



विद्याविजियोगादिकासः

INDIAN INSTITUTE *of* MANAGEMENT AHMEDABAD

HUMAN RESOURCES POLICY MANUAL

STAFF

2023

DECLARATION

The objective of this Manual is to compile the HR policies and procedures followed in IIMA. It also presents the general rules and regulations that govern the employees of the Institute.

This Manual supersedes all previous manuals, handbooks, and memorandums that may have been issued from time to time on subjects covered in this Manual.

The Institute reserves its right to interpret; change; suspend; cancel; or dispute, with or without notice; all or any part of what is contained in the Manual. The Institute will notify all employees of such changes.

In the interpretation of any policies and procedures covered in the Manual, the Director's decision will be final and binding on all employees of the Institute.

HR Department

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GENERAL

IIMA- BRIEF NOTE

Indian Institute of Management, Ahmedabad [IIMA], was set up by the Government of India in collaboration with the Government of Gujarat and local industrialists as an autonomous Institute in 1961. IIMA has been conceived not only as a business school but also as a management institute. IIMA builds on over five decades of excellence and leadership in management education.

IIMA has been rated as India's best and Asia's foremost Business School. IIMA continues to be ranked as one of the finest institutions in the world in management education, with an academic rigour that matches the top league. With a distinguished faculty, an exceptional student-faculty ratio, and a 100-acre world-class campus conducive to continuous learning, IIMA is an Institute that sets international standards in the field of management education.

IIMA, is a pioneer of the case study approach to management education in India, the result of its early collaboration with Harvard Business School. A student-centred methodology entails working in groups and encourages intense participation, as students learn to present their perspectives, defend their stand, and think through management problems.

The Institute stands for excellence in management education. Since its inception, IIMA has contributed to the development of management thought in India through its research and teaching. In 2008, IIMA became the first management school in the country to be awarded EQUIS (European Quality Improvement System) accreditation by the EFMD (European Foundation for Management Development).

The Institute conducts the following major programmes:

1. Two-year Post Graduate Programme in Management (MBA).
2. Two-year Post Graduate Programme in Food and Agri-business Management (MBA - FABM).
3. Ph.D. Programme in Management.
4. One-year Post Graduate Programme in Management for Executives (MBA - PGPX).
5. Faculty Development Programme for Teachers in Universities and Colleges (FDP).
6. Armed Forces Programme for Officers for Indian Armed Forces (AFP).
7. Two year ePost Graduate Programme (ePGP).
8. Sixteen months ePost Graduate Diploma in Advanced Business Analytics (ePGD - ABA)

9. Executive Education Programme - India
10. Executive Education Programme - Dubai

At IIMA, it is a tradition to continually update the course content, revise the course design, and experiment with innovative pedagogy. The faculty at IIMA continuously attempt to integrate research, teaching and applied work. Pedagogical tools create a participative learning environment. While the case method is the major tool, it is supplemented by group exercises, computer-based simulation games, lecture-cum-discussions, role plays, project works and presentations by participants.

THE YEARS OF TRANSFORMATION

1960s - THE DECADE OF BIRTH

IIMA rises beyond the acquisition of knowledge, techniques, tools, and concepts that are not ends in themselves.

- Focus on social purpose while pursuing excellence in management
- Integration of key activities like teaching, research, and consultancy
- Introduction of the 3-Tier Management Development Programme

1970s- THE DECADE OF GROWTH

The Institute gains broader recognition.

- Overall growth in all activities
- Increase in the faculty strength to 65
- Increase in the number of participants in the Post-Graduate Programme
- Launch of the Fellowship (Doctoral) Programme in Management
- Introduction of new Management Development Programmes

1980s - THE DECADE OF DIVERSIFICATION

Recognised as the premier management school throughout the country, the Institute expands its range and reach.

- Greater focus on under-managed sectors
- Formation of three new groups: The Industrial Policy Management Group, The International Management Group, and The Entrepreneurship Group
- Introduction of Faculty Development Programme

1990s - THE DECADE OF CONSOLIDATION

Taking into account the substantial growth of the previous decades, the Institute focuses on consolidating its activities and position.

- Substantial growth in the IT infrastructure of the Institute with a campus-wide intranet and leased line access to the Internet
- Recognition as one of the top five business schools in the Asia Pacific region
- Exchange of students with reputable business schools abroad

2000 - THE DECADE OF INTERNATIONALISATION

Internationalisation and growth are the keywords of the Institute during this decade.

- Exchange of faculty with international business schools
- Further, an increase in student intake with an emphasis on admitting full-time international students
- Expansion of the campus to accommodate the Institute's international executive development programmes

2010 - THE DECADE OF DIGITIZATION

From the world of brick and mortar, the Institute has moved to the digital platform.

- Starting a new era of e-learning through ePGP course
- Giving more flexibility to students to attend classes from any of the major cities of India.
- It's a new-age learning experience where knowledge empowered by technology.
- Phase wise implementation of SAP in various departments of the Institute.

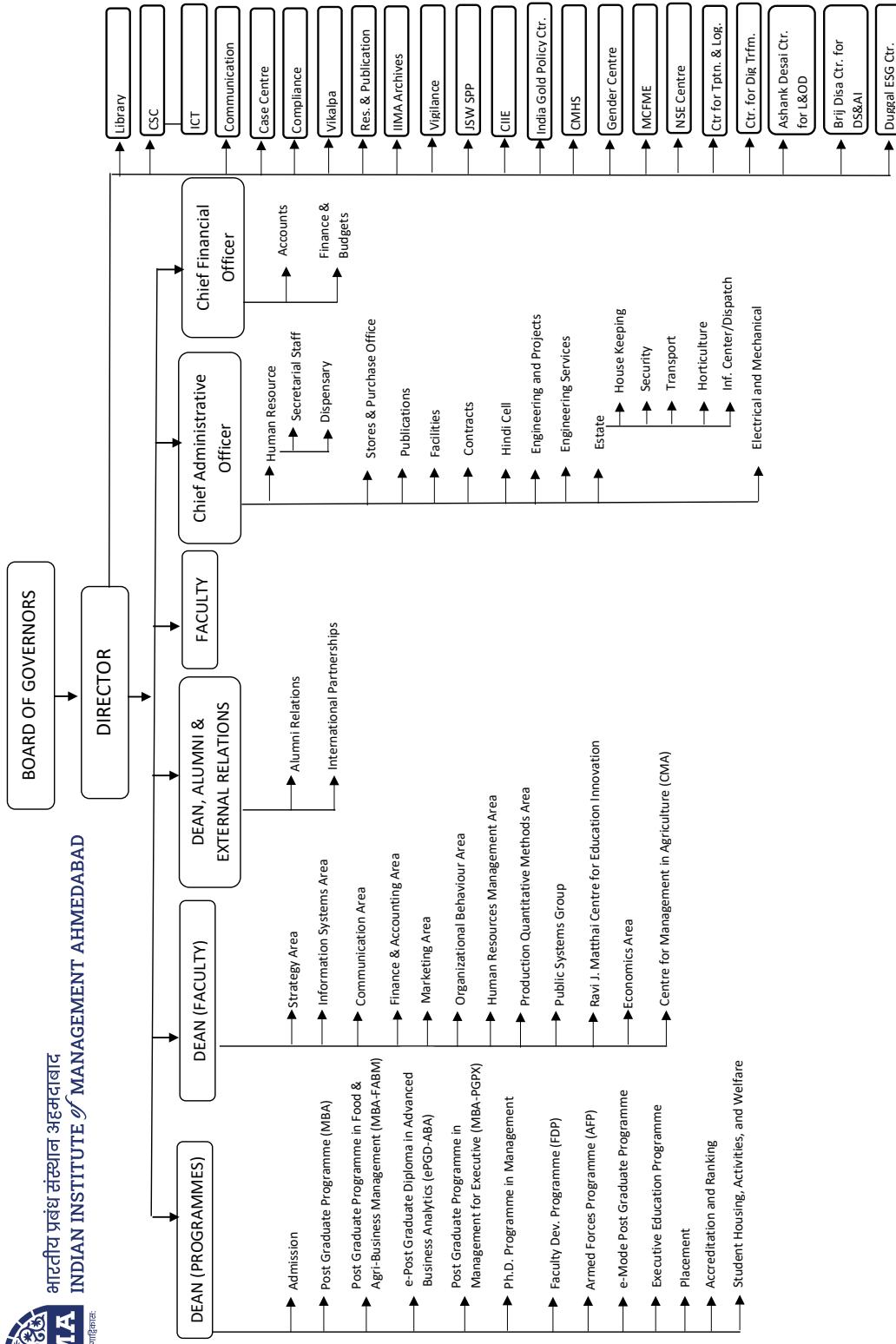
THE IIM ACT, 2017, IIM RULES, 2018 AND IIM (AMENDMENT) RULES, 2022

The IIM Act, 2017 has declared all the IIMs to be institutions of national importance and empowered them to attain standards of global excellence in management, management research and allied areas of knowledge. The Act has specifically described the various authorities of the Institute, their powers, its constitution, tenure of the members etc.

The IIM Rules, 2018 and IIM (Amendment) Rules, 2022 describes the appointment process, terms and conditions of the Chairperson, the members of the board and the Director.



The governing structure of IIMA is presented in a tabular format below.



BOARD OF GOVERNORS

Sr. No.	Name and Address	Constituency
1.	Shri Pankaj R. Patel Chairman Zydus Lifesciences Limited Zydus Corporate Park, Nr. Vaishnodevi Circle, S.G. Highway, Ahmedabad 382 481.	Chairperson
2.	Shri P.K. Banerjee, ISS (1993), Joint Secretary (Mgt. & MC & Scholarship) Ministry of Education Department of Higher Education Room No. 230 C, 2nd Floor, C Wing, Shastri Bhawan, New Delhi 110 001	Nominee of Central Government
3.	Shri S J Haider Principal Secretary (Higher & Technical Education) Education Department Government of Gujarat Block No.5, 8th Floor, Sardar Bhavan New Sachivalaya Complex Gandhinagar 382 010	Nominee of State Government
4.	Shri Sunil Kant Munjal Chairman The Hero Enterprise 264, Okhla Industrial Estate Phase 3 New Delhi 110 020	Eminent Persons
5.	Ms. Alka Bharucha Partner Bharucha & Partners 13th Floor, Free Press House Free Press Journal Marg Nariman Point, Mumbai 400 021	-do-
6.	Ms. Kaku Nakhate President & Country Head (India) Bank of America, N.A. 18th Floor, A Wing, One BKC Bandra Kurla Complex Bandra (East), Mumbai 400051	-do-
7.	Shri Sanjiv Dangi National Vice President Dalit Indian Chamber of Commerce & Industry DICCI Corporate Office, E-4, South Extension Part-1, New Delhi-110049.	-do-

Sr. No.	Name and Address	Constituency
8.	Prof. Ajay Pandey Indian Institute of Management Ahmedabad 380 015	Chairman's Nominee
9.	Prof. Sachin Jayaswal Indian Institute of Management Ahmedabad 380 015	-do-
10.	Shri Ashank Desai Founder & Past-Chairman Mastek Limited SDF-IV, Unit No.106, Seepz Andheri (East), Mumbai 400 096	Co-opted by the Board from the Alumni
11.	Dr. Hasit Joshipura Senior Vice President Larsen & Toubro Limited Landmark A Wing, 5th Floor, Suren Road Off. Andheri-Kurla Road Andheri (East), Mumbai - 400093	-do-
12.	Ms. Roopa Kudva Partner & Managing Director Omidyar Network India Advisors Pvt. Ltd. 91B, 5 North Avenue, Maker Maxity Bandra-Kurla Complex Mumbai 400 051	-do-
13.	Prof. Pradeep K. Chintagunta Joseph T. and Bernice S. Lewis Distinguished Service Professor of Marketing University of Chicago Booth School of Business Chicago, IL 60637, USA	-do-
14.	Prof. Errol D'Souza Director IIM Ahmedabad	Ex-Officio
	Secretary: Col Amit Verma (Retd) Chief Administrative Officer Indian Institute of Management Ahmedabad 380 015	

INTRODUCTION

1. The preparation, release, and maintenance of this Manual is the responsibility of the Human Resources(HR) Department or any official designated by the Director. The Manual is subject to modifications to reflect changes that the Institute may decide to undertake in its HR policies from time to time.
2. This Manual is confidential and is for restricted circulation only.
3. The policies laid down in the Manual and the subsequent amendments, if any, will supersede the relevant existing policies.
4. Clarification on the Manual can be sought from the Human Resources Department.
5. On matter concerning the human resource policies and procedures that are not covered in this Manual, the Institute will be guided by the rules, norms, and procedures prescribed by the Government of India from time to time.
6. Definitions
 - a) "Institute" means the Indian Institute of Management Ahmedabad.
 - b) "Board" means the Board of Governors of the Institute.
 - c) "Director" means the Director of the Institute.
 - d) "Faculty" means the Faculty of the Institute.
 - e) "CAO" means Chief Administrative Officer of the Institute
 - f) "CFO" means Chief Financial Officer of the Institute
 - g) "Administrative Staff" means a person serving in the Institute in any capacity other than "Faculty". "Administrative Staff" will be referred to as "Staff" for the purpose of this Manual. Administrative staff includes staff members on probation, as well as on regular scale and staff members appointed on Tenure Based Scaled Contract. It does not include staff members appointed from manpower agencies or academic associates working with the Institute.
 - h) "Employee" means any person employed in the Institute to do any professional, skilled or unskilled, manual or supervisory, technical or clerical work for hire or reward whether terms of contracts are express or implied, including part-time workmen, and trainees other than apprentice appointed under the Apprentice Act, 1961. Academic Associates and other Trainee appointees are included as employees of the Institute.

- i) "Government" means the Central Government of India unless the context is clarified.
- j) 'Day' means calendar day beginning and ending at midnight but extends up to end of a shift where the shift starts before midnight
- k) 'Month' means a calendar month, but for the purpose of calculation of salary and for its payment, if the management prescribes another period in respect of any employee or class or classes of workmen, it shall be such other period.
- l) 'Premises' means premises belonging to the Institute
- m) 'Notice' means a notice in writing required to be given or to be displayed on the notice board of the Institute.
- n) 'Notice Board' means display board or board maintained to display notices in the Institute premises and includes any other board or boards maintained in the department/departments of the Institute.
- o) "Area" means the various Academic Areas of the Institute.
- p) "Centre" means the sector or mission-oriented thrust groups which are not from the business management but the other sectors of the economy.
- q) Committees at IIM Ahmedabad
IIM Ahmedabad is administered / managed by several faculty committees. Such faculty committees are appointed by the Director on a need basis.
- r) "SAP" means the enterprise application software implemented in various departments of the Institute to automate routine tasks.
- s) The masculine includes the feminine.

RECRUITMENT POLICY

MANPOWER REQUISITION

1. Planning for manpower requirement is initiated by the concerned department by filling the MRF (Manpower Requisition Form). A proposal duly approved by the concerned Chairperson, wherever applicable has to be sent to HR. The MRF should capture all the details such as pay level, tenure of employment etc. A separate MRF should be filled for each position.
2. According to the position required, the appropriate MRF for Permanent / Tenure Based Scaled Contract / Temporary / Outsourced employee should be filled
3. The proposal would have a brief description of the job to be assigned to the position. It should also include a justification for the creation of the position.
4. The HR Manager and Associate Vice President - HR will discuss the proposal with the concerned department head and obtain the approval of the Director for filling up the position.
5. Once the approval is granted, the HR department will initiate the recruitment process.

ADVERTISEMENT

Advertisement inviting applications will be released in newspapers identified for the purpose. Wherever necessary, the advertisement copy will be shared with the concerned HoD for comments/inputs before the release of the advertisement.

PROCESSING OF APPLICATIONS

1. The HR Department will be responsible for segregating the resumes received against the advertisement.
2. The compiled statement showing the details of the applicants will be sent to the concerned department for shortlisting.
3. The concerned department does the shortlisting as per eligibility criteria.

INTERVIEW PANEL

Interview Panel for selection of candidates will be constituted by the competent authority. Government norms on the inclusion of members belonging to the minority community and SC/ ST on interview panels will be kept in mind while constituting the panel. Following will be the constitution of the interview panel:

POST - MANAGER & ABOVE:

1. OEDC Member
2. Dean
3. Chief Administrative Officer
4. Head of Department
5. Associate Vice President – HR
6. Any other expert or person if nominated by Director

POST - BELOW MANAGER LEVEL:

1. SEDC member
2. Head of Department
3. Associate Vice President -HR
4. Nominated Person

INTERVIEW & SELECTION PROCESS

1. Personal Interviews will be fixed as per the convenience of the interview panel members.
2. Candidates shortlisted for test/interview will be notified about it by an email. This will be followed by a detailed call letter, which will be sent to them by post/courier.
3. The candidates will be directed to the venue for test/interview. Forms that are needed to be filled like qualification details etc, will be done at this stage.
4. The interview structure may involve skill test, personal interview, and/or group discussion/debate/quiz.
5. HR department will ensure that after the interview, each of the panel members provide their feedback in writing about the performance of the candidates.
6. HR will also play an active role in salary negotiation & fixation.
7. The HR will collect feedback from references as needed.

CONVEYANCE REIMBURSEMENT

1. For Manager and above position, economy air travel fare will be reimbursed. The air travel fare should be the shortest distance.
2. Candidates called for the position at Level 6 to Level 9 will be reimbursed train fare for AC 3-Tier and for all below levels, it will be train fare for Sleeper Class. The train travel fare reimbursement will be for shortest route.
3. Request for reimbursement should be submitted in the prescribed form by the Candidate.

FINAL SELECTION

Final selection is made upon acceptance of the selection committee's recommendations. The selected candidate is offered the position subject to clearance of medical examination.

MEDICAL EXAMINATION:

For all the positions, the medical checkup can be performed by the doctor available at the Institute or the candidate can produce a fitness certificate from any Civil Hospital. The doctor available at the Institute may ask the candidate to undergo further tests if required.

JOINING PROCEDURE

Joining process involves the following:

1. Collection of primary details in the prescribed form, 'Candidate's Statement & Declaration'.
2. Document of the following certificates and testimonial submitted by the candidate will be verified with the originals.
 - a. Mark sheets from 10th to last qualified exam (educational & professional)
 - b. Passing certificates of exams
 - c. Birth certificate
 - d. Present and Permanent address proof
 - e. Relieving letter and latest salary slip of the last organization served
 - f. Medical certificate for fitness
 - g. Copy of Aadhar card / PAN card / passport / driving license / election identity card / any other photo identity proof issued by State/Central Government.
 - h. Two photographs
3. Collection of joining report.
4. Issuing of 'Joining Memorandum'.
5. Formal introduction to Associate Vice President - HR and announcement to other concerned departments about the candidate's appointment.
6. Issuing I-card.

PAYMENT OF SALARY

Salary of employees will become due and payable on the last working day of each month.

DEDUCTION FROM SALARY

Deductions in salary may be made for coming late to work, unauthorised absence, against fines imposed etc. Such recovery shall be in conformity with the provisions of the Payment of Salary Act, 1936.

IDENTITY CARD

1. Every employee will be provided with an identity card which, besides the name of the employee, will have an employee code number, photograph, and other relevant personal details.
2. Identity cards are not transferable and should be carried by the employee whenever he/she is on Institute's duty either inside or outside the premises of the Institute

3. Employee shall present the identity card for inspection to any person so authorised to inspect by the Institute.
4. Loss of the identity card should be immediately reported so that any possible misuse can be avoided and a replacement card issued. Loss of I-card on more than 2 occasions shall be viewed as a misconduct on the part of the employee.
5. Employees are required to surrender their identity cards, badge, etc. on leaving the service of the Institute. Surrender of I-card is a requirement for final settlement of dues.
6. The Institute shall keep a record of all identity card, badges issued and returned and shall carry out a surprise check of the same at least once every quarter.
7. For campus resident identity cards are issued to their family member and domestics servants for security purpose.

