



**SIVA SIVANI
INSTITUTE OF MANAGEMENT**

**HR & FACULTY
DEVELOPMENT
POLICIES**

FOREWARD

I am delighted to have seen the first ever HR policy document of Siva Sivani Institute of Management. Added to that, this Policy Document is being formalized on the occasion of the auspicious Diamond Jubilee Year of the Siva Sivani Group of Educational Institutions.

This is an appropriate tribute to the founder Sri S.P. Sampathy, who was admired as the most humane administrator and also known for believing and practicing in the spirit of “Employees First”. I hope that this policy guides all the administrators of the institute in dispassionate deployment of the same and the implementation of the provisions under it along with the provisions of the employee hand book would facilitate transparency and consistency in the administration.

I appreciate the efforts put in by Prof. M. Kamalakar, Executive Vice President, Dr. S.F. Chandrasekhar - Chairperson of HR Department and their team in the preparation of this policy document and the contents therein.

S. Aarathy

President & Chief Executive, SSIM

**From the Desk of the
Vice President and Deputy Chief Executive
Dr. Sailesh Sampathy**

India in very few years will emerge as the world's most populous country surpassing its neighbour by 2027. These people who join the organizations need to be provided with will, vision, and direction towards personal and organizational excellence. It is possible only through the dissemination of information relating to their employment and advancement at work fairly, consistently and humanely. Therefore, organizations design all of their policies towards such sole objective.

Siva Sivani Group of Educational institutions has been the trailblazer in establishing institutions of excellence and also employing talented people representing diverse cultures, pan India. Since then, the group traversed six decades to enter into its Diamond Jubilee year. The group institute, Siva Sivani institute of management, is heading on to its three decades of yeomen service to the nation and the world over. In this moment of celebration, the institute, employing nearly hundred employees, realized the need for developing and deploying its first ever HR Policy. I'm quite happy to mention here that the policy is finally approved for its deployment from the current financial year.

These set of HR policies will establish a framework based on relevant statutory as well as the institute's appreciation for and expectation of its employees. These policies range from employee acquisition, conduct and benefits to the institute and its management practices. These policies will set standards that guide how all the managers should conduct themselves as teaching and non-teaching employees and members of the institute. These policies will be like a lamp post guiding all the supervising heads in self-regulating how they perform their jobs, make decisions, interact with one another and manage the operations of the institute.

I have no hesitation in stating that these policies will help ensure fairness, consistency, and specificity so that all employees are supported in their work roles of helping the institute fulfil its mission and vision. These policies do not change the authority or intent of policies approved by the governing body - a complete set of which is available for review at the office. I wish to thank all of the members of the team involved in the preparation of this policy document.

PREFACE

The Siva Sivani Group is entering its Diamond Jubilee Year in 2020. The group's institute, Siva Sivani Institute of Management, is nearing completion of three decades. During the last five decades, the Group has witnessed tremendous growth in its contribution of intellectual capital to the nation and the world. It has built state of the art physical infrastructure and its back bone – the Human Resource. As the group makes strides into its Diamond Jubilee Year, the image of the group has now changed into more of a corporate body and therefore, there is a need to reify the systematic and professional administration of the institute. Encouraged by such pursuit, an attempt is made to collate all the earlier policies and procedures announced and implemented from time to time which are now fine-tuned, consolidated and presented herein. While there is a need for policy documents in all its functional activities, there is particular need in the area of human resources to standardize the policies relating to recruitment, selection, job descriptions, work norms, career planning, employee welfare and such crucial activities that contribute to continuous growth of the colossal entity called '**Siva Sivani**'. This policy document is made with a good intention to evolve the Human Resource Management system at the Institute.

“On the personal front I have been struggling with the idea of HR policy for several years; reviving my inspiration drawn from the document titled “NMDC and you” which was given to me when I was in service at NMDC. It detailed out extracts from the Human Resource manual that are relevant for day to day use by an employee and the credit goes to the then Chief Personnel Manager Sri. K.N. Vidyanathan. I remember him now in repeating such a feat here at Siva Sivani that appealed and interested me most in those days. This policy document is in its first edition which I believe will be updated from time to time as the need arises for further additions and modifications.

I also take this opportunity to thank the management in particular Mrs. Aarathy Sampathy, who made me write down certain policies and certain decisions on the applications of employees, for her approval, on some HR matters and that encouraged me to further pursue the process of developing this hand book. I also thank Dr. Sailesh Sampathy for bearing with me, the delay in compiling this.

I thank Dr. S.F. Chandra Sekhar, who has been both my left and right hands in developing the frame work and content and thereafter for the intense and repeated reviewing of the draft with my fastidious approach.

I will be failing in my duty if I do not thank Mrs. Asavari Barpute who has been bothered continuously by me in collating the content.

Mr. Rajsekhar needs to be appreciated and thanked for the never ending editing and compiling work done by him, but for which the present shape would not have come.

I hope its use, in the present form, will help each and every employee to be guided in respect of personnel policies and procedures and also provides the required transparency that contributes to the growth of harmonious relations. I earnestly welcome suggestions and improvements, from the members of the “Siva Sivani Family” for the benefit of all employees of the institute.

(M. KAMALAKAR)

Executive Vice President

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1.1 Preamble

Recruitment and selection policy is a statement of principles, outlining how SSIM conducts its recruitment and selection process. The aim of this policy is to ensure that a transparent and unbiased recruitment and selection process is followed resulting in the appointment of the best candidate, based solely on merit and best-fit with vision, mission and core values and culture of the institute and goals.

The institute shall recruit and select well qualified and competent faculty members from recognized and reputed universities/institutes while observing the eligibility criteria for their appointments prescribed by AICTE, Govt.of India.

