will be reported on at least once in a year. In an eventuality of a transfer during the year, and the individual having served more than three months under more than one reporting officer, there may be two part-reports for one individual during the year.

The Timelines for the Reporting Process will be:

(a) Forwarding of APAR forms to individuals by HOD/HR	01 May
(b) Time limit for receipt of completed form from an employee	30 June
(c) Submission of completed form by faculty and staff/officials to reporting faculty and staff	01 July
(d) Reporting Faculty and staff to forward forms to Reviewing Officer with their remarks	15 July
(e) Endorsement of remarks by the Countersigning Officer	25 July

Notes:

- (a) All authorities shall mention the date with their remarks on the confidential report.
- (b) In case the report in respect of any employee is not received by 30 September by the Reviewing Officer, the report written thereafter shall not be placed in his personal file and only a certificate, duly signed by the competent authority, should be added in personal file of the employee that the work and conduct of the officer/official concerned during the period in question, was satisfactory/ unsatisfactory.
- (c) A certificate shall be furnished by all Heads of Departments to the Registrar by 30 September every year certifying that all confidential reports in their departments have been duly recorded and forwarded to the Reviewing Officer, accompanied by a nominal roll of the reports submitted.
- (d) Where unreasonable and unjustified delay takes place and policy laid down is infringed by the assessee, responsibility may be fixed so as to take suitable disciplinary action where

warranted. Further, adverse notice should be taken of those Reporting Authorities who do not record the reports on time, and superior faculty and staff of such reporting authorities may record this lapse in the annual Confidential Reports of such defaulting reporting authorities.

6. Period of Reporting Year

For the purposes of confidential reports, the reporting year shall be from 01 July to 30 June of the next year.

7. Channel of Reporting

The channel of reporting for Academic and the Administrative/Support/Laboratory staff is attached at **Annexure** to this **Appendix**.

8. Reports Are to Be Written Realistically Without the Element of Approach or Malafide Intention

The annual confidential reports should be written in a fair, impartial and objective manner. Faculty and staff recording confidential reports should realize the value and importance of such reports especially while making adverse remarks affecting the careers of the employees reported upon. While reporting/accepting authorities have the fullest freedom and right to record their opinion about the work and conduct of their subordinates, while doing so, they are to be guided solely by considerations of merit, justice and consistency.

9. Form of the Report and What the Report Should Contain

The prescribed forms for writing Annual Confidential Reports and what the report should contain for Faculty, Lab. Staff and Admin Staff shall be as per **Appendices G, H & I** respectively.

10. Report Regarding Integrity

The integrity of the employees, being of greatest importance, needs a special mention in the confidential reports. It should be clearly stated if the officer/official is suspected of corruption or is believed to be corrupt and this opinion should generally be based on firm grounds, which may be in the possession of the reporting officer. The reporting faculty and staff should give a definite, frank and honest opinion on the integrity of their subordinates. The practice of making non-committal/ill-considered remarks in this regard should be discouraged. Reporting faculty and staff should give a definite opinion on the integrity of

their subordinates, and avoid remarks like "no complaints." Further, instances have come to the notice in which even though faculty and staff/officials reported upon were proceeded against for serious forms of corruption, their confidential reports for the same periods certified their integrity to be good.

11. Procedure to be Followed Where a Reporting Authority is Related to the Officer to be Reported Upon

The reporting officer should be competent to record his remarks, but while doing so, he should clearly mention if he is related to the officer/ official reported upon and bring out the exact nature of relationship if he is the first reporting officer. When the reporting officer is the second authority and not the initiating authority of the report, he need not write any remark.

12. Communication of Adverse Remarks:

(a) **All Adverse Remarks are to be Communicated**

Adverse remarks in all cases are to be communicated so that the employee concerned gets an opportunity to know his defects, if any, which he should consciously endeavor to remedy in the subsequent year.

(b) **General Principles for Communicating Adverse Remarks**

For communicating adverse remarks to the employee concerned, following general principles are to be followed:

- (i) When report is built up on the individual opinions as noted by different departmental superiors in their assessment, it is only the opinion as accepted by the Countersigning Officer which needs to be considered from the point of view of communication.
- (ii) Only the adverse remarks recorded or endorsed by the highest authority, reporting upon a faculty and staff should be communicated. Where an adverse remark has not been specifically denied by a higher authority, it should be conveyed. It is, however, open to that authority to decide that any adverse remark need not be communicated. Where it is so decided, a specific order to this effect should be recorded.
- (iii) The reporting officer should specifically state while writing the report whether the defect(s) reported has/have already been brought through any other communication to the notice of the faculty and staff concerned or not. This point needs to be noted carefully.

- (iv) Remarks in cases in which the Countersigning Officer or other officer competent to record the report, over-rules the judgment of a lower reporting authority, this should not be communicated.
- (v) The practice of conveying adverse remarks only is rather discouraging and leaves the faculty and staff concerned guessing as to the general purport of the communication. To avoid anxiety on this account, the faculty and staff should know briefly (in a sentence or part-sentence) the summary impression of the report. For example, it may be, 'while your work has been assessed as of a good standard of efficiency and competence, it has been pointed that you tend to delay cases'; or, 'though your work is generally assessed as satisfactory during the year, you show a communal tendency which is brought to your notice for correction;' or ' while you are a hard working officer, you sometimes lose your temper while dealing with the employees.'
- (vi) The words 'No remarks' by the higher/highest authority do not mean that the remarks of first or second reporting authority cease to exist. On the other hand, they mean that the Countersigning Authority agrees with the remarks or has no reason to differ from them, whether good or bad, recorded by the lower authority/authorities.
- (vii) All competent authorities should make an occasional check of APAR entrusted to their custody in order to ensure that adverse remarks have actually been conveyed to the faculty or staff concerned. At the time of promotion, granting increments, etc. no notice can be taken of such adverse remarks which have not been conveyed. Where a competent authority does not convey adverse remarks to the faculty or staff concerned, the omission will be treated as discriminatory action on their part and due notice shall be taken of it. The faculty or staff responsible for the unjustified delay in communicating the adverse remarks beyond three months shall also be liable to explain the delay.
- (viii) The Countersigning Officer should be consulted at the time of communication of any adverse remarks if at the time of writing the report his views were not by any chance recorded therein.
- (ix) Except to the extent indicated above, APAR are not to be communicated or shown to the officer concerned.
- (x) While communicating the adverse remark(s) to an employee the identity of the superior officer making such remark(s) should not normally be disclosed. If, however in a particular case, it is considered necessary to disclose the identity of the

Countersigning Officer, the authority dealing with the representation may at his discretion allow the identity to be communicated.

13. Representations Against Adverse Remarks

(a) **Spirit in Which the Adverse Remarks Are to be Taken**

There is a tendency among staff and faculty at all levels not to take adverse remark(s) in the spirit in which this/these are intended and as a part of the normal progression of their career. It is often forgotten that the primary purpose of maintaining a record of report of a faculty/staff work is to accumulate over a period of years, a varied assessment regarding the performance, character, ability and integrity of the faculty or staff in discharging the responsibilities entrusted to him. This record is meant to enable the authorities to assess the total worth of an individual officer/official with a view to utilizing him in the best way possible. Primarily, therefore, the record of an officer/official is a document to be utilized for promotions, postings, transfers, encouragement, caution, etc. This is the main purpose of the record and it must, therefore, be borne in mind. It is only incidentally a means of bringing to the faculty's or staff's notice defects which he should consciously endeavor to remedy.

(b) **Representation is to be Allowed if Adverse Remarks Are Based on Patent Error of Fact or Are Malafide**

There may be instances where the adverse remark(s) is/are not bonafide, or is/are based on a patent error of fact and examination of the representation in such a case is, therefore, called for. Where the preliminary examination of the representation does not prima facie establish that the adverse remark(s) is/are malafide or based on a patent error of fact, there should be no hesitation in disposing of the representation on merits. Where, however, it appears prima facie that the remark(s) is/are not bonafide or that this/these are based on a clear error of fact, the representation should be examined carefully. If as a result, it is found that the adverse remark(s) was/were not justified, after obtaining the orders of the highest administrative authority, a note should be recorded on the confidential report expunging the remarks and the faculty/staff concerned should be informed of the action taken. The reporting officer may also be informed and suitably warned where malafide intent is indicated. Recourse to expunction of remarks should be carried out only after observing the procedure laid down above. There may also be border line cases in which there may be some substance in the adverse remark(s) conveyed to the faculty/staff and also some justification for the representation made by the faculty/staff against the adverse

remark(s). In such cases, the proper course to adopt would be to place the representation on the personal file after obtaining the orders of the highest administrative authority.