RECRUITMENT CRITERIA FOR VARIOUS POSTS (BUT NOT ALL) AT IIMA*

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
1	Chief Administrative Officer	Master's Degree with Degree/Dip in Management/ Engineering or Finance Degree	Minimum 20 years experience in Sr. Administration position	45-50 years	General Administration, Finance, Engineering & Estate Maintenance. Secretary to Board of Governance
2	Chief Financial Officer	Chartered Accountant (CA) from India. Additionally, MBA in Finance will be preferred qualification.	At least 20 years in Accounts, Finance & Controllers functions	Max. 55 years	To provide overall strategic leadership and play a key role in building and improving the financial management capability of IIMA, with the priority objective of supporting the governance mechanism of the organization
3	Chief Operating Officer – Executive Education	Postgraduates, preferably an MBA from a reputed institute	At least 15 years' experience of which at least five years should have been in a senior position	Max. 55 years	The person will lead IIMA's engagement with working professionals seeking management education through relationships with corporate L&D/ HR teams and directly with the professionals by highlighting IIMA's high-quality executive education programme offerings.
4	Vice President – Centre for Digital Transformation	Postgraduates, preferably an MBA from a reputed institute	At least 15 years' experience in the IT Industry of which at least five years should have been in a senior position	Max. 55 years	The person should be able to create and manage a digitally-enabled organization, meet the goals and objectives of the Centre.

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
5	Vice President / Associate Vice President – JSW School of Public Policy				The person will be responsible to set up the management systems, program execution and brand development, and provide overall administrative leadership of the JSW School of Public Policy.
6	Vice President-IGPC	MBA/ CA/ CFA / CAIA / master's in economics or Public Policy	Minimum 15 years of Professional experience	Min. 40 years and Max 58 years	Heading IGPC Office
7	Associate Vice President-HR	Post-graduate degree in HRM or related fields.	Minimum 20 years of experience with at least five years at senior management level.	Max. 55 years	To provide strategic directions and administrative support on HR dimensions
8	Associate Vice President-Corporate Relations	Post graduates or Masters in any of these fields (Business Administration, Human Resources, Psychology, Sociology, Communication, Education and related fields).	Minimum 10 years of post-qualification experience (may be in the areas of recruiter relationship building, placements, networking, corporate communications, marketing etc.), of which about 8 years must be in an overall supervisory position.	Max. 55 years	The person will be responsible to lead the outreach of the MBA programme for experienced professionals, their career development, and alumni connect initiatives. The role requires extensive traveling and networking with industry leaders and corporate heads across the globe to strengthen the PGPX recognition among recruiters, alumni network and also potential applicants.
9	Associate Vice President-Centre for Transportation and Logistics	M.Tech/MBA (Ph.D. preferred) from a reputed institute in India (such as IITs/IIMs/IISc) or abroad.	At least 15 years of experience in the transportation and/or logistics sector or a related sector. At least five years should have been in a senior management or leadership position (equivalent to CEO).	Max. 55 years	The person will be responsible for overall development, management, and growth of the Centre for Transportation and Logistics.

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
10	Associate Vice President - Alumni, Community Relations & Global Partnerships	Post graduate in any discipline (equivalent to MBA)	Minimum 20 years of professional experience, of which about 10 years must be in Relationship Management/ Corporate Affairs/Business Development.	Max. 55 years	To help build and manage relationships with alumni and entities external to the Institute including the community, corporates, educational institutions and state agencies
11	Associate Vice President-Executive Education	MBA or equivalent master's degree or higher	At least 20 years' experience of which at least five years' experience should be related to designing, developing, marketing, and selling executive programs or professional services to corporate clients	Max. 55 years	Designing, developing, marketing, and selling executive programs or professional services to corporate clients
12	Associate Vice President – Engineering & Projects	Full time Degree in Civil/ Electrical/ Mechanical and Post-Graduate degree in professional/ management field	Minimum 20 years' experience of which at least ten (10) years' experience should be related to planning, finalizing, and executing large scale Civil, Electrical and HVAC projects.	Max. 55 years	To lead the team of following departments: 1. Civil Engineering 2. Electrical Engineering 3. Mechanical – HVAC and Water Supply 4. Maintenance
13	Associate Vice President-ADCLOD	Post Graduate Degree in any Discipline but preferably in management, organisational behaviour, human resource management, strategic management or public administration.	Minimum of 10 years of professional experience	Maximum 55 years	5. Develop management systems, program execution and brand development, and provide overall administrative leadership to the newly established centre

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
14	AVP-Corporate Relations, MBA-PGPX	Post graduate or Masters in any of these fields (Business Administration, HR, Psychology, Sociology, Communication, Education and related fields)	Min 10 years of post-qualification experience	Max 50 years	Strengthen the corporate relations of the Institute and increase recruiter pool size by increasing MBA-PGPX brand awareness.
15	Associate Vice President, IT	The candidate should have completed MCA or BE/BTech in Computer Engineering or Information Technology or equivalent degree from any reputed Institute.	Minimum of 20 years of professional experience out of which 10 years must be in the field of ICT.	45-55 years	Computer Centre administration
16	AVP-Arun Duggal ESG Centre for Res and Innovation	Master's degree or equivalent	Min 10 years of post qualification experience.	Max 45 years	To oversee activities of the Centre, facilitate research, connect with stakeholders and increase visibility of the Centre.
17	AVP- Procurement	Any Degree with Diploma in Materials Management. Master's Degree in relevant field will be preferred	15 years of experience in materials/logistics management.	Max 45 years	To look after the Contracts, Stores and Purchase Department.
18	General Manager	Master's Degree with Degree/Dip in Management/ Engineering or Finance Degree/	15 years' experience in Sr. Administration positions	Max 45 years	Finance/Engineering/ Estate Maintenance and General Administration/ Public Relations and Media Handling
19	General Manager-Finance or General Manager-Accounts	M.Com/MBA with CA/ICWA/Cost Accounting	15 years' experience in Assistant General Manager/Sr. Manager level	Max 45 years	Finance and General Administration
20	General Manager-Ranking and Accreditation	MBA/PG Degree	15 years experience	Max 45 years	Ability to understand the information needs of the organisation and lead the team in the rankings and accreditations for benchmarking purpose at large.

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
21	General Manager-BDC for DS&AI	Master's or Ph.D, specializing in data science and artificial intelligence	Min 9 years of post-qualification experience	Max 50 years	To work closely with the industry and academic partners to drive the activities of the centre along with research aligned with the centre's objectives.
22	GM-NSE	Master's degree in the areas related to Finance, Marketing, Economics, Organizational Behaviour, Cognitive Sciences with a focus on Behavioral Sciences. Ph.D/ FPM would be preferred.	Min 10 years or more in any business.	Max 45 years	To oversee activities of the Centre, facilitate research, connect with stakeholders and increase visibility of the Centre.
23	Deputy Librarian	Ph.D. or NET or SLET/SET qualified. First Class (60% or above) in MLISc or equivalent qualification.	18 years of relevant experience.	Max 50 years	Assisting the Librarian in overall supervision and management of all the sections / departments of the library.
24	Assistant General Manager – Placement	Post graduates or Masters in Business Administration or Human Resources, Psychology or Sociology or Communication or Education etc.	Minimum 10 years of experience post qualification	Max 50 years	Head the placement office and lead the initiatives for corporate outreach, career development of students, and alumni connect.
25	Assistant General Manager – HR	Graduate with First Class and should have a full time MBA (HR) degree from reputed Institute with	At least 10 years of post-qualification experience in the field of HR (Personnel, Pay Roll, Vigilance, Administration, Legal etc.) Department, of which about 8 years must be in an overall supervisory position.	Max 50 years	HR initiatives, Recruitment, Wage, Training & Development, Union related matters

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
26	Assistant General Manager – PGPX Relations	Post graduates or Masters in any of these fields (Business Administration, Human Resources, Psychology, Sociology, Communication, and Education) with	Minimum 10 years of post-qualification experience (may be in the areas of corporate work exposure - networking, corporate communications, marketing/ branding, etc.), of which about 8 years must be in an overall supervisory position.	Max 50 years	Lead marketing efforts for PGPX admission
27	Assistant General Manager- S&P	Any Degree with Diploma in Materials Management	10 years experience in stores & purchase	Max 45 years	Procurement, stores and issue of materials
28	Assistant General Manager-Contracts	A Post Graduate OR professional Chartered Accountant (CA) OR professional Cost Accountant (CMA) OR holding full time MBA (Finance) degree with first class from a reputed institute.	Minimum 10 years of post-qualification professional experience in the field of Finance/ Accounts/ Audit/ Contracts/ Legal Departments, of which about 5 years must be in a senior position	Max 50 years	Contracts Management
29	AGM-SAP	Bachelors or Master's Degree preferably in Information Technology and Computer Science	Minimum 10 years of experience in SAP with at least five years in project management role	Max 40 years	Managing SAP S/4 HANA, Managing Key Stakeholders, Support Vendor and ERP Users and maintain SAP System Performance, Security and Regular Updates.
30	Assistant General Manager - Electrical	Diploma in Electrical Engineering plus Degree in Electrical Engineering OR full time Degree in Electrical Engineering	Minimum ten (10) years of experience in electrical engineering for full time degree candidates and minimum twelve (12) years of experience for Diploma plus Degree candidates.	Max. 50	To supervise in planning, directing, coordinating, and evaluating the campus/ township electrical field related development & maintenance

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
31	Assistant General Manager-Finance & Accounts	Professional Chartered Accountant (CA) OR professional Cost Accountant (CMA) OR holding full time MBA (Finance) degree from a reputed institute.	At least 10 years post qualification professional experience in the field of Finance/ Accounts/ Audit Departments, of which about 8 years must be in an overall supervisory position.	Max 50 years	Carry out all administrative functions of Finance and Accounts Department under the guidance and supervision of General Manager/Head.
32	Assistant General Manager - Contracts & Compliance	M.Com/MBA with CA/ICWS/Cost Accounting.	10 years experience in Statutory compliance and accounts related work.	Max 45 years	Statutory Compliance related work and Accounting related work
33	Assistant General Manager – Hospitality	Full time Graduation in any discipline plus Masters or PG Diploma in Management/ Catering/ Hospitality/Hotel industry recognized by AICTE/UGC	Minimum 15 years of experience in Hospitality Industry	Max 45 years	Overall responsible for housekeeping of IMDC, Annex, allied facilities, reception etc. Also look after the F&B facilities.
34	Assistant General Manager - Civil	Full time Degree in Civil Engineering	Minimum 10 years of experience in Civil/Construction and related field	Max 55 years	To supervise in planning, directing, coordinating, and evaluating the campus/township civil works related development & maintenance
35	Assistant General Manager – Accounts	M.Com/MBA with CA/ICWA/Cost Accounting.	10 years experience in Finance and Banking related work	Max 45 years	Finance & Banking related activities
36	Assistant General Manager-Estate	Post-graduate or equivalent	10 years experience of estate maintenance function.	Min 35 years	Estate Maintenance, Security, Transport, Horticulture.
37	Assistant General Manager-Hindi	Master's degree in Hindi with English as Compulsory subject at graduate level.	Minimum 10 years experience and through knowledge of government policies on Hindi	Max 45 years	Implementation of Official Language.

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
38	Assistant General Manager, JSW School of Public Policy	Postgraduate degree in any discipline, but preferably in management, public policy or public administration from a reputed institution.	Minimum 10 years of professional experience	Max 45 years	Provide administrative leadership to a newly established School of Public Policy.
39	Assistant General Manager-Communications	Post graduate or equivalent degree	At least 10 years' experience in communications (preferably in the management education sector) or journalism	Min 35 years	External Public Relations, Administrative Functions
40	Medical Officer	MBBS from recognized Medical Institution	Minimum 3 years of service post completion of MBBS degree	Max 45 years	To provide medical services to the IIMA community
41	Manager – India Gold Policy Centre	Post graduate in any discipline (equivalent to MBA)	Minimum 5 years of professional experience.	Max 45 years	To look after day-to-day administrative activities of the Centre and to coordinate with different internal and external stakeholders
42	Manager – HR	Post-Graduation/Professional qualification preferably MBA (Human Resource Management)	At least 5 years of post-qualification experience in Personnel/HR, Pay Roll, Vigilance, Administration, and Legal Department. Experience in PSU/ Government/ Autonomous Bodies or large Academic Institution is desirable.	Min 30 Max 45 years	HR initiatives, Recruitment, Wage, Training & Development, Union related matters
43	Manager-EEP	MBA or equivalent	10 years experience, preferably a diploma in hotel management.	Max 45 years	Management of MDP & MDC
44	Accounts Manager	M.Com. (Accountancy) or CA/Cost Accounting	5 years supervisory experience.	Max 45 years	Taxation/Finalisation of budget any other account/ finance related function.

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
45	Technical Manager (IT enabled services)	Engineering Graduate	minimum relevant experience of 5 years. Should have handled at least 2 – 3 large to medium sized Audio Video & CCTV Projects.	Max 40 years	Audio Video (AV) IP Based CCTV Surveillance System
46	Manager - Electrical	Diploma in Electrical Engineering plus Degree in Electrical Engineering OR full time Degree in Electrical Engineering	Minimum five years of experience	Max 40 years	To supervise in planning, directing, coordinating, and evaluating the campus/township electrical field related development & maintenance
47	Manager - Civil	Full time Diploma in Civil plus Degree in Civil Engineering OR full time Degree in Civil Engineering approved by UGC/AICTE	Minimum 5 years of experience	Max 40 years	To supervise in planning, directing, coordinating, and evaluating the campus/township civil works related development & maintenance
48	Manager - ICT Office Administration	Degree in Computer Science or IT	Min 5 years of professional experience of which at least two must be in the field of ICT	Max 45 years	Managing ICT Office Administration
49	Manager - Audio and Visual	Degree in BE/B. Tech or Master in Computer Science	Min 7 years of professional experience in Audio Visual Field	Max 45 years	Oversee and provide support and technical guidance to AV projects and coordinate for AV related events of the Institute.
50	Assistant Librarian	Ph.D. or NET or SLET/SET qualified. First Class (60% or above) in MLISc or equivalent qualification.	Overall 8 years of experience with 5 years or more in Pay Level 7 or higher in an academic library of repute.	Max 40 years	Library professional work and overall supervision of sections / departments of the library.

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
51	Programmes Manager, House Keeping Manager, Public Relations Manager, Admissions Manager	Bachelor's degree in relevant field. Preferably Post Graduate Degree	At least 5 years experience in supervisory level	Max 45 years	Managing of various activities
52	Assistant Manager - Mechanical	Diploma in Mechanical Engineering plus Degree in Mechanical Engineering OR full time Degree in Mechanical Engineering approved by UGC/ AICTE.	About 5 years of experience in field of Mechanical Engineering	Max 35 years	To Supervise planning, directing, coordinating, and evaluating the campus / township mechanical field related development & maintenance.
53	Assistant Manager - Compliance	Professional Chartered Accountant (CA).	At least 5 years of post-qualification professional experience	Max 35 years	Compliance with Government regulations and Institute's norms Vetting of agreements and MOUs with donors and collaborators Any other account/finance/ audit related function.
54	Assistant Manager - Hardware & Network	B.Tech/B.E./M.C.A (Computer Science/ Information Technology/ Networking).	Minimum of 5 years of professional experience in networking and field of ICT.	Min 30 and max 40 years	Coordinate and manage Network projects. Design, install, test, implement, document, support, and maintain network operating systems and services.
55	Assistant Manager - Server Administrator	Graduate with Certifications in Microsoft Windows Server and LINUX Administration. VMWare certification can be an added advantage.	At least 5 years experience	Max 40 years	Server administration
56	Assistant Manager - Software	BE/B.Tech./MCA degree	Minimum 3 years of relevant professional work experience.	Max 35 years	Programming, implementation, testing, and support of web-based projects
57	Assistant Manager - Editorial	MA or a degree in Journalism	At least 3 years experience	Max 35 years	Editing the Institute publications

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
58	Executive - Editorial	MA or a degree in Journalism	Some experience in editing	Max 30 years	Editing the Institute publications
59	Library Professional Assistant	A Master degree in Library & Information Science (MLISc) (60% or above)	Minimum two years' relevant experience.	Max 35 years	Library professional work
60	Secretary to CAO	Minimum post graduate in any discipline with minimum second class from any recognised university.	At least 5 years experience	Max 40 years	Provide support to CAO in his various activities
61	Assistant Manager- Facility Office	Bachelor's degree	Minimum 3 years of relevant experience in facility management	Max 40 years	Assisting the Facilities Manager for developing and implementing systems and procedures for smooth operations of facility management
62	Assistant Manager-EE (Marketing)	Post Graduate in Management from a premier Institute	Minimum 3 years' experience	Max 35 years	Building a pipeline of Customised programmes, both short term and long term for companies / government across industries as well as functional areas in Executive Education
63	Assistant Manager - EE (eLearning)	Post Graduate in Management from a premier Institute	3 years' experience	Max 35 years	Handling programme promotion, programme execution and other programme related tasks.
64	Assistant Manager- Case Centre	MBA or an equivalent Master's degree	At-least 3 years of relevant experience	Max 35 years	Support to case centre
65	Assistant Manager- S&P	Any graduation with degree/diploma in Materials Management	At least 3 years of relevant experience in materials/logistics management or stores management	Max 35 years	Stores & Purchase administration

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
66	Assistant Manager- Student Exchange Office	Post Graduate in Management from a premier Institute	Minimum 3 years' experience	Max 40 years	Handling entire Students' Exchange Office independently dealing with exchange of both, incoming as well as outgoing students, ensuring continuous development and expansion of the programme by addition of new prominent exchange partners.
67	Assistant Manager- Advisory Research & Conference	Graduate in any discipline	Minimum 3 years' experience	Max 40 years	Organizing Advisory, Research, & Conference Services at IIMA.
68	Assistant Manager (Web) - Alumni Office	Graduation	Minimum 3 years of experience in the field of IT/ Computer/web.	Max 45 years	Assist Manager-Alumni Relations & Alumni office Officials.
69	SAP MM Consultant	Graduate in any discipline. BE/B. Tech desired	At least 2 end to end implementation in SAP MM (starting from requirement gathering till support)	Max 40 years	SAP Support
70	SAP HR Consultant	Graduate in any discipline. BE/B. Tech desired	At least 2 end to end implementation in SAP HR (starting from requirement gathering till support)	Max 40 years	SAP Support
71	SAP PS Consultant	Graduate in any discipline. BE/B. Tech desired	At least 2 end to end implementation in SAP PS (starting from requirement gathering till support)	Max 40 years	SAP Support
72	SAP FICO Consultant	Graduate in any discipline. BE/B. Tech desired	At least 2 end to end implementation in SAP FICO (starting from requirement gathering till support)	Max 40 years	SAP Support

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
73	Assistant Manager - Horticulturist	Minimum B.Sc. or B.Tech. in Horticulture OR Agriculture	Reasonably good and relevant experience in Landscape Development and Maintenance.	Max 40 years	Supervision of routine Landscape Development & Maintenance.
74	Assistant Manager - Communications	Post-Graduate/ Masters in Journalism/ Diploma in Mass Communication/ Journalism.	2-4 years' of experience	Max 35 years	Digital Marketing & Social Media, Content Writing
75	Assistant Manager - Company Secretary	Graduates with CS qualified.	3-5 years of relevant experience.	Max 40 years	Day-to-day management of IIMA, including compliance with legal and statutory requirements
76	Assistant Manager-Programmes	Minimum post graduate in management – MBA - (full time) with minimum second class from any recognised university.	Minimum 3 years of relevant experience.	Max 35 years	Responsible for education programme revenues by building a pipeline of customised programmes, both short term and long term for companies / government across industries as well as functional areas.
77	Archivist	Postgraduate diploma/ degree in Archives and Records Management, along with a master's degree in any discipline or A master's degree in library science with certification in archives management	Min two years of work experience in an established archives.	Max 40 years	Implement IIMA's archival policies. Collect, select, manage and preserve records (in any type of media) related to IIMA's history and disseminate historical information about the Institute to larger community after approval.
78	Assistant Manager - Mail Administrator	Minimum graduate (full time) with minimum second class from any recognised university.	Minimum three years of relevant experience. Experience in Google Apps and G suite will be preferred	Max 35 years	Administers and maintains the organization's email system i.e. Google mail, Google Apps and G suite.