Purpose: This policy is designed to enable recruiting, hiring, and appropriately placing the most talented and diverse faculty in compliance with AICTE rules, state and Central laws and regulations as applicable, and in as flexible a manner as appropriate.

Scope of the Policy: This policy is applicable for the recruitment of all levels of faculty namely, assistant professor, associate professor and professor, Research Associates and other teaching and non-teaching employees.

Policy contents/ Statements

1.2. **HR Planning & Recruitment :** Need for number and quality of faculty members shall be forecasted based on HR planning, programme-wise requirements prescribed by AICTE, and the requisition made by the heads. All vacancies identified shall be filled in through advertisement in appropriate media and other established methods of sourcing such as referrals, through consultants etc.

1.3 **Selection:** The process of selection is based on standard criteria for faculty and non-teaching members. For faculty members, the selection process includes, classroom presentation, technical interview by subject experts, followed by HR interview by the administrative authorities.

1.3.1 **Interview Process:** A panel of experts shall be constituted to conduct the interview. Candidates will be shortlisted as per the requirements of AICTE guidelines and the advertisement. The constitution of such committee for selection shall be in accordance with the policy of merit and conforming to regulatory authorities where applicable.

1.3.2 The detailed process of evaluations of resume and selection are finalized by the Selection Committee constituted for the purpose.

1.4 **Eligibility:** Candidates applying for the faculty posts shall possess a first class with a minimum of 60% Marks, full-time, regular, post graduate degree/diploma in business management/administration from a recognized university/institute. They shall have a PhD in management from a recognized university as applicable for a particular position. They should also satisfy the stipulations made out by AICTE and other approving bodies from time to time.

1.5 **Internal Job Posting:** Concerned authority may choose to notify existing vacant positions through internal circular/notification/ other media.

1.6 **Psychometric Test:** A standardized psychometric test will be conducted on all candidates namely, faculty and non-teaching, shortlisted for further round. The results of the test shall be considered as supplemental information which aids in further process of selection.

1.7 **Shortlisting:** Candidates will be shortlisted as per the requirements of AICTE guidelines and the advertisement. Shortlisted candidates shall fill SSIM application form, verification of certificates and achievements, followed by presentation and an interview. All the selected candidates shall be provided with a letter of offer initially and a detailed letter of appointment upon joining.

1.8 **Employee re-hire:** SSIM believes in rehiring its former employees based on the requirements either on part-time, adjunct or fulltime basis. Such re-recruited employees are not eligible to claim any seniority or other benefits for the purpose of academic advancement.

Policy Name	II. Induction Policy
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2.1 Preamble: Induction is to integrate new employees into the institute and make them understand the systems and procedures followed. It helps new employees settle down well in the new work environment, and gives them a sense of belonging.

Purpose: To state the Institute's commitment to provide new faculty members and non-teaching members, undertaking duties, with appropriate induction to the institute.

Scope of the Policy: This policy applies to all new faculty members and to existing members who are appointed or promoted to Faculty position. It also covers the non-teaching employees.

Policy Content/Statement:

2.2. Joining Formalities: All newly recruited employees will undergo twelve months of probation period. During the first four months an employee will not be allowed to utilize any leaves. However, sick leaves can be utilized, subject to approval of reporting officer. This phase will consist of intensive under study, program involvement and exposures to various events, trainings and activities.

2.3 Employee Induction for New Employee: The Institute will ensure that all new faculty and non-teaching members are systematically introduced to their roles, colleagues and the organisation, and are provided with the information required to perform the duties of their new role. During the induction period employee will be provided with organizational and program/project related training and in-service capability development and knowledge sharing to handle the required tasks as part of his/her job profile. New Academic staff is also required to complete the Academic Learning and Teaching Induction facilitated by the concerned departments.

2.4 Employee Induction for Employee Promoted/transferred: Existing faculty members commencing a new appointment in another department or function either on promotion/transfer are required to complete the Induction.

2.5 Induction Venue (Internal/ External): The venue shall be within the institute's premises, unless otherwise conducted in an external facility.

2.6 Terms and conditions of employment: The new and the existing faculty members are required to comply with all aspects of the Induction Policy and Procedure.

2.7 Employee Welcome Kit & Handbook: Every new member is welcomed, duly familiarized with the Institute, including an introduction to the Institute's current Vision, Mission and values, strategic priorities, significant policies and procedures, campuses, health and safety information, and other Institute's activities and services that are available to them; and providing information to enable new members to perform their job responsibilities and assist with workplace adjustment. Every new employee shall be provided with an employee handbook and a welcome kit. The welcome kit will contain required accessories for performance of their duties and may include a laptop as per necessity and other accessories required for performing their duties.

2.8 **Written Job Description:** Every staff member is provided with a written Job description applicable to his/her title/designation, the roles and responsibilities, delegation, reporting relationship, official inter personal relationships and such other details to define the scope of work to be carried out by him/her.

2.9 **Transfer Policy:** The institute may transfer any employee from one department to the other department or to other institutions of the group as per the requirements of their services

2.10 **Induction Evaluation:** After the completion of induction programme, an evaluation of the same shall be conducted to seek information about its effectiveness through interviews and observations.

Policy Name	III. Work Environment & Code of Conduct Policy – Consists of 3.1 (A) and 3.2 (B)
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3.1 (A) Work-related Policy

3.1.1. **Preamble :** This *Policy* provides for the *work related* facilities and perquisites in accordance with the statutory requirements and institute’s culture and practices including working hours, attendance, leaves, leave encashment and holidays. Various rules and regulations formed under this Policy are enumerated in the Employee Hand Book and also in the Terms and Conditions of employment and their extracts mentioned in the appointment letter to the employees.

Purpose: This policy will ensure smooth functioning of employees providing services to all concerned, while contributing to the vision and mission of the institute

Scope of the Policy: This policy will cover all the employees including faculty and non-teaching members of the institute.

