

# HR Manual



*Version 3*

## **DISCLAIMER**

*NSHM Knowledge Campus, in its sole discretion, may modify, alter, delete, suspend, or discontinue any part or parts of the policies in this manual at any time to its team members. Unless otherwise specified, any such change to the HR MANUAL (version 3) shall apply to existing as well as future Team Members of NSHM Knowledge Campus.*

*The Human Resources Department is responsible for developing and implementing personnel policies. Policies and procedures may change with the approval of the Managing Trustee.*

*No team member may rely on or otherwise interpret a statement or promise by a superior, manager or departmental/functional/portal head as constituting a change in policy, nor will any such statement or promise constitute an agreement between the organization and a team member.*

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## **I. MESSAGE FROM THE MANAGING TRUSTEE**

### **Welcome to NSHM Knowledge Campus – Group of Institutions.**

*This handbook is designed to acquaint you, whether a new member of Team NSHM – or a long standing member of the family, with the current HR policies and procedures. It also outlines our expectations from you as a part of the NSHM family.*

*Given the dynamic environment we work in, it is our endeavor to upgrade this manual to incorporate any policy changes. These will be communicated to you by way of amendments to this document, by email or notices.*

*The HR Manual – Version 3 is being released and comes into effect from 1<sup>st</sup> September, 2014. Please note that this set of policies and the subsequent amendments, if any, will over-ride any existing policies, which had been declared prior to release of this manual and its subsequent amendments.*

*Please feel free to share your feedback with us, or address queries to the Department of HR to increase the happiness quotient at NSHM. Any team member who wishes to get in touch with me directly may kindly mail to [mynsham@nsham.com](mailto:mynsham@nsham.com).*

*We are committed to ensure BEST PRACTICES at NSHM and build the ultimate human organization.*

*We wish you all success and are confident that you will add value to the NSHM family and make us proud of our choice.*



**(Cecil Antony)**  
**Managing Trustee**  
**NSHM Knowledge Campus**  
**Group of Institutions**

## 2. NSHM – THE ORGANISATION

‘NSHM Knowledge Campus’ is the **brand name**, by which we shall generically and generally refer to its management organization, a pooled initiative by three corporate groups, viz. SPS Group, Multicon Group, and Synergy Group, in order to inculcate professional corporate management systems and styles to the operation of individual units.

### Identity of NSHM

<b>N for Notabilis:</b>	<i>(worthy to note)</i>	<i>be my order of existence</i>
<b>S for Sociatrix:</b>	<i>(united as alliance)</i>	<i>be my strength of purpose</i>
<b>H for Humanus:</b>	<i>(humanity)</i>	<i>be my soul of sustenance</i>
<b>M for Maxime:</b>	<i>(extent possible)</i>	<i>be my benchmarks</i>



*Noteworthy collaboration for best development of human kind*

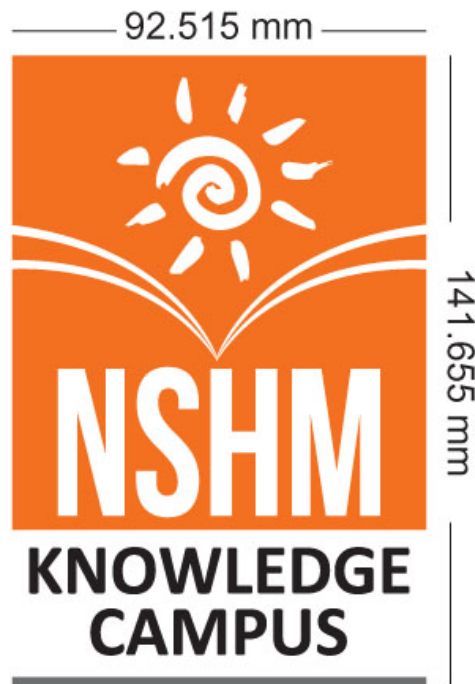
*There are four houses of NSHM by the names Notabilis, Sociatrix, Humanus and Maxime, in which students are categorized as members.*

### 3. NSHM – BRAND IDENTITY

#### NSHM Brand Logo – Old



#### NSHM Brand Logo – New



*Change is to define the organization as it is today – Dynamic, Smart, Credible.*

#### **Elements of the Logo**

*Sun :I am the creator. I am the provider. I am the light of the Universe. I am enlightenment.*

*Book :I am the source of Knowledge. In turn I serve to inspire Knowledge.*

*Knowledge Campus :I am the Knower. I am the Known. I am the key to unlocking what is yet unknown.*

All the above elements in our logo have the following complimenting attributes:  
**| Neutral | Universal | Immortal | -- Elixir of Life and Society**

## **NSHM Brand Colours**

### **Orange**

- It is a mixture of red and yellow, said to combine passion with flair.
- It is the colour of assimilation, of testing, of judging and of acceptance or rejection.
- It is considered to be a genial colour representing tender feelings, a warm heart and friendship.
- Orange helps to break down barriers, to remove obstacles and allow turbulent feelings to be resolved.

### **Symbolism**

- Being surrounded by this hue will broaden perspectives.
- It will give one the courage to make necessary changes and to accept the consequences of one's actions
- People who are very strongly influenced by the vibration of orange will never be content to leave a non-satisfactory situation un-tackled.

## **NSHM Brand Image**

NSHM makes you

### **Learn**

To earn and be employable  
To lead  
To reason  
To innovate

### **Act**

On challenges  
On opportunities  
On strengths  
On goals

### **Change**

That is redundant  
That is mundane  
That is ordinary  
That is passive

#### 4. NSHM Vision, Mission and Organizational Objective

##### VISION:

***“To be a Knowledge Hub of Global Excellence”***

##### MISSION:

***“To bring prosperity to the society and enhance quality of life by imparting and advancing knowledge and skills, unleashing creative abilities and inculcating responsible and responsive values and attitudes”***

##### OBJECTIVES:

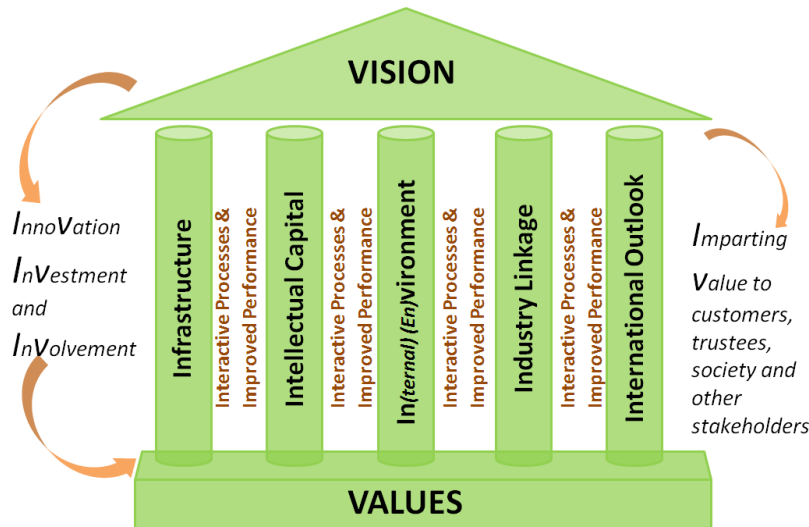
- ***Delivering innovative education products and services to bring out industry-ready professionals, researchers, advanced learners, educators, and entrepreneurs, who can take best care of people, planet and profit.***
- ***Pursuing creative research and consultancy to advance global knowledge and skill.***

##### CORE VALUES:

- ***Nation and Society***
  - ✓ *Making a positive contribution to nation building*
  - ✓ *Always giving our best to the society*
  - ✓ *Protecting Nature*
- ***Heritage***
  - ✓ *Building on our heritage a heritage for our progeny*
- ***Respect for the Individual***
  - ✓ *Valuing people*
  - ✓ *Always upholding human dignity*
  - ✓ *Offering equal and non-discriminative opportunity*
- ***Trusteeship***
  - ✓ *Keeping the trust of our stakeholders at all times*
  - ✓ *Increasing stakeholder value sustainably*
- ***Human Resource***
  - ✓ *Attracting and developing the best people*
  - ✓ *Setting High Performance standards*
  - ✓ *Creating the environment to deliver*
- ***Quality***
  - ✓ *Meeting and exceeding customer requirements*
- ***Innovation***
  - ✓ *Constantly pursuing newer and better products, processes and practices*
- ***Ethics***
  - ✓ *Holding on to the highest level of integrity and ethical as well as moral values – as individuals and as an organization*



## 5. The “IV Model” of Organization Building at NSHM



## 6. The NSHM Code of Conduct

*It is a self-imposed condition of the people in the organization that each of them would impeccably observe and uphold a Code of Conduct.*

*This code of conduct will be the rule of behavior and the guiding principle for all decisions.*