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
79	Assistant Manager - Hindi Translator	Master's Degree in Hindi/Eng with Hindi/Eng as Optional subject at Degree Level or BA in Hindi/Eng as Optional subject	Minimum 3 years experience in translation work. Excellent Communication skill in Hindi & English; computer skill	Max 30 years	Translation of documents from English to Hindi, preparing documents, notes in Hindi
80	Executive - Help Desk	Minimum graduate (full time) with minimum second class from any recognised university.	Minimum three years of relevant experience. The candidate having Technical Certificate like CompTIA A+, N+ will be preferred.	Max 35 years	Serve as the first point of contact for computer users seeking technical assistance over the phone or email or chat. Should able to resolve 50% calls on phone.
81	Executive - Accounts	Full-time graduate degree in any discipline / full-time post graduate degree in any discipline	Minimum three years of relevant experience	Max 30 years	Accounts administration
82	Executive - Programme Coordinator	Full-time graduate degree in any discipline / full-time post graduate degree in any discipline	Minimum three years of relevant experience/ minimum one year of experience	Max 30 years	Handling programme promotion, programme execution and other programme related tasks.
83	Executive - Programme Associate	MBA or an equivalent Master's degree	Minimum two years of relevant experience	Max 30 years	Handling programme promotion, programme execution and other programme related tasks.
84	Executive - Programme Coordinator (eLearning)	Full-time graduate degree in any discipline / full-time post graduate degree in any discipline	Minimum three years of relevant experience/ minimum one year of experience	Max 30 years	Handling programme promotion, programme execution and other programme related tasks.
85	Executive -Secretarial	Full-time graduate degree in any discipline / full-time post graduate degree in any discipline	Minimum three years of relevant experience	Max 30 years	To provide Secretarial assistance to Faculty members of the Institute in their day-to-day Administrative / Teaching/ Project work and provide interface with different facility providers of the Institute.

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
86	Executive - Marketing	Full-time graduate degree in any discipline / full-time post graduate degree in any discipline	Minimum three years of relevant experience/ minimum one year of experience	Max 30 years	Handling programme promotion, programme execution and other programme related tasks.
87	Executive - Client Accounts	Full-time graduate degree in any discipline.	Minimum three years of relevant experience	Max 30 years	Developing and sustaining client relationship
88	Executive - Marketing (ePGP)	Full-time graduate degree in any discipline / full-time post graduate degree in any discipline	Minimum three years of relevant experience/ minimum one year of experience	Max 30 years	Marketing / communications for the programme.
89	Executive - Marketing (PGPX)	Full-time graduate degree in any discipline / full-time post graduate degree in any discipline	Minimum of 3 years' experience as an independent marketing research/ assistant of which minimum one year in any educational institute	Max 35 years	Marketing / communications for the programme
90	Executive (PGPX)	Full-time graduate degree in any discipline / full-time post graduate degree in any discipline	Minimum three years of relevant experience	Max 35 years	To assist the Programme Manager in all activities related to the office including programme administration including academics, outreach programmes, admissions and well-being of programme participants
91	Executive – PGP/Student Exchange	MBA / M.Com. / M.A. or Bachelor	1-2 years' experience	Max 35 years	Assisting in PGP/Student Exchange
92	Executive-Human Resource / Stores & Purchase/ House Keeping / Finance/ Accounts	Graduate (full time) with first class from any recognised university or a post graduate (full time) with second class from any recognised university	Minimum three years of relevant experience.	Max 30 years	Assisting in the concerned departments

Sr. No	Name of the Position	Qualification	Experience	Age	Nature of Duty
93	Executive- IT (PGPX)	BCA/MCA or related graduate/post graduate degree in the field of computer science (full time) with first class from any recognised university.	Minimum three (03) years of experience	Max 30 years	To execute the IT specialized work in coordination with the Computer Centre
94	Executive - Communications Department	B.Com./B.B.A./M. Com. or equivalent Degree.	3 years of relevant experience	Max 30 years	Maintaining the office, taking campus visit registration and performing office functions. This person also serves as the primary source of information for walk-in and phone participants
95	Executive (Accreditation and Ranking)	Post graduate in management (MBA) or in Statistics (M.Sc./ MA) with minimum second class from any recognised university	Minimum three (03) years of relevant experience	Max 30 years	Administrative duties
96	HVAC Technician	Diploma in Mechanical Engineering OR ITI HAVC	minimum 5 years of experience in similar field.	40	AC Mechanic Work

* The institute may change the recruitment criteria as and when it deemed so.

SCALES OF PAY

1. The Pay Level for various administrative positions at the Institute are as follows:

Designation	Pay Level
Vice President	13A
Associate Vice President	13
General Manager/Dy. Librarian	12/12 AGP
Assistant General Manager	11
Manager/Asst Librarian	10
Assistant Manager/Sr. Library Professional/Library Professional	6/7/8/9
Executive	5/4/2
Group D Staff	1/3
Other Staff	Level 1

7TH CPC PAY MATRIX

Pay Band	5200-20200						9300-34800						15600-39100						37400-67000						67000-79000						75500-80000						
	Grade Pay	1800	1900	2000	2400	2800	4200	4600	4800	5400	5400	6600	7600	8700	8900	10000	13A	14	15	16	17	18															
1	18000	19900	21700	25500	29200	35400	44900	47600	53100	56100	67700	78800	123100	131100	144200	182200	182200	205400	225000	225000	250000																
2	18500	20500	22400	26300	30100	36500	46200	49000	54700	57800	69700	81200	126800	135000	148500	187700	187700	211600																			
3	19100	21100	23100	27100	31000	37600	47600	50500	56300	59500	71800	83600	130600	139100	153000	193300	193300	217900																			
4	19700	21700	23800	27900	31900	38700	49000	52000	58000	61300	74000	86100	134500	143300	157600	199100	199100	224400																			
5	20300	22400	24500	28700	32900	39900	50500	53600	59700	63100	76200	88700	138500	147600	162300	205100	205100																				
6	20900	23100	25200	29600	33900	41100	52000	55200	61500	65000	78500	91400	142700	152000	167200	211300	211300																				
7	21500	23800	26000	30500	34900	42300	53600	56900	63300	67000	80900	94100	147000	156600	172200	217600	217600																				
8	22100	24500	26800	31400	35900	43600	55200	58600	65200	69000	83300	96900	151400	161300	177400	224100	224100																				
9	22800	25200	27600	32300	37000	44900	56900	60400	67200	71100	85800	99800	155900	166100	182700	217700	217700																				
10	23500	26000	28400	33300	38100	46200	58600	62200	69200	73200	88400	102800	160600	171100	188200	217700	217700																				
11	24200	26800	29300	34300	39200	47600	60400	64100	71300	75400	91100	105900	165400	176200	193800	217700	217700																				
12	24900	27600	30200	35300	40400	49000	62200	66000	73400	77700	93800	109100	170400	181500	199600	217700	217700																				
13	25600	28400	31100	36400	41600	50500	64100	68000	75600	80000	96600	112400	175500	186900	205600	217700	217700																				
14	26400	29300	32000	37500	42800	52000	66000	70000	77900	82400	99500	115800	180800	192500	211800	211800																					
15	27200	30200	33000	38600	44100	53600	68000	72100	80200	84900	102500	119300	186200	198300	218200	218200	218200																				
16	28000	31100	34000	39800	45400	55200	70000	74300	82600	87400	105600	122900	191800	204200	217700	217700	217700																				
17	28800	32000	35000	41000	46800	56900	72100	76500	85100	90000	108800	126600	197600	210300	210300	210300	210300	210300																			
18	29700	33000	36100	42200	48200	58600	74300	78800	87700	92700	112100	130400	203500	216600	216600	216600	216600	216600																			
19	30600	34000	37200	43500	49600	60400	76500	81200	90300	95500	115500	134300	209600	209600																							
20	31500	35000	38300	44800	51100	62200	78800	83600	93000	98400	119000	138300	215900	215900																							
21	32400	36100	39400	46100	52600	64100	81200	86100	95800	101400	122600	142400																									
22	33400	37200	40600	47500	54200	66000	83600	88700	98700	104400	126300	146700																									

Pay Band	5200-20200						9300-34800						15600-39100						37400-67000					
	Grade Pay	1800	1900	2000	2400	2800	4200	4600	4800	5400	5400	6600	7600	8700	8900	10000	37400-67000	67000-79000	75500-80000	80000-90000	18			
Level	1	2	3	4	5	6	7	8	9	10	11	12	13	13A	14	15	16	17	18					
23	34400	38300	41800	48900	55900	68000	86100	91400	101700	107500	130100	151100												
24	35400	39400	43100	50400	57500	70000	88700	94100	104800	110700	134000	155600												
25	36500	40600	44400	51900	59200	72100	91400	96900	107900	114000	138000	160300												
26	37600	41800	45700	53500	61000	74300	94100	99800	111100	117400	142100	165100												
27	38700	43100	47100	55100	62800	76500	96900	102800	114400	120900	146400	170100												
28	39900	44400	48500	56800	64700	78800	99800	105900	117800	124500	150800	175200												
29	41100	45700	50000	58500	66600	81200	102800	109100	121300	128200	155300	180500												
30	42300	47100	51500	60300	68600	83600	105900	112400	124900	132000	160000	185900												
31	43600	48500	53000	62100	70700	86100	109100	115800	128600	136000	164800	191500												
32	44900	50000	54600	64000	72800	88700	112400	119300	132500	140100	169700	197200												
33	46200	51500	56200	65900	75000	91400	115800	122900	136500	144300	174800	203100												
34	47600	53000	57900	67900	77300	94100	119300	126600	140600	148600	180000	209200												
35	49000	54600	59600	69900	79600	96900	122900	130400	144800	153100	185400													
36	50500	56200	61400	72000	82000	99800	126600	134300	149100	157700	191000													
37	52000	57900	63200	74200	84500	102800	130400	138300	153600	162400	196700													
38	53600	59600	65100	76400	87000	105900	134300	142400	158200	167300	202600													
39	55200	61400	67100	78700	89600	109100	138300	146700	162900	172300	208700													
40	56900	63200	69100	81100	92300	112400	142400	151100	167800	177500														

CHAPTER 4

APPOINTMENTS

1. The three groups of administrative staff at the Institute based on their pay levels and the respective appointing authorities for them are as follows:

Sr. No	Pay level of posts	Appointing Authority
1	Administrative Staff in Pay Level 11 and above	Director
2	Administrative Staff in Pay Level 6 to Pay Level 10	Chief Administrative Officer (Authority delegated by the Director)
3	Administrative Staff in Pay Level 5 and below.	Associate Vice President – HR (Authority sub-delegated by the Director)

2. The initial appointment for all the position will be on Tenure Based Scaled Contract. Institute will offer salary and other allowances as per scale fixed for the Tenure Based Scaled Contract appointment.
3. The employee appointed on Tenure Based Scaled Contract will be given leave as given to a permanent employee. He/she will be eligible for other benefits like LTC and dispensary facility.
4. Notwithstanding anything contained above, the Institute shall, if it is in the interest of the Institute to do so, have absolute right to end the tenure an employee by giving him/her not less than the notice as mentioned in his/her appointment letter in writing or pay and allowances in lieu of such notice.
5. In case of any conversion from outsourcing to Tenure Based Scaled Contract, approval from the Director will be mandatory.
6. Any internal candidate if selected for a position higher than his/her current position, will be paid appropriate honorarium/additional charge allowance beside the salary to compensate for the higher responsibility. In case the position is temporary, the honorarium/ additional charge allowance will be paid till the period Institute has a requirement. Once the requirement is over, the person will be placed at the same position or appropriate position as per his/her current level.
7. The permanent and Tenure Based Scaled Contract employees of the Institute will be eligible to House Rent and Dearness Allowances as sanctioned by the Board of Governors from time to time. These are at present at par with those for the Central Government employees stationed at Ahmedabad.

8. Selection and compensation of employees shall be made without distinction as to race, sex, or religion.
9. Without prejudice to the recruitment of fresh talent at all levels, full regard will be given, at the time of recruitment, to the qualifications and experience of persons already in the service of the Institute for the position.
10. The recruitment & selection will comply with the Government guidelines on Reservations.
11. Every employee at the time of his/her appointment will be examined by a Medical Officer approved by the Institute, and his/her appointment will be subject to a satisfactory medical report, unless it is decided by the appointing authority to waive defects, if any, pointed out by the medical officer. The cost of the medical examination will be borne by the Institute.
12. An employee, should not, without the written permission of Director be engaged directly or indirectly in any trade, business or occupation or any other remunerative commitment. However, serving as a member on the Board of Directors of any company and receiving a sitting fee for the Board meeting is permitted subject to the approval of the Board/Director.
13. Address of the Employee: The employee must inform the Institute of his local residential address, permanent address and address for correspondence in writing. In case of any change in residential address or address for correspondence, the Institute should be notified in writing failing which the last address shall be considered as correspondence address.
14. The age of retirement from the service of the Institute will be 60 years for Staff.
15. IIMA will record the age of every employee at the time of his/her employment and the entry of age in the personnel file is to be attested by the employee. Employees are required for this purpose, to produce any of the following documents in proof of their age:
 - a. Birth Certificate
 - b. School Leaving Certificate
 - c. Passport
16. Every non-faculty employee is liable to be transferred from one position to another equivalent position; from one department/section to another department/section either temporarily or permanently at the discretion of the Institute, without any additional remuneration or by way of increase in pay or allowances. In such a transfer, terms and conditions prevailing in the new placement will be applicable; however, his/her seniority will not be affected.
17. No employee can during his/her service with the Institute:
 - a. Voluntarily or otherwise engage in giving information or advice on matters relating to the activities of the Institute
 - b. Take office files and documents, books and other property belonging to IIMA or relating to IIMA's affairs outside the Institute premises unless he/she is authorised by the Institute to do so.
 - c. Except in the ordinary course of his/her duties, disclose any secrets, secret information or any other information or matter concerning the operations of the Institute which is in the nature of a trade or business secret
 - d. Communicate to public papers, journals, pamphlets or leaflets or cause to be disclosed at any time any information or documents official or otherwise, relating to the Institute except with prior approval of the Director.



INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Instructions:

(Please read the following instructions carefully before filling in the form)

- a) The form is to be filled in his/her own handwriting
- b) Please attach photocopies of relevant certificates to the extent conveniently possible.

I. PERSONAL DATA

Name in full (IN BLOCK LETTERS)			
First name _____		Middle _____	
Surname _____			
Parent's Name (Specify Whether Mother/Father) :			
Spouse's name :			
Change in name if any and reason thereof :			
Present Address :		Permanent Address:	
Landline :		Landline :	
Mobile :		Mobile :	
Emergency Contact No:		Email:	
Please attach Rent Agreement if not staying in own house:			
Date of Birth :	Age :	Height :	Weight :
Identification marks: 1) 2)	Place of Birth :	State	Gender :
Religion*:	Caste* :	Sub Caste* :	Blood Group* :
Whether Minority* :			
Physically Challenged (Orthopedically/ Visually/Hearing Impaired), " if yes then %thereof" :			
*This data is requested as per Government of India norms.			
Do you belong to Scheduled Caste/Tribe/OBC/PH/Gen ? (If yes, please attach certificate to that effect.)		Yes/No	

Nationality:	Nationality of Spouse:		
Do you hold Dual Citizenship ? If so, mention :		(attach proof)	
Passport No (if any) :			
Aadhar Card No :	PAN Card :		
Mother tongue :			
Knowledge of Indian and foreign languages (fluently, reasonably, with difficulty)			
Language	Speak	Read	Write
Did you suffer from any major illness/accident/surgery? If so, mention the nature of illness(es) and the dates of your disability.			
Mention whether you suffer from any physical defect, disability of a permanent nature, or chronic illness/accident.			

II. EDUCATION (Matriculation onwards) [Attach Certificates/marksheets]

From (Year)	To (Year)	Board/ University/ Institution	Degree/ Qualification	Class/ Grade	Major Subject/ Specialization	Remarks

III. TECHNICAL QUALIFICATIONS/ COMPUTER PROFICIENCY, IF ANY

[Attach Certificates/marksheets]

From (Year)	To (Year)	University/ Institution	Degree/ Qualification	Class/ Grade	Major Subject/ Specialization	Remarks*

IV. EXPERIENCE: [attach certificate for each one] (Descending Order)

From (dd-mm-yy)	To (dd-mm-yy)	Organization	Position	Nature of job	Reasons for leaving

V. Awards/ Honours if any:**VI. PROFESSIONAL MEMBERSHIP**

Please give details of membership of academic/professional/other organization.

Organization	Nature of Membership

VII. REFERENCES : *(Give names and particulars of Two prominent persons who may be approached for opinion about your candidature. The referees should not be related to you, and should have known to you personally (eg teacher, employer, immediate supervisor)*

1) Name : Designation : Address:	2) Name : Designation : Address:
Contact No: Email id :	Contact No: Email id :

VII. FAMILY DETAILS :

MARITAL STATUS : Single Married Widow Widower Divorcee

	Name	Date of Birth/Age	Occupation	Income
(1) Spouse				
(2) Children (If any)	1)			
	2)			
(3) Father				
(4) Mother				
(5) Brother / Sister				
(6) Other Family Member				

IX . DETAILS OF HOME TOWN

Home Town Declared	City	State	Nearest Railway Station

X. Declaration by employee for claiming reimbursement of Medical Expenses for dependent parent/minor brother/sister

Name of Dependent	Date of Birth	Relationship with the Employee	Marital Status	Whether earning? If yes, state monthly income*	Name and address of Employer #

* Salary/Wages/Pension/Dividend/Interest/Property.

Whether Private / Public Sector / Autonomous Body / Govt. Service.

I hereby certify that,

1. I am unmarried / a widower / a widow.
2. I am married and have one living spouse.
3. my father/mother is/are dependent / not dependent on me and their monthly income from all sources is not more than Rs.9000/- They are residing / not residing with me.
4. My spouse is working in _____ and his/her gross monthly salary is Rs. _____ (if he/she is employed with any Private / Public Sector / Autonomous Body / Govt. Service, please produce the certificate from his / her employer that he / she is not availing Medical/LTC facility there.)
5. I solemnly affirm that the above declaration is true and correct.

Note: Strike out, whichever is not applicable, from above.

X. Declaration by employee for claiming reimbursement of LTC for dependent parent/minor brother/sister

Name of Dependent	Date of Birth	Relationship with the Employee	Marital Status	Whether earning? If yes, state monthly income*	Name and address of Employer #

* Salary/Wages/Pension/Dividend/Interest/Property.

Whether Private / Public Sector / Autonomous Body / Govt. Service.

I hereby certify that,

1. I am unmarried / a widower / a widow.
2. I am married and have one living spouse.
3. my father/mother is/are dependent / not dependent on me and their monthly income from all sources is not more than Rs.9000/- They are residing / not residing with me.
4. My spouse is working in _____ and his/her gross monthly salary is Rs._____ (if he/she is employed with any Private / Public Sector / Autonomous Body / Govt. Service, please produce the certificate from his / her employer that he / she is not availing Medical/LTC facility there.)
5. I solemnly affirm that the above declaration is true and correct.

Note: Strike out, whichever is not applicable, from above.

XI DECLARATION OF RESIDENCE:

I, the undersigned,..... herewith declare that I am residing at the following address since.....

Address

I further declare that :

- 1) The above accommodation is my /our own
- 2) The above accommodation is on rental basis
- 3) I am staying in the Institute's Campus Quarters
- 4) I am sharing accommodation provided by the Central/State Govt/PSU/
Statutory Body/RBI/or any Nationalized Bank with my spouse/other close relative/s.
(Tick whichever is applicable)

I certify that the particulars given in the application form are true to the best of my knowledge and belief. I agree to abide by the decision of the Institute's authorities on all matters regarding the same.

Place :

Sign :

Date :

Name :

FOR OFFICE USE ONLY

Name of the employee :	
Employee Code :	Appointed as :
Group : <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D	Department :
Date of Joining :	Appointment upto :
Pay Level:	

Assistant General Manager- Accounts

This is for your kind information and necessary action/record.