Policy Content/Statement

3.1.2 **Identity cards:** Every employee shall be provided with an identity card having mentioned the minimum personal data and an employee code used for all official correspondence and communication.

3.1.3 **Working hours:** Policy ensures that all employees follow office times and to record movement with a movement register or on biometric system. The office timings are 9:15 am to 5:00 pm. for all employees. Any employee who comes late to office by a maximum of 15 mins will be allowed to sign the attendance register on grace time. However, if an employee repeatedly (more than 3 times in a month) comes late to office or leaves earlier than 5.00 pm. will be considered half leave or deduction of half day salary for every late coming day.

3.1.4 **Attendance:** Punctuality and regular attendance are essential to insure optimal productivity. In order for the institute to achieve these goals, employees are required to maintain a satisfactory record of attendance. In order to meet operational needs and commitments, departments implement the attendance policy. There shall be an attendance register and/or a biometric system for recording attendance.

3.1.5 **Time-off (late-in/ early departure):** An employee shall be permitted to come late and leave early by 30 minutes, not more than two times a month. The third time will be automatically treated as half day leave or half day salary deduction. This facility is at the discretion of the controlling officer and not at the cost of work.

3.1.6. **Workplace Health & Safety (statement of policy):** the institute is committed to and supports healthy and safe workplace. All employees are expected to comply with stipulations made by the institute in this regard, such as no-smoking, green practices etc.

3.1.7 **Dress Code:** Every employee shall strictly adhere to the formal dress code which is a set of guidelines for employees to know what is appropriate to wear to at work and on special occasions. It makes sure that employees present themselves well in meetings and interactions with guests and students.

3.1.8 **Green Campus Policy:** The institute is committed to environmental friendly practices and education that combine to promote sustainable and eco-friendly practices in the campus on a self –sustainable basis in the areas of power, water and cleanliness.

3.1.9 **Leave Policy:** Leave days in general are: 11 First Saturdays, 11 Third Saturdays, 52 Sundays, 12 Festival days. Employees are eligible for Casual leaves; privilege Leaves and compensatory leaves as per the statutory requirement including 12 Sick leaves and 12 Casual leaves.

3.1.10 **Paternity Leave Policy:** A male employee shall be granted **Paternity Leave** for a period of 7 days for the first child.

3.1.11 **Maternity leave Policy:** Maternity leave is 3 months with full pay. Maximum of two more months leave could be taken with loss of pay. For this, one month prior application and approval from the management is a must. Women undergoing pregnancy shall apply for maternity leave well in advance to plan their work.

3.1.12 **Vacation Policy:** Vacation of 30 days for faculty and 15 days for non-teaching staff between May and June every year are given. Vacation not availed by either faculty or non - teaching staff may be converted to PL(Privilege Leave) at the discretion of the competent authority. Such PLs can be accumulated upto a maximum of 120 days.

3.1.13 **Holiday Policy:** list of public holidays as applicable shall be published. Such list shall reflect diverse employee's cultures and practices.

3.1.14 **Overtime Policy:** Further, employees may have to stay and work for later hours, if work/program requires doing so. Organization shall not pay any additional pay for such over duty/work. However, any employee working overtime beyond 9:00 pm may claim dinner /food allowance. In general, women employees are not encouraged to work beyond 9.00 pm. In case of program /project requirement, any women employee engaged beyond 9:00 pm will be provided with dinner allowance and conveyance by office to her home/ immediate supervisor to ensure her safety.

3.1.15 **Compensatory Offs Policy:** Employees shall be eligible for compensatory off proportionate to the extra working day(s), which shall be utilized within 30 days from the day of working.

3.1.16 **On Duty Policy:** This *policy* applies to employees in recognition of their services or any other circumstances which demands their carrying out on-call *duties*. *These duties may include attending to contingencies internal or outside of the institute and may be monitored to be optimized in relation to duties and work required at the campus / institute.*

3.1.17 **Leave Encashment & Carry forward Policy:** **Encashment** of accumulated **leave** can be availed by an employee at the time of retirement, or at the time of leaving the job and or carry forward during the continuation of service. Rules and regulations for this availment will be specified from time to time and are available in Employee Hand Book.

3.1.18 **SOP For Leave Policy:** All leaves shall be availed with prior permission of the concerned controlling authority and shall be as per procedure documented by using the Leave Request form. All leave is subject to exigencies of work and cannot be claimed as a matter of right.

Policy Name	3.2 (B) Work Norms Policy
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3.2 (B) Work Norms Policy

3.2.1 **Preamble:** Work norms policies and procedures are descriptions of how all employees, regardless of job description or title, are expected to conduct themselves. Various rules and regulations formed under this Policy are enumerated in the Employee Hand Book and also in the Terms and Conditions of employment and their extracts mentioned in the appointment letter to the employees.

Purpose: These policy guidelines make for a stable workplace environment where people feel safe to come to work, to be themselves and to go about their business. The result is less turnover, more teamwork and higher employee morale.

Scope of the Policy: This policy is applicable to all the employees including faculty and non-teaching members.

Policy Contents / Statements

3.2.2 **Equal opportunity:** SSIM is an equal opportunity employer which means that the institute will provide the same opportunities for hiring, advancement and benefits to everyone without discriminating due to protected characteristics like: age, gender, religion, color, ethnicity, language and region.

3.2.3 **Absenteeism:** *Absenteeism policy* and the guidelines will help reduce the number of work days employees miss. All unauthorized absences will be the subject matter of disciplinary procedure.