(c) **Time Limit for Making Representation Against the Adverse Remarks**

A representation for the expunction of adverse remarks, communicated to the officer/official, should be filed within a period of one month of its receipt. This time limit is to be followed rigidly and any time-barred representations will be rejected. It is dangerous to allow faculty and staff to go on putting up representations whenever they think the situation is favourable to them, and post facto attempts to clean up personal files must be resisted. The faculty/staff, who wanted to represent against adverse remarks, but could not do so because he was unable to lay hands on the relevant record in order to prepare his representation is required to intimate to the authority within the specified time limit, conveying that he would be making a detailed representation after examining the relevant record. As far as possible, the detailed representation should also be sent within the prescribed time limit of one month, but where this is not practicable owing to the circumstances beyond an officer's/official's control and the authority dealing with the representation is satisfied about it, the representation may be entertained. An early resolution of the representation will enable the employee concerned to know finally the impact of the adverse remarks so that he has full opportunity to rectify his defects at the earliest.

(d) **Guidelines for Dealing with the Representations Against Adverse Remarks**

The following guidelines for dealing with the representation against adverse remarks will be followed: -

- (i) The representation against adverse remark(s) communicated to the employee, if made, is required to be disposed of finally within a period of 2 months from the date of its submission. This time limit is fixed keeping in view the fact that the employee concerned does not remain in suspense as to the fate of his representation. Delay in deciding such representation also causes repercussions on the cases of promotion, crossing of efficiency bar etc. of the employee concerned.
- (ii) The representation should not contain any mud-slinging and baseless charges. In case any faculty/staff uses derogatory or un-parliamentary language in his representation for the expunction of adverse remarks, the same will be straightaway rejected and action be taken against him.

- (iii) If a representation is made by any faculty/staff against the remarks communicated to him, such representation should be brought to the notice of Countersigning Officer and his order obtained. It would be very undesirable that an officer against whose adverse remark(s) representation has been submitted should himself dispose off such a representation.
- (iv) It is also incumbent upon the reporting authority to send his comments on the representation within the time prescribed for the purpose, to obviate delay in the speedy disposal of representation against the adverse remarks.
- (v) Before passing final orders on a representation against adverse remark(s), the comments of the reporting authority/ authorities should invariably be obtained.
- (vi) For purposes of rejection or acceptance of representation against adverse remark(s), there should be one authority and it should be the highest administrative authority.
- (vii) The representation or explanation against the adverse remark(s) should not be added to the file containing the confidential report.
- (viii) If it is felt by the highest administrative authority that the remark(s) should be toned down, he should make the necessary entry with proper attestation, at the appropriate place in the report. Past entries should not be corrected by overwriting.
- (ix) Where a patent error of fact(s) or malafide intention behind the remarks is fully established, the adverse remark(s) should be expunged, otherwise not.
- (x) Remarks recorded in the APAR against which no representation has been filed within the prescribed period or if so filed has been rejected, should not be expunged inspite of the fact that at some later date a succeeding authority has a different view.

Note: The Countersigning Officer means 'the appointing authority' or the authority to which representation against the punishment of censure lies under the rules of the University, whichever is higher.

14. Nature of Documents/Communications which Need Be Placed on Personal Files

Apart from the APAR on the work and conduct of a faculty/staff, copies of documents/communications specified below should also be placed in his personal file.

- (a) All orders imposing any penalties.
- (b) All communications conveying adverse remarks.
- (c) Those letters of appreciation which deal with the outstanding nature of performance of an officer/official on an overall assessment on his work and conduct during the year in the light of the remarks recorded in his APAR.
- (d) A copy of the orders granting increments.
- (e) The copies/copy of the warning(s) which are/is not the direct outcome of APARs are not to be placed on the personal file without the previous approval of the 'appointing authority'.
- (f) Any other documents specified by the competent authority.

Note: The term 'personal file' means in this context the collection of periodical or APARs on the work and conduct of an employee and copies of orders of punishment and appreciation letters, etc., that may, in accordance with the foregoing instructions form a part of this collection.



15. Documents Which Are Not to be Placed on Personal File of the Faculty/Staff

- (a) Copies of personal letters or certificates issued by superior faculty and staff to their subordinates or letters of commendation issued in recognition of any special help that might have been rendered by the officer on a particular occasion, e.g., a local exhibition, visit of a V.I.P., etc.
- (b) Letters of appreciation issued by various authorities or persons on any major event of work done or special contribution made by the officer towards the implementation of a particular scheme or successful conclusion of a campaign.
- (c) Vigilance Enquiry reports containing unsubstantiated allegation; and
- (d) Copy of simple warnings issued, unless the procedure prescribed for punishment has been followed.

16. Custody of Personal Files and Authorities Competent to Convey Adverse Remarks in Confidential Reports

The authorities competent to receive and convey confidential reports and maintain confidential files of different categories of employees shall be as follows:

- (a) The personal files of all faculty and staff of the rank of Assistant Professor or equivalent and above – Executive President.
- (b) The personal files of faculty and staff/officials below rank of Assistant Professors and equivalent – Registrar. However, confidential file in respect of the Registrar will be held by the Executive President.
- (c) Files of general correspondence (i. e other than confidential files) in respect of all employees will be maintained and held by the HR Department.

Appendix: F
(Refers to Point No.7.1.1)

TABLE - I

ACADEMIC PERFORMANCE INDICATORS (API) FOR CAREER ADVANCEMENT SCHEME (CAS) PROMOTIONS FOR ASSISTANT PROFESSOR, ASSOCIATE PROFESSOR AND PROFESSOR AND FOR DIRECT RECRUITMENT OF ASSOCIATE PROFESSOR AND PROFESSOR IN UNIVERSITIES AND COLLEGES.

Designation	Direct Teaching Hours per week
Assistant Professor	16
Associate Professor	14
Professor	14

Based on the teacher's self-assessment, API scores are proposed for (a) teaching related activities; domain knowledge; (b) participation in examination and evaluation; and (c) contribution to innovative teaching, new courses etc. The minimum API score required by teachers from this category is different for different levels of promotion. The self- assessment score should be based on objectively verifiable records. It shall be finalized by the screening cum evaluation / selection committee. Universities may detail the activities, in case institutional specificities require, adjust the weightages without changing the minimum total API scores required under this category.

CATEGORY I: TEACHING, LEARNING AND EVALUATION RELATED ACTIVITIES

Category	Nature of Activity	Assistant Professor		Associate Professor		Professor	
		Max. Score	Actual Score	Max. Score	Actual Score	Max. Score	Actual Score
I	a. Direct Teaching	70	Actual hours spent per academic year ÷7.5	60	Actual hours spent per academic year ÷7.5	60	Actual hours spent per academic year ÷7.5
	b. Examination duties(question Paper setting, Invigilation, Evaluation of answer scripts)	20	Actual hours spent per academic year ÷10	20	Actual hours spent per academic year ÷10	10	Actual hours spent per

	as per allotment						academic year ÷10
	c. Innovative Teaching learning methodologies, Updating of subject contents/courses, Mentoring etc.	10	Actual hours spent per academic year ÷10	15	Actual hours spent per academic year ÷10	20	Actual hours spent per academic year ÷10

Note:

1. Direct Teaching 16/14/14 hours per week include the Lectures/Tutorials/Practicals /Project Supervision/Field Work.
2. University may prescribe minimum cut-off, say 75%, below which no scores may be assigned in these sub-categories.
3. In consonance with established academic and teaching traditions, and with a view to reinforcing a student-centric and caring approach the teachers are encouraged to work with students, beyond the structure of classroom teaching. Indicatively, this could entail mentoring, guiding and counseling students. In particular, teachers would be the best placed to identify and address the needs of students who may be differently abled, or require assistance to improve their academic performance, or to overcome a disadvantage. There are no prescribed hours for such efforts, measured either in weeks or months, or in the context and calculation of the API scores, these are nevertheless important and significant activities that could be carried out by teachers.