Manager - HR

Following Documents to be attached

- 1) Name change certificate if any
- 2) Rent Agreement if any
- 3) Caste Certificate if any
- 4) Certificate of Physical Defect, if any
- 5) Proof of Dual Citizenship, if any
- 6) Copy of Passport
- 7) Copy of PAN Card
- 8) Copy of Aadhar Card
- 9) Copies of Educational & Technical / Computer Qualifications

Associate Vice President-HR

DECLARATION

I, hereby declare that the information provided by me to the institute in my job application and thereafter is correct to the best of my knowledge and belief. If anything found incorrect or has any discrepancies, the institute has the right to terminate my appointment at any given time without assigning any reason. I also know that providing wrong/fake information or certificate to the institute is punishable under court of law.

(Name & Signature)

Place: Ahmedabad

Date:

JOINING REPORT

To
Associate Vice President-HR
IIM Ahmedabad

Through:

Dear Sir

Thank you very much for your letter appointing me to the post of _____

in this Institute. I accept the terms and conditions mentioned therein.

I am joining my duties at the Institute today, i.e. _____ (forenoon)

Thank you,

Yours faithfully,

Signature: _____

Name : _____

Date : _____

Indian Institute of Management Ahmedabad

Common Nomination Form for Gratuity, Leave Encashment, General/Contributory Provident Fund, GSIS, Group Accident Policy and Group Term Insurance Policy (when introduced)

....., having Emp. No., hereby nominate the person/persons mentioned below and confer on him/her/them right to receive, in the event of my death, to the extent specified below, amount on account of the following

- . gratuity payment due, if any
 - i. leave encashment amount due, if any
 - ii. amount that may stand to credit in the General/Contributory Provident Fund, as applicable
 - v. amount due under Group Savings and Life Insurance Scheme, if any
 - v. amount due under the Group Accident Policy
 - vi. amount due under the Group Term Insurance Policy

Name, date of birth (DOB) and address of the nominee	Relationship with employee	Type of Benefit	Share to be paid to each	If nominee is minor, name, DOB and address of person who may receive the amount on behalf of minor	Name, DOB, relationship and address of alternate nominee in case the nominee under Column (1) predeceases the employee/ pensioner	Share to be paid to each	Name, DOB and address of person who may receive the amount if alternate nominee in Col. (6) is a minor	Contingency on happening of which nomination shall become invalid
1	2	3	4	5	6	7	8	9

These nominations supersede any nominations made by me earlier.

Disc.

5

Date:

Email ID:

Email ID:

Note 1: The employee shall draw lines across the blank space below the last entry to prevent the insertion of any name after he/she has signed. The nominee(s)/alternate telephone No.: _____

Note 2: Employee need to sign on each page. In case of change in nominations, the form has to be filled again and submitted to HR office.

To be filed by HR Office

Received the nomination form on

Signature of Authorised Personnel from HR Office

The authorised personnel in HR Office should give a copy of this form to the employee who should keep it in safe custody so that it may come into the possession of the beneficiaries in the event of his/her death. Original copy will be maintained in employees' personal file.

**Proforma to elicit information for Group Medical Insurance Scheme
(GMIS) for IIMA employees**

01	Name of Employee		
	Date of Joining		
02	Employee Code No		
03	Date of Birth (as per Institute's record)		
04	Completed age as on _____		
05	Sex	<input type="checkbox"/> Male	<input type="checkbox"/> Female
06	Residential Address		
07	Name of Spouse		
08	**Date of Birth (as per municipal record)		
09	Completed age as on 31.12.20____		
10	Sex	<input type="checkbox"/> Male	<input type="checkbox"/> Female
<u>* Applicable to First 2 children up to the age of 25 only</u>			
10	Name of Dependant* Child (1)		
11	**Date of Birth (as per School records)		
12	Sex	<input type="checkbox"/> Male	<input type="checkbox"/> Female
13	Marital Status	<input type="checkbox"/> Married	<input type="checkbox"/> Unmarried
14	Employment Status	<input type="checkbox"/> Employed	<input type="checkbox"/> Unemployed
15	Name of Dependant* Child (2)		
16	**Date of Birth (as per School records)		
17	Sex	<input type="checkbox"/> Male	<input type="checkbox"/> Female
18	Marital Status	<input type="checkbox"/> Married	<input type="checkbox"/> Unmarried
19	Employment Status	<input type="checkbox"/> Employed	<input type="checkbox"/> Unemployed

* Unmarried and/or unemployed sons and daughters up to the age of 25 only.

** Please attach attested proof of date of birth.

Signature of the Employee

Please provide the following information, **IN CAPITAL LETTERS ONLY** for I-card purpose.

Emp. Name	
Emp. Code	
Designation	
Date of Joining	
Valid Upto (for office use)	
Blood Group	
Residential Address	
Contact No. (Office)	
E-mail id (official)	
Contact No (Home)	
Contact No (Mobile)	
Emergency Contact No (other than above contact nos)	
Attach Your Recent Passport Size Photo	
Signature of Employee (Please sign in the centre of the space provided)	

GENERAL CONDUCT, ETHICS & DISCIPLINARY ACTION

All employees of the IIMA are expected to follow the rules and regulations of the Institute as promulgated and modified from time to time.

SPEECHES/ PRESENTATIONS IN PUBLIC SEMINARS/ CONFERENCES

1. Non-faculty employees are required to seek prior approval from Institute for making speeches and presentations in public seminars and conferences mentioning following details:
 - i. Date and venue of the Seminars/Conferences
 - ii. Purpose and theme of the Seminars/Conferences
 - iii. Brief outline of the proposed presentation/speech
 - iv. Likely audience
 - v. Reason for participation
2. After participation in the seminar, the employee will be required to submit a report on the same.

COMMUNICATIONS TO THE MEDIA

1. The Communication Department of the IIMA will manage all communications with the press, in coordination with Director. Direct interaction with the Press will be handled by the Director. All queries from the media either through their representatives or otherwise should be referred to the General Manager - Communications.
2. An employee will deal directly with media on IIMA related matters, only after proper authorization to do so.
3. The use of internet or any other social media to reveal sensitive information is not allowed.

PROTECTION & PROPER USE OF IIMA ASSETS

1. All employees are expected to be responsible and efficient in their use of IIMA's assets. All assets of the Institute shall be used only for legitimate business purposes.
2. Theft, carelessness, and waste of resources will be viewed seriously.

DRUGS/SMOKING/ALCOHOL/WEAPONS

1. An employee taking drugs/consuming alcohol/smoking in office or found to possess weapons in office will be committing a disciplinary offence, which will be dealt with in accordance with the Institute's Disciplinary Action Procedure.
2. An employee may be, on reasonable suspicion, asked to undergo drug/alcohol testing. Refusal to comply with the directive may result in termination of the employee's services with the Institute.

CONDUCT RULES

[DO'S] - EVERY EMPLOYEE SHALL

1. Maintain absolute integrity at all times.
2. Maintain absolute devotion to duty at all times.
3. Maintain independence and impartiality in the discharge of duties.
4. Maintain a responsible and decent standard of conduct in private life.
5. Render prompt and courteous service to the public.
6. Observe proper decorum on and off the workplace.
7. Promptly report to superiors civil/criminal procedures against him/her, if any, in a Court of Law and the circumstances connected therewith.
8. Keep away from demonstrations organised by political parties.
9. Maintain political neutrality in their official dealings involving the Institute.
10. Avoid habitual indebtedness or insolvency.
11. Act in accordance with Institute policies
12. Mainting courtesy while dealing with the general public

[DON'TS] NO EMPLOYEE SHALL

1. Indulge in acts detrimental to the interest of IIMA.
2. Adopt dilatory tactics in his/her dealings with the public.
3. Practice untouchability.
4. Associate himself/herself with any banned organizations.
5. Join any association or demonstration whose objects or activities are prejudicial to the interest of the sovereignty and integrity of India, public order or morality.
6. Accept lavish or frequent hospitality from any individual, industrial or commercial firms, organizations, etc., having official dealings with him/her.
7. Lend money to or borrow money from or deposit money as a member or agent, with any person, firm or private company with whom he/she is likely to have official dealings.
8. Approach subordinates for standing surety for loans taken from private sources either by him/her, relations, or friends.
9. Appear in public place in a state of intoxication.

10. Indulge in any act of sexual harassment of any kind at workplace.
11. Enter into any private correspondence with Foreign Embassies or Missions/High Commissions.
12. Willful insubordination or disobedience, whether alone or in combination with others to any lawful and reasonable order of a supervisor.
13. Theft, or dishonesty in connection with the Institute' activities or property.
14. Willful damage to or loss of the Institute's goods or property.
15. Taking or giving bribes or any illegal gratification.
16. Habitual late attendance.
17. Habitual breach of any law applicable at the Institute.
18. Habitual negligence or neglect of work.
19. Frequent repetition of any misconduct or omission.
20. Striking work or inciting others to strike work.
21. Contravention of the provisions of any law, or rule having the force of law.
22. Acting in a manner prejudicial to the interests of the Institute.
23. Drunkenness or riotous or disorderly or indecent behaviour in the premises of the Institute or outside such premises where such behavior is related to or connected with the employment.
24. Gambling within the premises of the office or other place of work, where it is prohibited.
25. Smoking within the premises of the Office or other place of work, where it is prohibited.
26. Collection, without the permission of the competent authority, of any money (within the premises of the Institute) except as sanctioned by any law of the land for the time being in force or rules of the Institute.
27. Sleeping while on duty.
28. Commission of any act which amounts to a criminal offence involving moral turpitude.
29. Absence from the employee's appointed place of work without permission or sufficient cause.
30. Commission of any act subversive of discipline or good behavior.
31. Willful and prolonged absence from duty without reasonable cause.
32. Neglect of his/her spouse and family in a manner unbecoming of an employee of the Institute.
33. Failure to maintain a responsible and decent standard of conduct in private life, thereby bringing discredit to the Institute.
34. Having obtained an advance from the Institute for a specific purpose such as building a house, purchase of conveyance, leave travel or for any other declared purpose, but not utilizing the advance for the intended purpose within the period specified and diverting the money for any other use.
35. Any act unbecoming of an employee of the Institute.
36. Assaulting or abusing or insulting any of the officers or employees of the Institute within the premises of office or other place of work or outside.

37. Interference in the work of other employees.
38. Approaching higher authorities direct or through other persons for promotion or any other personal favor or gain except through proper channel.
39. Writing of anonymous or pseudonymous letter criticizing the Management or any other Manager/ employee of the Institute.
40. Spreading false rumors or giving false information or making defamatory statements (written or oral) which tend to bring the Management or its Managers into disrepute.
41. Carrying on money-lending, or any other private business.
42. Willful failure to appear before Medical Board, when called upon to do so.
43. Abetment of or attempt at abetment of any act which amounts to misconduct.

EMPLOYEE ARRESTED FOR CRIMINAL OFFENCE

1. An employee who is arrested on a criminal charge or is detained in pursuance of any process of law, may, if so directed by the competent authority, be considered as being or having been under suspension from the date of his detention, up to such date or during such other period, as the competent authority may direct.
2. Any payment made to such employee shall be subject to adjustment of his/her pay and allowances which shall be made according to the circumstances of the case and in the light of the decision as to whether such period is to be accounted for as the period of duty or leave.
3. Full pay and allowances will be admissible only if the employee:
 - a) is treated as on duty during such period; and
 - b) is acquitted of all blame or satisfies the competent authority in the case of his release from detention or his detention being set aside by the Competent Judiciary Authority, that he/she had not been guilty of improper conduct resulting in his detention.
4. An employee shall be liable to dismissal for any of the other charges if he/she is committed to prison for a criminal offence or is convicted for an offence which in the opinion of the competent authority, either involves gross moral turpitude or has a bearing on any of the affairs of IIMA or on the discharge by the employee of his duties in the IIMA; the decision of the Director in this respect shall be conclusive and binding on the employee.
5. Where the absence of an employee from duty without leave or his overstay is due to his having been arrested on criminal charges or due to his having been detained in pursuance of any process of law, the employee shall be treated as having absented himself/herself without leave or, as the case may be, overstayed, otherwise than under circumstances beyond his control

SEXUAL HARASSMENT

The Institute has set up an Internal Committee known as the Committee for Managing Gender Issues (CMGI) in accordance with the Act and related rules and regulations applicable to higher educational and technical institutions. The objective of CMGI goes beyond what is mandated by the Act and rules: CMGI is not only confined to dealing with complaints of Sexual Harassment towards women but also towards members of other genders and to work for creating awareness, sensitization, counselling, and educating about gender issues.

The CMGI Policy will be followed in conjunction with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (14 of 2013) and other relevant guidelines.

1. OBJECTIVES OF CMGI

- a) Creating a campus free from discrimination, harassment, retaliation or sexual assault at all levels;
- b) Proactively move to curb all forms of sexual harassment of employees and students;
- c) Create awareness about what constitutes sexual harassment including hostile environment harassment and quid pro quo harassment;
- d) Organize gender sensitization programmes and workshops for the faculty, Managers, functionaries associated with IIMA, and students, to ensure knowledge and awareness of the rights, entitlements and responsibilities enshrined in the Act, Rules, Regulations, and under this Policy;
- e) Act decisively against all gender based harassment perpetrated against employees and students primarily women employees and students and with the recognition that some male students and students of the third gender are vulnerable to many forms of sexual harassment and humiliation and exploitation and thus extend services to them as well;
- f) Be responsible to initiate all proceedings as required by law to punish those guilty of sexual harassment within IIMA Campus.

2. DEFINITIONS (FOR THE PURPOSE OF CMGI)

In these regulations, unless the context otherwise requires:

- a) "Complainant" means in relation to the campus, a woman of any age whether employed or not who alleges to have been subjected to any act of sexual harassment by the respondent. For avoidance of any doubt, Complainant also includes genders other than women. All Sexual Harassment complaints of genders other than women will be dealt with in accordance with clause 6 of the Policy.
- b) 'Act' means the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (14 of 2013).
- c) "Campus" means the physical location of the Indian Institute of Management Ahmedabad (IIMA) and its related institutional facilities like libraries, laboratories, lecture halls, residences, halls, toilets, student centres, hostels, dining halls, stadiums, parking areas, parks-like settings and other amenities like health centres, canteens, Bank counters, Post Office, milk booth etc., visited by the students, workers and employees. Campus also includes extended campus and covers within its scope places visited by the students and employees of the IIMA including transportation provided for the purpose of commuting to and from the institution, the locations outside the institution on field trips, internships, study tours, excursions, short-term placements, places used for camps, cultural festivals, sports meets, participating in meetings and conferences, and such other activities.

- d) "Covered Individuals" are persons who have engaged in protected activity (defined in clause f) such as filing a sexual harassment charge, or who are closely associated with an individual who has engaged in protected activity and such person can be an employee or a fellow student or guardian of the offended person;
- e) "Employee" means a person employed at a workplace for any work on regular, temporary, ad hoc or daily wage basis, either directly or through an agent, including a contractor, with or, without the knowledge of the principal employer, whether for remuneration or not, or working on a voluntary basis or otherwise, whether the terms of employment are express or implied and includes a co-worker, a contract worker, probationer, trainee, apprentice or called by any other such name; employee also includes, for the purpose of this Policy trainee, apprentice (or called by any other name), interns, volunteers, teaching assistants, research assistants, whether employed or not, including those involved in field studies, projects, short-visits and camps;
- f) "Protected Activity" includes reasonable opposition to a practice believed to violate sexual harassment laws on behalf of oneself or others such as participation in sexual harassment proceedings, cooperating with an internal investigation or alleged sexual harassment practices or acting as a witness in an investigation by an outside agency or in litigation;
- g) "Sexual Harassment" means:
 - (i) "An unwanted conduct with sexual undertones if it occurs or which is persistent and which demeans, humiliates or creates a hostile and intimidating environment or is calculated to induce submission by actual or threatened adverse consequences and includes any one or more or all of the following unwelcome acts or behavior (whether directly or by implication), namely:
 - (a) any unwelcome physical, verbal or non-verbal conduct of sexual nature;
 - (b) demand or request for sexual favours;
 - (c) making sexually coloured remarks
 - (d) physical contact and advances: or
 - (e) showing pornography.
 - (ii) any one (or more than one or all) of the following circumstances, if it occurs or is present in relation or connected with any behavior that has explicit or implicit sexual undertones:
 - (a) implied or explicit promise of preferential treatment as quid pro quo for sexual favours;
 - (b) implied or explicit threat of detrimental treatment in the conduct of work;
 - (c) implied or explicit threat about present or future status of the person concerned;
 - (d) creating an intimidating offensive or hostile learning environment;

- (e) humiliating treatment likely to affect the health, safety dignity or physical integrity of the person concerned;
- (h) "Student" means a person duly admitted and pursuing a programme of study either through regular mode or distance mode, including short-term training programmes at IIMA;
Provided that a student of other institute/university/college who comes to IIMA as a participant of any programme, academic or cultural event or on a personal visit, shall be treated as a student of IIMA for the purposes of this Policy.
- (i) "Third Party Harassment" refers to a situation where sexual harassment occurs as a result of an act or omission by any third party or outsider, who is not an employee or a student of IIMA, but a visitor to IIMA in some other capacity or for some other purpose or reason;
- (j) "Victimization" means any unfavourable treatment meted out to a person with an implicit or explicit intention to obtain sexual favour;
- (k) "Workplace" means the campus of IIMA including:
 - (a) Any department, organization, undertaking, establishment, enterprise, institution, office, branch or unit which is established, owned, controlled or wholly or substantially financed by funds provided directly or indirectly by IIMA;
 - (b) Any sports facility, stadium, sports complex or competition or games venue, whether residential or not used for training, sports or other activities relating thereof in IIMA;
 - (c) Any place visited by the employee or student arising out of or during the course of employment or study, cultural or any field trips organized by IIMA community including transportation provided for undertaking such journey.

3. CONSTITUTION OF CMGI

1. The Committee for Managing Gender Issues (CMGI) functions as the Internal Complaints Committee or Internal Committee (ICC or IC) of the IIMA. The composition of CMGI shall be as follows:
 - a) A Chairperson who shall be a tenured woman faculty member at the IIMA, nominated by the Director;
Provided that in case a tenured woman faculty is not available, the Chairperson shall be nominated from other offices or administrative units of the workplace referred to in sub-section 2(k);
 - b) Two faculty members and two non-teaching employees, preferably committed to the cause of women or who have had experience in social work or have legal knowledge, nominated by the Director;
 - c) Three students (at least one of whom is female), who shall be enrolled in long duration programs, selected through transparent procedure.

- d) One member from amongst non-government organizations or associations committed to the cause of women or a person familiar with the issues relating to sexual harassment, nominated by the Director IIMA;
- 2. At least one-half of the total members of the ICC shall be women.
- 3. Persons in senior administrative positions at IIMA, such as Director, Deans, Program Directors, etc., shall not be members of the CMGI in order to ensure autonomy of their functioning.
- 4. The member appointed from amongst the non-governmental organizations or associations shall be paid such fees or allowances for holding the proceedings of the CMGI, by the Director, IIMA as may be prescribed.
- 5. The term of office of the members of the CMGI shall be for a period of three years.
- 6. To the extent feasible, the outgoing Chairperson of the CMGI continues as a member for up to a year with the new Chairperson to ensure proper functioning of the committee.
- 7. Where the Chairperson or any member of the CMGI:
 - a) Contravenes the provisions of section 16 of the Act or goes against any of the substantive obligations under the CMGI Policy; or
 - b) has been convicted for an offence or an inquiry into an offence under any law for the time being in force is pending against him; or
 - c) has been found guilty in any disciplinary proceedings or a disciplinary proceeding is pending against them; or
 - d) has so abused their position as to render their continuance in office prejudicial to the public interest,such Chairperson or Member, as the case may be, shall be removed from the Committee and the vacancy so created or any casual vacancy shall be filled by fresh nomination in accordance with the provisions of this section."

4. RESPONSIBILITY OF CMGI

The Committee for Managing Gender Issues shall:

- a) provide assistance if an employee or a student chooses to file a complaint with the police;
- b) provide mechanisms of dispute redressal and dialogue to anticipate and address Sexual Harassment issues through just and fair conciliation without undermining complainant's rights, and minimize the need for purely positive approaches that lead to further resentment, alienation or violence;
- c) protect the safety of the complainant by not divulging the person's identity and provide the mandatory relief by way of sanctioned leave or relaxation of attendance requirement or transfer to another department or supervisor as required during the pendency of the complaint, or also provide for the transfer of the offender;
- d) Strive to ensure that victims or witnesses are not victimized or discriminated against while dealing with complaints of sexual harassment; and

- e) Strive to ensure prohibition of retaliation or adverse action against a covered individual because the employee or the student is engaged in protected activity.