3.2.4 **Personnel Records:** This *policy* provides guidance to employees about their privileges and obligations with respect to their own *personnel records*, and guides. They include job and employer-related files such as the job application, performance reviews, and employee time-off records. The 9 -10 documents that are nice-to-have in an employee personnel file are: 1). Signed offer letter or employment agreement. 2). Receipt or signed acknowledgment of the employee handbook 3) CV 4) Interview Panel documents 5) Presentation feedback forms 6) Recommendation letter from the previous employer 7) Pay slips from the previous employer 8) Reference checks (2 Nos) 9) Signed detailed appointment letter 9) Reporting Letter

3.2.5 **Use of Laptop, intranet, internet, email and other ICT facilities:** Laptop or desktop provided to employees is official equipment. It must be used only for office purpose. The licensed software only should be used and any illegal software installed will be considered violation of the institutional rules. An Internet Usage Policy stipulates all prohibitions such as access to pornographic sites, conducting illegal activities and sexual harassment.

An email and Internet usage policy can keep a company productive and efficient. This gives the institute recourse in the event an employee violates the policy and, as a result, negatively impacts productivity. Employees should not indulge in hacking or data theft as their individual IP numbers are mapped and identified. Violations of stipulations made from time to time by

the management and Govt. under Cyber law shall be treated under provisions of work place discipline, cyber law and such other governing rules.

3.2.6 Confidentiality agreement: The Employee agrees to maintain the confidentiality of the Confidential Information of the institute and to prevent its unauthorized dissemination or use for a period of three (3) years from the date of last disclosure by the institute. An employee is also prohibited to use the IP of the institute outside the institute when he/she leaves the organization.

3.2.7 Outside employment: This policy is to set out employer expectation that employees will treat their work at institute's business as their primary job and will not allow other jobs to interfere with the performance of the primary job.

3.2.8 Conflict of interest: This policy is to protect institute's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of one of its officers or directors, or might result in a possible excess benefit transaction, and no employee shall entertain/engage in such transactions.

3.2.9 Outside cause/ political activity: The employees are not allowed to work for any other outside cause or political activity other than the institute's vision and mission.

3.2.10 Gifts and gratitude: This policy sets guidance to institute's employees about what is and isn't appropriate to accept as a present, offering, advertisement, award, or token of appreciation from a customer, vendor, supplier, potential employee, or potential vendor or supplier, other than the awards received for their contributions.

3.2.11 Security checks: It ensures to protect the institute from threats and how to handle situations when they do occur. It also helps to identify all of the institute's assets as well as all the potential threats to those assets. Employee's checks at security shall be made regularly.

3.2.12 Smoking : No smoking or other use of tobacco products (including, but not limited to, cigarettes, pipes, cigars, snuff, or chewing tobacco) is permitted in any part of the building, campus or in vehicles owned, leased, or rented by the institute. Employees may smoke in designated areas during breaks. However, a health and well-being policy may specify the entire campus of Siva Sivani Group to be a no-smoking zone

3.2.13 Violation of work rules: It lays out standards of ethical behavior and professional conduct employees are expected to maintain internally and during interactions with students and guests. A violation of the code means employee has acted in a way that goes against the code, doing so leads to disciplinary consequences.

3.2.14 Grievance Procedures: This Policy provides for a mechanism for individual employees to raise a grievance arising from employment. It also ensures that such grievances are dealt with promptly, fairly and in accordance with other related Policies of the institute.

3.2.15 Open Door Policy: the Institute provides for open door policy in order to encourage openness and transparency with the employees of the institute to express their dissatisfaction or any other issues before the senior management.

3.2.16 **Anti-Discrimination:** This policy covers all the employees who will be protected against any form of discrimination based on gender, race, color, religious beliefs, national origin, age and disability, appearance or sexual orientation.

3.2.17 **Workplace Bullying & Harassment:** ‘Bullying and harassment’ is behaviour that makes someone feel intimidated or offended. This policy is to communicate to all employees, including faculty and non-teaching members that the institute will not *in any instance* tolerate bullying and harassment behavior. Employees found in violation of this policy will be disciplined, up to and including termination. Such behavior includes: i) Threatening, humiliating or intimidating behaviours, ii) Work interference/sabotage that prevents work from getting done, iii) Verbal abuse, iv) spreading malicious rumours, v) picking on or regularly undermining someone.

3.2.18 **Sexual Harassment:** Sexual harassment, includes unwelcome sexual advances, requests to engage in sexual conduct, and other physical and expressive behavior of a sexual nature where (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education; (2) submission to or rejection of such conduct by an individual is used, or threatened or suggested to be used, as the basis for academic or employment decisions affecting the individual; or (3) such conduct creates a hostile, intimidating or demeaning environment that is sufficiently severe, pervasive and objectively offensive to substantially interfere with an individual's academic or professional performance. Determination as to whether the alleged conduct constitutes sexual harassment should take into consideration the totality of the circumstances, including the context in which the alleged incidents occurred.

Under this policy, sexual harassment can be verbal, visual, or physical. It can be overt, as in the suggestion that a person could get a higher grade or a raise in salary by submitting to sexual advances, including, but are not limited to, unwelcome sexual advances; repeated and unwelcome sexually-oriented bullying, teasing, joking, or flirting; verbal abuse of a sexual nature; commentary about an individual's body, sexual prowess, or sexual deficiencies; leering, touching, pinching, or brushing against another's body; or displaying objects or pictures, including electronic images, which are sexual in nature and which create a hostile or offensive work, education, or living environment.

3.2.19 **Discipline:** The institute’s discipline policy identifies standard procedures for disciplining employees for specific incidents that go against other policies and procedure is to set and maintain standards of conduct within the institute, and in doing so, ensure that all employees are treated fairly and consistently. It is designed to help and encourage all employees to achieve and maintain satisfactory standards of conduct.

3.2.20 **Suspension:** The institute *suspends an employee* for his /her misconduct: such as theft, unsafe work behavior and in contraventions of the other provisions of the work environment policies.