- *NSHM Knowledge Campus is my organization and I shall*
- *remain loyal to it under all circumstances,*
- *actively live its values,*
- *bring its vision to life through all my actions,*
- *always project myself to add to its positive image,*
- *protect its people and property in every way,*
- *not sacrifice its long-term goals for the sake of its short-term goals or vice versa,*
- *always keep my organization ahead of myself.*
- *I shall have respect for every individual and I shall always practice equality; reflecting these in all my interactions.*
- *I shall respect the needs of others in every interdependent situation.*
- *I shall maintain a professional balance in my approach to task and people – caring but not compromising, corrective but never unkind.*
- *I shall disagree, when I should, without ever being disagreeable.*
- *I shall always hold on to, and demonstrate, the highest level of integrity - moral as well as ethical values and principles.*
- *I shall be a good citizen of the country – in every sense of the word. I shall always be politically non-aligned in my professional capacity. I shall be committed to quality and continual improvement. I shall be known for keeping my commitments.*
- *I shall have full ownership of any collective decision I take. I shall disclose myself in case of any conflict between personal and professional interests. I shall honor the trust and faith reposed in me.*
- *I shall always strive to be an ideal leader to my followers, an ideal follower to my leaders, and an ideal peer to my peers.*

## **7. NSHM – QUALITY POLICY**

### **Scope and purpose**

*This quality policy is the expression of our intentions, directions and aims regarding the quality of our products and processes as also our actions across all organizational functions.*

### **Framework for objective-setting**

*All quality objectives of the organization and its individual functions will, at all points of time, be established, aligned and reviewed within the framework of this quality policy.*

### **Quality management principles**

- *Customer Focus - understanding, creating, delivering*
- *Leadership – unity, direction, environment*
- *Involvement of people – sharing, empowering, trusting*
- *Process approach – identifying risk, working systematically, functioning effectively*
- *System approach to management – interactive processes, effectiveness and efficiency, achieving objectives*
- *Continual improvement – measuring, reflecting, changing*
- *Factual approach to decision making – gathering data and information, analyzing, deciding*

### **Quality goals**

***We shall meet and exceed customer requirements – needs as well as expectations***

- *We shall meet and exceed requirements of every other stakeholder*
- *We shall improve continually*

### **Means to achieve quality goals**

- *Pursuing excellence by advancing quality*
- *Embedding quality in the organizational culture*
- *Use of quality assurance procedures*
- *Measurement*
- *Corrective and preventive action*
- *Striving towards zero defect*
- *Benchmarking*
- *Embracing best practices*
- *Monitoring and periodic review*

## 8. NSHM – SOCIAL/NEW MEDIA GUIDELINES

### **Purpose Statement**

*NSHM is dedicated to fostering a community of stakeholders that supports its mission and purpose of objectivity in the field of education. In order to accomplish this, we realize the importance of communicating using social and new media channels. Because today's stakeholder base is diverse and is pulling information from a number of different sources, we realize that we need to be where our stakeholders are to deliver timely, accurate, enriching and engaging information.*

*In order to do this, we foster conversations in communities that are built by our students, teaching and non-teaching staffs, and any other stakeholders. Because the lines between personal voice and institutional voice are often blurred, NSHM Marketing team has crafted the following guidelines to help clarify how best to enhance and protect personal and professional reputations when participating in social/new media.*

### **Definitions**

**Social and New Media** are defined as media designed to communicate online through social interaction using highly accessible public publishing forums such as, but not limited to, Facebook, Twitter, YouTube, MySpace, LinkedIn, blogs, message boards, Flickr, and other social platforms.

**Personal Site** is defined as a social media site that is for the sole purpose of personal use. There are no identifications of the person as a representative of NSHM and content is restricted to personal and not work-related material. The guidelines in this document are not intended to regulate personal sites. If you have an account with your name as the title, it is only classified as a personal site if it is not used for personal branding (see below)

**Public Site** is defined as a social media site where a person represents NSHM as a staff member or a representative of NSHM in any manner. This includes personal branding sites in which employees maintain an account that promotes their own person, but as a position determined by their employment with NSHM. An example of this might be a Professor's blog, unless it is an explicitly declared personal site in one's personal name (see above) with appropriate de-linking with NSHM as an organization and a legally valid disclaimer that NSHM as an organization is in no way connected to or responsible for the site or its contents.

### **General Guiding Principles**

#### **Institutional Ownership**

*Any social/new media account considered a public account (see 2) representing the interests of NSHM either directly or indirectly, even by implication (such as use of the position/designation etc. pertaining to employment with NSHM), is the property of NSHM. Permission to start a public account must be obtained beforehand from the head of Branding division of NSHM. Such sites must also be registered with the branding team immediately on launch.*

*No one other than a permanent employee of NSHM, holding an appropriate role in the organization, may be permitted to administer a public account in the above manner.*

## **Disclosure and Personal Responsibility**

*Any individual employee(s) administering and/or posting on a public site on behalf of (or representing the interests of) NSHM or any of its departments, will act as the 'Account Manager(s)' for that particular site. Such employee(s) must post a disclosure on their "profile(s)" or "home page(s)" indicating their position(s) on the staff.*

## **Rules of Engagement-Specific Guidelines**

### **Proprietary Information and Confidentiality**

*All photos, podcasts, videos, news stories or other information not authored by an NSHM employee should be used only in compliance with copyright laws. Always disclose the source, and if possible include the link.*

*Even where a material authored by an NSHM employee, or any agency working for NSHM, has been used, it must be ensured by the Account Managers that NSHM will not be responsible to pay any fees, charges therefor, beyond what might have been pre-approved.*

*Account managers will not comment on confidential information related to department matters that may include litigation, personnel matters, including appraisal or salary related matters, employment / service severance of employees, etc. or other confidential information about finances or specific students. If asked a specific question you feel you cannot answer, tell the poster so. Do not engage with a poster who desires confidential information. If in doubt, ask the head of Branding division.*

### **Accuracy and Clarity**

*Don't link to an external site promoting a product or service that is not affiliated with NSHM without talking to the head, Branding division.*

*Be careful of using jargon that only a handful of posters understand. Try to use inclusive language in your posts that encourage discussion.*

*Make sure your facts (times, dates, names) are correct and are spelled correctly. Don't speculate in any public communication.*

### **Disclosure**

*Do not post information about specific student or staff, unless it is related to an award or honor. In case of absence of clear nature of post, get confirmation from department head or marketing team.*

### **Sportsmanship**

*Don't talk about internal matters in the department, the campuses, or the colleges.*

*Practice generosity. Find something good to say, or don't say it. Don't bash the competition. Politics and religion are off limits. Don't gender bash. Common sense and courtesy should always prevail.*

## **Disclaimers and Posting Guidelines**

- *Each social media account manager must post their identity along with their employment position in their profile and identify themselves as the account manager. Avatars must include a logo or picture that can be identified with the account. Talk to marketing team if you need help.*
- *The following posting guidelines will be posted in the profile information on all social media accounts managed by NSHM:*

*"We invite you to become a part of the community here and post or comment on a regular basis. NSHM is dedicated to building a safe and secure community online. We ask that you not to use graphic language, post libelous, pornographic or offensive images, or use language which is derogatory to specific people. Any comments or posts that violate these posting guidelines will be removed by the account manager."*

## **Respect in the Social Media Space**

- *Posting is speaking in public. Don't post anything you wouldn't say at a public meeting representing NSHM or to the media.*
- *Be careful not to engage with posters who are commenting on matters related to the department's reputation. Please alert the social media manager if this is a concern.*
- *Don't pick fights and don't engage in them*
- *Answer legitimate questions--don't use a question as a forum for your opinion*
- *Respect people's opinions. There are circumstances in which it may be necessary to limit the access of a poster or delete a post; in such situations use the posting guidelines as a guideline if you need to delete a post. If you are in doubt, contact the head, Branding division. Please make a hard copy of the questionable post with name of poster and text before you delete it and give to the head, Branding division.*
- *If you maintain a Twitter account, please check your followers regularly for Twitter porn and block those followers. Their profiles and avatars are available to anyone who looks at your page.*

## **Security**

*Do not give out the phone numbers, addresses or other personal information of yourself, other employees or student-athletes on a social media site. Inquiries for information may be directed to [sm@nsh.com](mailto:sm@nsh.com)*

## **Crisis Communications/Emergencies**

*If there is an emergency or crisis involving the NSHM, social media outlets are one of the most efficient ways to distribute accurate information quickly. In the event of a crisis, social media sites that belong to the department will be managed by the department specifically. You may be given information to disseminate and should not post any other information to avoid confusion on issues of critical importance to the institute and the department. Please ask your seniors if you have any questions.*

## **Don't Forget Your Day Job**

*You should make sure that no online activities interfere with your job or work commitments.*

## **Branding**

*Templates, proper logos, and department color numbers are available from the marketing team. Please be careful to use only the approved logos, colors and templates for backgrounds, avatars and other electronic communications.*

## **Procedures**

- *Each social media account that is maintained by employees on behalf of NSHM, must be registered with the Branding division head. The registration process will include a short training and mechanisms to provide access to the account if the account manager is not available.*
- *Each employee that manages a social media account on behalf of NSHM (i.e. an 'Account Manager') must attend the training and sign-off in order to maintain a social media account on behalf of NSHM.*
- *Department Team Work/Cooperation:*
- *At various times, social media managers will be asked to post information that is of general interest to NSHM. We ask that you cooperate in these requests even if they do not pertain to your program. One of the benefits of social media is the ability to introduce community members to other communities NSHM is fostering.*