5. THE PROCESS FOR MAKING A COMPLAINT

1. The CMGI shall comply with the procedure prescribed in CMGI Policy and the Act, for making a complaint and inquiring into the complaint in a time bound manner. An aggrieved person is required to submit a written complaint to the ICC within three months from the date of the incident and in case of a series of incidents within a period of three months from the date of the last incident.
2. Provided that where such complaint cannot be made in writing, the Chairperson or any Member of the CMGI shall render all reasonable assistance to the person for making the complaint in writing.
3. Provided further that the CMGI may, for the reasons to be accorded in writing, extend the time limit not exceeding three months, if it is satisfied that the circumstances were such which prevented the person from filing a complaint within the said period.
4. Friends, Relatives, Colleagues, Co-students, Psychologist, or any other associate of the victim may file the complaint in situations where the aggrieved person is unable to make a complaint on account of physical or mental incapacity or death.

6. SEXUAL HARASSMENT FACED BY MEN AND GENDERS OTHER THAN WOMEN

In case of Sexual Harassment faced by a person of any gender other than woman, the complaint may be filed with CMGI. The CMGI after prima facie examining the issue, will take up cases filed by genders other than women relating to Sexual Harassment, if it observes a clear pattern of Sexual Harassment in the case.

7. CONCILIATION

Prior to initiating an inquiry, the CMGI may, at the written request of the Complainant take steps to settle the matter between the Complainant and the Respondent through conciliation.

- a) Conciliation is only a choice of the Complainant.
- b) Conciliation shall not be forced or done by fraud, coercion or undue influence on either the Complainant or Respondent.
- c) Any settlement brought about must be mutually acceptable to both, the Complainant and the Respondent.
- d) Monetary settlement cannot be made the basis of such conciliation.
- e) In case a settlement has been arrived at, the CMGI shall record it and forward it to the management of IIMA to take action as specified in the recommendation of the CMGI.
- f) The CMGI will also provide copies of the settlement as recorded to the Complainant and the Respondent.
- g) If settlement has been reached, the CMGI will not be required to conduct any further inquiry.
- h) If Complainant feels that the terms of settlement are not being complied with by the Respondent or action has not been taken by IIMA, Complainant can make a written request to the CMGI to conduct an inquiry into the complaint.

8. THE PROCESS FOR CONDUCTING INQUIRY

1. On receipt of the complaint, the Chairperson/Presiding Manager of CMGI shall form a sub-committee which will conduct inquiries, hearing and take action on the complaint received.
2. The CMGI sub-committee shall, upon receipt of the complaint, send one copy of the complaint to the respondent within a period of seven days of such receipt.
3. Upon receipt of the copy of the complaint, the respondent shall file his or her reply to the complaint along with the list of documents and names and addresses of witnesses within a period of ten days.
4. The inquiry has to be completed within a period of ninety days from the receipt of the complaint. The inquiry report, with recommendations, if any, has to be submitted within ten days from the completion of the inquiry to the Director of IIMA. Copy of the findings or recommendations shall also be served on both parties to the complaint.
5. The Director of IIMA shall act on the recommendations of the committee within a period of thirty days from the receipt of the inquiry report, unless an appeal against the findings is filed within that time by either party.
6. An appeal against the findings or / recommendations of the ICC may be filed by the either party before the Executive Authority of the HEI within a period of thirty days from the date of the recommendations
7. If the Director of IIMA decides not to act as per the recommendations of the CMGI, then it shall record written reasons for the same and convey to the CMGI and both the parties to the proceedings. If the Director decides to act as per the recommendations of the CMGI, then a show cause notice, answerable within ten days, shall be served on the party against whom action is decided to be taken. The Director of IIMA shall proceed only after considering the reply or hearing the aggrieved person.
8. The identities of the aggrieved party or victim or the witness or the offender shall not be made public or kept in the public domain.

9. INTERIM REDRESSAL

When the CMGI *prima facie* believe, depending of severity of particular case, there is a requirement to act upon to protect the complainant, the CMGI may recommend and the IIMA may:

- a) transfer the complainant or the respondent to another section or department to minimize the risks involved in contact or interaction, if such a recommendation is made by the CMGI;
- b) grant leave to the aggrieved with full protection of status and benefits for a period up to three months;
- c) restrain the respondent from reporting on or evaluating the work or performance or tests or examinations of the complainant;
- d) ensure that offenders are warned to keep a distance from the aggrieved, and wherever necessary, if there is a definite threat, restrain their entry into the campus;
- e) take strict measures to provide a conducive environment of safety and protection to the complainant against retaliation and victimization as a consequence of making a complaint of sexual harassment.

10. PUNISHMENT AND COMPENSATION

- (1) Anyone found guilty of sexual harassment shall be punished in accordance with the service rules of IIMA, if the offender is an employee. The CMGI may recommend:
 - (a) a written apology
 - (b) a letter of warning
 - (c) removal and/or disbarment from holding an administrative position
 - (d) withholding the promotion
 - (e) compulsory retirement
 - (f) withholding of pay rise or increments
 - (g) immediate transfer or suspension without pay
 - (h) suspension from service for a limited period
 - (i) termination from service
 - (j) undergoing a counselling session
 - (k) carrying out community service
 - (l) deduction from the salary or wages of the employee, such sum as CMGI may consider appropriate to be paid to the Complainant or to his / her legal heirs as compensation. In case IIMA is unable to make deductions from the salary of the employee due to his / her being absent from duty or cessation of employment, it may direct them to pay such sum to the Complainant. In case they fail to pay the sum, CMGI may forward the order for recovery of the sum as an arrear of land revenue to the concerned district officer.
- (2) Where the respondent is a student, depending upon the severity of the offence, the CMGI may recommend:
 - (a) a written apology
 - (b) a letter of warning
 - (c) removal and/or disbarment from holding an administrative position
 - (d) withhold privileges of the student such as access to the library, auditoria, halls of residence, transportation, scholarships, allowances and identity card;
 - (e) suspend or restrict entry into the campus for a specific period;
 - (f) award reformative punishments like mandatory counseling and, or, performance of community services.
 - (g) expel and strike off name from the rolls of the institution, including denial of readmission, if the offence so warrants;
- (3) Where the respondent is a third party, depending on the severity of the offence, the CMGI may recommend:
 - (a) warning, reprimand or censure
 - (b) a letter of warning to the respondent

- (c) a letter communicating their misconduct to his / her place of education, employment or residence
 - (d) withhold privileges of the third party such as access to the library, auditoria, halls of residence, transportation, scholarships, allowances and identity card;
 - (e) suspend or restrict entry into the campus for a specific period; and / or a bar on appearing for the entrance examination / interview to any program of study offered by IIMA
 - (f) cancellation of contract with IIMA;
- (4) In case that the CMGI determines that the aggrieved person is entitled to the payment of compensation, the IIMA shall issue direction for payment of the compensation recommended by the CMGI and accepted by the Director of IIMA, which shall be recovered from the offender. The compensation payable shall be determined on the basis of:
- (a) mental trauma, pain, suffering and distress caused to the aggrieved person;
 - (b) the loss of career opportunity due to the incident of sexual harassment;
 - (c) the medical expenses incurred by the victim for physical, psychiatric treatment;
 - (d) the income and status of the alleged perpetrator and victim; and
 - (e) the feasibility of such payment in lump sum or in installments;

11. ACTION AGAINST FRIVOLOUS COMPLAINT

To ensure that the provisions for the protection of employees and students, and others from sexual harassment do not get misused, CMGI takes false, mischievous or malicious complaints seriously. If the CMGI concludes that the allegations made were false, mischievous or malicious or the complaint was made knowing it to be untrue, or forged or misleading information has been provided during the inquiry, the complainant shall be liable to be punished as per the provisions in this Policy Section 10 sub-regulation (1) if the complainant happens to be an employee and as per sub-regulation (2) of the regulation, if the complainant happens to be a student. However, the mere inability to substantiate a complaint or provide adequate proof will not attract attention against the complainant. Malicious intent on the part of the complainant shall not be established without an inquiry, in accordance with the procedure prescribed, conducted before any action is recommended.

12. CONFIDENTIALITY

- a) All concerns and reporting can be expressed or made without any fear of retaliation. It shall be the duty of all persons and authorities designated to ensure that the complaints lodged with CMGI remains confidential. After the initiation of an enquiry, confidentiality of proceedings shall be maintained so far as is possible.
- b) The name and identity of the Complainant or the Respondent or Witnesses shall not be revealed to the press / media or any other persons whilst reporting of any proceedings, case, order or Judgment.
- c) The contents of the complaint, the identity and contact details of the Complainant, respondent and witnesses and any information related to conciliation, inquiry

proceedings, recommendations of the CMGI and the action taken by IIMA shall not be published, communicated or made known to the public, press and media in any manner and will be revealed strictly on a need-to-know basis. All discussions / decisions must be documented and retained by the CMGI and must be kept confidential. The above may also include suspension pending inquiry. Appropriate information will be shared with Government authorities as per the Act.

- d) However, information may be disseminated regarding the justice secured to any victim without disclosing the name, address, identity or any other particulars calculated to lead to the identification of the Complainant and witnesses.
- e) If any person (including witnesses) breaches confidentiality, the CMGI reserves the right to initiate proceedings against them and suggest punishments as outlined in Section 10.

13. PROTECTION AGAINST VICTIMIZATION

IIMA will not accept, support or tolerate retaliation in any form against any employee / student who, acting in good faith, reports suspected misconduct, asks questions or raises concerns. Any person who engages in such retaliation directly or indirectly, or encourages others to do so, may be subject to appropriate disciplinary action. While dealing with any complaint of Sexual Harassment, CMGI shall ensure that the Complainant or the witness are not victimized or discriminated against by the Respondent.

In case of any victimization, the CMGI reserves the right to initiate proceedings for the same and suggest punishments as outlined in Section 10. Additionally, the CMGI may do the following:

- a) Issue a restraint order to warn the Respondent(s) that any attempt on his / her part or by person(s) acting on his / her behalf, to contact, or influence, or intimidate, or exert pressure on the Complainant/witness or any person in the Complainant's/ witness's confidence may prove prejudicial to his / her case. CMGI may issue a verbal and written warning that such behaviour may lead to an adverse inference (i.e. a contrary / negative view) being drawn against him / her. The Complainant or any other person should intimate in writing to CMGI of any violation of the order of restraint by the Respondent(s), or any persons acting on his / her behalf. CMGI shall consider all violations of the restraint order when determining the nature of offence of a Respondent found guilty of Sexual Harassment.
- b) If the Complainant / witness is a student and the Respondent(s) is a teacher, during the inquiry and post-inquiry (if teacher is found guilty), the Respondent(s) shall not supervise any academic activity of the student, including but not limited to, evaluation and examination, re-examination, and supervision of research.
- c) If Complainant / witnesses and the Respondent(s) are members of the academic and / or non-teaching staff of IIMA, during inquiry and post inquiry (if Respondent is found guilty), the Respondent shall not write the Annual Performance Reports of the Complainant, if he / she is otherwise so authorized.
- d) If the Respondent(s) is a resident / service provider, during the duration of the inquiry and even after such inquiry if the Respondent is found guilty, the order of restraint issued in accordance with the procedures shall be in force at all times.

14. WHERE SEXUAL HARASSMENT AMOUNTS TO CRIMINAL OFFENCE

- a) Where Sexual Harassment amounts to a specific offence under the Indian Penal Code, 1860 or under any other law, it shall be the duty of CMGI to immediately inform the Complainant of his / her right to initiate action in accordance with law with the appropriate authority, and to give necessary assistance regarding the same.
- b) The provisions of this Policy shall not restrict the powers of IIMA or Complainant to proceed against the Respondent for any other misconduct, or pursue criminal or civil remedies, whether or not connected with the misconduct within the purview of this Policy.
- c) The proceedings under this Policy shall not, in any way, be affected by any other proceedings against the Respondent preferred by the Complainant under any other provision of civil or criminal law, except to the extent specifically ordered by a court of law. Any such action or proceedings initiated shall be in addition to proceedings initiated and / or any action taken under this Policy.

15. RESPONSIBILITIES OF IIMA

- a) IIMA shall provide legal, medical and counseling assistance to those complainants who have to take legal recourse to the best of its abilities and any recommendations for the same must have the approval of the Director.
- b) Place a copy of this Policy on the internal website of IIMA or such prominent places as a continual reminder to the employees (including teaching and non-teaching staff) and students of the IIMA's Policy on Sexual Harassment.
- c) Sensitizing the employees (including teaching and non-teaching staff) and students and provide training related to Sexual Harassment issues.
- d) Encouraging women employees of IIMA (including teaching and non-teaching staff) and students to raise their concerns and issues on Sexual Harassment in the workplace at appropriate forum for affirmative discussion from time to time.
- e) In case the management of IIMA receives a complaint, it shall forward such complaint to CMGI for redressal.
- f) IIMA shall maintain full confidentiality with respect to the complaints.
- g) IIMA shall extend all necessary assistance for ensuring full, effective and speedy implementation of this Policy.
- h) IIMA shall strive to create a safe workplace and provide support to CMGI for its effective and unbiased functioning.
- i) IIMA shall forward to the District Officer, the Annual Report of CMGI.

16. WHAT IIMA EXPECTS FROM YOU

- a) Help IIMA provide a safe and respectful environment for all and have shared responsibility of creating the same.
- b) Speak up if you come across Sexual Harassment. Be aware that IIMA will take allegations seriously and will ask for co-operation in an inquiry if you bring a complaint forward.

- c) Provide support during any inquiry of a complaint, including testifying as witness and giving full and truthful disclosure of all factual information when asked by CMGI, while ensuring that complete confidentiality is maintained, throughout, about any case of Sexual Harassment within the organization.
- d) Set an example of dignified workplace behaviour and ethical standards in line with IIMA's values.
- e) Handle information related to known or suspected violations of this Policy in a discreet and confidential manner and not attempt to investigate / inquire into the information or suspected violations of this Policy on your own i.e. without involving CMGI.

17. HOW TO RESPOND

- a) Sexual Harassment is unlikely to stop until confronted.
- b) IIMA supports and encourages all members of the community who believe they are being sexually harassed to take steps to end the Sexual Harassment.
- c) Keep records of any verbal or written communication you have with the harasser.
- d) Talk to or email any member of CMGI.
- e) Filing of a complaint will not adversely affect career / grades / academic status.

18. AMENDMENT TO THE POLICY

IIMA reserves the right to amend the Policy from time to time in order to comply with any laws / rules / regulations that come into effect from time to time, related to Sexual Harassment at workplace.

RULES ON DISCIPLINARY ACTION

CLASSIFICATION OF EMPLOYEES

Employee shall be classified as Permanent, Probationers, Tenure Based Scaled Contract, Temporary, Part-time, Casual and Associate (such as AA, RA) etc.

- 1. Permanent Employee:** means employee who has been confirmed in his post and has received a letter of confirmation from the Chief Administrative Officer or by the person authorised in this behalf by the Director after satisfactory completion of probation period of service with the Institute and whose name has been entered in the muster and who has been given an identity card.
- 2. Probationer Employee:** means an employee who is provisionally employed on a trial basis to be considered for permanent vacancy or post and has not completed probationary period fixed for him in that behalf and who has not received a letter of confirmation in service from the Chief Administrative Officer or a person authorised in this behalf by the Director. The probationary period will be such as may be determined, and on expiry of the stipulated period of probation, the employee shall be deemed to continue on probation as a probationer. The Probationer shall be governed by the terms of his employment and by rules or orders expressly governing probationers. It is hereby expressly provided that benefit conferred under these regulations or any other rules framed by the Institute shall not apply to the probationer

unless otherwise expressly specified. Rules as regards hours of work and other regulations applicable for the discharge of his/her duty, shall, however, apply to the probationer.

3. **Tenure Based Scaled Contract Employee:** means an employee employed for a fixed tenure on the pay scale applicable in the Institute. Tenure period will be such as may be determined by the Institute. The Tenure Based Scaled Contract employee shall be governed by the terms of his employment and by rules or orders expressly governing them. It is hereby expressly provided that all benefits conferred under these regulations or any other rules framed by the Institute shall apply to the Tenure Based Scaled Contract employee unless explicitly specified.
4. **Temporary employee:** means an employee who is appointed for a limited period for work which is essentially temporary or seasonal or a person who is employed temporarily as an additional employee to assist in a temporary increase in work Period of temporary employment of temporary workmen may be extended from time to time at the discretion of the Director depending upon exigencies of work. However, the total duration will not be more than two years, and at a time, the duration will not be more than one year. It is hereby expressly provided that benefit of leave or provident fund or any other benefits conferred under these regulations or any other Rules framed by the Institute shall not apply to temporary workmen, unless otherwise expressly specified. Regulations as regards hours of work and other Regulations applicable for the discharge of his duties shall however, apply to him.
5. **Part-time employee:** means an employee who has been employed to work for only part of the day or during the hours other than those fixed for employees in general.
6. **Trainee** means an employee other than a person who is appointed under the Apprentice Act, 1961 and Apprentice (Amendment) Act, 1985, at the Institute with or without any allowances to learn a job and who is not a probationary or contract or temporary employee.
7. **Apprentice:** means a person who is appointed as an Apprentice under the Apprentice Act, 1961 and Apprentice (Amendment) Act, 1985, and it also includes one who is employed with or without any allowance to learn a job and who is not a probationer or temporary staff.
8. **Outsourced Employee:** means an employee hired through an outsourcing agency / contractor providing manpower services to the Institute. The employees of the contractor, who has agreement with the Institute for providing services e.g. Security, House Keeping etc., will not be considered as outsourced employee.
9. **Academic Associate:** means a person appointed to support the faculty in their varied academic activities. The appointment is maximum for five years on a contract with fixed pay. The Academic Associate is not entitled to any of the benefits and privileges of a permanent employee. They are governed by the terms of his employment and by rules or orders expressly governing them. It is hereby expressly provided that benefits conferred under these regulations or any other rules framed by the Institute shall not apply to them unless explicitly specified. Rules as regards hours of work and other regulations applicable for discharge of his/her duty, shall, however, apply to them.
9. **Research Assistant/Associate:** means a person appointed to assist the faculty in individual and group research, case writing, etc. They are not entitled to any of the benefits and privileges of a permanent employee. They are governed by the terms of his employment and by rules or orders expressly governing them. It is hereby expressly provided that benefit conferred

under these regulations or any other rules framed by the Institute shall not apply to them unless explicitly specified. Rules as regards hours of work and other regulations applicable for discharge of his/her duty, shall, however, apply to them.

If a permanent employee is employed as a probationer to new or higher post, he/she may, at any time, during the probationary period, be reverted to his original permanent post by an order in writing signed by the Director/Chief Administrative Officer or by any person authorised in this behalf.

The authority which appoints a member of the faculty and staff of the Institute, hereinafter referred to as 'employee' or person, may suspend, discharge, dismiss, or award any for the misconduct or for breach of the terms and conditions of his/her appointment.

PENALTIES:

Notwithstanding anything contained in any other regulation, and without prejudice to such action to which an employee may become liable under any other regulation or law for the time being in force, the following penalties may (for good and sufficient reasons and as hereinafter provided) be imposed on any employee of the Institute.

MINOR PENALTIES:

1. censure;
2. withholding of his promotion;
3. recovery from; his pay of the whole or part of any pecuniary loss caused by him to the Institute by negligence or breach of orders;
 - a) Reduction to a lower stage in the time scale of pay for a period not exceeding 3 years without cumulative effect and not adversely affecting his pension.
 - b) Withholding of increments of pay.

MAJOR PENALTIES:

1. As provided for in Regulation 3(a) above, reduction to a lower stage in the time scale of pay for a specified period, with further directions as to whether or not the employee of the Institute will earn increments of pay during the period of such Reduction and whether on the expiry of such period, the reduction will or will not have the effect of postponing the future increments of his pay;
2. reduction to a lower time-scale of pay or post which shall ordinarily be a bar to the promotion of the employee to the time-scale of pay or post from which he was reduced, with or without further directions regarding conditions of restoration to the post from which the employee of the Institute was reduced and his seniority and pay on such Restoration to that post;
3. (compulsory) retirement;
4. removal from service which shall not be disqualification for future employment under the Institute;

5. dismissal from service which shall ordinarily be a disqualification for future employment under the Institute

The following shall not constitute a penalty within the meaning of this regulation.

