

INSTITUTE OF HEALTH SCIENCES

Human Resource (HR) Manual

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SECTION 1: INTRODUCTION

1.1. About the Organisation

NAME AND ADDRESS:

INSTITUTE OF HEALTH SCIENCES and its constituent institution, Institute of Health Sciences that are mandated to work for the welfare of Persons with Disabilities

Coordination Address:

N2/41, IRC Village, Nayapalli Bhubaneswar

Dist- Khordha

Pin- 751015, Odisha

LEGAL STATUS:

1. Society Registration:

Institute of Health Sciences is registered under the Society Registration Act, (Central Act No. XXI of 1860) vide Registration No. KRD/6812/494 of 1995-96 dated 29.12.1995

2. Registered under Foreign Contribution

Act, 1976: Registration No. II/
21022/70 (51)/ 2001-FCRA.III dated
12/06/2001

3. Registered under Income Tax Act,1961:

a. Section 139-A: PAN No.AAAJM0448A

b. Section 12AA (2): No.

ITO(Tech.)/12A/208/2006-07 dated
13.08.2007

c. Section 80 G(5)(vi): ITO(Tech.)/80G-120/10-11/2011-12 dated
05/04/2011

CONSTITUENT INSTITUTIONS

- Institute of Health Sciences
- State Nodal Agency Centre, National Trust
- Model Centre for Children with Special Needs, School for Autism
- Aditi Integrated School
- BalMukund Memorial Centre of Audiology
- Rehab & Care, Chandaka Health Care Pvt. Ltd

Institute of Health Sciences

a. **Registration under PwD Act,1995:**

Registered under Persons with Disability Act, 1995, vide registration No 08, dated 6th May 2004.

b. **Registration under NationalTrust:**

Registered under National Trust Act 1999 vide Registration No. 100717301301026 dated 11/07/2012

c. **Recognition from Govt. of Odisha:**

It has got permanent recognition from Govt. of Odisha under Dept. of Women & child development with 64 seats in Bachelors in Audiology & Speech Language Pathology vide letter no. WCD-DW-2-MISC-0012/2014 No.7784 WCD dated.5.5.2015

d. **Approval from Rehabilitation Council of India for Manpower Development:**

It has got permanent approval from Rehabilitation Council of India the national statutory body in Rehabilitation Education for running the BASLP Degree vide letter no.8-368-BASLP/05/RCI/4778 dated. 27/07/2015

e. **Affiliation from Utkal University:**

It has obtained Permanent affiliation for running professional courses in rehabilitation sciences like BASLP programs vide letter no. Aff/626/37301/2015 dated. 29.12.2015. It also has affiliation for BPT, MASLP.

f. Referral Hospital by Govt. of Odisha:

It is declared as the referral hospital for dealing with all kind of Communication Disorders like Speech defects, Hearing loss, developmental disorders like Autism, Mental Retardation, cerebral Palsy etc. Govt. Gazette no 23906/WCD, dated 26th May 2007.

g. Declared as State Nodal Agency Centre of National Trust

for Autism Cerebral palsy, Mental Retardation and Multiple Disabilities, the statutory body established by Govt. of India with effect from 01/04/2014

h. Prof. Satya Mahapatra Director IHS has been nominated by the

Rehabilitation Council of India as Chairperson, ZCC, East – I under RCI

OPERATIONAL AREA

The Society is operating in the state Odisha with branches in the Districts of Khordha, Angul, Sambalpur and Sundergarh (Rourkela).

1.2. Vision, Mission and Core Values

A. Vision:

INSTITUTE OF HEALTH SCIENCES visualizes a world accessible to all by building functional abilities of people with Disabilities and people in the active ageing category.

B. Mission:

Our mission is to empower and enable people with Disabilities and people in active ageing participating powerfully in their overall development, individually and in group, ensuring a life of high dignity and secured rights.

C. Goal:

Development of high standards of professional practices through Education, Training & Research in Sectors of Disability and active ageing to provide effective support services to all.

1.3. OBJECTIVES

The Society is presently working with broader Concept of rehabilitation of Persons with Disabilities & the Senior Citizens. The broad objectives of the Society include:

- a) To carry out Medical Research and Training by engaging in the research and development in all fields of medical and rehabilitation sciences and in all therapies of medical treatment, so as to afford medical relief in a better way.
- b) To provide research and training facilities for carrying on research and training on basic and applied in all systems and disciplines of medical and surgical knowledge, keeping in view the socio- medical and socio-economic needs of the affected community.
- c) To establish institutions in various places all over the country for the development of higher, technical medical, paramedical courses with special emphasis on Speech Pathology and Audiology courses.
- d) To indulge in research work and conduct workshop, seminar, conference, publication for imparting informal, conventional, non-conventional and technical training for socially and economically backward people with emphasis on ailing, handicapped, schedule caste and schedule tribe communities.
- e) To establish or take over and/or otherwise conduct research institutions in all disciplines of medical and

surgical knowledge.

- f) To provide encourage, initiate or promote facilities for the discovery, improvement or development of near methods of diagnosis, understanding and prevention and treatment of diseases.
- g) To establish hospital, nursing home, asylum, health club, sports club, fitness centre, eco-friendly rest houses in green areas, holiday resorts for better health care and prevention.
- h) To alert and educate people against various dreaded disease and superstitions through media devices.
- i) To take special care of family planning education, drug abuse and blood donation camps.
- j) To become and affiliate/ members of national bodies/federations having similar aims and objectives.
- k) To undertake and implement projects and programmes for rural development and employment generation.
- l) To do all things as are incidental and conducive to the attainment of the above objects and any of them.

Quality Objective

- 1) To impart necessary training for acquiring the soft skills and thus make them employable while in campus
- 2) To empower our Faculty and Staff to update their knowledge from time to time for facilitating our students in their learning process
- 3) To achieve excellent results for our students both in academics at the College / University Level and also on Campus Placement

Human Resources Management Policy

Human Resource is the heart of an organisation and forms the lifeline and determines its destiny. The realisation of the mission of the organisation rests on the commitment of the personnel engaged for various assignments and tasks. Motivated and well trained human resource is necessary to fulfil the goals and objectives of the organisation. Institute of Health Sciences is committed to set high standards of personnel management with due place for efficiency and transparency.

Objective

The objective of this Manual is to lay down policies and procedures that will govern the management of personnel involved at different levels for the furtherance of the objectives of Institute of Health Sciences. These policies and procedures extend from the recruitment of the different categories of staff, defining their roles and responsibilities, providing training and positioning them to execute the job they have been recruited for, in compliance with the values of the organisation. This Manual also defines the terms of employment and conditions of service of employees engaged by INSTITUTE OF HEALTH SCIENCES for different assignment. The Manual covers provisions for improving the performance and effectiveness of the organisation by maximising the efficiency of the staff through enhancing their knowledge, skills and attitudes with provisions for appropriate compensation & incentives and comfortable working conditions.

INSTITUTE OF HEALTH SCIENCES reserves the right to interpret the meaning of the Rules pertaining to the service conditions of its employees and the Supplementary Rules that may be issued hereinafter at any point of time by the legitimate authority.

***** End of Section 1 *****

SECTION 2: THE COMPOSITE OF VALUES THAT GUIDE THE HR POLICY OF I H S.

Promotion of Partnership

INSTITUTE OF HEALTH SCIENCES prefers partnership and fraternity as regards the relationship between Management and staff. In furtherance of the above we strive for inclusive, appropriate, and responsible participation of staff in planning and decision-making process through close and co-operative teamwork as well as clear and honest communication of information within the agency. In the spirit of partnership INSTITUTE OF HEALTH SCIENCES will provide sufficient space for its staff for upgradation and improvement of capabilities and inherent talents.

INSTITUTE OF HEALTH SCIENCES believes that it is strengthened in its promotion of justice and peace by working in partnerships with those who share similar vision and principles. For this reason, those institutions and organisations which share the vision, mission and commonality of purpose are natural allies and partners of preference of INSTITUTE OF HEALTH SCIENCES.

INSTITUTE OF HEALTH SCIENCES values the spirit of living together and working together in community and calls upon its staff members to treat each other and those whom organisation serves as brothers and sisters striving to work toward the common good.

Preserve the dignity of the Human Being

The inherent dignity of the human person is the cornerstone of this HR Manual and should prompt all concerned to protect and promote the dignity of the individuals in workplaces and in dealing with partners, stake holders and the society at large.

- a. The Principle of Subsidiary: Levels of command in the organisation is to be so structured as to transfer authority which in turn should be able to promote ownership and

responsibility.