3.2.21 **Termination:** The institute’s policy of Termination of an individual may result from inability of the incumbent in a position to perform / discharge his / her duties, as a result of disciplinary proceedings, provisions of law to be employed in the specified position or under summons for cognizable offences or for offences under Criminal Procedure Code/ cyber law or financial exigencies or such other circumstances which the management considers fit.

3.2.22 **Serious & Willful Misconduct:** Misconduct is an intention to do harm, negligence of duty, harassment of other members, vandalism and tarnishing the image of the institute and its members. The institute has a policy to refer all manner of serious and willful misconduct during the service period to the disciplinary procedure.

3.2.23 **Alcohol & Drugs:** The institute through this policy ensures that no employee must drink *alcohol* or use *drugs* at the workplace. Such acts will be treated as misconduct and such acts are referred to the disciplinary procedure.

3.2.24 **Vicarious Liability:** This Policy specifies conditions or circumstances that may be construed or constitute a situation creating vicarious liability on the institute or on its employees. Employees are expected to take necessary precautions, safeguards and do such other required acts during their work processes that prevents a vicarious liability to the institute or themselves

Policy Name	IV. Employee Relation, Engagement Policy and Retention Policy
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4.1 **Preamble:** These policies and practices are concerned with the management and regulation of relationships between the organization, the individual staff member within the working environment, providing for equal employment and workplace fairness, resulting in engagement and retention of staff in the institute.

Purpose: The institute believes in creating favorable work climate, characterized by practices which are inspiring and evoke discretionary efforts from all the staff members and to build institutional loyalty among them.

Scope of the Policy: This policy is applicable to all the levels of faculty namely, assistant professor, associate professor and professor and non-teaching employees.

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4.2 **Communication Policy:** The institute will provide stakeholders with information internally and externally. It establishes principles and norms to guide the Behavior of **communication** systems in the institute. It will address who has the authority to **communicate** confidential or sensitive information and how information should be disseminated through email, websites, printed reports, and/or presentations.

4.3 **Team Engagement Activities:** The institute encourages staff members to work as a team on all the tasks, assignments and projects. This is done by constituting committees.

4.4 **Staff Meeting:** Periodic staff meetings are conducted by the director either or for teaching and non-teaching or for both with announcement of prior agenda, time-based and focused meeting resulting in the minutes and the action taken reports.

4.5 **Celebrating Birthdays & Anniversaries:** The institute believes in celebrating anniversaries of the members either department wise or institute wise based on the convenience and contingencies.

4.6 **Outbound Activities:** As a Policy all staff members are encouraged to participate in outbound activities conducted under the supervision of experienced trainers or facilitators in a location away from the city. The objective is to build a sense of the community and well feeling among the members of the institute.

4.7 **Sports Activities:** It is the Policy of the institute to encourage participation of employees in sports and games and provide for necessary facilities for both staff and students. Members can participate in sports and games during the leisure. However, there shall be an annual event in which the staff members can plan, and organize the activities.

4.8 **Annual Event:** The institute conducts certain events annually encouraging staff to participate in them. Staff get-togethers, Luncheons, seminars, conferences, and the founder's birth anniversary are some.

4.9 **Rewards & Recognitions:** The institute constituted certain rewards and recognitions with the objective to recognize and inspire the staff members for their achievements and

contributions. Achievements include, successfully organizing events like seminars, workshops, training programs, and publication of cases, research papers, books, Consulting projects etc.

4.10 **Employee Motivation Programs:** Every achievement by a member for the institute is incentivized financially including publications, participations in seminars, contributions to events of the institute.

4.11 **Employee Counseling:** There is provision of employee counseling for both teaching and non-teaching members of the institute as and when needed. Such services are either offered internally or with the help of expert counselors from outside the institute.

Policy Name	V. Compensation Benefits Policy consists of 5.1(A) & 5.1 (B)
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5.1 (A) Employment Terms & Conditions

5.1.1. **Preamble:** The Institute provides a variety of compensation and benefits to employees for performing their jobs and opportunities to earn through additional performance while complying with legal and tax requirements for compensation and benefits.

Purpose: The institute believes in paying fair compensation based on the statutory requirements, transparently and to keep the employees motivated to perform at their best.

Scope of the Policy: This policy is applicable for the recruitment of all levels of faculty namely, assistant professor, associate professor and professor and non-teaching employees.

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5.1.2 **Grade structure:** The institute will follow the guidelines given by the AICTE / Govt. bodies in respect of pay scales of teaching staff. As per the present Pay Commission structure there are only three designations in respect of teachers as far as cadre structure is concerned, namely **Assistant Professor, Associate Professor and Professor and are followed by SSIM. For the purpose of research and augmenting learning experience to the students and faculty, the BOG may consider intermediary cadres such as Research Associates, Teaching Associates, Technical Assistants etc. with appropriate JDs, compensation and benefits.**

The salaries are paid to the Employees at the end of each month for the month of work done. It is deposited directly in the bank account of employees. Institute shall have structured salary pay per month. Workdays record is maintained each month for all employees. The pay scale will carry break up of Basic, DA, HRA, Conveyance, special pay, PF and others.

5.1.3 **Salary Structure:** As per the AICTE norms reflected in the Pay Band

1. The salary of the three tier Professors with Academic Grade Pay (AGP) has been fixed by 6th Pay Commission of 2006– Adopting Pay Band 4.
 - a. Assistant Professor: Rs 15,600-39,100 (AGP: Rs 6000), total amount: Rs 45,000/- per month.
 - b. Associate Professor: Rs 37400-67000 (AGP Rs 9000), total amount: Rs 80,000/- per month
 - c. Professor: Rs 37400-67000 (AGP Rs 10,000), total amount: Rs 82,000-120,000/-

5.1.4 **Loans/ Financial Assistance:** The institute will provide loan / financial assistance to those who are in need.