1. Discharge of an employee for failure to pass any examination or test or a medical test prescribed for fresh appointment to any category of post; compulsory retirement of an employee in accordance with the provision relating to superannuation or retirement;
2. Compulsory retirement of an employee by following the provision relating to superannuation or retirement;
3. Termination of service or reversion to a lower category or post of an employee appointed or promoted on probation either during or at the end of the period of probation;
4. Discharge of an employee under regulation 19 or as a measure of retrenchment for want of vacancy;
5. Termination of service of an employee employed under a contract or agreement as per the terms of such contract or agreement or in the case of an employee appointed for a specific period, at the end of such period;
6. Reversion of an employee promoted from a lower post to a higher post to such lower post for want of vacancy;
7. On-promotion of an employee after consideration of his case for promotion; whether on a regular or Tenure Based Scaled Contract or on ad-hoc basis to a post to which he is eligible for being considered;
8. Replacement of the services of an employee whose services had been borrowed at the disposal of his parent organization.

SUSPENSION:

The appointing authority or any authority to which it is subordinate or the disciplinary authority or any other authority empowered in that behalf by the Board, by general or special order, may place an employee under suspension:

1. where a disciplinary proceeding against him is contemplated or is pending or
2. where in the opinion of the authority aforesaid, he has engaged himself in activities prejudicial to the interest of the security of the State; or
3. where a case against him in respect of any criminal offence is under investigation, inquiry or trial:

Provided that, where the order of suspension is made by an authority lower than the appointing authority, such authority shall forthwith Report to the appointing authority the circumstances in which the order was made.

4. An employee shall be deemed to have been placed under suspension by order of appointing authority:
 - a) With effect from the date of his detention, if he is detained in custody, whether on a criminal charge or otherwise, for a period exceeding forty-eight hours.

- b) With effect from the date of his conviction, if in the event of a conviction for an offence, he is sentenced to a term of imprisonment exceeding forty-eight hours and is not forthwith dismissed or removed or compulsorily retired consequent on such conviction.
5. An employee who is placed under suspension shall, during the period of such suspension, be paid a subsistence allowance at the following rate, namely:
- a) Where the enquiry contemplated or pending is departmental the subsistence allowance shall, for the first ninety days from the date of suspension, be equal to one half of the basic wage, dearness allowance and other compensatory allowances to which the employee would have been entitled if he/she was on leave with salary. If the departmental enquiry gets prolonged and the employee continues to be under suspension for a period exceeding ninety days, the subsistence allowance shall for such period be equal to three-fourths of such basic salary, dearness allowance and other compensatory allowance.

Provided that where such enquiry is prolonged beyond ninety days for reasons directly attributable to the employee, the subsistence allowance shall, for the period exceeding ninety days, be reduced to one-fourth of such basic salary, dearness allowance and other compensatory allowances.

- b) Where the enquiry is by an outside agency or, as the case may be, where criminal proceedings against an employee are under investigation or trial, the subsistence allowance shall, for the first one hundred and eighty days from the date of suspension, be equal to one-half of his basic salary, dearness allowance and other compensatory allowances to which the employee would have been entitled to if he/she was on leave. If such enquiry or criminal proceeding gets prolonged and the employee continues to be under suspension for a period exceeding one hundred and eighty days, the subsistence allowance shall for such period be equal to three-fourths of such wage.

Provided that where such enquiry or criminal proceedings are prolonged beyond a period of one hundred and eighty days for reasons directly attributable to the employee the subsistence allowance shall, for the period exceeding one hundred and eighty days, be reduced to one-fourth of such salary.

ENQUIRY PROCEEDINGS:

1. In the enquiry, the employee shall be entitled to appear in person or to be represented by an employee of the Institute.
2. The proceedings of the enquiry shall be recorded in English. However, the Institute shall arrange for a Hindi or Gujarati translation of the proceedings at the request of the employee.
3. The proceedings of the enquiry shall generally be completed within three months:

Provided that the period of three months may, for reasons to be recorded in writing, be extended by such further period as may be deemed necessary by the enquiry officer.

4. If on the conclusion of the enquiry or, as the case may be, of the criminal proceeding, the employee has been found guilty of the charges framed against him/her and it is considered, after giving the employee concerned a reasonable opportunity of making representation on the penalty proposed, that an order of dismissal or suspension or fine or stoppage of annual

increment or reduction in rank would meet the ends of justice, the competent authority shall pass an order accordingly.

Provided that where an order imposing fine or stoppage of annual increment or reduction in rank is passed under this clause, the employee shall be deemed to have been on duty during the period of suspension and shall be entitled to the same emoluments as he/she would have received if he/she had not been placed under suspension, after deducting the subsistence allowance paid to him/her for such period.

5. If on the conclusion of the enquiry, or as the case may be, of the criminal proceedings, the employee has been found to be not guilty of any of the charges framed against him/her, he/she shall be deemed to have been on duty during the period of suspension and shall be entitled to the same salary as he/she would have received if he/she had not been placed under suspension, after deducting the subsistence allowance paid to him/her for such period.
6. The payment of subsistence allowance under these rules shall be subject to the employee concerned not taking up any employment during the period of suspension.
7. In awarding punishment under this rule, the competent authority shall take into account the gravity of the misconduct, the previous record, if any, of the employee and any other extenuating or aggravating circumstances that may exist. A copy of the order passed by the competent authority shall be supplied to the employee concerned.
8. No order of discharge or dismissal shall be passed under the preceding rule unless the specific charges on which such order is to be passed, are framed against the person in writing, and given to the said person, so that he/she shall have reasonable opportunity to show cause why the proposed action should not be taken against him/her, and submitting an explanation in writing within such time as may be prescribed by the appointing authority; provided that the requirements may be waived if the facts on the basis of which action is to be taken, have been established in a court of law or where the person absconded remains absent without intimation for a period of not less than one month or where it is for any other reason impracticable to communicate with him/her. In every case where all or any of the requirements of this rule are waived, the reasons for so doing shall be recorded in writing.

APPEALS:

An employee who has been discharged or dismissed shall have a right to appeal against any order passed against him/her to an authority referred to as 'Appellate Authority' in Annexure I. Every appeal shall comply with the following requirements.

- a) It shall be written in English, or, if not written in English, it shall be accompanied by a translation in English and shall be signed.
- b) It shall be presented, in concise, polite language and be free from irrelevant matter.
- c) It shall contain all material statements and arguments relied on and shall be complete in itself.
- d) It shall specify the relief desired.
- e) It shall be submitted to the authority which made the order appealed against within three months from the date on which the Appellant receives a copy of the order appealed against provided further that a copy of the appeal may be submitted directly to the appellate authority.

- f) It shall not be addressed to the authorities listed in Annexure I or to any member of the Board of Governors by name, and any such action shall be deemed a breach of discipline.

CONSIDERATION OF APPEALS

In the case of an appeal against an order of discharge or dismissal, the appellate authority shall consider:

- a) Whether the procedure prescribed in the preceding paras has been complied with, and, if not, whether such non-compliance has resulted in a miscarriage of justice,
- b) whether the findings are justified, and
- c) whether the penalty imposed is excessive, adequate or inadequate and pass orders
 - i) setting aside, reducing, confirming, enhancing the penalty, or
 - ii) remitting the case to the appointing authority with such direction as it may deem fit in the circumstances of the case.

Provided that the appellate authority shall not impose any enhanced penalty unless the appellant is given an opportunity of making any representation which he/she may wish to make against such an enhanced penalty.

IMPLEMENTATION OF ORDERS IN APPEAL

The authority which made the order appealed against shall give effect to the orders passed by the appellate authority.

REVIEW OF ORDERS IN DISCIPLINARY CASES

The authority specified in Annexure I before which an appeal against an order imposing any of the penalties, may of its own motion or otherwise, call for the records of the case in a disciplinary proceeding, review any order passed in such a case, and pass such orders as it deems fit as if the employee had preferred an appeal against such an order. No such review will be undertaken three months after the date of the order to be reviewed.

BOARD'S POWER TO REVIEW

1. Notwithstanding anything contained above, the Board of Governors may, on its own motion, after calling for the records of the case, review any order which is made or is appealable under these rules.
2. An employee who has been discharged or dismissed or imposed any of the punishments by an order passed by the Board of Governors, can make a request to the Board for reconsideration of its decision, within one month from the date of receipt of the decision of the Board of Governors. The Board after reconsideration may arrange to communicate its decision to the employee concerned. Once such reconsideration is communicated the decision of the Board will be final. No further appeal will lie against such a decision of the Board.

PAY AND ALLOWANCES ON ACQUITTAL

If an employee of the Institute has been discharged or dismissed and charges are not proved against him/her, the appellate authority may grant him/her for the period of absence from duty

- a) if he/she is fully exonerated, the full pay to which he/she would have been entitled if he/she had not been discharged or dismissed, and by an order to be separately recorded, any allowance of which he/she was in receipt prior to his/her discharge or dismissal,

or
- b) if not fully exonerated, such proportion of such pay and allowances as the appellate authority may prescribe.

The period of absence from duty will be treated as period spent on duty in case of (a) above and it will not be treated as period spent on duty in case of (b) above unless the appellate authority directs to the contrary.

PROCEDURE FOR DISCIPLINARY PROCEEDINGS AFTER RETIREMENT:

Any disciplinary proceeding, if instituted by issue of charge sheet while the employee was in service, whether before his retirement or during his re-employment, shall, after the retirement of the employee, be continued and concluded by the authority by which it was commenced, in the same manner, as if the employee had continued in service. Such proceeding after retirement should be completed expeditiously and within twelve months from the date of delivery of charge sheet to the charged official, subject to Court Orders, if any. During the pendency of the disciplinary proceedings, the disciplinary authority may withhold payment of gratuity for ordering the recovery from gratuity of the whole or part of any pecuniary loss caused to the Institute. If the employee is found in a disciplinary proceedings or judicial proceedings to have been guilty of offence or misconduct as mentioned in the relevant Sections of the Payment of the Gratuity Act, 1972 (39 of 1972) or to have caused pecuniary loss to the Institute by misconduct or negligence during his service, including service rendered on deputation or on re-employment after retirement, provided that the provisions of relevant Sections of the Payment of Gratuity Act, 1972 shall be kept in view in the event of delayed payment, in case, the employee is fully exonerated

ANNEXURE - I

LIST OF APPOINTING AUTHORITIES, PUNISHING AUTHORITIES AND APPELLATE AUTHORITIES FOR DIFFERENT CATEGORIES OF EMPLOYEES

Sr. No.	Pay Band of posts	Appointing Authority	Authority competent to impose penalty	Appellate Authority
1	Faculty	Director	Director	Board of Governors
2	Research Staff	Dean (authority delegated by the Director)	Dean (authority delegated by the Director)	Director
3	Administrative Staff in Pay Level 11 and above	Director	Director	Board of Governors
4a	Administrative Staff in Pay Level 6 to Pay Level 10	Chief Administrative Officer (authority delegated by the Director)	Chief Administrative Officer (authority delegated by the Director)	Director
4b	Administrative Staff in Pay Level 1 to Pay Level 5	Associate Vice President – HR (authority sub delegated by the Director)	Associate Vice President – HR (authority sub delegated by the Director)	Chief Administrative Officer

CHAPTER 6

LEAVE AND ATTENDANCE

Institute's rules for maintaining attendance and leave policy.

(1) OFFICE HOURS

- 1.1 The Institute timings are from 9:00 am to 5:45 pm (Monday to Friday) Fifteen minutes of grace period is given to each employee in case of delay due to unforeseen circumstances in the morning. This period of grace timemay be condoned unless it becomes a matter of frequent habit.
- 1.2 The Head of the Department has to ensure that:
 - 1.2.1 The staff take a lunch break during specified hours (i.e. between 1:00 pm to 1:45 pm).
 - 1.2.2 The staff follow office time while coming to the office and leaving the office.
 - 1.2.3 The staff punch their presence via the biometric system in the terminal nearest to their department.
- 1.3 For the staff working on shift-basis, the timings will be decided by the HoD, according to the nature of work in the department. The shift timings, if different from the regular timings, should be shared with the HR Office by every 1st day of the month.
- 1.4 Late attendance up to an hour for not more than two occasions in a month may be condoned by the Supervisor. Half-a-day Casual Leave will be debited for reporting late on the third occurrence. If the CL balance of the particular employee is nil, it will lead to deduction of EL.
- 1.5 If an employee does not improve on his punctuality; the Institute may initiate disciplinary actions against the concerned employee in addition to the debiting of half-a-day's Casual Leave to his account.
- 1.6 It will be the responsibility of the HoD to inform the HR office regarding subordinates who remain absent from duty without informing or prior permission of the concerned authority. Such unauthorised absence, if not condoned, can mean break-in-service.
- 1.7 The HoD should inform the HR Office, if an employee has obtained permission to attend late or to leave the office early.

(2) PROCEDURE FOR GRANTING LEAVE

- 2.1 The grant of leave to the Institute employee is governed by the Institute Leave Rules. These rules are framed in line with the leave rules applicable to the Central Government employees.

- 2.2 Leave cannot be claimed as a matter of right. Based on the Institute's requirement or public exigencies, leave can be denied.
- 2.3 The leave sanctioning authority may refuse or revoke leaves of any kind but cannot alter the kind of leave due and applied for.
- 2.4 The reasons for leave should invariably be indicated in the leave application.
- 2.5 Any planned leave for more than two days should be applied at least 10 days before the start of the leave.
- 2.6 On return from a leave of more than ten days, the employee should report for duty to the HoD and inform to the HR Office.
- 2.7 Leave should be applied through ESS in the same month in which it is availed.
- 2.8 Absence without leave not in the continuation of any authorised leave will constitute an interruption of service unless it is regularized.

(3) EXTENSION OF LEAVE

- 3.1 Requests for extension of leave should be avoided as far as possible. Applications for extension of leave should be submitted well in advance of the date of expiry of the leave already sanctioned through the Supervisor concerned. It should not be assumed that an extension will always be granted.
- 3.2 If an employee is unable to resume duty on the due date on account of any unforeseen circumstances, he must send an immediate intimation to the Concerned HoD stating the reason of his inability to attend Office on the due date.
- 3.3 Extension of leave without proper sanction will lead to the deduction of half pay leave (HPL) against the HPL account of the employee to the extent HPL is due, and the excess will be treated as Extra Ordinary Leave (EOL). No leave salary is admissible for the entire period of extension of leave without sanction and such period will not be counted under the qualifying service.
- 3.4 If employee is absent without proper sanction of leave, it will be treated as EOLWP.

(4) CANCELLATION OF LEAVE

- 4.1 Cancellation of leave by the employee should be applied and approved by the supervisor.

(5) KINDS OF LEAVE

5.1 LEAVE TYPE 1: CASUAL LEAVE

- 5.1.1 Casual leave admissible to an employee is eight days for a calendar year, subject to the condition that not more than five days' casual leave may be allowed at a time.
- 5.1.2 Casual leave can be combined with Special Casual leave but not with any other kind of leave.
- 5.1.3 Sundays and Holidays falling during a period of Casual Leave are not counted as part of Casual Leave.

- 5.1.4 Sundays/public holidays/restricted holidays/weekly offs can be prefixed/ suffixed to Casual Leave.
- 5.1.5 Casual Leave can be taken while on tour, but no daily allowance will be admissible for the period.
- 5.1.6 Casual leave can be taken for half-day also. If CL is availed forenoon, then the person must join duty by the end of lunch hours (13:45 in case of general duty).
- 5.1.7 Casual leave cannot be accumulated. Leave not availed in a particular calendar year will lapse at the end of that year.
- 5.1.8 Employees appointed on term basis would be entitled for Casual leave, but it will be granted to him proportionately.
- 5.1.9 If a person joins in the middle of a year, casual leave will be granted to him proportionately.
- 5.1.10 As far as possible Casual Leave should not be kept unutilised till December. Availing the accumulated casual leave in the last month results in disruption of work.
- 5.1.11 LTC/Leave Encashment can be availed during Casual Leave.

5.2 LEAVE TYPE 2: EARNED LEAVE

- 5.2.1 The administrative staff is entitled to 30 days of Earned Leave. Fifteen days will be credited to the employee's account on 1st of January and 15 days on 1st of July.
- 5.2.2 The existing ceiling on the accumulation of EL is 300 days.
- 5.2.3 The credit rate is 2 ½ days per completed calendar month.
- 5.2.4 Earned Leave can be availed up to 180 days at a time.
- 5.2.5 The credit for the half-year in which an employee joins the service in the middle of the year will be afforded only at the rate of 2½ days per completed calendar month up to the date of his term.
- 5.2.6 If such employees are absorbed in the Institute services at the end of tenure/term, the leave like EL, CL & HPL would be carried forward to his/her account.
- 5.2.7 Earned Leave will be reduced by 1/10th of EOL availed and/or the period of **dies non* during the previous half year, subject to a maximum of 15 days and to the extent of such credit only.
- 5.2.8 The EL application has to be submitted through ESS to the head of the department for approval 15 days prior to the start of the leave.
- 5.2.9 The credit for the half-year in which an employee is due to retire or resigns from the service shall be afforded only at the rate of two & half days per completed calendar month up to the date of retirement or resignation.
- 5.2.10 When an employee is removed or dismissed from service, credit of earned leave shall be allowed at the rate of two & half days per completed calendar month up to the end of the calendar month preceding the calendar month in which he is removed or dismissed from service.

- 5.2.11 When an employee dies while in service, credit of earned leave shall be allowed at the rate of two & half days per completed month of service up to the date of death of the employee.

5.3 LEAVE TYPE 3: HALF PAY LEAVE

- 5.3.1 Half pay leave is credited in advance at the rate of 10 days on the 1st of January and 1st of July every year. The advance credit for the half-year in which an employee of the Institute is appointed will be at the rate of 5/3 days for each completed calendar month of service he/she is likely to render in the half-year.
- 5.3.2 The half pay leave to be credited every half-year will be reduced at the rate of one-eighteenth of the period of * *dies non*/suspension treated as *dies non*, during the previous half- year, subject to a maximum of ten days.
- 5.3.3 The credit for the half-year in which an employee of the Institute is due to retire/ resigns will be afforded at the rate of 5/3 days for each completed calendar month in that half-year up to the date of retirement/resignation.
- 5.3.4 The credit for the half-year in which an employee is removed/ dismissed from service or dies in service will be afforded at the rate of 5/3 day per completed calendar month up to the end of the calendar month preceding the calendar month in which he/she is removed/dismissed/dies.
- 5.3.5 While affording credit of half pay leave, fraction of a day shall be rounded off to the nearest day.

**In service terms, "dies non" means a day, which cannot be treated as duty for any purpose. It does not constitute break in service. But the period treated as 'dies non' does not qualify as service for pensionary benefits or increment.*

5.4 LEAVE TYPE 4: COMMUTED LEAVE

- 5.4.1 Commuted leave not exceeding half the amount of half-pay leave due can be taken on medical ground.
- 5.4.2 Commuted leave up to a maximum of 90 days can be taken during the entire service without medical certificate where such leave is utilised for an approved course of study certified to be in the public interest.
- 5.4.3 Commuted leave up to a maximum of 60 days can be granted to a female employee of the Institute in continuation of maternity leave without a medical certificate.
- 5.4.4 Commuted leave up to a maximum of 60 days can be granted without a medical certificate to a female employee with less than two living children, on the adoption of a child less than one-year-old.
- 5.4.5 If commuted leave is taken, twice the number of days availed should be debited in the half pay leave account.
- 5.4.6 When an employee, granted commuted leave, quits service voluntarily without returning to duty, the commuted leave will be treated as half pay leave, and the excess leave salary recovered. If the retirement is by reason of ill-health incapacitating him/ her for further service or in the event of death, recovery should not be made.