- b. Scale up capacities of personnel: INSTITUTE OF HEALTH SCIENCES should emerge as a learning organisation wherein the staff become relevant and adapt to the changing time and become effective and efficient. In furtherance of the above, a carefully worked out package of Capacity Building shall be put in place.

Equity – Equal Opportunity Policy

INSTITUTE OF HEALTH SCIENCES is committed to provide equal opportunities to all without regard to race, colour, religion, caste, gender, national origin or disability in recruitment, training, promotion, compensation, benefits, transfers, and employee movement within the organisation. In adherence to the above, INSTITUTE OF HEALTH SCIENCES shall

- Provide equal opportunity to all irrespective of the strata of the society they belong to in order to reduce vulnerability
- Provide equal opportunity to the different genders everything remaining equal from the point of view of the requirement of the particular job
- Provide preference to persons from the weaker and marginalized sections of the society
- Qualified women should be specially encouraged for careers in INSTITUTE OF HEALTH SCIENCES.

Justice

The organisation is committed to justice and human rights and hence in its work place the organisation will remain committed to upholding human rights.

Transparency and Accountability

Transparency, mutual accountability, openness, loyalty and honesty are fundamental values and preconditions for the mutual growth of the organisation and the individuals.

- a. Every person is accountable for his or her actions.
- b. Transparency in all decision making processes, utilization of resources, assessing performances and communication.
- c. Sharing the concerns and apprehensions of all the individuals who work for the organisation in a spirit of trust and mutual respect.
- d. Team spirit is fundamental to an organisations' culture wherein work becomes a process of learning and progressing together. Each person is considered as a unique contributor who is valued and respected.

Professionalism

INSTITUTE OF HEALTH SCIENCES is committed to adopt such measures that will ensure accepted standards in its Human Resource Management. Organisation is to design procedures for all avenues of staff management including recruitment and performance assessment that will match with modern management indicators.

Legal Compliance

INSTITUTE OF HEALTH SCIENCES is committed to comply with all statutory requirements in force with regard to staff management and welfare. If the Regional Forum has contested a particular executive order or fresh Legislation with regard to HR Management, INSTITUTE OF HEALTH SCIENCES will go with the consensus in the regional forum which will settle the issue through negotiation with Government and concerned departments.

***** End of Section 2 *****

SECTION 3: RECRUITMENT, APPOINTMENT,INDUCTION AND TRANSFER

Planning for Human Resources

INSTITUTE OF HEALTH SCIENCES believes in professional excellence. To this extent INSTITUTE OF HEALTH SCIENCES believes in employing competent persons for its programmatic and administrative functions. The organisation is to plan the staff requirements sufficiently in advance taking into consideration retirement and new openings to enable the organisation to respond to emerging human needs with estimation of resource requirements. The human resource estimation and the profile of personnel required will be important for estimation of the types of human resources required and the skill requirement. The assessment of the existing resources against the resources required will provide the net addition that needs to be made in the next years. The requirements exist in relation to the existence of the projects being sanctioned and implemented by INSTITUTE OF HEALTH SCIENCES. The organisation also needs to take into account the attrition rate of its employees annually based on the turnaround of the personnel in the last five years. The requirements arising out of these also need to be taken into account while planning for the human resources. Retirement of personnel after reaching the age of superannuation is an inevitable process and the attrition arising out of this also needs to be planned for and integrated with the plan.

Classification of Human Resource in INSTITUTE OF HEALTH SCIENCES

INSTITUTE OF HEALTH SCIENCES recognises the following classification of its staff.

- a. Regular Employee: One who holds permanent post in the organisation and whose appointment has been confirmed in writing by the appointing authority. Categories of

Employees at INSTITUTE OF HEALTH SCIENCES are divided into:

- i. Teaching Staff: Professors, Associate Professor, Asst. Professors, Lecturers and Teaching Assistants, Librarian
 - ii. Technical Support Staff: System Administrator, Computer Programmer, Workshop Superintendent, Lab Instructors, Lab Assistants and Lab Attendants
 - iii. Administrative Staff: Administrator, Director, Principal, Office Manager, Accounts Manager, Office and Accounts staff, Library staff, Project Manager and Project staff.
- b. Temporary Employee: One who is appointed either to fill a regular position, which is temporarily vacant, or for work which is essentially of a temporary nature and likely to be completed within a limited period. Temporary employees are not eligible for any benefits other than agreed wages unless expressly stated otherwise.
- c. Contract Employee: One who is employed due to his/her experience and expertise on a contract for a specified period, or for specified work on a specified project/program not exceeding two years on the completion of which the contract shall stand terminated. The contract can be renewed for a mutually agreed upon period based on the performance evaluations review and the needs of INSTITUTE OF HEALTH SCIENCES at that point of time. Contract employees are governed by the terms and conditions offered to him/her at the time of appointment.
- d. Part-time Employee: One who is appointed to work for specified hours in a day or in a week, which is less than the normal hours of work of the organisation. The benefits of Part-time employees shall be governed by the terms of

their employment.

- e. Special Category Staff: Priests and Religious recruited for specific posts like Manager, Executive Manager, Assistant Manager, Finance Manager, Administrator, Assistant Administrator, Project Manager, Warden or any other special category posts by arrangement with the Chairman.
- f. Trainee/Intern : means a student who at his own request or that of any educational institution is permitted to learn work for a short duration (5 months) as part of his/her academic pursuit / projects or otherwise. In this period they are entitled for internship honorarium.
- g. Consultant: The one who is hired for a specific task which requires professional competence and specialization when the organisation requires external assistance / guidance – such as evaluation, accompaniment, training etc. A pool of such consultants is to be prepared and kept in store in advance and updated periodically. Appointment of such consultants would follow the set process laid down.
- h. Volunteer: Persons registering for voluntary assistance for specific programmes of the organisation.

Levels of Hierarchy

With respect to its core value of decentralisation and principle of subsidiary INSTITUTE OF HEALTH SCIENCES puts in place a hierarchy for staff which shall determine the levels of authority within the organisation with earmarked command / supervision and enable easy tracking / monitoring.

Appointing Authority

The Secretary of I H S (Institute of Health Sciences) shall be the appointing authority.

HR In-Charge (HRIC)

The Administrator shall be in charge of HR Management unless it is expedient to designate another person for the position of HRIC in which case the EM/AM shall make such appointment.

Recruitment Policy & Process

Objective

To have in place a competent staff selected on the principles and practices of equal opportunities with due representation to all sections of people represented by the organisation and with no discrimination on the basis of caste, creed, sex, race, or disability. All recruitment will be based on predetermined specific positions and competency.

Scope of the Policy

This policy covers all appointments of the organisation also covers appointments for the project related positions both in the headquarters, regional offices and field staff. The consultants hired for evaluations, trainings etc. also are covered by terms and conditions of the Memorandum of Understanding (MoU) duly entered into in accordance with this policy manual for ensuring the basic values of the organisation.

Job Analysis, Job description and Terms of Reference

Staff Requirement: All positions in the organisation shall be based on a need assessment and work analysis. The EM/AM together with the concerned staff / HRIC will determine the need to open a new position or to close an existing position.

Each job and position needs to be analysed in terms of job content and broken down to knowledge and skill requirements. The job/position analysis carried out will form the basis for the HR department to document the skill and knowledge profile of each position. The number of persons required for each position will be assessed from the HR requirement plan.

Each position will require position (job) description and position (job) profile in order to be able to recruit the persons with the right skill and qualification for carrying out the job expected out of that position.

“Terms of Reference” (ToR) should be defined for all the posts in the organisation as per approved standards. The ToR contains the job description, required educational qualification and experience, defined operational structure and other matters relating to the employment for each post in the organisation. For all positions in INSTITUTE OF HEALTH SCIENCES, job descriptions are prepared and share with the concerned staff at the time of recruitment and at the time of employee orientation. A copy of the job description shall be kept in the personnel files of the employees.

When a new position is created, it is the responsibility of the HRIC to prepare a job description unless similar to an existing post. Job description would have to be reviewed periodically to meet standard content.

General Criteria Governing Recruitment

For any post other than Asst. Professors, Associate Professors and Professors, the person recruited should not be above 56 years. The age may be waived in case of Contract Employee but as a rule the maximum age for recruitment should be one year less than the superannuation age (70 years) fixed by the organisation.

- The minimum age for recruitment is 18 years. INSTITUTE OF HEALTH SCIENCES does not permit child labour in any of its establishments nor does it encourage child labour in any of its partner institutions.
- INSTITUTE OF HEALTH SCIENCES reserves the right to do a background check on any person selected for employment.
- Persons selected for appointment should possess sound mental and physical health.

