



Human Resource (HR) Manual

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SECTION 1: INTRODUCTION

1.1. About the Organisation

JYOTHI Engineering College is a centre of higher learning and the official organ of TET (Trichur Educational Trust) promoted by the Catholic Archdiocese of Trichur, Kerala, INDIA, to give expression to the unflinching commitment of the Church to the Gospel values of love and compassion and as such co-ordinates the interventions of the Church in Higher Education and socio economic development of people especially the poor and marginalized. Registered in 2002 under Charitable Trust Act, TET enjoys legal entity as a *charitable Trust* with defined controls and decision making bodies in place. The aim of the organisation is the integral and total development of the human person. TET places a preferential option for the higher education to marginal groups, very specially minority communities through empowerment and resource integration. From the very inception, the organisation strives to fulfil its goal through Capacity Building, Animation and Awareness Programmes, Skill Development and collective efforts for Self-actualisation. TET operates from its headquarters at Jyothi Hills, Cheruthuruthy where the central office is located and has one Engineering college namely Jyothi Engineering College (JEC) Cheruthuruthy at Panjal gramma panchayat.

JEC functions in accordance with the provisions of the laws of the nation in force and is committed to co-operate with the Central and State Governments in educational programmes and projects and also with such agencies that share its objectives and practices.

The organisation is committed to maintain democratic structure and public accountability and affirms its belief in nonviolence and peaceful means in the execution of its programmes.

Jyothi Engineering College, Cheruthuruthy (JECC) is a state-of-the-art Engineering College, conforming to international standards. This college is approved by AICTE, vide order South-West Region/F.N.O.06/06/KER/ENGG/2002/92 dated 27-5-2002 and Affiliated to the University of Calicut vide order No.GA 1/D4/6409/2001 dated 10-2-2003 and APJ Abdul Kalam Technological University vide order No. KTU/A/593/2015 dated 15-05-2015. JECC is an ISO 9001: 2008 certified Institution since 2011.

Above all, JECC extends its activities to all sections of people irrespective of caste, creed and community.

1.2. Vision, Mission and Core Values

1.2.1. Vision

Creating eminent and ethical leaders through quality professional education with emphasis on holistic excellence.

Motto: Creating Technology Leaders of Tomorrow

1.2.2. Mission

- To emerge as an institution par excellence of global standards by imparting quality engineering and other professional programmes with state-of- the-art facilities
- To equip the students with appropriate skills for a meaningful career in the global scenario
- To inculcate ethical values among students and ignite

their passion for holistic excellence through social initiatives

- To participate in the development of society through technology incubation, entrepreneurship and industry interaction.

1.2.3. Core Values

- ✓ Faith in God and man
- ✓ Love of fellow beings
- ✓ Belief in Universal Citizenship
- ✓ Moral integrity
- ✓ Social commitment

1.3. Quality Policy

Jyothi Engineering College, Cheruthuruthy is committed to provide all requirements in curricular and co-curricular areas of Technical Education to our students and mould them with Technical Knowledge, Soft Skills, Physical Education and Ethics to enable them become Engineering Professionals of International Standards. The College is also committed to strive for continual improvement of its Quality Management System through Student satisfaction in terms of achieving Academic Excellence, total personality development and excellent placement opportunities for the students.

1.3.1 Quality Objective

- 1) To provide our students technical knowledge and hands on experience by providing quality education system through Theory and Practical Classes including latest E Learning practices
- 2) To impart necessary training for acquiring the soft

skills and thus make them employable while in campus

- 3) To empower our Faculty and Staff to update their knowledge from time to time for facilitating our students in their learning process
- 4) To achieve excellent results for our students both in academics at the College / University Level and also on Campus Placement
- 5) To continually improve our Quality Education System through customer satisfaction duly monitoring their feedback from time to time.