- 5.4.7 On joining back after completion of commuted leave due to medical reason, the employee has to submit medical and fitness certificate on the day of joining along with leave application in ESS.
- 5.4.8 In absence of timely submission of leave application with medical and fitness certificate, HPL will be debited.
- 5.4.9 The authority competent to grant leave may, at its discretion, secure a second medical opinion by requesting a Government Medical Officer not below the rank of a Civil Surgeon or Staff Surgeon, to have the applicant medically examined on the earliest possible date.

5.5 LEAVE TYPE 5: EXTRAORDINARY LEAVE

- 5.5.1 Extraordinary leave is granted to an employee when no other leave is admissible or when other leave is admissible, but the employee applies in writing for extraordinary leave.
- 5.5.2 Extraordinary leave cannot be availed concurrently during the notice period when going on voluntary retirement.
- 5.5.3 The Extraordinary leave without pay can be applied on personal ground only. The sanction of this leave will be at the sole discretion of the Director.
- 5.5.4 If sanctioned, the Extraordinary Leave without pay will be for the duration of maximum one year only.
- 5.5.5 Sanction of this leave is not automatic, but is subject to the exigencies of work at the Institute.
- 5.5.6 The leave will be available only to those administrative staff who are confirmed in the service, and who have put in a minimum of eight years' service in the Institute.
- 5.5.7 This leave cannot be combined with any other type of leave.
- 5.5.8 The leave can be availed at most on two occasions, but the total duration of leave availed on both the occasions put together should not exceed one year.
- 5.5.9 Three months' advance notice is to be given to the Institute to avail of this leave.
- 5.5.10 For administrative purposes, the absence from duty will be treated as extraordinary leave without pay as understood in the leave rule in vogue for Government of India employees.
- 5.5.11 Grant of Extraordinary Leave is on the specific understanding that if the employee does not re-join duty on the expiry of his leave, his appointment at the Institute will be treated as terminated.
- 5.5.12 Limit: No leave of any kind can be granted to a permanent employee for a continuous period exceeding five years. Subject to this limitation, any amount of EOL may be sanctioned to a permanent employee.

5.6 LEAVE TYPE 6: MATERNITY LEAVE

- 5.6.1 Admissible to married/unmarried female employees during—
 - 5.6.1.1 *Pregnancy:* 180 days. - Admissible only to employees with less than two surviving children.
 - 5.6.1.2 *Miscarriage/abortion (induced or otherwise):* Total of 45 days in the entire service. Admissible irrespective of number of surviving children. The application in ESS should be supported by a certificate from a Registered Medical Practitioner.
- 5.6.2 The leave is not debited to the leave account.
- 5.6.3 It is granted on full pay.
- 5.6.4 It may be combined with leave of any other kind.
- 5.6.5 Any leave (including commuted leave up to 60 days and leave not due) may be taken without medical certificate up to two years in continuation.
- 5.6.6 It is counted as service for increments.
- 5.6.7 It is counted as service for pension.
- 5.6.8 It is not admissible for 'threatened abortion'.
- 5.6.9 The employee has to submit the hospital discharge certificate and a copy of birth certificate of the child after availing the maternity leave.

5.7 LEAVE TYPE 7: PATERNITY LEAVE

- 5.7.1 A male Government servant with less than two surviving children, may be granted Paternity Leave for a period of 15 days, during the confinement of his wife for childbirth, i.e., up to 15 days before, or up to six months from the date of delivery of the child.
- 5.7.2 The Leave application in ESS should be submitted well in advance.
- 5.7.3 The salary would be equal to last pay drawn.
- 5.7.4 Paternity leave will not be debited to the leave account. This leave may be combined with any other kind of leave except casual leave as in the case of maternity leave.
- 5.7.5 The leave is not to be refused under normal circumstances
- 5.7.6 The employee has to submit the discharge certificate of wife's hospitalization and a copy of birth certificate of the baby at the time of applying for paternity leave.

5.8 LEAVE TYPE 8: LEAVE TO FEMALE EMPLOYEES ON ADOPTION OF CHILD

- 5.8.1 A female employee, with fewer than two surviving children, on valid adoption of a child below the age of one year may be granted child adoption leave, by an authority competent to grant leave, for 180 days immediately after the date of adoption. Child includes a child taken as a ward under the Guardians and Ward Act, 1890 subject to conditions.
- 5.8.2 During the period of child adoption leave, the female employee will be paid leave salary equal to the pay drawn immediately before proceeding on leave.
- 5.8.3 Child adoption leave may be combined with leave of any other kind.
- 5.8.4 Other conditions will remain as declared by the Government of India under the category of Child Adoption Leave.

(6) ENCASHMENT OF EARNED LEAVE

- 6.1 Encashment of EL is limited to 10 days on one occasion while availing LTC without linkage to the number of days and nature of leave availed and 60 days in the entire career.
- 6.2 At the time of EL encashment, the balance at credit should be not less than 30 days after deducting the total number of leaves, if any availed plus leave for which encashment was availed.
- 6.3 In case within the same block, one has availed both 'home town' as well as 'anywhere in India' separately, encashment of leave is restricted to one occasion only.
- 6.4 To process the LTC advance/claim form or leave encashment, the request has to be submitted to the HR office.
- 6.5 After processing, the same it will be sent to the Accounts department for further process.
- 6.6 Rules mentioned herewith are for leave encashment. Rules and process for application of LTC will apply as it is.

(7) PUBLIC HOLIDAYS AND RESTRICTED HOLIDAYS

The Institute will observe public holidays and restricted holidays in a calendar year as approved by the Director based on the list of holidays declared by the Government of India every year.

PERFORMANCE REVIEW

The effective use of manpower resources of any organization depends to a considerable degree, upon an effective Performance Management Programme there. Evaluating people's performance is a complex process - which needs to be timely, fair, and consistent. Performance management is a critical and effective tool in the development and optimization of human resources in an organization. It helps people in the organization to consciously aim at improving upon the individual performance and thus increase organizational effectiveness.

1. The process of performance appraisal will start with the exercise of distribution of Performance appraisal forms of the employee to the concerned HOD every year during June or as and when an employee completes his/her term either as a probationer or otherwise.
2. Employees who have completed a minimum six months of service are identified for performance review.
3. Performance evaluation forms are written annually for the period from 1st July to 30th June for permanent employees. HR Department will send the appraisal forms to TBSC employees every year as per their schedule.
4. The Performance evaluation forms shall comprise of self-appraisal form (to be filled in by the appraisee). The appraiser evaluation should be written by the reporting Manager immediately superior to the employee concerned and reviewed by the next higher authority. In both cases, they should have supervised the work for not less than three months. For computing of three months, any leave for more than 15 days should be deducted. If the employee is under suspension, he should write or review the reports within two months of date of suspension or one month of the due date of completion of performance review forms, whichever is later. If the employee concerned happens to be a relative, reporting or reviewing should be done by the next higher authority.
5. The appraisee may be called by his/her supervisor for a performance review meeting where the performance of the appraisee is discussed at length and the discussions recorded. The appraisee is required to make an honest self-appraisal before discussing with the supervisor.
6. The assessment must be made on performance and behaviour on the job, which requires specific facts to be recorded before arriving at a quantitative appraisal of the employee.
7. The Reviewing Manager/HOD may make recommendations regarding priorities based on the performance of the person. It is mandatory for HOD to give at least THREE justifications for their rating. While rating, there must be an attempt to differentiate the various members of the team based on their performance.

8. The performance evaluation forms compiled by HR Department are submitted to SEDC (Staff Evaluation and Development Committee) or OEDC (Officer's Evaluations and Development Committee) for its review and recommendations
9. The SEDC/OEDC recommendations will be implemented, subject to the Director's approval.

PERFORMANCE APPRAISAL FOR MANAGERS - GUIDELINES

1. The performance of every Manager is appraised annually.
2. The appraisal aims at documenting
 - (i) the nature of work done,
 - (ii) quality of work done,
 - (iii) outstanding contribution made,
 - (iv) conditions under which various tasks have been performed,
 - (v) suggestions for improvements (appraisee's as well as appraiser's), and
 - (vi) developmental needs.
3. The appraisal aims at an assessment of the extent to which certain qualities (managerial and behavioral) considered as desirable for effective functioning as a Manager at IIMA, are exhibited by the candidate. Such an assessment, along with a performance review discussion by each appraiser with the appraisee officer is expected to help the appraisee officer to strengthen his competencies as an officer.
4. The annual performance appraisal of officers requires a high degree of involvement of the officers in the form of listing his/her tasks, accomplishments, difficulties, developmental needs, etc. and discussing with the appraiser support requirements, etc. during the review period.
5. Based on the assessments made in the appraisal form, rewards (as and when applicable/possible) and development decisions (training, field visits, job-rotation, etc.) may be taken from time to time. Besides this, the appraisal process itself is intended to provide an opportunity for improving one's own effectiveness on the job through better planning, communication, and insights about job-performance.



ग्रुप बी/सी/डी के कर्मचारियों के लिए मूल्यांकन प्रपत्र
STAFF EVALUATION FORM FOR GROUP B/C/D

अवधि: 01 जुलाई, से 30 जून, तक

Period: From 01 July To 30 June

अनुभाग 1क: व्यक्तिगत विवरण एवं स्व-मूल्यांकन (यदि दी गई जगह पर्याप्त नहीं हैं तो कृपया अतिरिक्त पृष्ठ जोड़ें)
Section 1A: PERSONAL PARTICULARS & SELF APPRAISAL (Please use additional sheet if space provided is not enough)

कर्मचारी का नाम Employee Name						कर्मचारी कोड Employee Code
पदनाम/Designation		विभाग/Department				
जन्म दिनांक DOB		जुड़ने की दिनांक DOJ		सेवानिवृत्ति दिनांक DOR		अंतिम पदोन्नति की दिनांक Date of last promotion
वेतन स्तर Pay Level		मूल / समेकित वेतन Basic / Consolidated Pay			संस्थान में बिताये वर्षों की संख्या No. of Years in the Institute	
वैवाहिक स्थिति Marital Status	अगली 01 जुलाई को उम्र के साथ बच्चे Children with age on next 1 st July	पहला बच्चा Child 1	दूसरा बच्चा Child 2	तीसरा बच्चा Child 3	चौथा बच्चा Child 4	
रिपोर्टिंग संरचना REPORTING STRUCTURE: रिपोर्टिंग प्राधिकारी Reporting to:						
Reviewing Authority:						
रिपोर्ट करने वालों की संख्या Number of reportees:						

अनुभाग 1ख : स्व-मूल्यांकन
Section 1B: SELF APPRAISAL

1. का विवरण Details of Educational Qualifications	
जुड़ने से पहले Before Joining	जुड़ने के बाद After Joining
2. समीक्षा अवधि के दौरान जिन प्रशिक्षण/सम्मेलनों में भाग लिया और विदेशी यात्राएँ (संस्थान द्वारा प्रायोजित) की गई, उनका दिनांक एवं अवधि सहित विवरण Training/ Conferences attended and foreign visits (sponsored by Institute) during the review period with dates and duration:	

3. सेवाकार्य की रूपरेखा JOB PROFILE:				
(1) प्राथमिक दायित्व (आपके कार्य-प्रदर्शन का मूल्यांकन) Primary duty (your assessment of performance)				
S.No.	पाँच विशिष्ट कार्यों का विवरण / Details of up to five specific tasks	अवधि Duration	स्थिति (जारी/पूर्ण) Status (Ongoing/ Completed)	पर्येक्षक द्वारा कार्य-प्रदर्शन का मूल्यांकन (1 से 5 के बीच निर्धारित करें)* Assessment of performance by Supervisor (Rate between 1 to 5)*

* मूल्यांकन के पैमाने/ *Rating Scales: 1. अपेक्षा से बहुत कम/Way below expectation 2. अपेक्षा से कम/Below expectation 3. अपेक्षा अनुसार/Met expectation 4. अपेक्षा से अधिक/Exceeded expectation 5. उत्कृष्ट/Outstanding

(2) दूसरा दायित्व, यदि कोई है तो (कम से कम 3 महीने के लिए) Additional duty, if any (minimum for 3 months)				
क्रमांक S.No.	तीन विशेष कार्यों का विवरण / Details of up to three specific tasks	अवधि Duration	स्थिति (जारी/पूर्ण) Status (Ongoing/ Completed)	पर्यवेक्षक द्वारा कार्य-प्रदर्शन का मूल्यांकन (1 से 5 के बीच निर्धारित करें)* Assessment of performance by Supervisor (Rate between 1 to 5)*

* मूल्यांकन के पैमाने/*Rating Scales: 1. अपेक्षा से बहुत कम / Way below expectation 2. अपेक्षा से कम / Below expectation 3. अपेक्षा अनुसार / Met expectation 4. अपेक्षा से अधिक / Exceeded expectation 5. उत्कृष्ट / Outstanding

4. समीक्षा अवधि के दौरान के तीन महत्वपूर्ण योगदानों / उपलब्धियों का उल्लेख करें, यदि कोई हैं तो? Mention three outstanding contribution/achievements during the review period, if any.

5. स्व-मूल्यांकन / आकलन (वर्तमान काम की चुनौतियों सहित) Self-Appraisal / Assessment (including challenges in current assignment)

6. बाहर से प्राप्त किसी भी पुरस्कार/सम्मान का विवरण Details of any award/recognition received from outside

अनुभाग 1G : लक्ष्य निर्धारण और समीक्षा (स्तर: 6, प्रभारी, पर्यवेक्षकों और उससे ऊपर के लिए)
Section 1C: Goal Setting and Review (For Level: 6, Incharge, Supervisors and above)

क्रमांक S.No.	अगले 01 वर्ष के लक्ष्य/प्रयत्न/नियत कार्य Goal/ Activity/ Task for next 1 year	लक्षित दिनांक Target Date	टिप्पणी Remarks

प्रशिक्षण की आवश्यकता: स्वयं Training requirement: Self	पर्यवेक्षक द्वारा सुझाव Suggested by Supervisor:
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मूल्यांकित होने वाले के हस्ताक्षर
Signature of Appraisee
नाम/Name:

मूल्यांकक के हस्ताक्षर
Signature of Appraiser
नाम/Name:

अनुभाग 2क: मापदंड – पर्यवेक्षक द्वारा भरना है
SECTION 2A: PARAMETERS – TO BE FILLED BY SUPERVISOR

(1) संस्थान के लक्ष्यों की समझ/Understanding of the Institute goals

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(2) ज्ञान का प्रयोग/Knowledge Application

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(3) मूल्यांकन कार्यों में प्रदर्शन/Performance on appraisal tasks

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(4) कार्य सफलता का स्तर (समस्या सुलझाना, अतिरिक्त जिम्मेदारी)

Level of Task accomplishment (problem solving, additional responsibility)

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(5) जिम्मेदारी एवं स्वतंत्रता से कार्य/Responsibility & Independent working

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(6) समूह कार्य/सहकारिता/Team work / Co-operation

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(7) संचार (मौखिक और लिखित)/Communications (oral and written)

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(8) पहल और संसाधन-संपन्नता/Initiative & resourcefulness

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(9) कड़ी मेहनत/गंभीरता/Hard work/Sincerity

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(10) सकारात्मक दृष्टिकोण, कार्य की प्रेरणा, अभियान और इन स्कल्प

Positive attitude, work motivation, drive and determination

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(11) नियमितता/समय की पारदौरी /Regularity/punctuality

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(12) निष्ठा एवं ईमानदारी/Integrity and honesty

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(13) विश्वसनीयता/सुनन्यता/आधारितता/Reliability / Flexibility / Dependability

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(14) अनुशासन/Discipline

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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(15) नवीनतावादी/Innovativeness

1 खराब Poor	2 औसत Average	3 अच्छा Good	4 बहुत अच्छा Very Good	5 उत्कृष्ट ¹ Excellent
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अनुभाग 2ख: समग्र मूल्यांकन एवं क्षमता संवर्धन
SECTION 2B: OVERALL ASSESSMENT & PROMOTION POTENTIAL

बहुत खराब Very Poor 1	खराब Poor 2	औसत से नीचे Below Average 3	औसत से कम Low Average 4	औसत Average 5	उच्च औसत High Average 10	औसत से अधिक Above Average 15	उत्कृष्ट Outstanding 20	विशिष्ट Exceptional 25
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अनुभाग 2ग: शब्दचित्र – पर्यवेक्षक द्वारा भरा जायेगा (यदि दी गई जगह पर्याप्त नहीं है तो कृपया अतिरिक्त पृष्ठ जोड़ें)
SECTION 2C: PEN PICTURE – TO BE FILLED BY SUPERVISOR (Please use additional sheet if space provided is not enough)

आप कर्मचारी की शक्तियाँ और किसी भी कमी के बारे में टिप्पणी कर सकते हैं जिससे मूल्यांकन समिति इनका उपयोग मूल्यांकन एवं विकास के लिए कर सके।

You may comment on the strengths and any shortcoming of the employee so that the evaluation committee can use these for evaluation and development.

प्रदर्शन की विशेषताएँ, शक्तियाँ एवं संभावनाएँ / Performance Highlights, Strengths & Potential:

प्रदर्शन एवं व्यवहार में कमियाँ और सुधार की आवश्यकता / सलाह :

Weaknesses in performance and behavior and improvement required/ advised:

पर्यवेक्षकों से अनुरोध है कि वे मूल्यांकित होने वाले को उसके मूल्यांकन एवं कार्य-निष्पादन के मूल्यांकन के बारे में सूचित करें
Supervisors are requested to inform the appraisee about assessment and appraisal of his/her performance
मूल्यांकित होने वाले के साथ चर्चा की तारीख

Date of discussion with appraisee _____

विभागाध्यक्ष/पर्यवेक्षक के हस्ताक्षर/Signature of HoD/Supervisor

नाम/Name:

दिनांक/Date:

मूल्यांकित होने वाले के हस्ताक्षर Signature of Appraisee

नाम/Name:

दिनांक/Date:

अनुभाग 3: समीक्षाकर्ता अधिकारी की टिप्पणियाँ (यदि दी गई जगह पर्याप्त नहीं है तो कृपया अतिरिक्त पृष्ठ जोड़ें)
SECTION 3: REMARKS OF REVIEWING OFFICER (Please use additional sheet if space provided is not enough)
क्या आप पर्यवेक्षक द्वारा किए गए समग्र मूल्यांकन से सहमत हैं? (कृपया टिक √ करें) Do you agree with the overall assessment made by the supervisor? (Please tick√): हाँ/Yes नहीं/No

समीक्षाकर्ता अधिकारी की टिप्पणियाँ / Remarks of Reviewing Officer

समीक्षाकर्ता अधिकारी के हस्ताक्षर/Signature of Reviewing Officer

नाम/Name:

दिनांक/Date:

अनुभाग 4: मानव संसाधन विभाग में प्राप्ति का अभिलेख

SECTION 4: RECORD OF RECEIPT IN HR DEPARTMENT

प्राप्ति की दिनांक /Date of Receipt:

हस्ताक्षर / Signature

टिप्पणी/Remarks:



अधिकारियों का कार्य-प्रदर्शन मूल्यांकन प्रपत्र

MANAGERS PERFORMANCE EVALUATION FORM

अवधि: _____ से _____ तक
Period: From _____ To _____

अनुभाग 1क : व्यक्तिगत विवरण

Section 1A: PERSONAL PARTICULARS

कर्मचारी का नाम Employee Name						कर्मचारी कूट Employee Code	
पदनाम/Designation				विभाग/Department			
जन्म दिनांक DOB		जुड़ने की दिनांक DOJ		सेवानिवृत्ति दिनांक DOR			
वेतन स्तर Pay Level			मूल / समेकित वेतन Basic/ Consolidated Pay			पहले प्राप्त अनुभव के वर्ष Years of Exp. before joining	
वैवाहिक स्थिति Marital Status	अगली 01 जुलाई को उम्र के साथ बच्चे Children with age on next 1 st July	पहला बच्चा Child 1	दूसरा बच्चा Child 2	तीसरा बच्चा Child 3	चौथा बच्चा Child 4		
अंतिम तीन पदोन्नतियों की दिनांक Date of last 3 promotions:	पहली पदोन्नति Promotion 1	-	दूसरी पदोन्नति Promotion 2	-	तीसरी पदोन्नति Promotion 3		
रिपोर्टिंग संरचना REPORTING STRUCTURE: रिपोर्टिंग प्राधिकारी Reporting to: _____ Reviewing Authority: _____							
रिपोर्ट करने वालों की संख्या Number of reportees: _____							

अनुभाग 1ख : स्व-मूल्यांकन
Section 1B: SELF APPRAISAL

1 का विवरण Details of Educational Qualifications	
जुड़ने से पहले Before Joining	जुड़ने के बाद After Joining
2. समीक्षा अवधि के दौरान जिन प्रशिक्षण/सम्मेलनों में भाग लिया और विदेशी यात्राएँ (संस्थान द्वारा प्रायोजित) की गई, उनका दिनांक एवं अवधि सहित विवरण Training/ Conferences attended and Foreign visits (sponsored by Institute) during the review period with dates and duration: _____	

3. सेवाकार्य की रूपरेखा JOB PROFILE: (1) प्राथमिक दायित्व (आपके कार्य-प्रदर्शन का मूल्यांकन) Primary duty (your assessment of performance)					
S.No.	पाँच विशिष्ट कार्यों का विवरण / Details of upto five specific tasks	अवधि Duration	स्थिति (जारी/पूर्ण) Status (Ongoing/ Completed)	पर्यवेक्षक द्वारा कार्य-प्रदर्शन का मूल्यांकन (1 से 5 के बीच निर्धारित करें)* Assessment of performance by Supervisor (Rate between 1 to 5)*	
<small>* मूल्यांकन के पैमाने/ *Rating Scales: 1. अपेक्षा से बहुत कम/Way below expectation 2. अपेक्षा से कम/Below expectation 3. अपेक्षा अनुसार/Met expectation 4. अपेक्षा से अधिक/Exceeded expectation 5. उत्कृष्ट/Outstanding</small>					

(2) अतिरिक्त दायित्व, यदि कोई है तो Additional duty

क्रमांक S.No.	तीन विशेष कार्यों का विवरण / Details of upto three specific tasks	अवधि Duration	स्थिति (जारी/पूर्ण) Status (Ongoing/ Completed)	पर्यवेक्षक द्वारा कार्य-प्रदर्शन का मूल्यांकन (1 से 5 के बीच निर्धारित करें)* Assessment of performance by Supervisor (Rate between 1 to 5)*

* मूल्यांकन के पैमाने/*Rating Scales: 1. अपेक्षा से बहुत कम / Way below expectation 2. अपेक्षा से कम / Below expectation 3. अपेक्षा अनुसार / Met expectation 4. अपेक्षा से अधिक / Exceeded expectation 5. उत्कृष्ट / Outstanding

4. समीक्षा अवधि के दौरान के तीन महत्वपूर्ण योगदानों / उपलब्धियों का उल्लेख करें, यदि कोई है तो? three s/achievements

5. स्व-मूल्यांकन / आकलन (वर्तमान काम की चुनौतियों सहित) Self-Appraisal / Assessment (including challenges in current assignment)

6. समीक्षा अवधि के दौरान प्राप्त पुरस्कार / सम्मान का विवरण / Details of award/recognition received during appraisal period.