## **Disciplinary Procedures**

*Failure to follow these guidelines is a violation of the institute's policies and may be subjected to disciplinary action and closing of the site.*

## 9. PROBATION POLICY

### OBJECTIVE:

*To provide guidelines for review during probation period of the team member, prior to his confirmation.*

### SYSTEM:

*Every team member (except those hired in Level AL3/NAL3b and above, and also those team members who were confirmed team members of NSHM before) is required to go through a probation period of SIX MONTHS before he is considered for confirmation. The probation policy however does not apply to team members on Fixed Term Contractual Appointment.*

*Any reduction in Probation Period can be made only on the order of the Executive Council on the specific recommendation of Executive Director-HR. The same would be mentioned in the appointment letter, and would apply to the specific team member.*

*No team member under this scheme shall be deemed to be confirmed unless informed in writing by the Organization. The date of confirmation would always be the FIRST DAY of the MONTH succeeding the period of successful probation.*

*The probation period is to be primarily used for evaluating the incumbent's suitability in the job and this is without prejudice to the earlier period available when the candidate was working in any other category / capacity.*

*The evaluation of probation is the primary responsibility of the Principal/Director/ Functional Head.*

*The performance of the Team Member shall be watched closely and carefully during this period.*

*Confirmation of the newly appointed Team Member shall depend on the performance evaluated on the Probation Review Sheet.*

*In case the team member is not found to be suitable during the probation period, and the Head of the Department feels that an extension of probation would aid the team member in coming up to the required performance level, the HOD is required to intimate the H.R. Department with due recommendation of Principal/Director / Functional Head, approved by Campus Director / CEO regarding the decision to extend the probation.*

*Probation period can thereafter be extended for a period of three months. The team member shall be issued a Probation Extension Letter.*

*Extension of probation may be up to three months at a time subject to a maximum of two times. It is to be noted that extension of probation is entirely a Management decision.*

***TWO weeks before the completion of probation period, the Head of the Department shall send the duly filled in Probation Review Sheet to the Campus HR department to ensure that the Confirmation Letter (or the Probation Extension Letter) of the team member is received on the due date. The Confirmation Letter would be issued by HR.***

***Any team member found not suitable during the probation period may be terminated from service by issuance of the Service Discontinuation Letter.***

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## **10. IDENTIFICATION CARD POLICY**

### **INTENT OF THE POLICY:**

*The NSHM Photo Identification Card is the approved identification for team members and should be carried at all times while on the premises of NSHM. A validated card is necessary for access in the Campuses. In addition, Campus security and Department of HR are authorized to request the photo I-D card in conjunction with the conduct of their duties when circumstances warrant identification. The photo I-D is not transferable and is valid as long as the holder continues his/her specific affiliation with NSHM Knowledge Campus. The I-D card automatically becomes void if altered. Use by any person of an altered card or use of a card with intent to defraud may constitute a violation and can warrant necessary disciplinary action including criminal proceedings. Each photo identification card is the property of NSHM Knowledge Campus.*

*The photo I-D card is a smart card and would initially be used for the purpose of identification and for electronic tracking of attendance. Various other services may be provided through the card in the near future, including issuance of library books, meals at canteen etc., which would be communicated separately.*

### **APPLICABILITY & PROCESS**

*The identification card policy is applicable to all Team Members of NSHM Knowledge Campus. Team Members are employees, who are on the rolls of NSHM and whose appointment can be any of the following:*

*Regular Full Time Employment – Team Members who are on regular rolls of the organization and are employed on a full time basis. It includes team members who are confirmed and those on probation.*

*Contractual Employment – Team Members who are on fixed term contract. Includes both full time and part time, fixed term contractual team members. To be eligible for part time contract, the team members needs to put in a minimum of 4 (four) hours of duty in a working day.*

*Photo I-D cards would be issued to all Team Members by the Department of HR after checking and recording credentials of each individual.*

*Photo I-D cards are required to be submitted back to Campus HR on completion of association period (end of contract, separation, superannuation and end of programme etc.)*

*If the Photo I-D card is lost or stolen it must be reported to Campus HR immediately. For theft or loss off campus, the team member must also lodge a First Information Report (FIR) if possible; or a General Diary (GD) with the local police station. A copy of the FIR/GD must be sent to Campus HR within 48 hours of the discovery of the loss. A duplicate card would be issued on a chargeable basis inclusive of a penalty.*

*During the interim period till a fresh card is issued, and for new joinees, HR department would issue a temporary card so that attendance can be logged during this interim period.*

## **II. POLICY ON WORKING HOURS, ATTENDANCE & PUNCTUALITY**

### **POLICY:**

*To standardize and lay down guidelines of working hours and weekly offs in the system.*

### **INTENT OF THE POLICY:**

*To enable uniformity in work timings and to facilitate standardization of work processes.*

### **SYSTEM:**

*All NSHMites are required to put in EIGHT AND A HALF HOURS, per day, which is inclusive of HALF AN HOUR for Lunch, subject to operational exigencies and specific requirements. Shift Timings would accordingly be standardized for each Campus as far as possible, and notified by Campus Director / CEO.*

*Team Members shall be required to work normally between standard shift timings on all working days as notified at their respective locations. Directors/Principals have the discretion of approving amendment of shift timings of individuals/groups based on operation/administrative requirement. However the same has to be vetted by Campus Director/CEO and formally notified to HR in advance so that standard shift timings are amended in the attendance system, for those specific individuals/groups who have been approved as above.*

*Standard shift timings unless notified otherwise is as under:*

*Kolkata Campus: 9.30 AM to 6.00 PM*

*Durgapur Campus: 9.00 AM to 5.30 PM*

*Weekly off days would be separately intimated by the Directors/Principals/Functional Heads. Some of the service departments may have to operate six days a week and in such cases the 2<sup>nd</sup> weekly off day for each team member of that department may be decided by the departmental head/in-charge and notified to the HR head. The Management reserves the right to call any team members on any of those weekly off days and no compensatory leave may be granted in such case.*

*It is expected that all team members would be punctual and adhere to office timings and shift rosters. Discipline is the hallmark of every NSHMite. Team Members are therefore responsible for their own attendance and punctuality.*

*Grace Period for attendance is revoked. Late Coming would be defined as reporting for duty any time beyond scheduled duty timing and upto 30 minutes from commencement of the shift.*

*Similarly Early Leaving would be defined as leaving duty any time before scheduled end of the shift.*

*Reporting for duty beyond 30 minutes from commencement of shift would automatically be considered as HALF DAY ATTENDANCE.*

*Similarly early leaving before 30 minutes from end of shift would automatically be treated as HALF DAY ATTENDANCE.*

*Three Late Comings or Early Leavings in a month (as defined above) would automatically be treated as having availed ONE DAY LEAVE, and in multiples thereof. In case leave balance is not available to the team member's credit, ONE DAY SALARY CUT would be imposed for every three Late Comings or Early Goings in a month.*

*Habitual absenteeism, habitual late coming and habitual early leaving would be treated as misconduct and would be dealt with accordingly.*

*The Organization shall maintain an Electronic Attendance Tracking System for all Team Members. On every working day, at the commencement of the shift, the team members are required to display their smart cards in front of the designated card readers, which would automatically log their attendance. Similarly at the time of exiting the premises on completion of the shift, team members are required to repeat the same exercise to enable the readers to log in their out time. (Only Directors and Principals are exempt from logging their individual attendance everyday.)*

*Non swiping of I-D card would automatically mean non attendance for the day. In case the team member is unable to go back and get his/her I-D card for the purpose of swiping attendance, written permission needs to be taken from the concerned Principal/ Director/ Functional Head, ON THE SAME DAY, and the same submitted to Campus HR on the same day. On receipt of written approval from Principal/ Director/ Functional Head, the attendance would be marked as a late coming for the purpose of this policy.*

*In the absence of availability of Electronic Attendance System, or in the event of breakdown of the card readers, manual attendance would be recorded in the attendance registers available with Admin Department.*

*This policy supersedes all previous guidelines/notifications/approvals on this issue. Directors/Principals/Functional Heads are accordingly required to notify shift timings separately as also formally intimate Campus Administration the applicability of shifts to individual team members.*

## **I2. POLICY ON DECLARED HOLIDAYS.**

### **POLICY:**

*To define holidays in a calendar year observed at various locations of the Organization in accordance with relevant government notifications in force.*

### **INTENT OF THE POLICY:**

*To ensure uniformity of declared holidays, selected from notified lists, keeping a balance of organizational performance and location-wise holiday desirability.*

### **SYSTEM:**

*In order to ensure maximum efficiency and minimum inconvenience it is desirable that the various units of the Organization observe holidays on common days as far as practicable.*

*As far as possible, all campuses would observe common holidays.*

*Every year the yearly Holiday List shall be issued and notified by Executive Director HR by the end of December*

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### **13. POLICY ON BANDHS AND FORCED CLOSURE**

#### **POLICY:**

*To provide guidelines to alleviate loss of working days on account of bandhs, forced closure and natural calamities.*

#### **SYSTEM:**

*The loss of working days, on account of Bandhs/ forced closure/ natural calamities which necessitates closure of the establishment keeping in mind the safety and security of team members; would be made up by working on the next scheduled holiday/ weekly off-day and the same academic schedule of the closure day shall be followed.*