1.4. 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. JECC is committed to set high standards of personnel management with due place for efficiency and transparency. The management of the team of people who are called upon to assist in the implementation of the programmes and projects demands a comprehensive Human Resource Management Manual covering policies and procedures that will provide a healthy atmosphere for work.

1.4.1. 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 JECC. 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 JECC for different assignment both at TET office and JECC offices and services of any other sort. 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.

It is also the envisioned objective of this Manual to clearly outline the process of Human Resource Management and make the entire process a transparent one and minimize subjectivity in the process of handling any aspect of Human Resource Management.

The Manual is meant to institutionalise an organisational culture which respects basic human values and practices that promote team spirit, shared responsibility and participatory functioning.

This Manual though cannot be considered to be exhaustive in covering every detail pertinent to Human Resource Management , should be able to create a congenial atmosphere for the staff to journey with the organisation to respond to emerging needs of humanity.

JECC 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.

1.5. Definitions of Terms used in this Policy

In this policy manual, unless the context otherwise requires:

- a. “Basic pay” means all emoluments which are earned by an employee while on duty or on leave or on holidays with wages in accordance with the terms of the contract of employment and which are paid or payable in cash to him/her but does not include

- i. The cash value of any food concession
 - ii. Any dearness allowance that is to say, all cash payments by whatever name called paid to an employee on account of a rise in the cost of living, house rent allowance, overtime allowance, bonus, commission or any other similar allowance payable to the employee in respect of his employment or of work done in such employment
 - iii. Any presents or gifts made by the employer
- b. D A: Dearness Allowance declared by the Management periodically.
 - c. AGP: Academic Grade Pay declared by the AICTE for the Faculty members.
 - d. HRA: House Rent Allowance declared periodically by the management of JECC.
 - e. “Calendar Year” means a period commencing from 1st day of January of the year and ending with 31st day of December in the same year.
 - f. “Academic year” means the normal period stipulated in the Academic calendar for activities of an odd semester and even semester. In the present system it is stipulated from June to May.
 - g. “Competent authority” means the authority appointed by the Trust for the purposes of these rules.
 - h. “Date of Appointment” means the first day of joining the duty by the employee as mentioned in the appointment order.
 - i. “JEC” means “Jyothi Engineering College” in the Catholic Archdiocese of Trichur and is the Kerala Engineering Agriculture Medical (KEAM) counselling code of the college
 - j. “JECC” is the abbreviation for “Jyothi Engineering College, Cheruthuruthy” and is synonymously used with “JEC”
 - k. “GB” means the Governing Body of JECC

- l. “EM” means the duly appointed Executive Manager of JECC
- m. “AM” means the duly appointed Asst. Manager of JECC
- n. “HOD” means Head of the Department
- o. “Employee” means any person who is employed for salary in any kind of work, manual or otherwise, in or in connection with the work of JECC and who gets his salary directly from JECC
- p. “Financial Year” means a period commencing from the 1st day of April of the current year ending with the 31st day of March of the succeeding year.
- q. “The Rules” means rules stipulated in the Human Resources Manual of JECC and include all schedules and annexure appended to these manual and any amendments made from time to time thereto.

SECTION 2: THE COMPOSITE OF VALUES THAT GUIDE THE HR POLICY OF JEC

2.1. Fundamental Options

The Human Resource Policy of JECC is founded on the philosophy of the Church on human person and society and the composite values emanating from the social teachings of the Church. We profess the inherent dignity and primacy of the human person and the right of the individual for equal access for the full blossoming of the human person ensuring equal status for men and women. We commit ourselves to build a society based on equity with least discrimination. We also renew our commitment to fundamental human rights within the ambit of the organisational dynamics. We join the Church in its preferential option for the poor and marginalized and our willingness to join hands with all human beings and institutions of good will to make our world a better place to live in.

Some of the guiding principles that govern the management of human resources in the organisation are listed below. We profess these values as forming our philosophy and composite of values in the management of personnel associated with the organisation.