CATEGORY II: PROFESSIONAL DEVELOPMENT, CO-CURRICULAR AND EXTENSION ACTIVITIES

Based on the teacher's self-assessment, Category II API scores are proposed for Professional development, co-curricular and extension activities; and related contributions. The minimum API required by teachers for eligibility for promotion is fixed in Table II. A list of items and scores is given below. The self-assessment score should be based on objectively verifiable records and shall be finalized by the screening cum evaluation committee for the promotion of Assistant Professor to higher grades and selection committee for the promotion of Assistant Professor to

Associate Professor and Associate Professor to Professor and for direct recruitment of Associate Professor and Professor.

The model table below gives groups of activities and API scores. Universities may detail the activities or, in case institutional specificities require, adjust the weightages without changing the minimum total API score required under this category.

Category II	Nature of Activity	Maximum API Score	Actual score
a.	<p>Student related co-curricular, extension and field based activities.</p> <p>(i) Discipline related co-curricular activities (e.g. remedial classes, career counselling, study visit, student seminar and other events.)</p> <p>(ii) Other co-curricular activities (Cultural, Sports, NSS, NCC etc.)</p> <p>(iii) Extension and dissemination activities (public /popular lectures/talks/seminars etc.)</p>	15	Actual hours spent per academic year ÷ 10
b.	<p>Contribution to corporate life and management of the department and institution through participation in academic and administrative committees and responsibilities.</p> <p>(i) Administrative responsibility (including as Dean / Principal / Chairperson / Convener / Teacher-in-charge/similar other duties that require regular office hrs for its discharge)</p> <p>(ii) Participation in Board of Studies, Academic and Administrative Committees</p>	15	Actual hours spent per academic year ÷ 10
c.	Professional Development activities (such as participation in seminars, conferences, short term training courses, industrial experience, talks, lectures in refresher / faculty development courses, dissemination and general articles and any other contribution)	15	Actual hours spent per academic year ÷ 10

CATEGORY-III: RESEARCH AND ACADEMIC CONTRIBUTIONS

Based on the teacher's self-assessment, API scores are proposed for research and academic contributions. The minimum API scores required for teachers from this category are different for different levels of promotion in universities and colleges. The self-assessment score shall be based on verifiable records and shall be finalized by the screening cum evaluation committee for the promotion of Assistant Professor to higher grades and Selection Committee for the promotion of Assistant Professor to Associate Professor and Associate Professor to Professor and for direct recruitment of Associate Professor and Professor.

Category III	Activity	Faculty of Sciences / Engineering / Agriculture / Medical / Veterinary Sciences	Faculties of Languages / Humanities / Arts / Social Sciences / Library / Physical education /Management	Maximum score for University / College teacher*
(A)	Research Papers published in:	Refereed Journals as notified by the UGC#	Refereed Journals as notified by the UGC#	25 per Publication
		Other Reputed Journals as notified by the UGC#	Other Reputed Journals as notified by the UGC #	10 per Publication
(B)	Publications other than journal articles (books, chapters in books)	Text/Reference, Books published by International Publishers, with ISBN/ISSN number as approved by the University and posted on its website. The list will be intimated to UGC.	Text/Reference Books published by International Publishers, with ISBN/ISSN number as approved by the University and posted on its website. The list will be intimated to UGC.	30 per Book for Single Author
		Subject Books, published by National level publishers, with ISBN/ISSN number or State/ Central Govt. Publications as approved by the University and posted on its website. The list will be intimated to UGC.	Subject Books, published by National Level publishers, with ISBN/ISSN number or State /Central Govt. Publications as approved by the University and posted on its website. The list will be intimated to UGC.	20 per Book for Single Author

		Subject Books, published by other local publishers, with ISBN/ISSN number as approved by the University and posted on its website. The list will be intimated to UGC.	Subject Books, published by Other local publishers, with ISBN/ISSN number as approved by the University and posted on its website. The list will be intimated to UGC.	15 per Book for Single Author
		Chapters in Books, published by National and International level publishers, with ISBN/ISSN number as approved by the University and posted on its website. The list will be intimated to UGC.	Chapters in Books, published by National and International level publishers, with ISBN/ISSN number as approved by the University and posted on its website. The list will be intimated to UGC.	International – 10 per Chapter National – 5 per Chapter
(C)	RESEARCH PROJECTS			
(C- i)	Sponsored Projects	(a) Major Projects with grants above Rs. 30 lakhs	Major Projects with grants above Rs. 5 lakhs	20 per Project
		(b) Major Projects with grants above Rs. 5 lakhs up to Rs. 30 lakhs	Major Projects with grants above Rs. 3 lakhs up to Rs. 5 lakhs	15 per Project
		(c) Minor Projects with grants above Rs. 1 lakh up to Rs. 5 lakhs	Minor Projects with grants above Rs. 1 lakh up to Rs. 3 lakhs	10 per Project
(C- ii)	Consultancy Projects	Amount mobilized with a minimum of Rs.10 lakhs	Amount mobilized with a minimum of Rs. 2 lakhs	10 for every Rs.10 lakhs and Rs.2 lakhs, respectively
(C- iii)	Projects Outcome / Outputs	Patent / Technology transfer / Product / Process	Major Policy document prepared for international bodies like WHO/UNO/UNESCO/UNICEF etc. Central / State Govt./Local Bodies	30 for each International / 20 for each national level output or patent. Major policy

				document of International bodies - 30 Central Government – 20, State Govt.-10 Local bodies – 5
(D)	RESEARCH GUIDANCE			
(D- i)	M.Phil.	Degree awarded	Degree awarded	5 per candidate
(D- ii)	Ph.D.	Degree awarded / Thesis submitted	Degree awarded / Thesis Submitted	15/10 per candidate
(E)	Fellowships, Awards and Invited Lectures Delivered in Conferences / seminars			
(E- i)	Fellowships/ Awards	International Award/Fellowship from academic bodies	International Award / Fellowship from academic bodies/associations	15 per Award / 15 per Fellowship
		National Award/Fellowship from academic bodies	National Award/Fellowship from academic bodies/associations	10 per Award / 10 per Fellowship
		State/University level Award from academic bodies	State/University level Award from academic bodies/associations	5 Per Award
(E- ii)	Invited lectures / papers	International level	International level	7 per lecture / 5 per paper presented
		National level	National level	5 per lecture / 3 per paper presented
		State/University level	State/University level	3 per lecture / 2 per paper presented
	The score under this sub-category shall be restricted to 20% of the minimum fixed for Category III for any assessment period			
(F)	Development of e-learning delivery process/material			10 per module

* Wherever relevant to any specific discipline, the API score for paper in refereed journal would be augmented as follows: (i) papers with impact factor less than 1 - by 5 points; (ii) papers with impact factor between 1 and 2 by 10 points; (iii) papers with impact factor between 2 and 5 by 15 points; (iv) papers with impact factor between 5 and 10 by 20 points: (v) papers with impact factor above 10 by 25 points. The API for joint publications shall be calculated in the following manner: Of the total score for the relevant category of publication by the concerned teacher, the First and Principal / corresponding author /supervisor / mentor would share equally 70% of the total points and the remaining 30% would be shared equally by all other authors.

The University shall identify the journals subject-wise through subject expert committees and forward the recommendations to UGC in the format prescribed by UGC for approval of the UGC Standing Committee. The journals approved from this list, by the UGC Standing Committee, shall be included in the “List of Journals” notified by the UGC. The UGC Standing Committee shall give its recommendations within 60 working days of the receipt of the list from the University. The UGC Standing Committee may also, suo-moto, recommend journals for inclusion in the “List of Journals”. The clause 6.0.5 (i) of 4th Amendment to UGC Regulations 2016 will be strictly followed by the University.