Internal Appointments

In order to avoid stagnation of the competent employees and encourage career growth, Management should develop mechanism for creating avenues for growth/promotion.

When a vacancy arises internal appointment may be promoted as far as possible. But this is purely at the discretion of the EM/AM who may assess the situation objectively on the basis of the merits of the fresh requirements and actual staff position. In the event of EM/AM opting for internal appointment, the vacant

position or a new position is advertised or posted within the organisation specifying clear eligibility criteria. Every eligible employee from among staff can apply for the position. The short-listing for interviews would be made as per the profile and requirements of the job.

Any interested candidate should forward his/her application for the same in the prescribed format to the appointing authority with a copy to the Department in Charge who has to advise if the applicant can be spared for the new assignment.

The Department in Charge will give an assessment of the candidate with special reference to the requirements of the job applied for and keeping in mind the performance of the candidate over the previous two years.

Procedures on Performance Assessment as detailed in Section 7 of this HR Manual should be complied with in the instance of internal appointments.

Advertisement

The HRIC will be responsible for initiating action such as advertising for the vacancy, enlisting Recruitment Consultants, and use of panel of past short listed candidates as may be appropriate after acquiring requisite approvals.

For regular and contract posts, it is mandatory to advertise the vacancies in the newspaper or INSTITUTE OF HEALTH SCIENCES

website (www.Institute of Health Sciences.ac.in).

For temporary, project related staff it is not mandatory to follow the advertisement procedures.

- There should be a minimum of 10 days between the date of publication of the advertisement and interview.
- Due to the critical nature of some posts, application time for all positions, in general, may be shortened to accommodate immediate closure of position and such application time may be different for different positions. The administration shall determine this with intimation to and approval from EM/AM.

Shortlisting

- All applications are scrutinised to ensure that they conform to the minimum requirements of the position.
- Persons given as reference in the application may be contacted to further refine the short list.
- For a single post, from the suitable applications received, an appropriate number will be called for the interview process.
- Intimation for interview is sent thereafter.

Assessment process

The assessment process for program staff and administrative staff recruitment shall have all or any of the following assessments:

- Written test
- Skill Test
- Interview.

Non-teaching staff shall be recruited based on the assessment of their skills and references.

The Assessment and Interview Panel

The interview panel must meet in advance in order to prepare and agree questions, tests etc. to be asked to candidates and to ensure that similar questions and the same range of topics will be covered for each candidate for the same position.

For the test and interview – the appropriate panel must be constituted which should have subject specialists. The final interview panel will comprise of the appointing authority and subject specialists.

The Interview Rating Form

The Interviewer's rating form is aimed to achieve two things

- i. To map the process through which the candidate passes, and
- ii. To create a comprehensive document, with all the interviewers' ratings along with the comments substantiating the ratings thereof.

This format is very crucial and needs to be filled immediately after the interview. The interview panel then gives its recommendations in the prescribed form

Proceedings of Interview

Detailed proceedings of the interview will be recorded by the Chairperson of the Interview Board and will be attested by the Interview Board Members.

Checking of References

The EM/AM or HRIC shall make reference checks with the referees given/ obtained from the candidate. As a policy, INSTITUTE OF HEALTH SCIENCES will contact the current employer as a part of reference check.

The Offer Letter

Upon finding the references to be satisfactory, the Offer Letter is sent to the selected candidate. Candidates should confirm their acceptance in writing. A regret letter might be sent to

candidates not found suitable during the interview.

Medical Fitness

Before issuance of offer letter, selected candidates at their own cost have to undergo a pre-employment medical examination according to prescribed medical standards by the organisation. The authorised medical examination Centre will be Jubilee Mission Medical College and Research Institute, Trichur.

Letter of Appointment

The selected candidate must bring the relieving order from the previous organisation before joining duty.

An appointment letter duly signed by the Appointing Authority is issued to the candidate subject to the reference checks and pre-employment medical examination.

The Appointment letter should contain:

- 1) The designation/ title of the job and responsibilities specific to the job
- 2) The level of commands / reporting to and taking responsibilities in the absence of supervisors.

The letter of Appointment and Job Description (JD) should be signed by the employee as a sign of acceptance.

Joining Report

On joining, the candidate should give the joining report duly filled and signed before the EM/AM/HRIC. If the candidate joins at the Branch or Field Office, the joining report should be accepted and countersigned by the person in-charge and forwarded to the Main Office.

Redeployment / Transfer

INSTITUTE OF HEALTH SCIENCES enjoys the option of

redeploying any member of the staff to the fresh vacancy or transferring a staff from one department to another. All employees may be transferred depending on the needs and priorities of the organisation.

Transfers may be effected in any of the following manners:

- From one department to another department within an office.
- From one post/office to another post/office.

Probation and Confirmation

Training & Probation

- New employee will be on Probation for period of 3 months from the date of joining.
- However, probation period can be extended depending upon employee's performance.
- During the probation period performance, attendance, discipline, honesty, behavior, interpersonal relationship with Superiors, Subordinates and Colleagues and external customers would be closely watched.
- On successful completion of Probation period, services will be confirmed by "**Confirmation Letter**" in writing and until such confirmation employee will be deemed to be on Probation.
- Two months' notice need to be given by either side in case of resignation or termination or salary in lieu thereof. If employee does not serve notice period, S/he will be not be entitled to receive experience certificate & salary in lieu thereof. However, the company shall have an option to relieve employee at an earlier date at no additional cost to the company.

Personal File

A personnel file shall be opened for all employees. The personnel file shall contain the following:

1. Application of the candidate
2. Bio-data
3. Certificates of birth, education and medical fitness
4. Written comments of reference, if any
5. Appointment letter / Contract letter
6. Joining Report
7. Job Description, Performance & Development Plan
8. Personal details of employees like permanent/ current address/blood group
9. Relieving letter or experience certificate from the previous employer or last employer
10. Letters of annual salary revisions & copies of performance appraisal
11. Two colour passport size photograph
12. Memos issued, reply to above, reports of enquiry committees / suspension order / termination on disciplinary grounds etc
13. Any other personal memos
14. Resignation / Contract termination letter
15. No Claim Certificate
16. Any other information deemed appropriate by INSTITUTE OF HEALTH SCIENCES.

The HRIC will maintain personnel files of all employees including those at office. The employees would have to inform HRIC in writing when there are changes regarding marital status or contact address.

Training and Development of Staff

Induction to Staff

All newly joined employees shall upon completion of the formalities undergo an induction program, intended to familiarize them with the dynamics of the organisation. The methodology would be that of guided interaction with the various sections in the staff.

The HRIC will co-ordinate the Induction Process. In recognition of their experience and expertise, senior staff members would often be asked to participate as facilitators in the Induction Programme, on a need basis.

The induction process may be phased over a few days so as not to disrupt the daily work of staff and those conducting the induction.

A package of training module will be developed and put in place for induction process. The following are to find place in the package.

1. Explain the Vision, Mission and Guiding Principles of INSTITUTE OF HEALTH SCIENCES
2. Provide access for the new employee to read the policy documents such as HR Manual, Handbook, Gender / Emergency / Environment Policies etc.
3. Explain the Trust Perspective Plan in force
4. Describe key office norms and policies, systems, manual of procedures etc.
5. Review the job description with the employee
6. Orientation on Performance Management System
7. Clarification on reporting relationships with respect to supervisors and peers.

Process of Ongoing Capacity Building for Staff

A *Capacity Building* Need Analysis will be conducted internally by Internal Quality Cell (IQC) at the beginning of the financial year if need be with the help of external experts specifically looking into the job requirements of each individual, scope of the job in the future. Coaching is intended to provide encouragement, guidance, correction and to identify strengths, weaknesses and learning/ training/career interests which will help the staff, not only to improve their performance, but also to identify problem areas inhibiting achievement of the set objectives and behaviours and to provide an opportunity to make adjustments to approved action plan.

Capacity Building Plan

There are two ways of providing such capacity building plan:

1. Faculty Development Programme – FDP: One can be in-situ training with the help of external resource persons or agencies for a larger group of personnel. These will be planned from time to time depending on the requirement. On the basis of a need analysis, yearly plan of action will be prepared, approved and strictly followed
2. The second type of training (Faculty Improvement Programme - FIP) is an individual availing training provided by external organisations. The same process of need analysis as well as inputs from the performance appraisal will be followed.