2.2. Work as expression of Human Potential

JECC believes that work is the apt form for the human person to discover his or her identity and the means to contribute meaningfully to the building up of the human family. The call of every human being to co-operate with the Creator to make the lives of people happy is the base for all staff to give the maximum of their potential for the implementation of its agenda. There is also an inherent relationship between the utilisation of human resources and the full blossoming of the human person.

2.3. Promotion of Partnership

JECC 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 JECC will provide sufficient space for its staff for upgradation and improvement of capabilities and inherent talents.

JECC 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 JECC.

JECC 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.

2.4. Preserve the dignity of the Human Being

The inherent dignity of the human person is the corner stone 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: JECC 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.

2.5. Equity – Equal Opportunity Policy

JECC 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, JECC 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 JECC

2.6. 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.

2.7. 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.

2.8. Professionalism

JECC 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.

2.9. Legal Compliance

JECC 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, JECC will go with the consensus in the regional forum which will settle the issue through negotiation with Government and concerned departments.

SECTION 3: RECRUITMENT, APPOINTMENT, INDUCTION AND TRANSFER

3.1. Planning for Human Resources

JECC believes in professional excellence. To this extent JECC 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 JECC. 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.

3.2. Classification of Human Resource in JECC

JECC 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 JECC 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 Engineer 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 JECC 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. See **Section 3.10** of this Manual for details.
- 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 (1 – 3 months) as part of his/her academic pursuit / projects or otherwise. They are not eligible for any benefits or salaries, which are applicable to employees.
- 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.

3.3. Levels of Hierarchy

With respect to its core value of decentralisation and principle of subsidiary JECC 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.

3.4. Appointing Authority

The Chairman of TET (Archbishop of Trichur) shall be the appointing authority for the post of President, Secretary, Treasurer of TET and Manager and/or Executive Manager, Assistant Managers, Finance

Manager, Project Manager of JECC. All other staff of JECC will be appointed by the Manager on behalf of the Board of Trustees. The Executive Committee should be briefed of staff requirements, appointments and other details on a routine basis.

3.5. 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.

3.6. Recruitment Policy & Process

3.6.1. 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.

3.6.2. Scope of the Policy

This policy covers all appointments of the organisation other than the Religious which is dealt with in clause 3.10. This 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.

3.6.3. 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 Executive Manager 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 JECC, job descriptions are prepared and shared 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.

3.6.4. General Criteria governing recruitment

For any post other than Asst. Professors, Associate Professors and

Professors, the person recruited should not be above 55 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. JECC does not permit child labour in any of its establishments nor does it encourage child labour in any of its partner institutions
- JECC 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.

3.6.5. 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.

3.6.6. 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 JECC website (www.jecc.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.

3.6.7. 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.

3.6.8. 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.

3.6.9. 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.

3.6.10. 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

3.6.11. 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.

3.6.12. Checking of References

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

3.6.13. 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.

3.6.14. 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.

3.6.15. 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.

3.6.16. 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.

3.7. Redeployment / Transfer

1. JECC 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.
2. Transfers may be effected in any of the following manners:
 - a. From one department to another department within an office
 - b. From one post/office to another post/office

3.8. Consultants

Consultants are hired in a competitive and need-based manner as and when required in accordance with standard process of procurement of services. JECC will maintain a resource list of Consultants in various fields; the list will be updated periodically as a Consultant Bank. The following shall be followed in managing Consultants.