*Such closure and its associated treatment would be communicated through relevant circulars by the Campus HR with the approval of Campus Director/CEO as and when the need arises.*

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## **14. LEAVE POLICY**

### **POLICY:**

*The Company provides leave facilities for certain exigencies and also to facilitate the team members to recuperate.*

### **INTENT OF THE POLICY:**

*The Company provides all team members reasonable leave facilities to meet personal exigencies to help him/her recoup periodically, by taking rest and by being with the family; also to facilitate improved manpower utilization for effective functioning of the organization.*

### **DATE OF JOINING:**

*For the purpose of computation of leave and related benefits, date of joining will be the date on which the team member is put on Probation.*

### **SYSTEM:**

*These rules shall apply to regular Team Members but shall not apply to team members on Contractual Employment, for whom separate rules apply; enumerated later in this policy.*

*Leave cannot be claimed as a matter of right.*

*Leave will start on the date from which it is actually availed and terminate on the date immediately preceding the date of resumption of duty.*

*No Team Member on leave is allowed to accept any remunerative occupation or undertake professional work, unless expressly permitted in writing by the CEO/Campus Director of respective campuses.*

*Holidays intervening between Leave shall be construed as leave.*

*All leave should be applied well in advance (except on sickness or emergencies). The specified application form has to be filled in and approved by Principal/ Director/ Functional Head and handed over to Campus HR for recording.*

*For the purpose of computing leave, the year will be reckoned from 1<sup>st</sup> April to 31<sup>st</sup> March.*

*The organization reserves its right to refuse, revoke or curtail leaves as exigencies of the organization's work may require.*

*Team Members absenting habitually or staying away from duty without prior permission or without getting leave duly sanctioned would be treated as unauthorized absentees and would be liable for disciplinary action.*

*For any reason whatsoever, if leave application duly sanctioned is not submitted to the Campus HR of the unit within three days after the leave is availed, the period would automatically be treated as Unauthorized Absence and can attract disciplinary action in addition to loss of pay.*

Normally extension of leave will not be allowed. In exceptional cases when extension is unavoidable, application for extension must be received by the organization in good time, thus giving opportunity to the organization to communicate the decision within the period of leave already sanctioned. The grant of extension will, however, be at the sole discretion of the Principal/Director/Functional Head. In case of non-sanction of leave, the period of absence will be treated as unauthorized absence and will make a team member liable for disciplinary action.

The reasons of leave should be clear and not vague. No team member can claim leave of absence as a matter of right, regardless of leave balance to his / her credit.

All intervening holidays within a leave period will be counted as leave. Leaves may be either prefixed or suffixed with a declared holiday/week off. Therefore, in case a team member takes any leave, which is both prefixed as well as suffixed with a holiday/week off, one additional day would be counted as leave.

## **LEAVES ADMISSIBLE TO TEAM MEMBERS:**

### **GENERAL LEAVE:**

With effect from 1<sup>st</sup> April, 2014, all team members would be eligible to **a total of 30 days of GENERAL LEAVE in a year, which can be taken for any purpose.** The earlier nomenclature of Casual Leave, Sick Leave and Earned Leave (Privilege Leave) stands revoked.

**General Leave can be accrued upto 180 days only, beyond which it would automatically lapse.**

**Encashment of General Leave is limited to maximum 60 days (out of the maximum allowable 180 days of accrual) and the same can be encashed only at the time of separation from the organization at the rate of Basic+GP+DA at that point of time.**

**It may be noted that for old timers also currently having (EL) leave balance, the above would be applicable and accordingly leave balance would be reset to 180 days as applicable.**

General Leave accounting would be done as under:

1. When a team member joins the organization, General Leave would be credited to him in advance calculated @ **2.5 days per month upto 31<sup>st</sup> March.**
2. The first month's credit (month of joining) would be calculated based on pro-rata calculation as under:
  - a. **Joined on or before 15<sup>th</sup> of the month – 2.5 days**
  - b. **Joined after 15<sup>th</sup> till 31<sup>st</sup> of the month – 1.25 days.**
3. Subsequently, on 1<sup>st</sup> April every year, 30 days General Leave would be credited to a team member's account, and unutilized leave would be carried forward year on year upto a maximum accrual of **180 days, beyond which it would automatically lapse and the leave credit as on 1<sup>st</sup> April would be frozen at 180 days.**
4. It may be noted that leave credit would only be done on 1<sup>st</sup> April for all team members except new joiners, for whom the first credit would be on their date of joining.

5. For the purpose of encashment of leave at the time of separation, the leave credit as on 31<sup>st</sup> March (the last 31<sup>st</sup> March crossed before date of release) would be taken, to which prorated leave @ 2.5 days per completed month would be added. The last month calculation would be as under:
  - a. Last working day on or before 15<sup>th</sup> of the month – 1.25 days
  - b. Last working day after 15<sup>th</sup> till 31<sup>st</sup> of the month – 2.5 days
6. The number of days as arrived above, minus leaves taken from 1<sup>st</sup> April of the ongoing year till release date would give the number of days that can be encashed at the time of separation, subject to a ceiling of 60 days. Leave encashment would be calculated at the rate of Basic+GP+DA as applicable on the date of release.

A Team Member, in case of sickness, should communicate the same to the Principal/Dean/Campus Functional Head at the earliest, by phone and / or otherwise send an application accompanied by a Medical Certificate issued by a registered Medical practitioner / E.S.I. panel Doctor as soon as possible. The Team Member shall resume duty only after producing a fitness certificate to his Superior, when leave taken is on account of sickness and is for three days or more. The Organization may at its discretion ask the team member to present himself / herself before any Doctor authorized by the Organization for examination at any stage, and decision of such authority as regards fitness of the concerned team member shall be final and binding.

Late coming shall be adjusted against General Leaves as mentioned under working hours. In case of absence of leave balance in the Team Member's account, the proportionate salary shall be deducted.

### **STUDY LEAVE:**

Study Leave may be granted to facilitate a Team Member in pursuing a special line of study or research, directly related to the Team Member's work in the organization; and for administrative study to the non teaching Team Members; provided the same adds value to the organization.

Team Members who wish to avail study leave are required to apply with full details to the Director, clearly indicating the period requested, location and nature of study.

Approval/Rejection of study leave would be at the sole discretion of the Executive Council. The decision would be based on careful evaluation of the intended study and the value addition that it would bring about to the Team Member and NSHM.

The decision of the Executive Council, including the modalities, would be communicated to the Team Member by the Director.

### **SABBATICAL LEAVE:**

Permanent full-time Team Members of the Organization who have completed a minimum 7(seven) years of service as an Assistant Professor, Associate Professor or Professor with NSHM, may be granted sabbatical leave to undertake study or other academic pursuits solely for the object of increasing their proficiency and usefulness to the organization and higher education system.

The duration of leave shall not exceed one year at a time and two years in the entire career of a Team Member. It is provided further that sabbatical leave shall not be granted until after the expiry of five years from the date of the Team Member's return from previous study leave or sabbatical leave.



*A Team Member shall, during the period of sabbatical leave shall be paid full pay and allowances (subject to the prescribed conditions being fulfilled) at the rates applicable immediately prior to proceeding on sabbatical leave.*

*A Team Member on sabbatical leave shall not take up during the period of that leave, any regular appointment under another organization in India and abroad. He / She may, however, be allowed to accept a fellowship or a research scholarship or adhoc teaching and research assignment with honorarium or any form of studies provided that in such cases the Executive Council, if it so desire, sanction sabbatical leave on reduced pay and allowances.*

*During the period of sabbatical leave, the Team Member shall be allowed to draw the increment on the due date. The period of leave shall also count as service for purpose of contributory provident fund, provided that the Team Member rejoins the organization on the expiry of the leave period.*

*The programme to be followed during sabbatical leave shall be submitted to the organization for prior approval along with the application for grant of leave.*

*On return from leave, the Team Member shall report to the organization, the nature of studies, research or other work undertaken during the period of leave.*

*Sabbatical leave can only be granted by the Executive Council on their discretion and on the specific undertaking furnished by the Team Member that he/she would serve the Organization for at least 3 times the length of the sabbatical leave taken.*

*In case a Team Member wishes to leave the Organization before serving the requisite mandated period, the entire remuneration provided to the Team member during the Sabbatical is refundable to the organization.*

### **MATERNITY LEAVE:**

*All female Team Members of the organization shall be entitled to avail of Maternity leave on full salary for a maximum period of 12 (Twelve) weeks, of which, not more than six weeks leave can be availed prior to the date of delivery. This leave is applicable only for the birth of the first two children.*

*The Team Member shall be entitled to maternity leave only if she has worked in the organization for a period of eighty days in twelve months immediately preceding the date of expected delivery.*

*The Team Member would be eligible for the full salary and benefits during this period of leave. On the completion of the twelve weeks maternity leave, the Team Member, should she so desire, can avail of the following service terms for her benefit:*