TABLE – II

Minimum APIs As Provided In Table - I to be Applied for the Promotion of Teachers under Career Advancement Scheme (CAS) In university Departments and Colleges, And Weightages for Expert Assessment

Category	Activity	Assistant Professor / Equivalent cadres: (Stage 1 to Stage 2)	Assistant Professor / Equivalent cadres: (Stage 2 to Stage 3)	Assistant Professor (Stage 3) to Assoc. Professor / equivalent cadres (Stage 4)	Associate Professor (Stage 4) To Professor / equivalent cadres(Stage5)	Professor (Stage 5) to Professor (Stage 6)
I	Teaching-learning, Evaluation Related Activities	80/Year	80/year	75/year	70/year	70/year
II	Professional Development and Extension activities - Minimum score	50 / Assessment period	50 / Assessment period	50 / Assessment period	50 / Assessment period	100 / Assessment period

	required to be assessed cumulatively					
III	Research and Academic Contributions- Minimum Score required - to be assessed cumulatively	20 / Assessment period	50 / Assessment period	75 / Assessment period	100 / Assessment period	400 / Assessment period
II + III	Minimum total API score under Categories II and III*	90 / Assessment period	120 / Assessment period	150 / Assessment period	180 / Assessment period	600 / Assessment period
IV	Expert Assessment System	Screening cum Evaluation Committee	Screening cum Evaluation Committee	Selection Committee	Selection Committee	Expert Committee
V	Percentage Distribution of Weightage Points in the Expert Assessment (Total weightage = 100. Minimum required for promotion is 50)	No separate points. Screening Committee to verify API scores	No separate points. Screening Committee to verify API scores	30% - Research Contribution 50% - Assessment of domain knowledge & teaching practices. 20% - Interview performance	50%- Research Contribution. 30% Assessment of domain knowledge & teaching practices. 20 % - Interview performance	50% - Research Contribution. 50%- Performance evaluation and other credentials by referral procedure

* Teachers may score the balance of points from either Category II or Category III to achieve the minimum score required under Category II + III.


TABLE – III

Minimum Scores for APIs for direct recruitment of teachers in university departments / Colleges and weightages in Selection Committees to be considered along with other specified eligibility qualifications stipulated in the Regulation.

	Assistant Professor (Stage 1)	Associate Professor (Stage 4)	Professor (Stage 5)
Minimum API	Minimum	Consolidated API score requirement	Consolidated API score
Scores	Qualification as stipulated in these regulations	of 300 points from categories II & III of APIs (cumulative)	requirement of 400 points from categories II & III of APIs (cumulative)
Selection Committee criteria / weightages (Total Weightages = 100)	a) Academic Record and Research Performance (50%) b) Assessment of Domain Knowledge & Teaching Skills (30%) c) Interview performance (20%)	a) Academic Background (20%) b) Research performance based on API score and quality of publications (40%) c) Assessment of Domain Knowledge and Teaching Skills (20%) d) Interview performance: (20%)	a) Academic Background (20%) b) Research performance based on API score and quality of publications (40%). c) Assessment of Domain knowledge and Teaching Skills (20%). d) Interview performance:(20%)

Where Practice Meets Theory

Appendix: G
(Refers to Point No.7.1.1)

 INDUS UNIVERSITY Annual Self-Appraisal Form for the Faculty Members For The Year _____	(For office use only)
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Form – A

(To be filled by the Faculty Members)

(A) General Information

- (a) Name : _____
- (b) Date of Birth : _____
- (c) Address (Residential) : _____
- (d) Mobile No. and E-mail : (M) _____ E-mail: _____
- (e) Qualification : Graduation : _____
 : Post Graduation : _____
 : M.Phil / Ph.D: _____
- (f) Designation : _____
- (g) College and Department : _____
- (h) Area of Specialization : _____
- (i) Date of Joining : _____
- (i) In the institution : _____
- (ii) In the present post : _____
- (j) Experience (in years) : _____
- (i) At the institution : _____
- (ii) Total : _____

(B) Teaching and Evaluation:

Give details in ascending order of semester and level.

(a) Odd Semesters (I,III,V,VII,IX)						
Sr. No	Semester and Branch	Subject Title	Level	No. of hours	Total strength of	Steps taken for teaching

			UG/PG/M.Phil	engaged per week			class, and average attendance in your class	of periods missed during absence or leave
				L	T	P		
Total								
L=Lecture, T=Tutorial, P=Practical								

(b) Even Semesters (II,IV,VI,VIII,X)								
Sr. No.	Semester and Branch	Subject Title	Level	No. of hours engaged per week			Total strength of class, and average attendance in your class	Steps taken for teaching of periods missed during absence or leave
			UG/PG/M.Phil	L	T	P		
Total								
L=Lecture, T=Tutorial, P=Practical								

(c) Attach details of course teaching plan (theory and practices), synopsis of lectures, books and reading material supplied to student:

(d) Attach details of participation in the following:

- i. Assessment of Home Assignments
- ii. Internal Evaluation
- iii. Paper Setting

- iv. Conduct of Examinations
- v. Evaluation of Dissertation etc.
- vi. University Evaluation
- vii. Result Analysis

(e) Completed the coursework of the subjects taught by you fully Yes No

(f) Intentionally refrained from carrying out examination duty. Yes No

(C) Attach details of Innovations / Contribution in Teaching and Evaluation:

- (a) Design of curriculum
- (b) Teaching methods
- (c) Laboratory experiments
- (d) Preparation of resource material including books, reading materials, laboratory manuals etc.
- (e) Evaluation methods
- (f) Remedial Teaching
- (g) Student Counselling
- (h) Any other

(D) Improvement of Professional Competence:

Provide details pertaining to refresher courses / orientation programme attended, participation in summer schools, workshops, seminars, symposia including Open University courses, M.Phil, Ph.D etc.

Sr. No.	Name	Type of Programme	Organizer and Venue	Duration	No. of Days	Institution / State / National / International

(E) Research Contribution:

- (a) Project Work Guidance:

Sr. No.	Title of Project	Name of Student(s)	Current Status

(b) Number of Students:

	Enrolled at the beginning of the year	Registered during the year	Completed during the year
M.Phil			
Ph.D			

(c) No. of Research Papers / Books / Chapters published:

Sr. No.	Title	Name of Journal/Books with details of Issue, Volume, Page No., ISSN /ISBN Number etc.	Mention all the authors' name in the sequence as it appears in the paper/book	International / National college / Journal / Books	Whether Peer Reviewed	Mean impact factor of journal (last 5 years)

(d) Research Projects/Consultancy Projects:

Sr. No.	Title	Name of the funding agency and amount	Duration	Current status

(e) Details of Seminars, Conferences, Workshop, STTP, Symposia, Refresher courses organized:

Sr. No	Name	Type of Programme	Organizer and Venue	Duration		No. of Days	Institution / State / National / International
				From	To		

(f) Completed Projects: Quality Evaluation:

Sr. No.	Title	Agency	Period	Grant Amount Mobilized	Outcome (Technology Transfer/Product/Process)

(g) Project Outcomes/Outputs:

Sr. No.	Title	Agency	Period	Grant Amount Mobilized	Whether Policy Documents/Patent/Technology Transfer/Product/Process as Outcome)

(h) Patents taken, if any, give a brief description:

- (i) Give details of Membership of Professional Bodies, Editorship of Journals and Review of Research Papers etc:

(F) Extension Work / Community Service:

- a) Give a short account of your contribution to:
- (i) Community work such as values of national integration, humanism, peace, scientific temper, flood or drought relief, career counselling etc.
 - (ii) National Literacy Mission
- b) Position held / leadership role played in organizations linked with extension work:

(G) Invited Guest Lectures and Chairmanships at National or International Conference / Seminar etc.:

Sr. No.	Title of Lecture / Academic Session	Title of Conference / Seminar etc.	Organized by	Whether International / National

(H) Other Duties:

Sr. No.	Semester and Branch	Name of Duty	Level	No. of Hours Engaged per Week	Total Strength for which Assignment Carried out, if Applicable	Remarks
			UG/PG/M.Phil			
Total						

(I) Co-Curricular, Extension And Professional Development Related Activities:

- i. Student related co-curricular, extension and field based activities (such as extension work through NSS/NCC and other channels, cultural activities,

subject related events, student welfare, enrichment of campus life, community work, etc:

- ii. Contribution to management of the department/university through participation in academic and administrative committees and responsibilities. Give details:

(J) Give a short account of your contribution to:

- a) College / University / Institution
- b) Co-Curricular Activities
- c) Enrichment of campus life (hostels, sports, games, culture activities)
- d) Students Welfare and Discipline
- e) Membership / Participation in Bodies / Committees on Education and National Development
- f) Professional Organizations of Teachers

(K) General Details:

State brief assessment of your performance indicating:

- a. Achievement
- b. Difficulties faced
- c. Suggestions for improvement

(_____)

Signature of the Faculty Member

Note: All data entered should be submitted with all relevant proof.