5.1.5 **Travel Policy (while on work, outstation (within India/ outside India), international official travel, and deputation).** : The institute will reimburse employees for all expenses necessary, reasonable and actually incurred when traveling on authorized institute

work. Travel expenses shall be properly documented and approved on a Travel Expense Report.

5.1.6 **Insurance (Medicaid Policy):** The institute will provide medical insurance to all the employees and their family members.

5.1.7 **EPF and gratuity:** As per the statutory norms, all the employees are covered under EPF and / gratuity, as per following details.

1. **Provident Fund:** All Employees on rolls and upto the age of 58 years are eligible for contribution from Management in line with the provisions of PF Act., which together with employees contributions will be sent by the Organization to the government PF office into the account of each eligible employee.
2. **Gratuity :** All Employees after completion of five years of their continuous service in the organization are eligible for gratuity..
3. **Professional Tax, Income Tax, and PF:** The Management shall deduct from the salaries of the Employees all the relevant Taxes as per the State and Central government rules and regulations, in vogue.
4. **Other Benefits:** BOG may consider allocating other benefits from time to time for enhancing the teaching-learning environment at the institute.

As a Policy, the statutory provisions are implemented as amended from time to time for all employees.

5.1.8 **Personal Bill payment facilities:** Any expenditure incurred by employees on official duty shall be reimbursed upon the producing of proper bills and receipts.

5.1.9 **Retirement benefits:** Upon the attainment of superannuation as per AICTE norms, the employee's accounts shall be settled with transparency and promptness with all the monetary and non-monetary benefits to be provided by the institute.

5.1 (B) Work Place Benefits

5.2.1 **Canteen Facilities:** All the employees can avail of the subsidized food and beverages in the canteen by acquiring monthly coupons

5.2.2 **Company transport:** All the members of the institute are eligible for free transport within the city to commute to and from the select alighting points in the city. Suitable parking space is provided for those who are using their own transport facilities.

5.2.3 **Mobile phones/ Data cards:** Members of the institute shall be provided with mobile phones/data cards required to perform their official work.

5.2.4 **Laptop:** The institute will provide laptop/desktop to all the employees to carry out the official work

5.2.5 **Housing:** The institute shall provide housing facility for members as per the availability of the facility and for those required to stay on/near campus due to exigencies of work; otherwise, HRA shall be paid for staying in rental accommodation.

5.2.6 **Society Club membership:** The institute has a staff welfare club which is a non-profit registered society. The society is governed and managed by a duly elected body from among the members of the club. The members are eligible to contribute and take loans at a nominal rate of interest.

Policy Name	VI. Rewards, Recognition And Loyalty Policy
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6.1 **Preamble:** This policy is designed to encourage employees whose performance is outstanding either individually or through teams that contribute to the overall vision of the institute

Purpose: to reward employees based on their contributions and evoke loyalty among the members of the institute based on certain guidelines.

Scope of the Policy: This policy is applicable for all levels of faculty namely, Assistant Professor, Associate Professor and Professor and non-teaching employees.

Policy Contents/ Statements

6.2 **Employee suggestions:** The institute will tap into employee ideas in the hope of improving the processes and/or services, upon implementation of which, the institute can reach new heights. Such ideas will be rewarded suitably.

6.3 **Employee recognition:** The institute will recognize *employees whose* performance is outstanding either individually or through team that contribute to the overall objectives of the institute.

6.4 **Promotions:** The institute believes employee promotion as a function of relevance and competence. Based on the requirements, the successful members are encouraged through succession to next level of job and assignments, both academic and administration.

6.5 **Performance bonus and incentives:** The institute has a well-designed performance bonus and incentives for member's contributions and achievements which directly attribute to the realization of the vision of the institute. Details are mentioned in the employee hand book.

Policy Name	VII. Learning, Research and Development Policy Consists of 7.1 (A) , 7.2 (B) & 7,3 (C)
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7.1 (A) Learning and Research

7.1.1 **Preamble:** SSIM is a ‘learning organization’ promoting learning in higher education. Therefore, the institute believes in promoting learning and development among all the employees through structured learning initiatives in which all employees are encouraged to partake and share their learning with others including students.

Purpose: The purpose of this Policy promotes organized learning and development activities for all employees which results in periodic updation by all the employees and also encourage them to transfer their learning in their current job roles and also prepare them for future jobs

Scope of the Policy: This policy is applicable for all levels of faculty namely, assistant professor, associate professor and professor and non-teaching employees.

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7.1.2. **Training:** The institute believes in continuous training of all the staff members for the development of their knowledge, skills and attitudes required for performing their current and future job roles effectively.

7.1.3. **TNI assessment:** The employees training needs are assessed based on superior’s reports, and through observation of their performance

7.1.4 **Training Calendar:** A training calendar is prepared for faculty and non-teaching staff to facilitate participation in the training activity.

7.1.5 **Training Design:** The programmes are designed based on the performance gaps and also the future requirements of the job and roles to be performed by the employees.

7.1.6 **Conducting Training:** Training as identified and designed may be conducted both internally or externally and also both by internal and external trainers / facilitators.

7.1.7 **Training Evaluation:** Every training programme shall be evaluated in order to know the effectiveness of it and its usefulness at the workplace.

7.1.8 **Training after promotion in designation:** Every employee shall be sent for training after promotion in order to help him/her cope up with the new roles.

7.1.9 **Job rotation as training:** the institute believes in preparing employees with versatile skills by rotating them in diverse jobs and helps them experience variety of jobs resulting in motivation.

Policy Name	7.2 (B) Other Learning Policy
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7.2 (B) Other Learning:

7.2.1. Preamble: This policy will ensure that all the members of the institute participate in workshops, training programmes, seminars and the like for increased and continuous learning and contribution to the promotion of vision of the institute. This Policy also guides the formulating of rules and regulations for implementation of the policy provision.