<i>Period (post maternity leave)</i>	<i>Work Hours</i>	<i>Salary</i>
<i>6 months</i>	<i>4 hour</i>	<i>50% of salary</i>
<i>6 months – 9 months</i>	<i>6 hours</i>	<i>75% of salary</i>
<i>Post 9 months</i>	<i>full time</i>	<i>full salary</i>

*The tentative Date of Commencement of Maternity Leave should be informed to the Principal/Director/Functional Head along with a supporting Medical Certificate at least three months before proceeding on leave.*

*In the case of there being a Miscarriage; the female Team Member shall be allowed Leave upto a maximum of 6 weeks from the Date of Miscarriage.*

*Maternity Leave is a separate benefit given to the female team member and will not be deducted from any other leave, which is to the team member's credit.*

*Accrued Leaves may be prefixed or suffixed to Maternity Leave.*

*Intervening weekly offs / paid holidays / any other holidays will be counted as a part of Maternity Leave.*

*The application for Maternity Leave should be made on the application form (Annexure 15) by filling the necessary columns and attaching the medical certificates mentioned above. The Head of Department should forward the medical certificate to the H.R. Department for personal records of the team member.*

### **PATERNITY LEAVE:**

*Confirmed Team Members are eligible to Paternity Leave. To enable the Team Member to be with his wife and child during and after the time of delivery, a total number of 5 (Five) days leave on full pay, can be availed as Paternity leave.*

*This leave must be availed within a period of one month, either 15 days prior or 15 days after the date of birth of the child. This leave is applicable for the birth of the first two children only.*

*The Team Member is required to apply for this leave at least 3 (Three) days in advance to the Principal/Director/Functional Head.*

### **SPECIAL TIME OFF DURING WEDDING:**

*A Team Member's wedding is a very important occasion for NSHM and thus NSHM shall give the Team Member 6 (six) working days on full pay, as Special Time Off at the time of marriage.*

### **SEMESTER BREAK/ACADEMIC LEAVE:**

*Campus Director/CEO have the discretion of declaring a semester break/academic leave of maximum 7 (seven) days during the lean period for specific categories of team members. This will be subject to operational requirements and exigencies and cannot be claimed as a matter of right.*

## 15. REMUNERATION POLICY

### LEVELS, DESIGNATION & SCALE OF PAY

The Pay Bands, Scales of Pay, Academic and Non Academic Levels with corresponding Academic Grade Pay/Grade Pay and Designations at each level of hierarchy shall be as indicated in the next page:

#### ACADEMIC PAY SCALES AND GRADE STRUCTURE

Pay Band	Scale	Level	AGP	Academic Designation
AP1	37400 – 67000	AL1	12,000	Director
		AL2	12,000	Professor/ Principal/ Dean/ Associate Director
		AL3	10,000	Professor/ Principal/ Dean
		AL4	9,000	Associate Professor/ College Librarian Selection Grade
AP2	15600 – 39100	AL5	8,000	Assistant Professor/ College Librarian Selection Grade
		AL6	7,000	Assistant Professor/ College Librarian Senior Scale
		AL7	6,000	Assistant Professor/ College Librarian
AP3	7100 – 37600	AL8	4,800	Senior Faculty/ Technical or Lab. Coordinator
		AL9	4,400	Faculty/ Senior Technical Assistant
		AL10	3,200	Technical Assistant/ Junior Faculty
AP4	5400 – 25200	AL11	1,900	Senior Assistant/ Junior Technical Assistant
AP5	4900 – 16200	AL12	1,700	Assistant

## NON ACADEMIC PAY SCALES AND GRADE STRUCTURE

<b>Pay Band</b>	<b>Scale</b>	<b>Level</b>	<b>GP</b>	<b>Non Academic Designation</b>
<b>NAP1</b>	<b>37400 – 67000</b>	<b>NAL1</b>	<b>12,000</b>	<b>Executive Vice President</b>
		<b>NAL2</b>	<b>12,000</b>	<b>Vice President</b>
		<b>NAL3a</b>	<b>11,000</b>	<b>Senior General Manager</b>
		<b>NAL3b</b>	<b>10,000</b>	<b>General Manager</b>
<b>NAP2</b>	<b>26000 – 45000</b>	<b>NAL4</b>	<b>8,700</b>	<b>Deputy General Manager</b>
		<b>NAL5</b>	<b>8,400</b>	<b>Assistant General Manager</b>
<b>NAP3</b>	<b>15600 – 39100</b>	<b>NAL6</b>	<b>8,000</b>	<b>Senior Manager</b>
		<b>NAL7</b>	<b>7,000</b>	<b>Manager</b>
		<b>NAL8</b>	<b>6,000</b>	<b>Deputy Manager</b>
<b>NAP4</b>	<b>7100 – 37600</b>	<b>NAL9</b>	<b>4,800</b>	<b>Assistant Manager</b>
		<b>NAL10</b>	<b>4,400</b>	<b>Junior Manager</b>
		<b>NAL11</b>	<b>3,200</b>	<b>Executive/Senior Assistant</b>
<b>NAP5</b>	<b>5400 – 25200</b>	<b>NAL12</b>	<b>1,900</b>	<b>Senior Driver/Assistant</b>
<b>NAP6</b>	<b>4900 – 16200</b>	<b>NAL13</b>	<b>1,700</b>	<b>Supervisor/ Attendant/ Driver</b>
<b>NAP7</b>	<b>2500 – 5000</b>	<b>NAL14</b>	<b>500</b>	<b>Junior Attendant// Peon</b>

## COMPENSATION STRUCTURE

The following elements/components will be usually considered to frame the Compensation Structure:

### MONTHLY COMPONENTS

#### a) Basic Salary

Basic salary of team member (excluding all allowances, reimbursements and any other benefits) will be fixed as per scale for various levels. This is the element, which forms the basis of determining the quantum of contributions towards retirement benefits (Provident Fund and Gratuity).

#### b) Grade Pay/Academic Grade Pay

Grade Pay/Academic Grade Pay is introduced in line with the 6<sup>th</sup> Central Pay Commission Recommendations. Accordingly, each level would have a corresponding Grade Pay/Academic Grade Pay, which shall ensure that teachers and other equivalent cadres, subject to other conditions of eligibility being satisfied, have multiple opportunities for upward movement during their career.

#### c) Fixed Dearness Allowance (FDA)

Fixed Dearness Allowance (FDA) based on All India Consumer Price Index (AICPI for Industrial Workers) is one of the components of compensation. This element also will be added to Basic Salary and Grade Pay/Academic Grade Pay for determining the quantum of contributions towards retirement benefits (Provident Fund and Gratuity).

#### **d) House Rent Allowance (HRA)**

House Rent Allowance would be 15% of Basic and Grade Pay/Academic Grade Pay, subject to a maximum of Rs.6,000/- per month. HRA will not be applicable for those who stay in the accommodation provided by the organization. Team Members at Level NAL 14 are eligible to HRA @ 5% of Basic and Grade Pay.

#### **e) Medical Allowance**

Medical Allowance would be uniformly Rs.300/- per month for all Levels.

#### **f) Special Allowance**

Only Principals and Directors are eligible to Special Allowance.

#### **g) Non Cumulative Pay (NCP)**

Non Cumulative Pay would constitute a head in the monthly emoluments of a Team Member. NCP would be paid for the year and would be entirely on the discretion of the Organization. Any advance increments payable to Team Members would be paid as NCP.

#### **h) Flexi Component**

Flexi Component is applicable to senior team members (Academic AL3 and above and Non Academic NAL 3b and above) on request, to reduce tax burden. A portion of the NCP may be allocated within a standard basket (based on current IT laws). Balance amount is added to NCP and the same is taxable. For further details, HR department may be contacted.

### **ANNUAL COMPONENTS**

#### **a) Provident Fund**

The organization shall contribute to Provident Fund @ Rs. 780/- per month, or 12% of team member's Basic, Grade Pay/Academic Grade Pay and FDA; whichever is lower. An equivalent amount will be deducted from the monthly salary payment of the team member towards employee contribution. This is a social benefit provided for under the Employees Provident Fund and Miscellaneous Provisions Act, 1952 (including amendments and rules there under).

#### **b) Gratuity**

Team members who complete 5 years of continuous service with the company will be entitled to Gratuity as per Payment of Gratuity Act, 1972 (including amendments and rules there under). Payment of gratuity would be effected on separation from the organization. The amount of Gratuity payable shall be calculated as under:

$$\frac{[\text{Monthly (Basic+GradePay+FDA) last drawn} * 15]}{26} * \text{Number of completed years of service}$$

26

Where there is a fractional period of more than six months, it shall be treated as one full year of service, and where the fractional period is less than six months the period would be discounted from gratuity calculation.