Verification of factual data:

- (A) General Information
- (B) Teaching and Evaluation
- (C) Details of Innovations / Contribution in Teaching and Evaluation
- (D) Improvement of Professional Competence
- (E) Research Contribution
- (F) Extension Work / Community Service
- (G) Contribution

(_____)

Signature of the HOD / Principal

Note: HOD / Principal should clearly state under “(e)Research contribution” as to how many research papers are published and whether the teacher has attempted for getting a research project or not?

FORM-B
(To be filled in by the Reporting Officer)

Chairperson/Director should CIRCLE their ratings. If the faculty member does not agree with the rating, place a SQUARE around the rating the faculty member considers appropriate. Place a TRIANGLE around the mid – rating for the department (HOD or Centre / Division In-charge) on each item.

I. TEACHING / INSTRUCTIONAL WORK:

Effectiveness in teaching undergraduates and / or graduates; in other instructional activities; e.g. independent study (excluding dissertations and thesis); student advisement and / or counselling etc.

OVERALL EFFECTIVENESS IN TEACHING

RATING:

Unsatisfactory	1	2	3	4	5	6	7	8	9
Outstanding									
Not Rated									
Not Applicable									

Marks[/25]

II. SUPERVISORY SUPPORT / RESEARCH:

Effectiveness in project / dissertation supervision; Publications, etc; non-credit teaching, instructional development, student advisement and / or counselling etc.

OVERALL EFFECTIVENESS IN SUPERVISORY SUPORT / RESEARCH

RATING:

Unsatisfactory	1	2	3	4	5	6	7	8	9
Outstanding									
Not Rated									
Not Applicable									

Marks[/05]

III. PERSONAL QUALITY IMPROVEMENT /SCHOLARLY / CREATIVE ACTIVITIES:

Aptitude in personal development, individual research, research publication / books / articles / monographs etc

OVERALL EFFECTIVENESS IN PERSONAL / SCHOLARLY / CREATIVE ACTIVITIES

RATING:

Unsatisfactory 1 2 3 4 5 6 7 8 9

Outstanding

Not Rated

Not Applicable

Marks[/10]

IV. SERVICES:

Effectiveness in administrative assignments, anticipated activities within and outside of the Institute.

Effectiveness in service within the Institute, e.g Departmental and Institute committees; in service outside of the institute, e.g assigned professional service consultation, professional service to professional or community organizations; in administrative assignments.

OVERALL EFFECTIVENESS IN ADMINISTRATIVE SERVICES

RATING:

Unsatisfactory 1 2 3 4 5 6 7 8 9

Outstanding

Not Rated

Not Applicable

Marks [/10]

A) Total Marks obtained out of 50	=	
--	----------	--

V. ATTITUDE AND INTERPERSONAL SKILLS:

(Give rating on a five points scale with '5' being the best and '1' for the poorest)

Sr. No.	Particulars	Scale
1	Initiative: a self-starter, able to work without supervision	
2	Responsibility and Punctuality: understands duties, accepts responsibilities readily, arrives on time, Generally available for students during working hours.	
3	Commitment: Committed to his work	

4	Loyalty: Supports and follows institute's policies and guidelines	
5	Development: Keeps knowledge up to date	
6	Oral / written communication: speaks effectively with supervisor, colleagues and students, written communication	
7	Team work: Effective in a team	
8	Leadership: gives clear directions and listens to co-workers	
9	Relationship with fellow faculty, staff and students.	
10	Maturity and Temperament	
B)	Total Marks obtained out of 50	
	Total A + B = (Out of 100 Marks)	

VI. BRIEF COMMENTS BY THE REPORTING OFFICER

(i) Has he been responsible for any outstanding work during the period under report meriting special consideration? If so elaborate.

(ii) Adverse remark, if any, communicated orally. (Details to be provided)

(iii) Adverse remark, if any, communicated in writing. (Details to be provided)

(iv) General assessment of integrity, character and temperament.

(v) Any general comments on any issue not brought out above.

BRIEF COMMENTS BY THE REPORTING OFFICER

OVERALL APPRAISAL	Outstanding (81-100)	Very Good (71-80)	Good (61-70)	Normal (51-60)	Poor (0-50)

()
Signature of the Reporting Officer

TO BE FILLED IN BY REVIEWING OFFICER

I agree / do not agree with the evaluation of the Reporting Officer and I am recording my observations below:

1. Name of the Reviewing Officer: _____
2. Designation : _____

(Signature of the Reviewing Officer)

Date:

(Signature of Counter Signing Officer (Director))

Date:

REMARKS OF THE REVIEWING OFFICER (DIRECTOR)

1. Length of service under the reviewing officer from..... to.....
2. Do you agree with the account of the faculty's work mentioned in this form? Is there anything you wish to modify or add?
3. Do you agree with the marking and assessment of the reporting officer? Is there any important difference between them, please comment.
4. Assessment of the faculty's overall worth/ work in his particular grade irrespective of age. (Please initial and put a ring round the appropriate mark below and strike out whatever is inapplicable).

Outstanding

Very Good

Good

Normal

Poor

("Outstanding" staff should be graded only if exceptional qualities and performances are noticed. Grounds for giving such a grading should be justified in the general remarks).

(Similarly, if marking "Normal" and below, please elaborate under general remarks).

5. Recommendation (In case of those on probation, please put initial and put a ring round the appropriate mark below and strike out whatever is inapplicable).

In case of those who are on Probation:

- (a) Closure of Probation
- (b) Extension of Probation
- (c) Termination of Service

6. What are the strengths of the faculty which could be gainfully utilized in the University?

7. If the grading is “Good” or below would you recommend a change of assignment? If so, please elaborate indicating the type of job and area he is the best suited for.

General Remarks:

Date:

Signature:

Name in capital:

Designation:

REMARKS OF THE COUNTERSIGNING OFFICER (EXECUTIVE PRESIDENT)

1. General remarks by the Countersigning Officer including a note of any particular achievement.
2. Assessment of Integrity.
3. Do you agree with the overall assessment by the Reviewing Officer? If not, indicate your assessment with reasons, wherever necessary.
4. Adverse remarks, if any, to be communicated to assessee.

Date:

Signature:

Name in capital:

Designation:

COMMUNICATION OF ADVERSE REMARKS IS TO BE DONE

BY THE REVIEWING AUTHORITY

1. Remarks communicated on:
(Copy enclosed)

2. Representation, if any, received on:
(Copy enclosed)

3. Modification of the assessment / Overall grading or any other remarks proposed by the Countersigning Officer based on the points raised in the representation



Date:

ज्ञानेन प्रकाशते जगत्

INDUS

UNIVERSITY

CONSIDERATION OF THE APPEAL

Where Practice Meets Theory

Signature

Name in Capital

Designation

Decision of the Appellate Authority with regard to the adverse remarks communicated to the officer taking into account all the relevant aspects indicated in point no. 2.4.3 & 2.4.4 above.

Date:

Signature

Name in Capitals

Designation



Annual Self-Appraisal Form for the Lab. Staff
For the Year _____

- | | |
|---|--|
| 1. Name : | 2. Designation : |
| 3. Qualification : | 4. Higher qualification:
acquired during this
period |
| 5. Department: | 6. Date of Initial appointment : |
| 1. Date of posting to the
present position : | 8. Date & Present scale of Pay Rs: |
| 9. Present Basic Pay Rs: | 10. Whether probation closed or not: |
11. (i). Various Leaves taken during the year (Administrative):
- (ii). Punctuality in Office (Administrative) :

1. SELF REPORT BY THE EMPLOYEE

- 1.1. Brief summary about nature of job, duties and significant contributions during the period of reporting:
- 1.2. Any outstanding work carried out during the year.