Capacity Building Budget

A Capacity Building budget is developed each year based on the Capacity Building Plan and is intended to predict and control all external training expenditure. The Administrator or those entrusted with the task will be responsible for the same.

Post-Course Report

All employees upon attending any program will make a written report and supplement the same with a presentation to the rest of the colleagues in the office. This will be considered as an important part of all trainings. The intent here is to comprehend and multiply newly acquired skills and archive the same for use as training modules for the organisation. Those attending the program, especially outside programs will ensure that the resource materials procured as part of the training are made available to the documentation section so as to turn it as organisational asset. Individual Staff members accessing the trainings conducted by external agencies shall share their experience with the Staff of INSTITUTE OF HEALTH SCIENCES during the monthly staff meetings.

Identity Card

All INSTITUTE OF HEALTH SCIENCES employees are required to have photo ID cards which they should carry with them to their respective work place and in the course of travel. HRIC will issue these cards to new staff within 15 days of their joining the organisation. At the time of cessation of service, employees are required to return their Identity Card to the organisation which should be destroyed by HRIC immediately. Keep a register for issuing ID Card.

***** End of Section 3 *****

SECTION 4: SALARY / WELFARE MEASURES/ALLOWANCES RECOGNITION/TERMINAL BENEFITS

Salary

Basic Pay

a. INSTITUTE OF HEALTH SCIENCES shall pay adequate wages to its employees. All things being equal the salary promised in the appointment letter or Memorandum of Understanding shall be paid to all employees with due periodic revision of salary for regular staff based on performance analysis. The revision of pay for contract staff shall be contiguous with the revision of contract and performance analysis.

b. Salaries

Salaries are paid via internet banking/ cheque on or after the 20th day of the following month only when daily activity reports & action plans are submitted to the respective department on time.

c. Payments of Monthly Salary shall be made after deductions under statutory provisions, such as Provident Fund, Income Tax, Professional Tax, other deductions as required by law from time to time and deductions for loan repayment or other dues.

d. Temporary employees shall receive their monthly remuneration as per the terms and conditions of their appointment. The payday of temporary employees shall be same as that of permanent employees or after completion of the period of temporary employment whichever is earlier.

Part-Time employees shall be paid a consolidated monthly remuneration. The terms and conditions of their remuneration shall be decided separately in each case. Their payday and leave will be governed by the terms of their contract.

Reimbursements

You may claim reimbursements related to Conveyance or any other

kind of official expenses by submitting them to the respective Reporting Authority/ Accounts Dept. However, these reimbursements must have been approved by your respective Reporting Authority. The payments will be made, provided the performance reports have been duly submitted, before last day of the month.

You must attach original bills and other evidence with any request for expense reimbursement. Payment Timings will be as announced by the Accounts dept. from time to time.

Wage Fixation

a. **Faculty:** The Management shall respect the practice of Grades and varying Scales for regular staff on service except for those who are employed after retirement elsewhere or those who are appointed on Consolidated Salary for specific reason. As a matter of principle, the faculty with prescribed qualification are governed by the AICTE/UGC Scales and Academic Grade Pay. Please refer to <http://www.aicte-india.org/> for more details. The Dearness Allowance and HRA are fixed periodically by the Management as per the policy adopted by it.

b. **Non-Teaching Staff:** Different Scales of Pay are sanctioned for the Non-Teaching Staff considering their qualification and Grade. Dearness Allowance and HRA are also granted to them more or less on the same principle adopted in the case of Faculty.

c. **Re-employment of Retired Hands:** Retired hands are appointed on consolidated salary based on their Qualification, Experience and Grade on which they are appointed. The Grades, Scales and periodic revision of Dearness Allowance must be approved by the Executive Committee of the Trust and communicated to the Governing Body. The Secretary and EM/AM shall issue an order indicating the Salary Structure and the same will be published for the intimation of the staff concerned.

d. **Management Personnel:** The Salary of the Management Personnel appointed for the administration of the college shall be

fixed by the Executive Committee.

Increment Policy

In an effort to recognize and reward the performance of employees, it is the organisation's philosophy that the principal component to enhance compensation shall be through annual increment based on performance evaluations.

- a. All regular employees are eligible for yearly increment based on the results of their Performance Appraisal conducted annually.
- b. All employees will be informed in writing about their annual increments after the Performance Appraisal.

Provident Fund

INSTITUTE OF HEALTH SCIENCES is committed to comply with statutory provisions of Employees Provident Fund Deduction will be made from the salary of employees and will be deposited to the designated

provident fund accounts along with the contribution of the organisation as per the provisions of the said Act. Employees must comply with the statutory requirements like nomination and can avail of such ensuing benefits as prescribed by law.

*****End of Section 4*****

SECTION 5: LEAVE ELIGIBILITIES

INSTITUTE OF HEALTH SCIENCES provides different kinds of leave to meet with the various eventualities of its employees. Availing of leave should be with proper notice so that the work of the organisation does not suffer. Leave shall not be claimed as a right. Leave sanctioning authorities have to use their discretion in sanctioning the leave so that the effect is minimum on the normal functioning of the college.

The following types of leaves are available for staff:

Casual Leave

Casual leave is granted @ 12 days per annum for vacation staff and 15 days for other staff. However for temporary and probationary staff of each category the eligible casual leave is only @ 1 day for every completed month of service.

- Casual leave is granted on the basis of calendar year that is from 1st January to 31st December of every year.
- Casual leave can be availed prefixing, sandwiching or suffixing Sundays and other sanctioned / declared holidays. However Duty Leave & Compensatory off can be combined with the Casual Leave.
- Casual leave may be availed at a minimum of up to half day; however it cannot be combined with any other type of leave. While availing casual leave the absence from duty should not exceed 10 days.
- Casual leave is to be ordinarily applied at least 2 days in advance with classes and other duties, if any, are adjusted with other staff. However if casual leave is taken on any emergency, the same has to be informed to the Principal or HOD at the earliest possible and the casual leave application has to be submitted on

the day of resuming duties after the leave.

As far as possible, all requests for casual leave should be made at least one day in advance with prior sanction of the Principal. All requests for casual leave should be made in writing in prescribed form to the competent authority through concerned Supervisor/Controlling Officer. Every employee, except temporary and probationary, can avail 3 days of casual leave consecutively with prior permission. Casual leave will not be combined with any other leave.

Official Holidays

The organization observes few “public holidays” each year. The list of these official holidays is announced in the last week of December for the following year. This list is available at each office reception. However, different locations/ departments may have different lists of public holidays.

Paid Leave

The firm considers it important that you take leave to rest, relax, unwind etc. and come back to work rejuvenated. Therefore, all employees are entitled to 1 day paid-leave on monthly basis. Paid-leave is leave that is earned by you. When you avail earned leave you are deemed to be at work and therefore, you continue to accrue leave. However, if you avail more leave than is accrued to you, then you will be deemed to be on leave-without-pay, and you will not earn any leave during this period.

Every year, on 1st January, the leave earned by you over the previous year will be credited to your leave record after making adjustments for leave availed.

It is the Institute’s policy is that not more than 12 days leave will be carried forward from year to year. Any excess leave to your credit will lapse and be stricken off the leave accumulated by you is not in excess of 12days.

Leave application

To avail leave, you must submit leave application to HR & respective department head, and obtain approval from your Reporting Manager.

Any leave for more than a week will be considered as long leave and has to be planned at least 15days in advance, with your Reporting Manager, this will help prevent disruption in work in your absence.

Failure to attend work for any reason(s), including those beyond the control of the employee will be considered as Leave.

Unpaid Leave

If you take unpaid leave, you have to ensure it will not affect continuous service. A longer period of unpaid leave will however, break your continuity of service, unless you have agreement to the contrary with your reporting manager or you have a specific reason to go for unpaid leave which has been discussed and decided mutually between you and your reporting partner.

Unauthorized absence

Each unauthorized leave (1day) could lead to deduction of two days' salary and /or deduction of accumulated leave from the concerned employee.

This will also be reflected on the employee's record during appraisals.

Sick leave

The firm's policy is to treat employees who are absent through illness in a fair and reasonable manner and, provided that certain conditions are met, to reduce concern regarding his/her continued employment and salary. In return we expect individuals to act responsibly regarding absences.

Notification procedure: Failure to notify the firm properly of your reasons for absence may result in loss of benefit and could lead to disciplinary proceedings.

You must provide the doctor's certificate for any period of absence exceeding three days consecutively. You should forward this to HR Department. You must then continue to provide doctor's certificates to cover your absence until you return to work.