**c) Health / Medclaim insurance policy**

Team Members who's Monthly Gross Salary is less than Rs. 15,000/- would be covered under ESI as per norms. All others Team members would be covered under Health Insurance Policy for amounts as given below:

<b>Sum Insured (Rs)</b>	<b>Academic Levels</b>	<b>Non Academic Levels</b>
2,00,000	AL1, AL2, AL3	NAL1, NAL2, NAL3
1,50,000	AL4, AL5	NAL4, NAL5, NAL6
1,25,000	AL6, AL7	NAL7, NAL8, NAL9
1,00,000	AL8, AL9, AL10	NAL10, NAL11
75, 000	AL11	NAL12
50,000	AL12	NAL13, NAL14

**d) Accident insurance policy**

All Team Members would be covered by Group Accident Insurance Coverage for amounts as below. However, the management may consider insuring a team member for a higher amount based on the risk involved due to the role performed by the team member

<b>Sum Insured (Rs)</b>	<b>Academic Levels</b>	<b>Non Academic Levels</b>
10,00,000	AL1, AL2, AL3	NAL1, NAL2, NAL3
6,00,000	AL4, AL5	NAL4, NAL5, NAL6
5,00,000	AL6, AL7	NAL7, NAL8, NAL9
4,00,000	AL8, AL9, AL10	NAL10, NAL11
3,00,000	AL11	NAL12
2,00,000	AL12	NAL13, NAL14

## **Compensation Administration**

*The salary of an incumbent gets finalized/revised on two occasions*

- a) at the time of appointment; and*
- b) after the annual appraisal on compensation increment.*

### **Increments:**

*Each annual increment shall be @3% of the sum total of pay in the relevant Pay Band and AGP/GP as applicable for the respective stage in the Pay Band. Increments would not be applicable during probation. Increments would be prorated to cater to team members who have joined in the middle of the assessment year.*

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## **16. DOMESTIC TRAVEL POLICY**

### **POLICY:**

*The Organization, shall provide reasonable facilities for domestic travel and stay during official trips.*

### **INTENT OF THE POLICY:**

*To ensure comfort and convenience to Team Members who undertake domestic travel for official purposes.*

### **ELIGIBILITY:**

*All Team Members on the rolls of the organization.*

### **SYSTEM:**

#### **Reimbursement of Local Traveling Expenses:**

*Team Members, who are not entitled to Special Traveling Allowance and undertake traveling for office work in the place of posting or an outstation location, shall be eligible for reimbursement of traveling expenses.*

*Eligibility of local transport, within the city shall be as under:*

<b>Academic Levels</b>	<b>Non Academic Levels</b>	<b>METRO</b>	<b>NON-METRO</b>
<i>AL1</i>	<i>NAL1</i>	<i>Hired Car</i>	<i>Hired Car</i>
<i>AL2, AL3, AL4</i>	<i>NAL2,NAL3,NAL4,NAL5</i>	<i>Taxi</i>	<i>Taxi</i>
<i>AL5, AL6, AL7</i>	<i>NAL6, NAL7, NAL8</i>	<i>Taxi</i>	<i>Auto</i>
<i>AL8, AL9, AL10</i>	<i>NAL9, NAL10, NAL11</i>	<i>Auto / Bus</i>	<i>Bus</i>
<i>AL11, AL12</i>	<i>NAL12, NAL13, NAL14</i>	<i>Bus</i>	<i>Bus</i>

#### **Outstation Tours (Domestic):**

*All tours need to be pre-approved before undertaking the same. Pre-approval of tour must be obtained by filling up the Tour Approval Form, as per Annexure 17, and getting the form duly approved by the Principal/Dean/Campus Functional Head. Approval of tour advance, if required can be obtained on the same form.*

*The organization maintains Guest Houses in some of the locations where NSHM operates. All Team Members on tour are required to stay in the guest houses wherever available. Before commencement of travel, Team Members should get in touch with ADMINISTRATION at the unit to make the necessary booking. Rooms shall be booked on double accommodation basis wherever possible. This would not be applicable only when a male and a female team member are traveling together.*



Where guest house facility is not available, hotel bookings can be done by the Team Member. Entitlements of Team Members of various levels categorized in Class-A and Class-B cities of travel are given hereunder:

Academic Levels	Non Academic Levels	Class - A Cities**		Class - B Cities**		Mode of Travel
		Per Diem	Hotel (max/day)	Per Diem	Hotel (max/day)	
AL1, AL2, AL3	NAL1, NAL2, NAL3	1200	3000	1000	2500	1A/2A/ACC
AL4, AL5	NAL4, NAL5, NAL6	800	2000	700	1500	2A/ 3A/ ACC
AL6, AL7	NAL7, NAL8	700	1500	550	1000	3A/ ACC
AL8, AL9, AL10	NAL9, NAL10, NAL11	500	1000	350	750	ACC/ CC
AL11, AL12	NAL12, NAL13, NAL14	300	750	250	500	CC/ Sleeper

\*\*Class - A Cities – Metros (Delhi, Mumbai, Chennai, Kolkata) Pune & State Capitals.

\*\*Class - B Cities – All other cities

When multiple travel entitlement by train is provided for in a specific level, the lower class should be attempted first and only failing to get accommodation in that class; the next higher class may be availed with the permission of the reporting head.

Air Passage is to be typically avoided and can only be authorized by the C.E.O. depending on exigencies.

All trips between Kolkata & Durgapur are to be made by train or Bus. Volvo bus is restricted only to levels AL7/NAL8 and above. Team Members of levels AL2/NAL2 and above may use their own four wheelers to travel to Kolkata/Durgapur, in which case he/she would be reimbursed fuel charges @ Rs.8.00 per kilometer and standard toll taxes paid on the way would be reimbursed.

Per Diem on Outstation duty shall include food and out-of-pocket expenses.

For outstation assignment when Organization provides lodging and boarding, one would be entitled to get 20% of the entitled Per Diem. If either lodging OR boarding is provided by the organization, team member would be entitled to 50% of the entitled Per Diem.

Team Members on tour should report to office on the date of arrival in the city from tour if the arrival is before the close of office hours.

The hotel charges would mean only room tariff and taxes applicable on tariff.

Proceeding to some place other than the place of posting at the end of the official tour / starting of the tour from any other place than the place of posting will not form part of Official Tour. In such cases Travel and Per Diem entitlement would be calculated upto/from the Official Tour Location as the case may be.

Team Members leaving the temporary place of duty should check out from the hotel prior to check out time of that day as far as possible.

*All payments to the guest house/hotel (including room tariff, food expenses and incidentals) are to be settled directly by the Team Member. The Team Member can thereafter claim reimbursement of tour expenses (detailed later in this policy).*

*Expenses incurred on telephone calls/internet usage can be claimed at actuals by attaching the requisite supporting vouchers. Such expenses are required to be vetted by the Principal/Dean/Campus Functional Head prior to forwarding the same to Finance for payment.*

*Expenses incurred on entertaining business associates outstation, will have to be recommended by the Principal/Director/Functional Head and thereafter approved by the CEO before the same is sent to Finance for payment.*

*Travel Advances are to be avoided to the extent possible. Tour advances would be given only on exigencies and on the specific recommendation of the concerned Principal/Director/Functional Head.*

*Statement of travel expenses incurred should be submitted, in the Domestic Travel Expense Claim Form, within 3 (three) working days of completion of the tour. All relevant tickets/cash memos should be attached.*

*On verification of travel expenses, the Finance Department can raise a debit note on the team member for expenses disallowed in case a travel advance has been taken.*

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## **17. INCENTIVES FOR Ph.D./ M.Phil. AND M.Tech:**

### ***For Academic Team Members only (Teaching & Library)***

*FIVE non-compounded advance increments shall be admissible at the entry level of recruitment to persons possessing the degree of Ph.D. awarded in the relevant discipline by a university following the process of registration, course-work and external evaluation as prescribed by UGC. (For clarification – this is applicable to persons with Ph.D., joining the teaching profession for the first time).*

*TWO non-compounded advance increments shall be admissible at the entry level of recruitment to persons possessing M.Phil. or M.Tech. degree awarded in the relevant discipline by a recognized university. (For clarification – this is applicable to persons with M.Phil. or M.Tech. joining the teaching profession for the first time).*

*Academic Team Members, who complete their Ph.D. degree while in service of NSHM, shall be entitled to THREE non-compounded increments if such Ph.D. is in the relevant branch/ discipline and has been awarded by a university complying with the process prescribed by the UGC for enrolment, coursework and evaluation etc.*

*Academic Team Members, who acquire M.Phil. degree in a relevant branch/ discipline recognized by a Statutory University, while in service of NSHM, shall be entitled to ONE advance increment.*

*On acquiring of the relevant degree, the Team Member is required to intimate the organization of the same and submit a copy of the degree to the HR department for record. On receipt of the intimation, HR department would certify that the degree acquired is conforming to existing guidelines and that the team member is eligible for the award in line with policy.*

*While in service, Team Members are required to obtain relevant NOC and approval from CEO/Campus Director before commencing upon the higher study. This is to ensure that higher qualifications are obtained in relevant fields only.*

## **18. POLICY ON CONSULTANCY/PROJECT ASSIGNMENTS**

### **POLICY:**

*The Organization provides opportunities for Consultancy/Projects to Team Members.*

### **INTENT OF THE POLICY:**

*The organization encourages Team Members to be involved with consultancy assignments for the benefit of both the individual as well as the organization.*

*Consultancy is defined as the provision of expert advice, analysis and interpretation, which draws upon and applies the knowledge, skills, techniques and equipment of the consultant to meet a specific external need. Consultancy projects include the provision of strategic advice, expert witness services, feasibility studies, product development, interpretation/analysis, testing and use of specialist equipment.*

*Consultancy would differ from research in that its prime purpose is to use and apply existing expertise, rather than to generate new knowledge. Projects are usually short term, ranging from a day to a few months. Consultancy also would differ from training in that training of external groups/individuals would always come under the core business of the organization, and any such training imparted by an individual or group of Team Members would be outside the scope of consultancy.*

*Team Members who engage in consultancy/project activity become well-known in their professional field, often getting involved in a number of projects. If you are a Team Member at an earlier stage in your career, consultancy is often a good way to engage with senior colleagues and external organizations.*

### **SYSTEM:**

*Team Members would be permitted to take up Consultancy assignments or Projects to further the cause of education and for the benefit of both the Individual as well as the Organization. Permission would be granted based on merits and when it has a positive bearing on the image of the organization and the individual.*

*Team Members who wish to take up consultancy agreements or Projects are required to apply for permission of the same sufficiently in advance. This needs to be forwarded through the Principal/Director/Functional Head to the Executive Council for consideration.*

*Based on the recommendation of the Principal/Director/Functional Head, a formal approval would be granted by the Executive Council.*

If these assignments are remunerative in nature, the following sharing of fees would be applicable.