1.3. If, in your opinion, you were unable to achieve the expected quality or quantity of performance with respect to any aspect of your work, indicate briefly your reasons why it happened (in 50 words)

1.4. Strength and weaknesses (own assessment):

1.5. Details of Industrial Training

Sr. No.	Place of Training	Period of Training	Nature of Training

1.6. Highlight how you have contributed in improving and enriching student's experience on the campus:

1.7. What additional tasks / duties / responsibilities you would like to take in the next year:

1.8. Student related co-curricular, extension and field based activities (such as extension work through NSS/NCC and other channels, cultural activities, subject related events, student's welfare, enrichment of campus life, community work, etc.):

1.9. What additional support (training / infrastructure) you expect from management in achieving your additional roles / responsibilities mentioned at Sr. No. 1.7:

1.10. Any contribution towards income generation / cost saving?

2. ASSESSMENT BY THE REPORTING OFFICER

Report on:

Department:

Report for the period:

From:

To:

Length of service under the Assessor:

From:

To:

Reporting Officer's name in capitals

Designation:

2.1. GENERAL REMARKS:

Do you agree with the account of the work carried out by the concerned or is there anything you wish to modify or add? If you have any marking of poor or bad on next page, please elaborate.

2.2. ASSESSMENT OF QUALITIES

QUALITIES	OUTSTANDING (81-100)	VERY GOOD (71-80)	GOOD (61-70)	NORMAL (51-60)	POOR (0-50)
Attitude to work	Accepts all jobs without complaint	Accepts all jobs but must be convinced sometimes	Does all work	Does some work but has some excuses	Avoids work
Initiative	Looks for work	Does more than his share	Does his work but no more	Prefers to idle	Hardly ever does anything

Accuracy	Exceptionally accurate: no rejections. Takes extra care to handle machine tools, typing machine, etc. well (as relevant)	Usually very accurate. Very few rejects. Handles tools, typing machines etc well (as relevant)	Normal accuracy. Takes normal care of machines tools, typing etc.	Some rejects, spoils job often. Doesn't handle machines tools typing etc properly	Clumsy. Many errors. Large numbers of rejects, Spoils job often
Job knowledge and intelligence	Knows his job thoroughly: Very intelligent	Has good knowledge of jobs. Handles difficult jobs	Has sufficient knowledge and intelligence	Needs more knowledge and must improve	Very poor or no knowledge. Dull
Ability	Can handle difficult jobs efficiently. Comes up with new ideas to save time and money very often	Good ability to handle difficult jobs. Grasps new ideas quickly	Does routine work well	Very rarely have any new ideas. Cannot be depended	Cannot handle any job. Needs constant supervision
Quantity	Unusually fast worker	Above average production of work	Consistent average volume of work	Works often slow	Slow worker
Punctuality	Always on job even if inconvenient. Very punctual	Seldom takes time off. Gives sufficient notice for leave	Normal attendance. Gives good reasons for absence	Takes off often. Does not give sufficient notice	Very poor in attendance and remains absent with poor excuses
Co-operation	Highly cooperative and well liked	Goes out of his way to co-operate quite often	Gets along well with all	Could be more helpful	Shows reluctance to co-operate

Integrity	Very High	Dependable	Nothing adverse. Average	Sometimes doubtful	Poor
Discipline	Highly disciplined. Conscious of responsibilities. Carriers out of all takes enthusiastically	Quite responsible and well discipline	Amenable to discipline	Difficult to handle sometimes. Needs to be told to do his work. Some times refuses.	Quarrelsome , indiscipline, disobedient

Name & signature of Reporting Officer

_____ ज्ञानेन प्रकाशते जगत्

2.3. Has he been responsible for any outstanding work during the period under report meriting special consideration? if so, elaborate.

2.4. Has he been reprimanded for indifferent work or for other causes during the period under report? if so, indicate brief particulars.

2.4.1. General assessment of integrity, character and temperament

2.4.2. Defects, if any, in character, including indebtedness etc.

which; may interfere with his efficiency.

2.4.3. Adverse remarks, if any, communicated orally. (Details to be provided)

2.4.4. Adverse remarks, if any, communicated in writing. (Details to be provided)

2.5. Make any general comments on any character not brought out above.

OVERALL APPRAISAL	Outstanding (81-100)	Very Good (71-80)	Good (61-70)	Normal (51-60)	Poor (0-50)

Signature

Date:

Name in Capital

Designation

3. REMARKS OF THE REVIEWING OFFICER

3.1. Length of service under the Reviewing Officer:

3.2. Do you agree with the account of the staff's work of this form? Is there anything you wish to modify or add?

3.3. Do you agree with the marking and assessment of the reporting officer? if there are any important difference between them, please comment.

3.4. Assessment of the staff's overall worth in his particular grade irrespective of age. (Please initial and put a ring round the appropriate mark below and strike out whatever is inapplicable). You may follow the guidelines issued in the regard.

Outstanding

Very Good

Good

Normal

Poor

(An officer should be graded "Outstanding" only if exceptional qualities and performances are noticed. Grounds for giving such a grading should be brought out in the General Remarks)

(Similarly, if marking is “Normal”: or below, please elaborate under General Remarks)

- 3.5. What are the strengths of the faculty which could be gainfully utilized in the organization?
- 3.6. If the grading is “Normal” or below would you recommend a change of assignment? if so, please elaborate indicating the type of job and area he is the best suited for:

General Remarks:

Date:

Signature

Name in Capital

Designation

4. REMARKS OF THE COUNTERSIGNING OFFICER

- 4.1. General remarks by the countersigning officer including a note of any particular achievement
- 4.2. Assessment of integrity
- 4.3. Do you agree with the overall assessment by the Reviewing officer? if not, indicate your assessment with reasons wherever necessary.

4.4. Adverse remarks, if any, to be communicated to assessee.

Date:

Signature

Name in Capital

Designation

5. COMMUNICATION OF ADVERSE REMARKS IS TO BE DONE BY THE REVIEWING AUTHORITY

5.1. Remarks communicated on:

(Copy enclosed)

5.2. Representation, if any, received on:

(Copy enclosed)

5.3. Modification of the assessment / Overall grading or any other remarks proposed by the Countersigning Officer based on the points raised in the representation

Signature

Date:

Name in Capital

Designation

6. CONSIDERATION OF THE APPEAL

6.1. Decision of the Appellate Authority with regard to the adverse remarks communicated to the officer taking into account all the relevant aspects indicated in point no. 2.4.3 & 2.4.4 above.

Date:

Signature

Name in Capitals

Designation





Annual Self-Appraisal Form for the Administrative Staff
For the Year _____

1. Name :
2. Designation :
3. Qualification :
4. Higher qualification:
acquired during this
period
6. Department:
6. Date of Initial appointment :
2. Date of posting to the
present position :
8. Date & Present scale of Pay Rs
9. Present Basic Pay Rs:
10. Whether probation closed or not:
11. (i). Various Leaves taken during the year (Administrative):
- (ii). Punctuality in Office (Administrative):
-

1. SELF REPORT BY THE STAFF MEMBER

- 1.1. Brief summary about nature of job, duties and significant contributions during the
period of reporting:

1.2. If, in your opinion, you were unable to achieve the expected quality or quantity of performance with respect to any aspect of your work, indicate briefly your reasons why it happened (in 50 words).

1.3. Details of Industrial Training taken during the Year (During your tenure in the Institute / during the year)

Sr. No.	Place of Training	Period of Training	Nature of Training

1.4. Highlight how you have contributed in improving and enriching student's experience on the campus:

1.5. Highlight special achievements made by you during the year in achieving Department objectives or Institute's objectives:

1.6. Student related co-curricular, extension and field based activities (such as extension work through NSS/NCC and other channels, cultural activities, subject related events, students' welfare, enrichment of campus life, community work, etc.):

1.7. What additional tasks / duties / responsibilities you would like to take in the next year:

1.8. What additional support (training / infrastructure) you expect from management in achieving your additional roles / responsibilities mentioned at Sr. No. 1.7:

1.9. Any contribution towards income generation/ cost saving?

Date:

Signature of Staff member

2. ASSESSMENT BY THE REPORTING OFFICER

Report on :

Department :

Report for the period From :

to

Length of service under the Assessor From

to

Reporting Officer's name in capitals

Designation :

2.1. ASSESSMENT OF QUALITIES

QUALITIES	OUTSTANDING (81-100)	VERY GOOD (71-80)	GOOD (61-70)	NORMAL (51-60)	POOR (0-50)
Attitude towards work	Accepts all jobs without complaint	Accepts all jobs but must be convinced sometimes	Does all work	Does some work but has some excuses	Avoids work
Initiative	Looks for work	Does more than his share	Does his work but no more	Prefers to idle	Hardly ever does anything
Accuracy	Exceptionally accurate: no rejections.	Usually very accurate. Very few	Normal accuracy. Takes	Some rejects, spoils job	Clumsy. Many errors. Large