अनुभाग 1C : लक्ष्य निर्धारण और समीक्षा
Section 1C: Goal Setting and Review

क्रमांक S.No.	अगले 01 वर्ष के लक्ष्य/प्रवृत्ति/नियत कार्य Goal/ Activity/ Task for next 1 year	लक्षित दिनांक Target Date	टिप्पणी Remarks

प्रशिक्षण की आवश्यकता: स्वयं
Training requirement: Self

पर्यवेक्षक द्वारा सुझाव Suggested by Supervisor:

मूल्यांकित होने वाले के हस्ताक्षर
Signature of Appraisee
नाम/Name:
दिनांक/Date:

मूल्यांकक के हस्ताक्षर
Signature of Appraiser
नाम/Name:
दिनांक/Date:

अनुभाग 2क: मापदंड – विभागाध्यक्ष द्वारा भरना है
SECTION 2A: PARAMETERS – TO BE FILLED BY HOD

- (1) संस्थान के लक्ष्यों की समझ/Understanding of the Institute goals
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (2) प्रोफेशनल जान, योजना एवं आयोजन की क्षमता, स्वयं का विकास /Professional knowledge, Planning & organizing ability, self-development
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (3) मुख्य कर्तव्यों का निष्पादन /Performance of primary duties
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (4) गौण कर्तव्यों का निष्पादन /Performance of Secondary duties
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (5) अधीनस्थ विकास, कार्मिक प्रबंधन, अधिकारों का विकेंद्रीकरण/Subordinate development, men management, delegation of authority
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (6) अन्य विभागों के साथ अंतर व्यक्तिगत संबंध और समन्वय / Inter personal relationship and coordination/cooperation with other departments
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (7) संचार (मौखिक और लिखित) कौशल एवं स्टाफ कार्य/Communications (oral and written) skills and staff work
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (8) चेतना / समझ और रचनात्मकता की प्रक्रिया Process consciousness/understanding and creativity
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (9) उत्कृष्टता के लिए प्रतिवद्धता /Commitment to excellence
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (10) सकारात्मक दृष्टिकोण और कार्य की प्रेरणा/Positive attitude and work motivation
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (11) नेतृत्व (प्रेरणा एवं नेतृत्व की क्षमता, इड विद्यास की साहसिक दूरदृष्टि)/Leadership (ability to inspire & lead, vision courage of conviction)
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (12) प्रशासनिक क्षमता (व्यवस्थित, विष्पादित, निगरानी, संसाधन उपयोग, लागत चेतना)/Administrative ability (organize, execute, monitor, resource utilization, cost consciousness)
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (13) ईमानदारी एवं नैतिकता /Integrity & ethics
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (14) नियमितता / समय की पावंटी और जयाबदेही /Regularity/punctuality & responsiveness
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
- (15) कार्य सफलता का स्तर (समस्या सुलझाना, अतिरिक्त जिम्मेदारी)/Level of Task accomplishment (problem solving, additional responsibility)
- | | | | | |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|
| 1 खराब
Poor | 2 औसत
Average | 3 अच्छा
Good | 4 बहुत अच्छा
Very Good | 5 उत्कृष्ट ¹
Excellent |
|----------------|------------------|-----------------|---------------------------|--------------------------------------|

अनुभाग 2ख: समग्र मूल्यांकन एवं क्षमता संवर्धन
SECTION 2B: OVERALL ASSESSMENT & PROMOTION POTENTIAL

बहुत खराब Very Poor 1	खराब Poor 2	औसत से कम Below Average 3	औसतन Low Average 4	औसत Average 5	उच्च औसत High Average 10	औसत से अधिक Above Average 15	उत्कृष्ट ¹ Outstanding 20	विशेष Exceptional 25
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अनुभाग 2ग: शब्दचित्र – विभागाध्यक्ष द्वारा भरा जायेगा
SECTION 2C: PEN PICTURE – TO BE FILLED BY HOD

आप अधिकारी की शक्तियों और किसी भी कमी के बारे में टिप्पणी कर सकते हैं जिससे मूल्यांकन समिति इनका उपयोग मूल्यांकन एवं विकास के लिए कर सके।
You may comment on the strengths and any shortcoming of the officer so that the evaluation committee can use these for evaluation and development.

प्रदर्शन की विशेषताएँ, शक्तियाँ एवं संभावनाएँ/Performance Highlights, Strengths & Potential:

प्रदर्शन एवं व्यवहार में कमियाँ और सुधार की आवश्यकता / सलाह:Weaknesses in performance and behavior and improvement required/ advised :

विभागाध्यक्षों से अनुरोध किया जाता है कि वे अपने अधिकारी को उसके मूल्यांकन एवं कार्य-निष्पादन के मूल्यांकन के बारे में सूचित करें
HoDs are requested to inform the officer about assessment and appraisal of his/her performance
अधिकारी के साथ चर्चा की तारीख/Date of discussion with officer _____

मूल्यांकक के हस्ताक्षर/Signature of Appraiser

नाम/Name:

दिनांक/Date:

मूल्यांकित होने वाले के हस्ताक्षर/Signature of Appraisee

नाम/Name:

दिनांक/Date:

अनुभाग 3 : समीक्षाकर्ता अधिकारी की टिप्पणियाँ
SECTION 3: REMARKS OF REVIEWING OFFICER

क्या आप पर्यवेक्षक द्वारा किए गए सभी मूल्यांकन से सहमत हैं? (कृपया टिक √ करें) Do you agree with the overall assessment made by the supervisor? (Please tick✓): हाँ/Yes नहीं/No

समीक्षाकर्ता अधिकारी की टिप्पणियाँ / Remarks of Reviewing Officer

समीक्षाकर्ता अधिकारी के हस्ताक्षर/Signature of Reviewing Officer:

नाम/Name:

दिनांक/Date:

अनुभाग 4 : मुख्य प्रशासनिक अधिकारी/ मानव संसाधन विभाग को प्राप्त होने का अभिलेख
SECTION 4: RECORD OF RECEIPT WITH CAO/HR DEPARTMENT

प्राप्ति की दिनांक /Date of Receipt:

हस्ताक्षर / Signature

टिप्पणियाँ/Remarks:

PROMOTION POLICY

1. PREAMBLE

The Promotion Policy is a step in the direction of developing a comprehensive human resource framework for the Institute. The Promotion Policy is one of the components of that framework to specifically address the issue of promotion of employees. For the Promotion Policy to be effective, it is important to develop a scientific appraisal system, staff training and development programme and link them with the promotion. As promotion is a process of reward, incentive, encouragement, appreciation of very good performance and enabling personal growth of an employee, it is important that the Institute takes up the responsibility of institutionalizing staff development and training so that the aspiration of the employee is balanced with the interest of the Institute.

2. THE POLICY IN BRIEF (FOR GROUP B/C/D)

1. The policy covers the following Levels:

Sr. No.	Levels under 7 th CPC	Old GP under 6 th CPC	Group
1	Level 1	1300/1650/1800	D
2	Level 2	1900	D/C
3	Level 3	2000	D
4	Level 4	2400	D/C
5	Level 5	2800	D/C
6	Level 6	4200	B
7	Level 7	4600	B
8	Level 8	4800	B
9	Level 9	5400 (non Manager)	B

2. The policy is based on the principle of Seniority-cum-performance.
3. At the lowest level, the promotion is entirely based on seniority and merit, with seniority getting reasonable weightage. At higher levels, merit and background gain weightage.

4. The policy is applicable up to the Level 9 for employees (other than permanent research staff, academic associates and research staff).
5. The cut-off date for consideration is June 30th of every year, the date on which the appraisal is done. So the period for consideration is July 1 to June 30.
6. The Promotion Exercise for staff will be conducted once in a year after receiving all Performance Appraisal forms, normally between September - October.
7. In the case of professional and technical positions or other post present or to be created in the future, which requires specific professional qualification and/or technical skills the same will be filled up with employees who possess such professional qualification or skill or technical competence. For recruitment and promotions to such posts preference weightages, as and when permissible, for an internal candidate shall be evolved, and the SEDC will finalize the criteria.

3. SOME IMPORTANT COMMON PROMOTION PARAMETERS FOR STAFF PROMOTIONS:

1. **Length of Service/ Seniority:** Seniority means the number of years spent by staff in a particular substantive level/scale/position from the last promotion or DOJ (in case of fresher). Two points are given for every year's service. Every time a promotion is granted, the seniority gained so far is nullified, and it starts afresh in the new level/ position.

In a case where the internal examination is to be conducted for the promotion exercise and one of the eligibility criteria to appear for such exercise is service in any level (e.g. for promotion to Level 10 from Level 7 or Level 8 or Level 9 with minimum 5 years' of service in the Institute) then in such cases one point for every year's service will be considered from the date of joining the minimum Level of eligibility and not from last promotion date.

2. **Annual Appraisal/ Merit:** Merit is one of the important components in the proposed scheme of promotion. A staff member undergoes an annual performance appraisal. This annual performance appraisal has a rating submitted by the supervisor. Merit score is derived from the ratings received by individual staff members after each year's performance appraisal. The maximum points under merit will be 50 points. Following is the conversion of the ratings of each year into points:

Merit Score for the year= Performance Appraisal Score/10

SEDC may normalize the score at the time of review, in case members feel that there is too much variation in the score awarded by various supervisors.

In case, the employees' promotion is delayed due to non-performance or any other reason, the performance appraisal score of last five years should be considered.

3. **Educational Qualification:** Institute has specified required qualifications for all jobs. Apart from the qualification acquired at the time of joining, a staff member may acquire an additional qualification during the period of consideration. For such additional qualification, a maximum of ten points are earmarked for the purpose of promotion. Depending on a candidate's achievement in terms of qualifications, the SEDC will grant him/her points from 0 to 10, as per the following:

Sr.	Qualification	Points
1	Successful completion of any Master's Degree.	10
2	Successful completion of any Graduation or any Post Graduate Diploma of minimum duration of one year.	08
3	Successful completion of any Diploma course or any ITI or professional course of minimum period of one year.	06
4	Successful completion of any Diploma / Certificate course or any ITI course of minimum period of six months.	04
5	Training (1 point each for completing 5 days of training)	02

4. Others:

1. Category wise Eligibility Score, termed as "**Very Good**", for promotion is as follows:

Sr.	Category	Promotion with Group change	Promotion without Group Change, but Level change
1	General / OBC / PC	75 out of 100	70 out of 100
2	SC / ST	65 out of 100	60 out of 100

2. HR Department will maintain the scorecard for all employees coming under the purview of this policy. HR Department will put up to SEDC all those cases where an employee has completed required years of service on the date of review (1st July) after DOJ or date of last promotion (DOLP).
3. Based on the availability of vacancies, the selected candidate(s) shall be considered for promotion by the Institute.
4. This exercise of promotion may be undertaken once in a year, most probably during September – October. The effect of the promotion would be given from the date as decided by the SEDC and based on vacancy available for promotion.
5. Any administrative delay in decision making may not have any bearing on the effective dates as decided by SEDC.
6. An employee who is unable to get promotion in a particular year after he has been considered by the Committee will have to wait until the next year when a similar exercise is undertaken. In such cases, there will be loss of seniority of one year. SEDC may decide to waive this off if the reason for holding back promotion was other than merit.
7. Those employees who intend to know their score will be informed of the score earned every year after the process of awarding the promotion has been completed.
8. Any employee whose rating on merit parameter in a particular year is appraised as poor, shall be informed about it and allowed to represent his/her case to the SEDC for review.

- In case of awarding financial upgradation/ promotion to the employees near to their retirement, employees retiring within 12 months' period from the date of completion of promotion cycle (i.e. 30th June) can be considered for such purpose with relaxation in promotion criteria, provided they have performed very well and obtained appropriate score in last five years.

4. PROMOTION POLICY (FINANCIAL UPGRADATION) FOR EXISTING GROUP D EMPLOYEES:

For existing Group D employees, the promotion is either through Personal Promotion (PP), Special Promotion (SP), Special Review One (SR-1) or Special Review Two (SR-2). As per the existing policy, the type of promotion depends on the number of years an individual has completed at the Institute from the date of joining. PP, SP, SR-1, and SR-2 is given to the employee, if the employee has completed 8, 16, 27 and 33/35 years respectively from the date of joining (DOJ) or as revised from time to time. Now, as all existing Group D employees who were in 6th CPC GP 1300 and GP 1650 have been moved to Level 1 (GP 1800) irrespective of their service, the personal promotion which was available at GP 1650 on completion of 8 years of service in GP 1300 has been removed from the new policy. In the given circumstances, SEDC has introduced GP 2000 in Group C, special promotion-2 at GP 2000 with 20 years of service from the date of joining. So, now for existing Group D employees SP-1, SP-2, SR-1, and SR-2 are available to the employee if the employee has completed 10, 20, 27 and 33/35 years respectively from the date of joining (DOJ).

SEDC will consider following promotion criteria for financial upgradation of Group D employees:

Sr.	Particulars	Max. points
1	Length of Service/Seniority	20
2	Annual Appraisal	50
3	SEDC review / interactions	30
	Total	100

Every year HR Department needs to submit the list of Group D employees, to review the cases for such promotions. SEDC may review the individual cases and decide on the promotion. Following conditions needs to be taken into consideration for Special Promotion of Group D employees:

- The staff member under consideration should have obtained a “**very good**” cumulative score during the last five assessment years and should have a track record of excellent service in the Institute. Category wise eligibility score for promotion is as follows:

Sr.	Category	Promotion without Group change
1	General / OBC / PC	70 out of 100
2	SC / ST	60 out of 100

- He should not have indulged in any serious indiscipline at the Institute.
- The staff member may be moved from one section to another, depending on the need of the Institute. Such staff members may also be required to undergo relevant training as per present or future requirements of the Institute.

4. Financial upgradation under the scheme shall be allowed in the immediate next higher level pay in the hierarchy of revised levels as per the policy of the Institute.
5. Financial upgradation would be on non-functional basis (i.e. Group D employee is categorised as Group D only) subject to eligibility and within the Group.
6. As such there shall be no additional financial upgradation for the senior employee on the ground that the junior employee in the level has got higher pay under the Scheme. If the senior employee remains on LWP or/and does not enhance the education qualification, then possible that a junior employee may get an advantage compared to a senior employee.
7. Following are the existing Level change in the Institute for Group D employees:

Sr.	Level	Type of Promotion	Minimum service in the Institute (from DOJ)
1	1	--	Entry
2	2	SP #1	10 years
3	3	SP #2	20 years
4	4	SR #1	27 years
5	5	SR #2	33/35 years (33 years to be considered, in case employee is retiring in the year immediate after review period/year).

5. PROMOTION POLICY FOR EXISTING GROUP D EMPLOYEES TO GROUP C (PROMOTION WITH GROUP CHANGE) AT ONE LEVEL HIGHER IN GROUP C TO THE CURRENT LEVEL IN GROUP D:

1. **Methodology:** Written Test and Interview.
2. **Eligibility:** Any permanent Group D employee of IIMA,
 - i. with minimum graduation from a recognised university at the time of review,
 - ii. minimum service of 5 years,
 - iii. with “**very good**” remarks in the Performance Evaluation Reports during last five years.
 - iv. fulfilling all other financial upgradation/ promotion criteria.
3. **Syllabus:** The syllabus of the written test may be as follows:

Sr.	Topic	Marks
1	General English (Written and Spoken – equivalent to SCOPE syllabus defined by Government of Gujarat) – Lower English	30
3	Computer awareness (MS-Office-Word, Excel, Power Point, Internet, E-Mail) equivalent to CCC of Govt.of Gujarat	25
4	Numerical ability (similar to Bank's clerk examination)	15
5	Reasoning ability (similar to Bank's clerk examination)	15
6	General awareness (similar to Bank's clerk examination)	15
	Total	100

Note: The syllabus may be changed from time to time, depending on the Institutional requirement.

4. **Agency for Training:** HR Department may select as per the standard procedure in consultation with SEDC. It may be a third party agency having sufficient experience of conducting such training.
5. **Agency for Test:** HR Department may select as per the standard procedure in consultation with SEDC. It may be a third party agency having sufficient experience of conducting such training.
6. The criteria for promotion recommendation are as follows:

Sr.	Grade	Max. points
1	Length of Service/Seniority	10
2	Annual Appraisal	50
3	Qualification	10
4	Written Test (weightage)	10
5	SEDC review / interactions	20
	Total	100

7. Category wise Eligibility Score, named as “**Very Good**”, for promotion is as follows:

Sr.	Category	Promotion with Group change
1	General / OBC / PC	75 out of 100
2	SC / ST	65 out of 100

8. **ScoreCard:** The scorecard for each eligible candidate, will be prepared based on criteria and eligibility score.
9. **Select list / Merit list:** The Select list / Merit list shall be prepared based on the above conditions and put up for the approval of the Director. As and when a vacancy arises in the clerical cadre, it will be announced to the shortlisted candidates and they can appear for an interview before the selection committee.
10. **Selection Committee:** The selection committee will consist following:

- Chairperson, SEDC or a member of SEDC nominated by him/ her
- Chairperson of related Area/ Group / Centre (where vacancy exists) or his/her representative not below the level of supervisor.
- CAO/CFO or his/her nominee not below an Manager.
- Associate Vice President-HR

The selection committee may suggest promotion based on the fitment of the candidate on the vacant position. While giving suggestions for promotion, the selection committee may also see the category wise promotion criteria.