<b>Sharing Pattern</b>	
<i>Project taken up by Team Member/s and only Team Member/s involved</i>	20% - Organization 80% - Team Member/s
<i>Project taken up by Team Member/s and Team Member/s using Organization's infrastructure.</i>	30% - Organization 70% - Team Member/s
<i>Project given by Organization to Team Member/s.</i>	70% - Organization 30% - Team Member/s

The organization reserves the right to use/give reference of such consultancy/projects in its advertisements/external communication as required.

## **19. POLICY ON SEPARATION FROM THE ORGANISATION**

### **POLICY:**

*The organization would have laid down procedures to make the process of separation simple and hassle free to minimize inconvenience to separating team members while at the same time ensuring that the best interests of the organization is safeguarded.*

### **INTENT OF THE POLICY:**

*As a matter of policy, NSHM shall try to prevent situations where Team Member's separation is necessitated. However, there may be reasons for which such situations have to be faced. In case the team member wishes to leave NSHM, the Organization shall not stand in his/her way. However, while taking care of the fact that no inconvenience is caused to the team members as far as possible, NSHM will ensure that organizational interests are safeguarded at all times and that during the process of separation, the normal work of the organization is not disrupted.*

### **SYSTEM:**

*Separation would refer to the removal from the rolls of the name of a Team Member. All legal requirements, which govern separations, would be complied with. Separation could be for any of the following reasons:*

*Resignation  
Retirement (Superannuation)  
Termination.*

### **Resignation:**

*Resignation would refer to the voluntary separation by the Team Member from the Knowledge Campus. It implies termination of the employment contract and would be in accordance with the provisions of the appointment letter and the relevant rules. Resignation can be accepted only by the Principal/Director/Functional Head. The resignation must be unconditional, in writing and signed by the Team Member.*

*Any Team Member who decides to resign shall submit his resignation letter to the Principal/Director/Functional Head, who is empowered to accept a resignation. Principal/Director/Functional Head should normally try and retain a good team member wherever possible.*

*Applicable Notice Period: Notice period for team members in academic levels AL7 and above; and in non academic levels NAL8 and above is THREE MONTHS. Notice period for team members below AL7 and NAL8 respectively is ONE MONTH. During probation, the notice period for team members would be one month for all.*

*The resigning Team Member shall have to serve the requisite notice period as applicable to him/her depending on his/her level in the organization, as provided above.*

*In case the Team member does not wish to serve the requisite notice period, he/she would have to pay to the organization, the gross salary for the equivalent period as notice pay. Gross salary for the purpose of this policy shall be taken as all monthly emoluments inclusive of allowances, but would not include variable pay.*

***It is to be noted that accrued leave cannot be adjusted against notice period.***

### **Retirement on Superannuation:**

*The age of Superannuation for all Team Members is fixed at 60 years. Academic Team Members, who have crossed 60 years can be taken on contract for additional periods, based on requirement and merit; and on the specific approval of the Executive Council. The maximum age for contractual employment of Academic Team Members can be 70 years.*

***This supercedes all other communication given earlier on the age of superannuation, whether through appointment letter; notification or earlier edition of HR Manual. Once this manual is published/notified, it would be deemed that this policy has been communicated to all team members.***

*Age of superannuation is calculated from the date of birth as mentioned in the Organization's record at the time of employment in service. Superannuation will be considered on the month of completion of the age of superannuation fixed for the relevant group.*

*The date of Superannuation would be the last working day of the month in which the team members attains the age of superannuation. E.g. if a team member completes the age of superannuation on 24<sup>th</sup> April, then he will be retiring on 30<sup>th</sup> April of that year.*

*The Campus HR at the unit shall inform the Team Member and his Principal/Director/Functional Head about the forthcoming retirement, 3 months in advance, so that finding/training a replacement can be organized by the department. This would also facilitate the superannuating team member to accordingly plan his/her retirement.*

### **Termination:**

*Termination of service is a conscious act on the part of the organization and generally results from disciplinary action.*

*A Team Member is liable to be terminated on any one of the three following grounds:*

*When found guilty of committing a major misconduct.*

*When performance levels are consistently below accepted norms.*

*In case of breach of trust, or when the organization feels that keeping the team member on rolls would have a detrimental effect on the rest of the team.*

*In case of termination, the organization shall provide one month's notice in writing / or pay one month's salary in lieu of notice, to the Team Member. The formal letter of termination could contain the phrase "terminated from services". Termination as a result of disciplinary action would not require the Organization to provide any notice period or pay any notice pay.*

*A decision of termination can be taken only by the CEO and a termination letter can only be issued by a Campus Director; Campus Functional Head or the C.E.O.*

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## 20. POLICY TO DEAL WITH CASES OF SEXUAL HARASSMENT AT WORKPLACE

### OBJECTIVE OF THE POLICY:

*The Management of NSHM recognizes that the offence of Sexual Harassment of employees during the course of employment to be serious misconduct. It is the duty of the Management and all responsible persons representing the Management to prevent and deter sexual harassment in the workplace and to provide a mechanism for resolution of such complaints.*

*At NSHM, we have zero-tolerance for sexual harassment. We value every single employee working at NSHM and wish to protect their dignity. In so doing, we are determined to promote a working environment in which persons of both sexes complement each other as equals in an environment that encourages maximum productivity. This policy is also aimed to ensure the appropriate working conditions in respect of work, leisure, health and hygiene and to further ensure that there is no hostile environment towards women at NSHM.*

*Behaviour that has been defined as inappropriate by the NSHM Sexual Harassment Policy whether physical, verbal, written, graphic, emotional or through gestures that offend intentionally or not, the dignity and morality of a person to which the behaviour is directed will be considered sexual harassment and invite serious disciplinary action.*

### APPLICABILITY:

*This Policy will be applicable to all employees of the Organization including regular, contractual, temporary and consultants.*

### SCOPE:

*“Sexual Harassment” includes such unwelcome sexually determined behaviour (whether directly or by implication) such as:-*

- *Misuse of official position or powers to solicit sexual favours*
- *Physical contact and advances in circumstances which result in a hostile work environment or discrimination or denial of service progression or benefits*
- *Discriminating against an employee because such employee resists sexual advances*
- *Unwelcome demand or request for sexual favours*
- *Sexually coloured remarks*
- *Display of pornography*
- *Any other unwelcome physical, verbal or non-verbal conduct of sexual nature*

### SYSTEM & PROCEDURE:

#### **System:**

*Any employee having grievance / complaints of being sexually harassed during the course of employment will have the right to make a confidential complaint to the Internal Compliance Committee set up under this policy and all such complaints will be treated with confidentiality and sympathy and will be duly investigated and acted upon if found to be true.*

**Procedure:**

**A. Constitution of Internal Compliance Committee:**

*An Internal Compliance Committee shall be formed comprising the following:*

- 1. A Presiding Officer who shall be a Senior Lady Team Member of NSHM.*
- 2. Two or more members from amongst the team members of NSHM*
- 3. One member from an NGO committed to the cause of women.*

*At least half of the total members comprising the Internal Compliance Committee shall be women.*

*The Internal Compliance Committee will normally remain operational for a period of two years and will be reformulated at the end of second year. Any vacant positions which may arise during the term of the committee will be automatically filled by in by Executive Director HR.*

*The Names, addresses, designation, telephone numbers of the Committee members will be placed on the HR Portal as and when the change takes place.*

**B. Functioning of the Internal Compliance Committee**

*The Committee shall meet as and when a complaint is registered.*

*The Committee shall give opportunity to the complainant and the accused opportunity to present their case.*

*The Committee may examine witnesses and record their evidence.*

*The Committee shall dispose/ redress the complaint within 30 days from the date of lodgment of complaint.*

*The Committee shall recommend to the C.E.O. action to be taken against the accused.*

**C. Procedure for lodging complaints**

*The aggrieved employee (herein referred to as the 'Complainant') can make a written complaint to any of the members of the Compliance Committee. Complaints may also be sent directly to [mynsham@nsham.com](mailto:mynsham@nsham.com).*

*The committee members will meet together and discuss the issue on receipt of complaint by them.*