	Takes extra care to handle office equipments, computers, etc. well (as relevant)	rejects. Handles office equipments, computer etc. well (as relevant)	normal care of office equipments, computer etc.	often. Doesn't handle office equipments, computer etc. properly	numbers of rejects. Spoils job often
Job knowledge and intelligence	Knows his job thoroughly: Very intelligent	Has good knowledge of jobs. Handles difficult jobs	Has sufficient knowledge and intelligence	Needs more knowledge and must improve	Very poor or no knowledge. Dull
Ability	Can handle difficult jobs efficiently. Comes up with new ideas to save time and money very often	Good ability to handle difficult jobs. Grasps new ideas quickly	Does routine work well	Very rarely have any new ideas. Cannot be Depended	Cannot handle any job. Needs constant supervision
Quantity	Unusually fast worker	Above average production of work	Consistent average volume of work	Works but often slow	Slow worker
Punctuality	Always on job even if inconvenient. Very punctual	Seldom takes time off. Gives sufficient notice for leave	Normal attendance. Gives good reasons for absence	Takes off often. Does not give sufficient notice	Very poor in attendance and remains absent with poor excuses
Co-operation	Highly cooperative and well liked	Goes out of his way to	Gets along well with all	Could be more helpful	Shows reluctance to co-operate

		co-operate quite often			
Integrity	Very High	Dependable	Nothing adverse. Average	Sometimes doubtful	Poor
Discipline	Highly disciplined. Conscious of responsibilities. Carries out of all takes enthusiastically	Quite responsible and well disciplined	Amenable to discipline	Difficult to handle sometimes. Needs to be told to do his work. Some times refuses.	Quarrelsome, indiscipline, disobedient

Name & Signature of Reporting Officer

2.2. Has he been responsible for any outstanding work during the period under report meriting special consideration? if so, elaborate.

2.3. Has he been reprimanded for indifferent work or for other causes during the period under report? if so, indicate brief particulars.

2.3.1. General assessment of integrity, character and temperament

2.3.2. Defects, if any, in character, including indebtedness etc.

which; may interfere with his efficiency.

2.3.3. Adverse remarks, if any, communicated orally. (Details to be provided)

2.3.4. Adverse remarks, if any, communicated in writing. (Details to be provided)

2.4. Make any general comments on any character not brought out above.

OVERALL APPRAISAL	Outstanding (81-100)	Very Good (71-80)	Good (61-70)	Normal (51-60)	Poor (0-50)

Date:

Signature

Name in Capitals

Designation

3. REMARKS OF THE REVIEWING OFFICER

3.1. Length of service under the Reviewing Officer:

3.2. Do you agree with the account of the staff's work of this form? Is there anything you wish to modify or add?

3.3. Do you agree with the marking and assessment of the reporting officer? Is there any important difference between them, please comment?

3.4. Assessment of the staff's overall worth in his particular grade irrespective of age. (Please initial and put a ring round the appropriate mark below and strike out whatever is inapplicable).

You may follow the guidelines issued in the regard.

Outstanding

Very Good

Good

Normal

Poor

(An officer should be graded "Outstanding" only if exceptional qualities and performances are noticed. Grounds for giving such a grading should be brought out in the General Remarks)

3.5. Recommendation (Please initial and put a ring round the appropriate mark below and strike out whatever is inapplicable)

In the case of those who are on Probation

(a) Closure of Probation

(b) Extension of Probation by

(c) Termination of Service

3.6. What are the strengths of the staff member which could be gainfully utilized in the organization?

3.7. If the grading is "Normal" or below would you recommend a change of assignment? If so please elaborate indicating the type of job and area he is the best suited for:

General Remarks:

Date:

Signature

Name in Capitals

Designation

4. REMARKS OF THE COUNTERSIGNING OFFICER

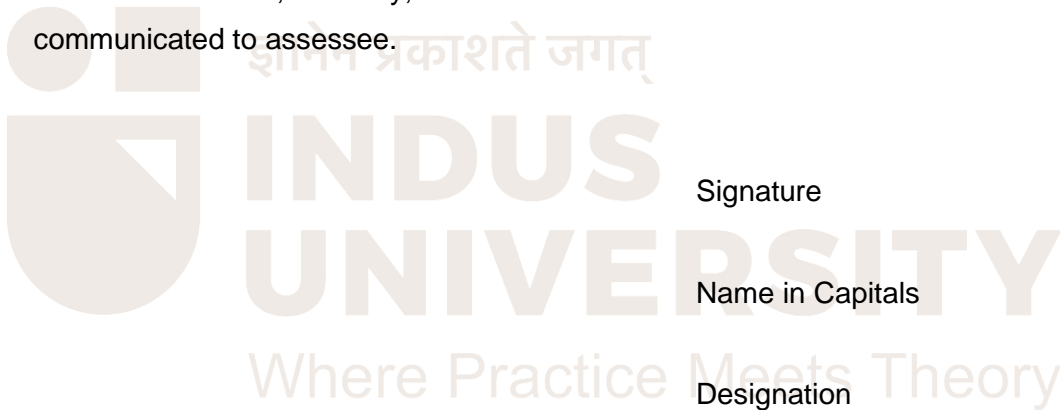
4.1. General remarks by the countersigning officer including a note of any particular achievement

4.2. Assessment of integrity

4.3. Do you agree with the overall assessment by the Reviewing Officer?
If not, indicate your assessment with reasons wherever necessary.

4.4. Adverse remarks, if any, to be communicated to assessee.

Date:



5. COMMUNICATION OF ADVERSE REMARKS IS TO BE DONE BY THE REVIEWING AUTHORITY

5.1. Remarks communicated on:
(Copy enclosed)

5.2. Representation, if any, received on:
(Copy enclosed)

5.3. Modification of the assessment / Overall grading or any other remarks proposed by the Countersigning Officer based on the points raised in the representation

Date:

Signature

Name in Capitals

Designation

6. CONSIDERATION OF THE APPEAL

6.1. Decision of the Appellate Authority with regard to the adverse remarks communicated to the officer taking into account all the relevant aspects indicated in point no. 2.3.3 & 2.3.4 above

Date:

Signature

Name in Capitals

Designation

To be signed by the Director

Signature

Date:

Name in capitals

Designation

EXIT FEEDBACK

- i. Please feel free to give your frank feedback as it will be treated strictly confidential. This will not have any bearing on the settlement of your account.
- ii. Kindly put this in the envelope and seal yourself. It will be opened, read and evaluated only by the Associate President and Executive President for the purpose of improvement of the institute/university.

Request to give your genuine opinion on the following areas:

1. Reason for leaving the Institute:

2. Work you enjoyed most while working in the institute:

3. Work put you in difficult situation while working in the institute:

4. Your experience with other teaching faculty colleagues of your Dept.:

5. Your experience with the teaching faculty colleagues of other Depts.:

6. Your experience with the HoD in terms of guidance and your development:

7. Your experience with the Administration Dept.:

8. Your opinion about the infrastructure facilities and technological aids available in the institute

9. Your general assessment about the students-of the institute:

10. Your experience with canteen of the institute:

11. Your suggestions/recommendations for the institute to improve the quality of education and other services:

Name: _____

Designation:

Date of Joining Indus University:

Dept./Institute:

(Signature)

Date:



Annexure
(Refers to Para 7 of Appendix E)

**CHANNEL OF REPORTING
FACULTY**

Sr. No	Designation of Assessee	Reporting Officer	Reviewing Officer	Countersigning Officer	Remarks
1	Dean	Executive President			
2	Director	Executive President			
2	HOD	Director	Executive President		
3	Professor	HOD	Director	Executive President	
4	Associate Professor	HOD	Director	Executive President	
5	Visiting Faculty	HOD	Director	Executive President	As & when required
6	Adjunct Faculty	HOD	Director	Executive President	As & when required
7	Assistant Professor	HOD	Director	Executive President	
10	Lecturer	HOD	Director	Executive President	
	Assistant Lecturer	HOD	Director	Executive President	
11	Academic Associate	HOD	Director	Executive President	
12	Teaching Associate	HOD	Director	Executive President	