Please note that any leave taken of whatever nature is to be adjusted against your total leave balance. If your absence on account of sickness goes beyond the total number of leave in your credit, then salary will be deducted for the days in excess of the total leave available for you.

Leave Encashment

Earned Leave may not be encashed except at the time of full and final settlement i.e. at the time of termination of service. We permit employee to encash leave up to 10 days plus the balance of leave they have of the current year's entitlement.

Overtime or Time-in-Lieu

It is the duty of all staff members to ensure that their respective duties are completed to the satisfaction of their seniors. In this regard therefore no compensation is made for working beyond the normal working hours on any day. Professional staff are adequately compensated through the salaries for all such vagaries. However keeping in mind the hardship this might cause to support staff when they are needed to work late, overtime payments are permissible to such staff at the level of executive and below.

- Covered staff will be paid overtime at double of the single day salary per hour. The salary for this purpose would include Basic + HRA. For the purpose of calculating overtime, the period taken account of shall commence from 18:30 hours.
- Overtime is paid to help staff arrangement to return to their residence and also to cover for shack expenses. Hence no additional payments on account of conveyance / snacks shall additionally be reimbursed for working overtime.

Maternity Leave

1. All women employees are entitled to maternity leave for a period of 90 days.
2. In case of miscarriage/other related medical conditions, all employees eligible for Maternity leave shall be entitled to leave for a period of 45 calendar days immediately following the day of her miscarriage. The request for such leave must be supported by Medical Certificate from a qualified medical practitioner.
3. Complete monthly salary and benefits, shall be paid during the period of maternity leave.
4. Application for Maternity leave should be supported by a

certificate from the Registered attending Gynaecologist starting the date of confinement/the birth certificate of the baby.

Study Leave (SL)

Study leave shall ordinarily be granted only to the faculty who have completed at least 3 years of service. Request for S.L will be considered on the merit of the individual case. Prior sanction is required to avail this leave by-case basis, at the time of appointment.

Leave on Loss of Pay (LLP)

If an employee has no leave available to his / her credit, he/she may request for leave on Loss of pay under exceptional circumstances. It must be clearly understood that during Leave without Pay, each calendar day shall be recorded as a day without pay. Leave without pay is applicable to all employees and it is only a privilege and not a right. If the LLP exceeds 15 days in an appraised year, the increment will be postponed for one month and the earned leave will be reduced for the corresponding days.

Declared Holidays

The office of INSTITUTE OF HEALTH SCIENCES including its all offices will remain closed on Government declared holidays. Such days should be identified and informed at least two weeks in advance. The day of election to Parliament, State Legislative Assembly, and Local Bodies will be holidays for concerned staff.

***** End of Section 5 *****

SECTION 6: TRAVEL POLICY

General

Employees of INSTITUTE OF HEALTH SCIENCES are encouraged to combine visit to fields of intervention as part of their duty. A balance is to be maintained between office work and field work. Employees while on travel, shall uphold the values of INSTITUTE OF HEALTH SCIENCES and shall be guided by the objective of travel and conduct themselves in an ennobling manner. While on travel the employees are envoys of the organisation and hence should be conversant with the mission, vision, objectives, strategies and above all the particulars of the respective programme to which the travel is linked. They should adhere to the principles of time management and minimum comfort.

Travel plans of employees, for official purpose must be submitted to the EM/AM for approval through the Principal and HOD. Travel advances should be requested at least two working days in advance and can be taken from the office on the day before commencement of travel. All travel expenses shall be submitted and reconciled with the travel advances if any and further claims made within three days of completion of the assignment.

5. TRAVEL REGULATIONS

5(A). Local Conveyance

This section refers to travel within the city and extended suburbs of one's reporting location for official purposes.

Conveyance to / from office to residence for employees (including Articles) at all leaves will not be at the expense of the Firm. Those who attend office on Sundays or holidays will also be not paid conveyance to / from office to residence.

For all other client related travel within the city which is at the expense

of the firm, you may choose your own mode of local conveyance based on the principles of economy, comfort and distance / time as per guidelines given below:

- When more than one person are travelling together to the same destination or to destinations in close proximity to each other, and if the cost of traveling (together) in one taxi is lower than the cumulative cost of auto rickshaw then taxi may be chosen as the means of travel.
- When more than one person travels to the same destination then they must plan their travel schedules so as to make the journey together and can go in one taxi.
- However the above notwithstanding, whenever a client offers to arrange for the transport, it should be used.
- When public means of conveyance are cumbersome on account of luggage (such as heavy or large files etc.) then taxis may be used.

In case where the local travel is not on account of a client but otherwise is for official purpose, then in that case the employees using their own conveyance and those using public conveyance will follow the following guidelines:

- Those using their two/ four wheeler may claim auto/ taxi fare to and from, at the rate specified from time to time.
- Prior written approval of the Reporting Manager is required for travel by private taxis (rented car) for employees at all levels.

The above are not entitlements but privileges that are offered with the comfort of employees keeping in mind. Any person who travels by relatively cheaper means of transport (say auto-rickshaw) and claims reimbursement for a more expensive means (say taxi), will be considered to have abused the privilege. If these privileges are abused then they will be withdrawn and action will be taken against those errant.

Outstation Travel

The firm permits all employees at levels of Manager and above to travel by air/ 1st AC Train and stay in single rooms at three star hotels.

If you are at a level of Assistant Manager or below, you are entitled to 3rd AC Train travel. Stay will be at two star or equivalent hotels.

Reservations of all tickets and hotel rooms should be done through the "Travel Desk" at the Administration department.

Any advances taken by you on account of travel should be settled upon return to the reporting location within 10 days, otherwise they will be deducted from the salary of that month. It is mandatory to submit the Time & Expense Statement for this purpose.

Any deviation(s) from above regulations will require the approval of the Reporting Manager or head of department, as the case may be, Whenever the client offers to provide accommodation, you must accept and avail of the same.

During non-client related, outstation travel, if you prefer to make your own accommodation arrangements, then the firm will allow you Rs. 350 day to meet the out of pocket expenses.

Travel Claims by INSTITUTE OF HEALTH SCIENCES Staff

Employees of INSTITUTE OF HEALTH SCIENCES travelling for approved official programs are eligible for reimbursement of travelling expenses as per the following guidelines:

- a. The maximum amount of travel reimbursement that a staff can claim is limited to the sleeper class train fare or the bus fare or economy class for air travel to the place of visit through the shortest way. Actual ticket bills are to be produced

- b. Tickets may only be purchased from the official travel agents and normally through the administrative functionary of the office concerned

- c. In the event the tour is cancelled / postponed for whatever reasons, the travelling staff should immediately make arrangements for tickets cancellation
- d. Actual expenses incurred for auto rickshaw to reach place of visit or training centres may be claimed
- e. Claims for travel by taxi are subject to the approval of ED/HOD
- f. Taxi/auto fare cannot be claimed if the travel is from house to office and vice-versa
- g. Staff members are entitled to reimbursement of actual conveyance and food expenses during the course of travel for office purposes on production of bills in original
- h. If the Staff chooses to make private visits along with official visits, no claim for such part of the visit will be honoured
- i. All other claims related to travel will have to be sanctioned by the EM/AM
- j. Travel Expense Vouchers (TEV) shall be approved by the Cashier/Accountant and the account shall be settled within five days of return or before commencing the next tour whichever is earlier. No new advance will be issued if a previous travel advance is still outstanding. Outstanding advances will be recovered from the employee's salary, after due notice has been given to them
- k. Lodging, Transport, Communication and other miscellaneous expenses in connection with office work are reimbursable on actuals, subject to the production of valid bills of expenditure, indicating the cause of expenditure.

*****End of Section 6*****

SECTION 7: PERFORMANCE MANAGEMENT SYSTEM (PMS) AND PROMOTIONS

a. General

INSTITUTE OF HEALTH SCIENCES considers it very important to assess the performance of each employee against planned results so that it can recognise

/ appreciate/reward deserving employees, make efforts to bring under-performers to satisfactory levels of result achievements and replace non-performers. The INSTITUTE OF HEALTH SCIENCES Performance Management System (PMS) comprises of performance planning, feedback & counselling system, assessment, recognition and capacity enhancement mechanisms. Performance assessment shall be against set performance objectives and value based behaviour in job management. It is the policy of INSTITUTE OF HEALTH SCIENCES to encourage its staff to develop their skills and potential.

b. Principles of Performance Management System

- i. Link plans to the Short- term goals which is in line with the overall vision and Mission of the Organisation as well as its immediate strategic objectives
- ii. Focus on priority results (not routine activities) related to strategic objectives.
- iii. Ensure regular feedback from colleagues and students.
- iv. Link Annual Incentive and/or Increment to performance appraisals / results.

c. The System Basis

The basis of the system is the Job description.

d. Performance Planning

This involves selection of achievable and results based objectives from the short term organisational plan.