*The merits of the case will be tested by the Committee by carrying out a detailed investigation into the complaint by following the principles of natural justice.*

*Complainants and/or witnesses will not be victimized or discriminated against while dealing with complaints.*

*The outcome of the investigation and findings / observations of the Committee will be appropriately conveyed to the complainant.*

*On prima facie establishment of the case, the Management will take disciplinary action against the errant employee and may impose appropriate penalties by following the due process under the law.*

*Where such proved conduct amounts to a specific offence under the Indian Penal Code or under any other law, the Company shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority.*

*The confidentiality of the complaints received will be maintained.*

*The Committee will make an annual report of the complaints received and action taken in regards to the same and the same will be presented to the C.E.O.*

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## **2I. POLICY ON EMPLOYEE GRIEVANCE PROCEDURE**

### **POLICY:**

*This policy lays down the procedure by which Team Members can address their grievance / complaints arising out of employment including those related to unfair treatment, unsatisfactory working conditions and wrongful application of conditions of employment as well as rules and regulations.*

### **INTENT OF THE POLICY:**

*NSHM encourages its Team Members to come out with their grievances. Under normal working conditions, Team Members who have a job-related problem, question or complaint shall first discuss it with their immediate superior Principal/Director/Functional Head. At this level, Team Members usually reach the simplest, quickest, and most satisfactory solution. In case a solution is not attainable, the formal grievance procedure would be activated, detailed hereunder.*

### **APPLICABILITY:**

*All Team Members on the rolls of the organization.*

### **SYSTEM:**

*Team Members having grievance / complaints arising out of employment including those related to unfair treatment, unsatisfactory working conditions and wrongful application of conditions of employment as well as rules and regulations, and who have been unable to obtain a satisfactory solution to the issue by discussing the same with their immediate superior/Principal/Director/Functional Head, will be able to redress their grievance / complaints by following the procedure laid down hereunder.*

**1<sup>st</sup> Step:** *The aggrieved team member for redress of his grievance / complaint should formally take up the issue with his immediate superior/Principal/Director/Functional Head with whom he is working, with full details of his grievance / complaint. The latter would then try to solve the same within seven days.*

*The immediate superior / Principal/Director/Functional Head on receipt of the grievance / complaints from the Team Member will personally speak to the team member concerned, in full detail, collect the required data, and simultaneously brief the CEO regarding the grievance and the solution. It will be the responsibility of the immediate Superior / Departmental Head to find a satisfactory solution to the grievance within the rules of the Company. He will record his findings / solutions to the grievance in writing, giving the date and time when the team member met him with details of grievance and his solution. The same would be forwarded as a confidential report to the Principal/Director/Functional Head and Campus Head HR. The report should also contain suggestions to avoid reoccurrence of the grievances. In case the grievances / complaints could not be solved at the immediate Superior/Principal/Director/Functional Head level, the same should also be highlighted, stating reasons.*

**2<sup>nd</sup> Step:** *If a Team Member is not satisfied with the solution given by his immediate Superior / Principal/Director/Functional Head, he will approach the CEO with his grievance in writing in the prescribed format, through his immediate Superior / Campus Director. The team member will write down his grievance, giving full details and enclosing documents, if any. The immediate Superior / Campus Director will also record the resolution given by him in the grievance form. The CEO on receipt of the grievance in writing will try to solve the same within ten days of its receipt.*

*The CEO on receipt of the grievance, will enquire into the grievance, record views of the team member as well as the immediate Superior/ Principal/Director/Functional Head will discuss the same with the HR representative and other persons concerned as may be needed and give solution in writing within ten days from the receipt of the grievance. He will also maintain a record of the grievance, cause of grievance and the solution. If needed, he will also give his suggestion to reduce reoccurrence of the grievances.*

*The CEO would send a report of the outcome of the grievance proceeding to Executive Director HR and Managing Trustee and would state his recommendations.*

**3<sup>rd</sup> Step:** *In the event an team member is not satisfied with the solution given by the CEO, he will be at liberty to approach Executive Director HR with his grievance in writing in the prescribed format, through his Principal/Director/Functional Head, who in turn will look into the grievance, and consult the Managing Trustee as required, and will give his reply to the same within 10 days of receipt of the same.*

*The answer / solution so given by Executive Director HR will be taken as the decision of Top Management and would be final and binding on the team member.*

**NOTE:** *All grievances shall be addressed as per the guidelines given above. It is expected that team members would not correspond directly with the C.E.O. or Managing Trustee, bypassing the intermediate levels.*

## 22. POLICY FOR DISCIPLINARY ACTION

### **POLICY:**

*To provide a system to maintain and enforce discipline and adherence of rules and guidelines by all team members.*

### **INTENT OF THE POLICY:**

*It is expected that all team members shall conduct themselves with dignity and decorum at all times and would refrain from doing anything unbecoming of an NSHMite. The organization accordingly shall put a system in place that shall deter unacceptable behavior of a team member.*

### **SYSTEM:**

*Any perceived misconduct by a team member should be promptly reported to the Department of HR at the unit, through an Incident Report, which ideally should contain the following details:*

*Name of the Staff*

*Id No. of the staff*

*Date & time the incident occurred*

*Brief description of the misconduct*

*Witness if any*

*Impact of the misconduct (if any)*

*Is it a repeat misconduct? If yes, what action was taken after the earlier misconduct.*

*Signature of the reporting staff with designation & date.*

*The incident report can be submitted by a department or an individual. Department of HR after looking into the case, will recommend further and appropriate action to the concerned Campus Functional Head/Campus Director.*

*No department or individual is authorized to take disciplinary action against a team member (with the exception of verbal/written warning), without routing the same through Department of HR.*

*However, it is clarified that the Principal/Dean/Campus Functional Head is authorized to suspend / show cause a team member pending investigation to any incident etc where negligence is reported. However, the letter should be issued after discussing the same with Executive Director HR.*

### **Acts of Misconduct:**

- *Any of the following acts of a Team Member shall be construed as an act of misconduct.*
- *Gross negligence in discharge of duties.*
- *Willful in sub-ordination or disobedience to a reasonable order of a higher authority or breach of discipline.*
- *Theft, fraud or dishonesty in connection with the property of the Institution;*
- *Giving false information regarding one's name, father's name, age, qualification, previous service etc. at the time of employment.*
- *Habitual late attendance, habitual early going or willful absence from duty without leave or sufficient cause.*

- *Impersonation. This would also include marking attendance of another team members by using his/her ID card on the electronic attendance machine.*
- *Taking or giving bribes or any illegal gratifications or indulging in corrupt practices.*
- *Indecent behavior or any other act subversive of discipline.*
- *Assaulting, abusing or intimidating any Team Member of the Organization.*
- *Sabotage or willful damage to or causing loss of goods or properties of the Organization.*
- *Spreading false information with a view to cause disruption of the normal works of the Organization.*
- *Unauthorized use of land and building of the Organization.*
- *Conviction in Court of Law for offence involving moral turpitude.*
- *Breach of rules and regulations, orders and circulars of the Organization or of higher authorities.*
- *Abetment or attempt to commit any act of misconduct.*
- *Any other ground, which may be considered by the Executive Council to be detrimental to the interest of the Organization.*
- *Violation of orders regarding attendance and office discipline.*
- *Commission of any offence involving moral turpitude.*
- *Taking illegal gratification.*
- *Tampering with official records.*
- *Willful use of email and other communication modes to propagate false propaganda or opinion with malicious intent.*
- *Any misconduct unbecoming of a Team Member of the Organization.*

### **Types of Disciplinary Action**

*In consideration of nature of offences as mentioned above the following types of disciplinary action may be initiated against a team member:*

- *Censure.*
- *Recovery of the whole or part of any pecuniary loss caused by a Team Member by negligence or breach of orders.*
- *Suspension with/without salary on the discretion of management depending on the nature of offence.*
- *With-holding of increments and promotion.*
- *Termination*

*A team member can be suspended pending enquiry. During this period of suspension the team member would be paid a subsistence allowance as per law. Direct suspension of upto three days, with or without salary, as a punitive measure, can be imposed with the concurrence of the C.E.O.*

### **Disciplinary Authority**

*Subject to the provision hereinafter, the Principal/Director/Functional Head shall be disciplinary authority in respect of all Team Members in a Campus. In case the disciplinary authority is of the opinion that the gravity of the offence proved may warrant imposition of any punishment other than the Censure, it shall be the duty of the disciplinary authority to place all papers including the finding of an enquiry, if any, before the Executive Director HR, who would guide future action.*

### ***Preliminary Enquiry***

*Whenever a complaint is made against a Team Member of the Organization about the committing of an act of misconduct, it shall be competent for the disciplinary inquiry authority, to carry out a preliminary inquiry before commencing the formal disciplinary proceeding referred to herein above. Such preliminary inquiry may be made either by the disciplinary authority itself or by some other person(s) authorized by the said authority to carry out the inquiry, such person(s) may or may not be connected with the Organization. The preliminary inquiry will be in nature of a fact-finding inquiry, for the purpose of enabling the disciplinary authority to ascertain whether there is a prima facie case, which will justify the commencement of formal disciplinary proceeding.*

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