**CHANNEL OF REPORTING
ADMINISTRATIVE/SUPPORT/LABORATORY STAFF**

Sr. No.	Designation of Assessee	Reporting Officer	Reviewing Officer	Countersigning Officer	Remarks
1	Registrar	Executive President			
2	Joint Registrar/Chief Administrative Officer	Registrar	Executive President		
3	Assistant Registrar/Sr. Administrative Officer	Registrar	Executive President		
4	Chief Finance and Accounts Officer	Executive President			
5	Controller of Examinations	Registrar	Executive President		
6	Deputy Controller of Examinations	Controller of Examinations	Registrar	Executive President	
7	Administrative Coordinator	Registrar	Executive President		
8	Office Superintendent (HR)	Assistant Manager (HR)	Registrar	Executive President	
9	Office Superintendent (Admin)	Joint Registrar	Registrar	Executive President	
10	Office Superintendent (Accounts)	Chief Finance & Accounts Officer	Registrar	Executive President	
11	Head-Corporate Affairs	Registrar	Executive President		
12	Manager-Training & Placement	Head-Corporate Affairs	Registrar	Executive President	
13	Manager-Systems	Registrar	Executive President		
14	Assistant Manager (HR)	Registrar	Executive President		
15	Examination Superintendent	Controller Examinations	Registrar	Executive President	
16	IT Engineer	Manager-Systems	Registrar	Executive President	
17	Programme Engineer	Manager-Systems	Registrar	Executive President	
18	Administrative Coordinator (IDEA)	HOD	Director IDEA	Executive President	
19	System Operator	Manager-Systems	Registrar	Executive President	
20	Programmer	Manager-Systems	Registrar	Executive President	
21	Hostel Warden	Assistant Registrar for Boys Hostel and Administrative Co-ordinator for Girls Hostel	Registrar	Executive President	
22	Technical Assistant-Systems	Manager-Systems	Registrar	Executive President	
23	Receptionist	Joint Registrar	Registrar	Executive President	

24	Administrative Assistant	Joint Registrar	Registrar	Executive President	
25	Office Assistant (Student Section)	Joint Registrar	Registrar	Executive President	
26	Office Assistant (Exam Dept)	Controller Examinations Joint Registrar	Registrar	Executive President	
27	Office Assistant in EP's Office	Executive President			
28	Office Assistant in HR Dept.	Assistant Manager (HR)	Registrar	Executive President	
29	Office Assistant in A/c. Dept.	Chief Finance & Accounts Officer	Registrar	Executive President	
30	Assistant Librarian	Dean (Acad.)	Executive President		
31	Library Assistant	Assistant Librarian	Dean (Acad.)	Executive President	
32	Estate Manager	Registrar	Executive President		
33	Junior Engineer (Maintenance)	Estate Manager	Registrar	Executive President	
34	Deputy Manager-Stores	Administrative Coordinator	Registrar	Executive President	
35	Site Supervisor	Estate Manager	Registrar	Executive President	
36	Senior Electrician	Estate Manager	Registrar	Executive President	
37	Electrician	Estate Manager	Registrar	Executive President	
38	Store Assistant	Estate Manager	Registrar	Executive President	
39	Office Attendant	Administrative Coordinator	Registrar	Executive President	
40	Junior Site Supervisor	Estate Manager	Registrar	Executive President	
41	Driver	Administrative Coordinator	Registrar	Executive President	
42	Gardner	Administrative Coordinator	Registrar	Executive President	

43	Senior Laboratory Technician	HoD	Director	Executive President	
44	Junior Laboratory Technician	HoD	Director	Executive President	
45	Laboratory Demonstrator	HoD	Director	Executive President	
46	Laboratory Technician	HoD	Director	Executive President	
47	Junior Laboratory Assistant	HoD	Director	Executive President	
48	Laboratory Assistant	HoD	Director	Executive President	
49	Senior Laboratory Instructor	HoD	Director	Executive President	
50	Junior Laboratory Instructor	HoD	Director	Executive President	
51	Laboratory Instructor	HoD	Director	Executive President	
52	Tradesman	Estate Manager	Registrar	Executive President	
53	Workshop Assistant	HoD	Director	Executive President	
54	Workshop Attendant	HoD	Director	Executive President	

The formats of the Annual Performance Assessment Report (APAR) forms for Faculty Members, Lab. Staff and Admin Staff are given at **Appendix No. G, H & I** respectively.

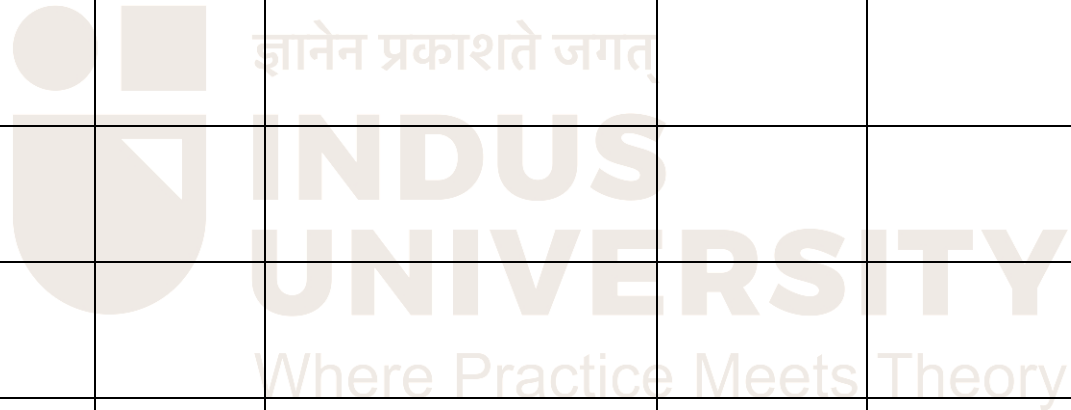
HR POLICY DETAILS OF REVIEW / REVISION

Sr. No.	Suggestion Received form	Date of Suggestion/ Review	Details of Suggestions	Recommended for Revision (Yes / No)	Signature of Person / Suggesting / Recommending	Remarks

Sr. No.	Suggestion Received form	Date of Suggestion/ Review	Details of Suggestions	Recommended for Revision (Yes / No)	Signature of Person / Suggesting / Recommending	Remarks



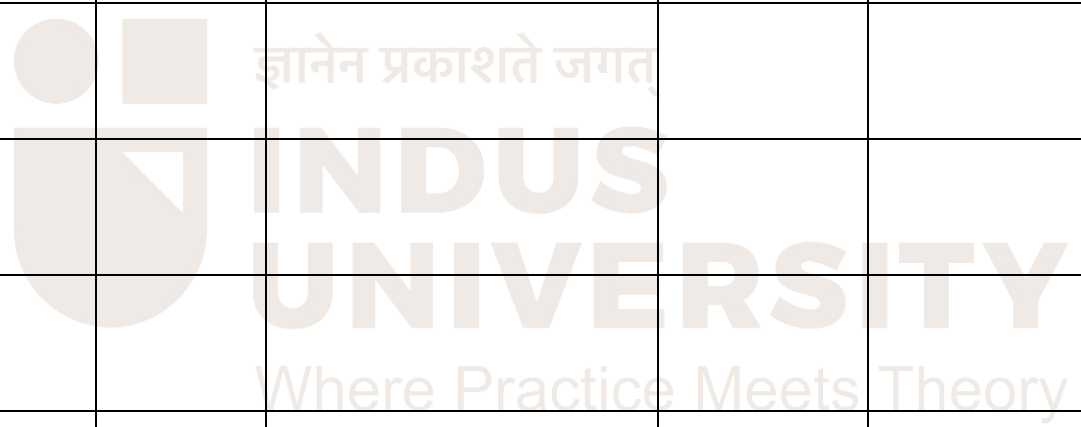
Sr. No.	Suggestion Received form	Date of Suggestion/ Review	Details of Suggestions	Recommended for Revision (Yes / No)	Signature of Person / Suggesting / Recommending	Remarks



Sr. No.	Suggestion Received form	Date of Suggestion/ Review	Details of Suggestions	Recommended for Revision (Yes / No)	Signature of Person / Suggesting / Recommending	Remarks



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