- a. Performance plan for the year for each employee will be prepared in April-June timeframe each year specifying realistic objectives and respective results to be achieved. These can be stated as Key Result Areas (KRA) for the Staff. Against these Key Result Areas, indicators should be specified. Working relationships for each area with departments and with other staff vertically and horizontally across committees will be explicitly defined. The organisation chart is also expected to provide the required escalation matrix. It would also be important to set these in a time frame. There should be an overall acceptance of the rating system in relation to each of the KRAs
- b. This plan is to be worked out in consultation with the immediate supervisor/HOD and approved by the Principal
- c. It should then be signed by the employee and a copy given to him/her and another filed in respective personal file. Adigital file equivalent is also equally acceptable
- d. The employees should revisit their approved performance plans at least once in a quarter along with the supervisor to ensure that result achievements are progressing satisfactory.

e. Capacity Enhancement - Training, Learning and Skill Development of Employees

The organisation will provide opportunities for capacity enhancement, in order to meet staff needs related to core mission of the organisation. The organisation recognizes the need for a holistic approach to developing its entire staff through individual and group learning.

- a. Capacity Building Needs Assessment [CBNA] of the Staff will

be conducted annually in INSTITUTE OF HEALTH SCIENCES. Participatory CBNA will be facilitated by external or internal resource personnel.

- b. Identified common training needs of INSTITUTE OF HEALTH SCIENCES employees will be addressed by the organisation by arranging trainings for appropriate levels of staff using suitable resource personnel.
- c. In case of individual training needs (skills /knowledge) to enhance their job performances identified and recommended by respective supervisors during their appraisals, concerned individuals may be sponsored to attend suitable trainings at institutes / organisations providing these.
- d. Expenses for all trainings including travel, boarding & lodging, course fee etc. of sponsored trainings will be met by INSTITUTE OF HEALTH SCIENCES according to availability of funds.
- e. For all training related issues, the decision of the EM/AM will be final.

f. Performance Feedback System

- a. At least one mid-year feedback on performance is to be provided to staff (in case of probationers - after 3 months).
- b. A brief note on this review and related counselling provided shall be prepared and signed by both the employee and the HOD/Principal and maintained in the employee's personal file. This will facilitate and provide references for annual appraisal.
- c. HOD/Principal will use the quarterly revisit of performance plans to identify weak areas as well as strengths of each employee and provide appropriate feedback in terms of guidance and counselling to encourage and motivate employees to improve their performance and personal

growth.

- d. Concrete observations arising from the review / counselling sessions along with the suggestions made for improvement should be recorded in the employee related files to assess improvement in the performance of each employee.

g. Assessment, Recognition, Reward & Penalty

Annual performance appraisal will be conducted at a time fixed by the organisation. This is very important as it is during this exercise that the employee's achievements / shortfalls of their performance objectives and results for the year will be critically measured based on the set objectives and the findings of the quarterly / half yearly reviews. Each employee will be rated for their performance on pre-determined common scale.

- a. The system provides a platform for interaction, discussion and sharing of the observations / rating of the employee with the Management.
- b. Rewards, recognition and penalty will be based on the quarterly / half yearly and annual assessment, its rating and personal interview. The employee's job related behaviour in line with the value system of the organisation would also be considered for deciding on rewards including promotion as well as for any penalties.
- c. Performance appraisals and related documentation are treated strictly confidential. Only the top Management, the immediate supervisor/HOD and the employee concerned will have access to the results.
- d. All INSTITUTE OF HEALTH SCIENCES employees in service for six months or more shall be assessed prior to the end of the academic year. Annual assessment will be made by an expert (in-house or external as the need may be) or a team of experts as designated or constituted by the EM/AM, Principal and Administrator.
- e. Assessment is a final evaluation of the performance of the

employee in relation to objectives spelled out in the performance plan. Evaluation of the staff members' value-based job behaviours should be done alongside this assessment. It should take the form of a dialogue between the employee and the Management.

- f. Rewards will be given once in a calendar year. This may be appropriately done on the annual day of the Organisation, or at the time of the yearly planning meet of the organisation.
- g. Rewards will be recommended by a Committee appointed for the purpose. The final selection rests with the EM/AM. Recommendations for reward will be made in a prescribed format by the HRIC. All the rewards will be considered only for confirmed employees. No reward will carry any special benefits. It is only the EM/AM that can make exceptions to this policy.
- h. The award will be in monetary terms and/or citation letter. The EM/AM and Rewards Committee will decide the kind of award to be given each year.

Implementation of PMS

- a. HRIC will put in place an appraisal system / formats for assessment.
- b. HODs are responsible for ensuring that each employee's yearly performance plan has been developed, finalized and approved by all parties namely employee, HOD and Management. An approved copy (soft/hard) of the same has to be provided to the concerned employee before the start of the academic year or at a time determined by the organisation.
- c. HODs will be responsible for conducting quarterly/half yearly reviews in the month of September, December and March or as appropriate, based on the time fixed by the organisation for the annual review for each employee for the continued encouragement and feedback for improvement.

h. Consequences of Performance Assessment Performance Report

a.

If an employee fails to perform as per his/her performance plan, the HOD shall draw up a Performance Improvement

Plan for the concerned employee for a period of six months in consultation with the Management and the employee. During this period the employee is required to improve his/her performance to the expected levels.

b. The employees should be encouraged to assess their own self and provide justification for the rating. Rating should be discussed with the employee to understand his/her position. Steps must be taken to put the employee on the right track. This might include the option for transfer to another department.

c. Failing to meet these expectations within the stipulated/extended time frame, the employee may be terminated from INSTITUTE OF HEALTH SCIENCES service. However, the ultimate decision may rest with the EM/AM.

i. Promotions

Promotions to higher positions are based on competencies, past performance and on merit. Hence, on promotion the individual's work profile and responsibility will change. The organisation will always consider the RCI & Utkal University(Govt. of Odisha) rules and regulations in this matter. INSTITUTE OF HEALTH SCIENCES will follow a certain criteria for determining the promotion. These criteria are being listed below:

- ✓ Requisite qualification and experience
- ✓ Job knowledge
- ✓ Skill requirements/competencies of the job
- ✓ Performance history of past 3-5 years
- ✓ Demonstrated leadership qualities and teamwork

- ✓ Value-based job related behaviour in the past.

Promotion is not automatic and cannot be claimed by an employee as a matter of right. The promotion committee will be constituted and it will meet as and when required. Based on the recommendations, the final decision will be taken by the EM/AM.

Promoted employees will be given a higher level of salary - Grade/Scale-appropriate to the increased responsibilities but it necessarily does not need to be the same drawn by the person previously occupying the post. Vacancies might be filled with internally and/or externally qualified candidates. Internal candidates will be given equal opportunity to compete with external candidates.

In case a sudden vacancy at a higher level needs to be filled immediately with an internal candidate from a lower level, he/she may be given an 'acting' responsibility by the EM/AM till normal recruitment to the position can be held.

Filling up of any posts consequent to retirement, resignation, termination, cessation of employment, transfer, demotion, promotion etc. of permanent incumbent shall not be automatic and will be done at the discretion of the EM/AM. Creation of new or additional posts in any salary rate or abolition of existing posts in any salary rate will be done at the discretion of the Management on the basis of need analysis and financial capability.

None of the above prescriptions and restrictions hold good for contract staff whose service is bound solely by the terms in the appointment order.

For Non-Teaching staff, time-bound Grade Promotions as stipulated in the Pay Revision will be granted.

***** End of Section 7 *****

SECTION 8: OFFICE DISCIPLINE AND DECORUM

Office Timings

The Firm encourages a six-day work week for its professional employees with Sunday off. However, the office is open on Sunday and you may attend work if you feel the need to and/or when required to by your Reporting Manager.

Working hours

The normal working hours from Monday to Saturday are 09 a.m. to 05:00 p.m.

Lunch Break

The official Lunch Break is between 1:00 p.m. to 2:00 p.m. Lunch break should be taken during the specified time. They are circumstances when you need to break for lunch at a different time, you may do so in a considerate manner such that visitors/patients to the office/ centre and/or your colleagues are not inconvenienced in any way.

Time off

Occasionally you may require to take some time off during the course of the working day or you may wish to leave a little early. Whenever you feel the need to do so, please obtain prior permission of your Partner/Reporting Manager.