Purpose: This policy provides for the learning of the employees which results in heightened motivation and effective performance of their roles.

Scope of the Policy: This policy is applicable for all levels of faculty namely, assistant professor, associate professor and professor and non-teaching employees.

Policy contents/ Statements

7.2.2 Policy of encouragement to employees: The institute, as a policy, encourages and provides finances for participation in workshops, FDPs and MDPs by the members with the objective of upgrading their skills, knowledge and attitudes.

7.2.3 Deputation to Paper Presentations: The institute will encourage employees to attend seminars/conferences to present papers and the expenses incurred towards which are completely reimbursed, to the extent specified by the competent authority each year.

The employees are encouraged to spend the complete money allotted to them at the beginning of the year

7.2.4 Organizing seminars, conferences, FDPs etc.: The institute encourages members to organize seminars, conferences, FDPS, with some initial capital and encourage them to raise additional fund.

7.2.5 Research & Development: The institute has established a research and development cell which provides seed capital for research and development activities by the employees.

7.2.6 Funded Projects: the institute will encourage employees to apply for research and development projects, upon completion of which, the earnings are shared with the employees.

7.2.7 Consultancy Work: The institute encourages employees to bring consulting assignments and upon successful completion, the earnings are shared with the employees concerned.

7.2.8 R & D Budget: Annually, the R& D Budgets are earmarked for all the employees who are interested in doing research and publish them and for participating in conferences.

7.2.9 Learning from field: Every employee is encouraged and is required to learn from the industry/field by spending required time with the external entity. There are opportunities

such as IIP and Specialization Project guidance along with industry supervisor and faculty are encouraged to learn from such interaction.

Besides, faculty may choose to spend appropriate time with the industry/field for which the benefit of OD or paid leave will be given.

7.3 (C) Career Development Policy

7.3.1 **Preamble:** The institute believes in the growth of an individual internally in the organization for superior positions (academic & administrative) and commits itself for the career development of its employees.

Purpose: This Policy encourages all employees to pursue long term career in the institution. In order to do so, the institute has devised various developmental activities that all employees can undertake to raise their performance and achieve their career goals.

Scope of the Policy: This policy is applicable for all levels of faculty namely, assistant professor, associate professor and professor and non-teaching employees.

Policy contents/ Statements

7.3.2 **Career Planning Policy:** The institute encourages providing long term opportunity to work with the institute. Therefore, there is a clear career path for all the job titles.

7.3.3 **Continuous Learning Policy:** The institute encourages members to learn in all the task/assignments/roles which are assigned to them from time to time.

7.3.4 **Job Rotation Policy:** Every employee shall be rotated in diverse job roles either vertically or horizontally in the institute.

7.3.5 **Sponsoring of Higher Studies:** The institute has a policy to support members for pursuing higher studies in the relevant fields of study and as per the requirements of the institute in India or abroad, under the conditions that upon successful completion the candidate shall work for the institute for a stipulated period of time.

7.3.6 **Incentives for Higher Education:** The institute has a policy to provide incentives for the completion of higher education by the members.

7.3.7 **Personal Development :** The institute has a policy to encourage Personal Development of a faculty member through R&D, Paper Presentation, Conducting workshops, seminars, MDPs etc. Such participations allow them to learn from multiple dimensions.

7.3.8 **Participation in International Seminars:** The members are encouraged to attend international seminars from the fund earmarked for each of them annually.

7.3.9 **Sponsored Research:** Members are encouraged to get sponsored research by the government or other institutions and special provisions in the form of relaxation of duties are made to ensure that they complete such work.

7.3.10 **Consultancy by faculty:** Faculty members are encouraged to pursue consultancy and the earnings are shared on percentage basis. This is done with an objective to bring practical inputs into the classroom

7.3.11 **Deputation to Industry Part time, fulltime :** The members are encouraged to work in the industry on deputation for a maximum of two years which will be counted as in service when they report back to their duties.

7.3.12 **Sabbatical Leave Policy:** The members are provided with a maximum of two years sabbatical leave to pursue their research, or publication of books or work aboard.

8.1 **Preamble:** SSIM believes in promoting development of the body of knowledge in management and other Social Sciences which is essential for managing modern organizations. Therefore, Knowledge Management initiatives are given utmost importance.

Purpose: This Policy sets the standards of knowledge management and development within the institute enabling every employee to know what is expected from them and why acquiring knowledge is important to perform their job roles effectively.

Scope of the Policy: This policy is applicable for the recruitment of all levels of faculty namely, assistant professor, associate professor and professor and non-teaching employees.

Policy contents/ Statements

8.2 **Knowledge sharing:** Institute encourages faculty members and others who have attended seminars or workshops to share their research experience, seminar presentations with other faculty members who could not attend owing to contingencies.

8.3 **Deputation:** The employees are encouraged to work with other similar institutions on deputations either in the government or in the private sector.

Faculty may even work in an industry as a part time or during vacation or as an advisor or consultant. This facility is however subject to exigencies of work at the institute.

8.5 **IIP:** Faculty members are encouraged to collaborate with corporate executives during students' internship in working in real-time projects and provide their expertise to the industry.

8.6 **Training for the industry:** The institute has a policy to share the faculty research output in the form of training inputs to the industry.

9.1 **Preamble:** SSIM believes in appraisal assessment and evaluation of every employee and his/her performance fairly and scientifically in order to further develop and reward the employees for their contribution to the institute.

Purpose: This Policy covers performance evaluation of every employee through annual Performance Appraisal resulting in rewards and development of employee competencies.

Scope of the Policy: This policy is applicable for the incumbents at of all levels of faculty namely, assistant professor, associate professor and professor and non-teaching employees.

