

proceedings, recommendations of the CMGI and the action taken by IIMA shall not be published, communicated or made known to the public, press and media in any manner and will be revealed strictly on a need-to-know basis.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 कूट 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)				
क्रमांक S.No.	पाँच विशिष्ट कार्यों का विवरण / Details of up to 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)*

* 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.
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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/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:	
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 (भौमिक 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 दृढ़ संकल्प

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 पारंपरी /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 इमानदारी/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/सुनम्यता/आधारिता/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	विशेष 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 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 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:



विद्याविभिन्नोगांद्धीकामः

MANAGERS PERFORMANCE EVALUATION FORM

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

अनुभाग 1क : व्यक्तिगत विवरण

Section 1A: PERSONAL PARTICULARS

कर्मचारी का नाम Employee Name						कर्मचारी क्रूट 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 1st 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)					
क्रमांक S.No.	पाँच विशेष 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)*

* मूल्यांकन के ऐमाने/ *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) 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 1ग : 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:
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मूल्यांकित होने वाले के हस्ताक्षर Signature of Appraisee नाम/Name: दिनांक/Date:	मूल्यांकक के हस्ताक्षर Signature of Appraiser नाम/Name: दिनांक/Date:
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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 ज्ञान, 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 प्रतिबद्धता /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, दृढ़ विश्वास 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, निष्पादित, 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 पाबंदी और जवाबदेही /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	औसत Low Average 4	औसत Average 5	उच्च औसत High Average 10	औसत से अधिक Above Average 15	उत्कृष्ट ¹ Outstanding 20	विशिष्ट 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 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 : 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.