1(E) Punctuality

Your integrity in being punctual is a quality that is highly valued by the organization. If you expect to be late in arriving at work in the morning or in returning to work after lunch, you are required to inform the office or your reporting manager at your place of work.

However, a serious view will be taken of those employees who are habitual late comers and leave or salary will be deducted for habitual late arrival.

Tour Itinerary and Report of Project Office and Field Staff

- a. Project Officers/Field Staff should submit a copy of such tour itinerary to the EM/AM weekly together with their claims of reimbursement of travel expenses in the prescribed forms.
- b. Project Officers posted in the field and Field Staff will submit report on their daily engagements and work. Staff moving out from office too will submit report on their field visits and accomplishments on return from the field.

Movement Register

A movement register is to be maintained by the Principal/ Administration and all staff shall record movement during office hours for official purposes.

Staff Duties and Expectations

- a. Every staff of INSTITUTE OF HEALTH SCIENCES shall maintain decorum befitting the status of a Professional education centre promoted by the Catholic Church.
- b. All employees shall study and imbibe the vision, mission and objectives of INSTITUTE OF HEALTH SCIENCES and be conversant with its avowed strategies and as such take all steps to protect the interests of the organisation.
- c. They shall discharge their duties with utmost integrity, honesty, devotion and diligence and do nothing which is unbecoming of the staff of INSTITUTE OF HEALTH SCIENCES. They shall also conduct themselves with discipline, respect to lawful authorities and with courtesy and kindness to all.
- d. All employees must devote working hours solely for the service of INSTITUTE OF HEALTH SCIENCES.
- e. Premises shall be kept neat and clean.
- f. Any employee who needs to work in the office outside of normal office hours should get the permission of his/her Supervisor/HOD/Controlling Officer. The same shall be recorded

- in the Late Hour/Holiday Work Register duly authenticated by the designated representative as appointment by the Management.
- g. All office equipment is to be used carefully and as per need. Movement of electronic equipment/sound system/ camera etc. must be recorded in the concerned Inventory Movement register.
 - h. Staffs are required to set high standards in energy saving.
 - i. Staff shall also co-operate in ensuring security to office premises. No employee is allowed to remove / take away any official material from the office without permission of the officer who is responsible for the Custody of the material.
 - j. No employee shall disrupt the work of fellow employees.
 - k. Every employee is required to notify any change in address or telephone number within 48 hours of such a change for personnel records updation.
 - l. Every staff is obliged to live up to the confidence bestowed on him/her and shall not directly or indirectly divulge matters related to projects / programmes of INSTITUTE OF HEALTH SCIENCES and such details that has come to his/her possession in the discharge of his/her duty to outside agency or institution. Staff shall not disclose or publish documents or information regarding the organisation in his/her possession or such other matter which are the property of the organisation.
 - m. Staff shall neither take up assignment/ employment - concurrent or part time with other organisations nor shall a staff accept honorarium or fees for any service rendered to another organisation or individuals. The Staff is not permitted to conduct the business of other organisations or carry out their interests without the explicit permission of INSTITUTE OF HEALTH SCIENCES.
 - n. Staff shall obtain permission from the EM/AM for participating in programs in visual media or giving interviews to print and/or digital media.
 - o. In the event, when an employee is authorised by Management as

a spokesperson to represent the organisation to the media, reasonable measures must be taken to ensure the accuracy of any information related to INSTITUTE OF HEALTH SCIENCES in all material respects before it is disclosed. Media inquiries must be treated with due care.

- p. Staff shall undertake journey abroad only with the approval of EM/AM.
- q. All staff members shall desist from soliciting favours from the partners and stakeholders of the organisation. Nor shall they raise funds through donations from the public for any purpose whatsoever.
- r. No staff shall directly or indirectly participate in such activities which are against the sovereignty and integrity of the Nation or join in any anti-national organisations. Nor shall any staff associate with organisations that profess values contrary to those of INSTITUTE OF HEALTH SCIENCES.
- s. Staff members are permitted to go on Other Duty (work not directly related to the functioning of the college) for a period of 15 days in an academic year in connection with academic work related to University / and other bodies for (1) Practical Examinations (2) Invigilation (3) Central Valuation including the meetings of Board of Studies (4) Valuation of answer scripts etc. Prior written permission from the Principal has to be obtained before proceeding on OTD (Other Duty).
- t. Regulation of O.D. (On Duty) work directly related to the institute functioning will be permitted after obtaining prior written permission from Principal through HOD. A report in the activities while on duty has to be submitted to EM/AM along with any claims for perusal.
- u. Any deliberate violation of office discipline and decorum will

attract disciplinary action as per norms.

Responsibilities and Duties of Teaching Staff

Academic Duties

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ACADEMIC	RESEARCH AND CONSULTANCY
• Class Room Presentation	• Research development activities & Research guidance
• Laboratory Instructions	• Industry sponsored projects
• Curriculum Development	• Providing Consultancy and Testing services.
• Development Learning Resource Material & Laboratory Development	• Promotion of industry – institution interaction and R&D

<ul style="list-style-type: none"> • Student Assessment & Evaluation Including Examination work of University 	
<ul style="list-style-type: none"> • Participation in the co-curricular & extra-curricular activities 	
<ul style="list-style-type: none"> • Students guidance, counselling & helping in their personal, ethical, moral and overall character development 	
<ul style="list-style-type: none"> • Keeping abreast of new knowledge and skills, help to generate new knowledge and help dissemination of such knowledge through books, publications, seminars, hand-outs etc. 	
<ul style="list-style-type: none"> • Continuing Education Activities Self-development through upgrading Qualification, experience & professional Activities 	

Administrative Duties and Extension Services

ADMINISTRATION	
Academic and administrative Management of the institution	
Policy planning, monitoring &	

evaluation and promotional activities; both at departmental level and institution level	
√ Design and development of a new programmes	√ Providing R & D support and consultancy services to industry and other user agencies
√ Preparing projects for funding in areas of R&D work, laboratory development, modernization, expansion etc.	√ Providing non-formal modes of education for the benefits of the community
√ Administration both at departmental & institutional levels	√ Promotion of entrepreneurship and job rotation
√ Development, administration and Management at Institutional levels	√ Dissemination of knowledge
√ Monitoring and evaluation of academic and research activities	√ Providing technical support in areas of social relevance
√ Participation in policy planning at the Regional / National level for development of technical education	
√ Helping mobilization of resources for the Institution	
√ Develop, update and maintain MIS	
√ Plan and implement staff development activities, conduct	

Performance Appraisal	
√ Maintain Accountability	

Note: Apart from the above duties, any other relevant work assigned by the Head of the Institution, HOD and Management.

Duties and Responsibilities of the Head of Department (HOD)

The duties and responsibilities of the HOD are as follows:

- Workload allocation for the faculty
- Monitoring of class work and laboratory work by the faculty
- Ensuring the alternative arrangements are made when faculty goes on leave
- Reviewing students' performance
- Modernizing labs / developing labs
- Motivating faculty and developing team spirit
- Augmenting library facilities
- Counselling of faculty
- Maintaining departmental facilities
- Helping the Management in the running of the Institution through team work
- Chairing the Class Committee/Academic Committee and Departmental Advisory Council.
- Guiding the faculty in organizing guest lecturer / organizing Industrial visits for students
- Deputing the staff in the proper conducts of examinations and evaluations
- Interacting with the parents in the case of the students performing poorly
- Getting feedback from the students
- Organizing interaction meeting with the students
- Creating and maintaining a departmental database of faculty,

alumni and students

- Motivating the staff to organize consultancy and continuing education programmes
- Identifying new courses and programs and creating and updating a departmental brochure
- Planning the departmental activities like Timetable, Schedule of laboratories etc.
- Identify training needs of faculty and supporting staff
- Review the progress of sponsored projects, if any
- Recommendation and forwarding Leave and submission to administration
- Carryout performance assessment of faculty and improve faculty performance
- Recommend and forward leave requests of students; forward to the principal the request from the students regarding visits to outstation, cultural and sports activities, participation in co-curricular activities etc.
- Conduct meeting of supporting staff of the department, in appropriate intervals.
- Conducting monthly meeting of faculty to review the department work and issue minutes of meeting (MOM)
- Organize Quality Cell (QC) meetings
- Carry out a summary of performance assessment of students after every semester examination
- Help the Management in maintaining discipline in the college and hostels
- Help the Management in continuously improving the quality of instruction.