Policy contents/ Statements

9.2 **Probation and confirmation:** Upon the completion of probation period, the employee will be confirmed into a regular position with a tenure granted based on at least three performance reports constructively.

9.3 Annual Performance evaluation

1. The faculty members nature of work shall be classified into i) academic (regular work) ii) advancement (research and development) and iii) allied activities (partly academic partly administrative).
2. The standards of performance in all the classified activities shall be formulated and communicated to all the faculty members.

9.4 Performance Appraisal Procedure

1. Faculty members shall submit their workload plans for every academic year in the beginning of the same.
2. A self-appraisal report (facts-based) shall be submitted by them at the end of the academic year.
3. Assessment of the work performance is objective, evaluated through weightages assigned to the activities classified.
4. An appropriate mathematical or statistical procedure shall be adopted to analyse the performance scores and are communicated to the faculty members.
5. Award/reward of the faculty members will be purely based on the performance appraisal.

9.5 **Policy for Promotion in Designation:** Promotions are purely based on relevance and competence. Relevance refers to the availability of positions as per AICTE norms and also institute needs for achieving its mission. Competence refers to the suitable skills and knowledge and attitudes the employee has for a higher position

9.6 **Performance Appraisal SOP:** Appraisal formats, statistical formulae and reports shall be transparent and open to all the employees.

Policy Name	X. Separation Policy
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10.1 **Preamble** : Separation policy of the institute provides for transparent manner of ensuring the employees leave the institute either voluntarily or by compulsion, for explicit reasons on either sides.

Purpose: The purpose is to ensure that there is fairness in dealing with the employees leaving the institute and with good faith that the entire separation process was satisfactory to both the employee leaving and the management of the institute.

Scope of the Policy: This policy is applicable for all levels of faculty namely, Assistant Professor, Associate Professor and Professor and non-teaching employees.

Policy contents/ Statements

10.2 **Resignation** : Resignation is the formal act of giving up or quitting one's office or position by an employee. The Institute expects an employee to submit a proper resignation letter with necessary reasons for quitting the job mentioning the notice period of relieving.

10.3 **Notice Period** : In general two months' notice period for non-teaching staff and three months' notice period for teaching staff members shall be given by an employee intending to leave the organization. Notwithstanding the 'notice period' compliance, teaching staff are allowed to leave only on completion of the academic work allotted to them during the particular trimester / academic year as the case may be. Similarly staff members on duties such as placement, promotion etc. are allowed only on completion of such assignments for the respective services.

10.4 **Dismissal** : Dismissal of an employee is a decision made by an authority of the institute for a variety of reasons, ranging from an economic downturn to performance-related or discipline related problems on the part of the employee.

10.5 **Suspension** : The institute shall suspend an employee pending an investigation of gross misconduct or other serious disciplinary matters.

10.6 **Termination** : The services of the employee may be terminated for explicit reasons like dissatisfaction with the performance, with the statutory provisions at the discretion of the management of the institute.

10.7 **Redundancy** : When an employee is found consistently under-performing after three consecutive performance reports, he/she will be considered redundant to the requirements of the vision of the institute and therefore may be separated with due notice period by the management.

10.8 **Full and Final Settlement** : When an employee is leaving the institute, he /she will get paid for the last working day that he/she worked. This procedure of paying or recovering during the resignation process is the Final Settlement which may also be done on the last working day of the employee or last working day of the payroll month or subsequent months, as considered fit in the circumstances at the time of leaving.

10.9 **Exit Formalities and Exit Interview** : The institute will arrange for an informal meeting where authorities can discuss with the exiting employee if there is any way he/she can be retained. Otherwise, the management will confirm the notice period, handover process and completion of any unfinished projects that needs to be completed before the employee's *exit*. *Thereafter, the employee is given proper relieving letter and certificate of service.*

Policy Name	XI. Other HR Policy
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11.1 **Preamble:** These are the set of policies that help in efficient and smooth operations at the institute, not covered elsewhere and are announced here for the purpose of quick guidance and avoid referral to the management each time a situation occurs.

Purpose: To guide the operational issues that are not normal in nature but are required for efficient and smooth conduct of the activities of the institute.

Scope of the Policy: This policy is applicable for the employees at all levels of faculty namely, Assistant Professor, Associate Professor and Professor and non-teaching employees.

Policy contents/ Statements

11.2 **HR Audit (Each HR Function):** The institute will conduct a comprehensive review of current human resources policies, procedures, documentation and systems to identify needs for improvement and enhancement of the HR function as well as to assess compliance with ever-changing rules and regulations.

11.3 **Re-Employment & Relative's Employment:** Institute offers *re-employment* to eligible employees as another opportunity to work either on part time, full time or adjunct basis as per the requirements of the institute.

The Institute believes in pro nepotism by which the relative of an employee is considered for job if found eligible for a suitable position. Further to avoid conflict, the relative will not work directly in the same department or under the supervision of the referred relative.

11.4 **Flexible Timings:** A flexible schedule allows an employee to work hours that differ from the normal institute start and stop time. When flexible working is used appropriately with the necessary level of buy-in from both institute and employees, it can be to everyone's advantage.

11.5 **Corporate Social Responsibility:** CSR is a way of conducting business, by which institute visibly contribute to the social good. Despite the institute being a non-profit organization, it encourages members to actively participate in its social responsibility activities.

11.6 **Whistle Blowing Policy:** As per the whistle blowing policy and procedure, it is the responsibility of all employees of the institute to raise their concern against any unethical behaviour or any wrongdoing or any illegal activity that is happening or can happen and this should be informed to superiors in the institute

11.7 **Conversion to Part time employment:** Institute can change an employee's schedule from full-time status to part-time status at any time for any reason with advance notification and set of terms of employment and also at the request of the employee for personal reasons.