Note: Apart from the above duties, any other relevant work assigned by the Head of the Institution and Management.

DISCIPLINE

Dress: As an employee, you must dress in a manner suited to the organization. The dress code at office and client locations is formal for men and women. Staff handling patients should wear apron, failing to which could lead to disciplinary proceedings. Whether you work as an employee or consultant, you are expected to deport yourself in a manner that will uphold the dignity of the institute, whether at client locations or in our own offices/ centers or at social functions with clients.

Use of Offensive / Addictive Substances: Chewing pan / tobacco & Smoking during office hours and / or when meeting clients is not permitted. Drug abuse is an offense under the Indian Penal Code.

Language: India being a country of diverse languages and cultures, conversing the vernacular could result in exclusion of others. It is with a view to promote inclusion and sensitivity, that English has been made the standard of communication in our Institute. You may, therefore please communicate in English, except on personal calls or when talking in homogeneous groups that speak a particular vernacular tongue or when conversing with peons.

Non-official Use of the Institute's Resources

We discourage the practice of using the Institute's resources (internet services, phones, courier, transportation, stationery etc.) for any personal purpose. If in the rare circumstance, you need to use these resources then please obtain prior approval from your Reporting Manager. Such use must be duly recorded and paid for. It is your responsibility to ensure that the Accounts department is informed about the necessary salary deductions.

Custody of the Institute's Assets:

You are responsible for the care of the Institute's assets. Moreover, some employees are given custody of assets such as laptop, computers, Mobile Phone & cars etc.; these are to be returned to

your Reporting Manager before proceeding on leave. You will be liable to compensate at replacement value, for damage / loss / theft of any items under your custody.

Harassment

INSTITUTE OF HEALTH SCIENCES Management is committed to provide a work environment free from all sort of intimidation or offences which might interfere with an individual's dignity or work performance and as such no act that tamper with the integrity and honour of employees will be permitted and tolerated. Harassment of any sort – verbal, physical, visual – will not be tolerated. No harassment based on caste, race, colour, religion, gender, age, sexual orientation, nationality, disability, medical conditions, marital status etc. will be permitted in the workplace.

Sexual Harassment

Sexual harassment in work place will be considered with all seriousness that it deserves and INSTITUTE OF HEALTH SCIENCES is committed to the Constitutional rights of women to honour and equity, provisions of the Indian Penal Code on the Trespass on the Modesty of Women, relevant Acts in force, and the directives of the Supreme Court regarding sexual harassment in workplace.

Sexual harassment includes such annoying sexually determined behaviour whether directly or by implication like

- a. Physical contact and advances
- b. A demand or request for sexual favours
- c. Sexually coloured remarks
- d. Showing pornography
- e. Harassment through internet systems - email, chatting, forwarding obscene material, telephone messages/SMS and calls

All such acts will come under the purview of disciplinary action of the Management in so far it affects the working environment or infringes the honour of the employee or disturbs the peace of mind of an employee.

It shall be the duty of the Management to prevent or deter the acts of sexual harassment and to provide the procedure for the resolution, settlement or prosecution for acts of sexual harassment by taking all steps required.

If anyone is found guilty of the above act, the same will be taken into account and disciplinary action be initiated on the offender as per rules. Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the Management shall initiate appropriate action in accordance with the law by making a complaint with the appropriate authority.

Staff Responsibility

All employees of INSTITUTE OF HEALTH SCIENCES have a responsibility for

- a. Keeping work place and official tours free from harassment, and for creating an open and supportive environment in which all staff feel safe and comfortable enough to report any alleged incidents of harassment to the HOD/AM/EM
- b. All the employees who have some sort of supervisory role in the organisation are to restrain themselves from all sorts of harassment on subordinate employees using their supervisory role
- c. All employees who have become victims of any sort of harassment or have reasonable apprehension on the motive and move of a staff colleague are obliged to report the matter to the competent authority
- d. Any employee who becomes aware of any potential incident of harassment, either by a) witnessing the incident, b) being told of an alleged incident, or c) being the object of an incident, are strongly encouraged to report it to the Management. This obligation is not optional, and is based on the INSTITUTE OF HEALTH SCIENCES's legal obligation to take prompt and appropriate action. As such, INSTITUTE OF HEALTH SCIENCES will

hold accountable all HODs who fail to take this responsibility seriously.

Investigation Procedures

- a. INSTITUTE OF HEALTH SCIENCES will process all complaints regarding harassment through approved procedure and with respect to due process. Investigation on the above will be handed over to Grievance Redress Committee.
- b. Investigation on complaints of harassment should be conducted in an objective and unbiased manner. Investigation should be completed within ten days of receiving complaints.
- c. The employee who is alleged of harassment will have right to defend himself.
- d. The victim will have the option for not pressing the complaint provided the Management has sufficient reasons to believe that work atmosphere will not be disturbed further. But the Management will proceed with penal action if the allegation is of criminal nature.
- e. Management should make every effort to establish and maintain the feeling of security, privacy and confidentiality of the object of the alleged incident. It is important for Management to advise employees, though, that the agency may not always be in a position to guarantee confidentiality, depending on how the investigation and any follow-on actions progress.
- f. If the object of the alleged incident feels comfortable to submit their report in writing, then they should be encouraged to do so. If they do not feel comfortable to do this, then the investigating team designated for each case should document their verbal discussions with the staff person, and then run it past them to make sure that they fully understand all details of the alleged incident.

- g. Upon completion of the investigation, if it is determined beyond a reasonable doubt that an employee did, in fact, commit an incident of harassment, then INSTITUTE OF HEALTH SCIENCES will take immediate and decisive action, as per the procedures outlined in this manual and the disciplinary action can include termination of employment. At the same time, if it is determined that an employee filed a complaint of harassment while knowing it to be false or untrue, that employee will also be subject to the same disciplinary action.

Termination of Services

Services can be terminated without any notice or pay in lieu thereof if:

- Management finds that particulars furnished by employee either in application form or at the time of interview or any document submitted by employee is incorrect and / or purported.
- Management in its opinion finds employee guilty of inattention or negligence of the conduct of the company's business or any other Act of omission or commission inconsistent with employee's duties and responsibilities.

Notice Period

In the case of Resignation/Termination, the notice period in the Appointment order holds good. For staff on probation seven days' notice by either party is necessary for voluntary separation by the staff or the Management opting to terminate the service of the staff. Notice period may be waived by payment of seven days salary in lieu of failure to give sufficient notice from the part of Management or by surrender of seven days salary by the staff in lieu of notice period. For all staff confirmed in service one month notice from either side is mandatory for all premature separation.

Double Employments

In the event of employee joining any training / induction program and / or any other organization or any involvement to any of the related activities

of any other organization directly or indirectly, full time / part time or as a freelancer without any relieving letter from our end would lead to DOUBLE EMPLOYMENT which is illegal and against the norms of the company and hence, employee would be considered for suitable legal action.

SECTION 9: GENERAL PROVISIONS

1. During the course of employment employee shall undergo all kinds of Departmental Examination / Tests / Training as and when directed by the Institute.
2. Employee will also be responsible for observing utmost secrecy in connection with the matters of the Institute and shall not disclose any information to any person whatsoever relating to the Institute.
3. S/he will be responsible for safe work practices and good housekeeping, safe keeping and returning in good condition and order of all company's property such as Equipments, Accessories & Stationery etc.
4. The company reserves the rights to deduct the money value of such items from employee's emoluments and / or can take such other action as it deem proper in the event of his/her failure to account for them to the satisfaction of the Management.
5. The age of Superannuation in this company at present is 58 years; the same shall be applicable to all employees.
6. S/he is supposed to work at high standard of initiative, creativeness, efficiency and economy in the organization.
7. S/he is supposed to devote entire attention, energies, abilities and skills to promote interest of the organization;
8. S/he is supposed to maintain the office decorum and extend your support to any Department whenever required.
9. Also employee is required to perform the duties and responsibilities assigned to you during the period of any event.
10. S/he will abide by the Standing Orders, other legal acts, rules & regulations and service conditions that may be in force or

applicable to the organization or are framed from time to time by the company.

11. S/he is supposed to strictly adhere to all the Rules and Regulations of the company. In the event of violation of any Rules and Regulations, S/he will be considered for suitable legal action as per company norms
12. For matters, which are hereinabove not provided specifically, employee shall be governed by such and similar rules and regulations that are either existing or brought in force from time to time by Management.

In the event of any dispute, the jurisdiction will be Bhubaneswar (Odisha State, India).

Signature Secretary, I H S

***** End of Human Resource Manual *****