1. A scope of work (SoW) is provided to the consultants selected.
2. The Requisition for Hiring Consultant, SoW, and Consultant's CV should all be available on records. The Requisition for hiring consultants should contain the rate, dates of consultancy and expenses to be incurred by JECC.
3. A Memorandum of Understanding should be entered into between the EM/AM, JECC and the hired consultant specifying terms of work and payment details.
4. If consultants are asked to undertake any tours as part of the consultancy arrangement, then they will follow the same rules for travel, lodging & Per Diem as applicable to JECC employees unless otherwise specified in the MoU
5. Consultants are only entitled to dues that are stated in their respective contracts with JECC
6. Consultants may not supervise JECC employees nor is their day-to-day work supervised by employees of the Agency
7. Consultants should not do work that is normally done by employees. The activities in the consultant's scope of work must be distinct from activities in employee job descriptions

3.9. Probation and Confirmation

1. All new staff will initially be on a probation period. It shall be 12 months.
2. The HRIC in consultation with the concerned HoD will

conduct monthly review on work plan regularly, which will duly be shared with probationer. At the end of probation period and on the basis of a final report by the HRIC, the EM/AM will decide on the confirmation or termination of the probationer.

3. In exceptional circumstances, the probation may be extended for such further period depending upon the indications of likely improvement of the staff member. If however after this period the staff member's performance is still not considered satisfactory, then his/her employment will stand terminated. A notice given to the staff member shall outline reason for non-confirmation, and/or extension of probation period.
4. EM/AM enjoys the right to waive Probation period in the case of experienced staff chartered by the organisation. Expertise/experience/competence of the staff and the reason for waiving probation should be documented.
5. Notwithstanding the above the management reserves the right to terminate an employee at any time during the probation period with due discretion.

3.10. Appointment of Priests and Religious

1. In the case of EM/AM {Refer Section 3:4} and as normally the post is held by a priest of the diocese, the right of appointment rests with the Chairman of the Trust (Archbishop of Trichur)
2. Appointment of Religious Congregation Members for specific assignments and specific periods shall be covered by a written contract between the competent Superior and the Manager of JECC. Compensation and conditions of service shall be mentioned in the Contract.

3. Women religious engaged for service in the organisation should not be discriminated on the basis of their call but shall be given the same working conditions and privileges [remuneration, leave etc.] as applicable to other employees. Such facilities as may be necessary for their state of life must be provided by the management.

3.11. 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 JECC. 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.

3.12. Training and Development of Staff

3.12.1. 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 JECC
2. Present briefly the key ideas of Catholic Teaching on Education
3. Provide access for the new employee to read the policy documents such as HR Manual, Handbook, Gender / Emergency / Environment Policies etc.
4. Explain the Trust Perspective Plan in force

5. Describe key office norms and policies, systems, manual of procedures etc.
6. Review the job description with the employee
7. Orientation on Performance Management System
8. Clarification on reporting relationships with respect to supervisors and peers

3.12.2. 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.

3.12.3. Capacity Building Plan

There are two ways of providing such

1. Capacity Building (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.

3.12.4. 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.

3.12.5. 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 JECC during the monthly staff meetings.

3.12.6. Sponsorship for External Courses

For the purpose of the development of staff employed with JECC, the organisation may consider sponsorship of outstanding staff members to such recognized external courses in institutes/universities of repute for specific training. The programme sponsored should be relevant to the assignments being carried out by JECC and undergoing the same would enhance the contribution of the staff member to the

organisation. Sponsorship of such courses will depend on the availability of scholarship from funding partners.

3.13. Identity Card

All JECC 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.

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

4.1. Salary

4.1.1. Basic Pay

- a. JECC 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. Total Monthly salary shall be directly deposited into employee's bank account or by cheque payment on the 3rd working day of the following month.
- 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.

- e. 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.

4.1.2. 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. 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

4.2. 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.

4.3. Salary Advance

JECC discourages the practice of salary advances. Exceptions for genuine cases like personal illness, death of dear ones etc. can be made with the special approval by EM.

4.4. Loan

An employee may avail of a loan as and when the management deems it fit to grant the same. It is a facility extended to the permanent employee. It is not a right vested in the employee to demand it. Loans can be availed subject to the condition that after all deductions are calculated, the employee takes loan at least fifty percent of the gross salary. Normally an employee is eligible to get only one loan at a time. However he/she is eligible to get another only with a special approval. Under no circumstances organisation will be party to any loan taken by employees from financial institutions /individuals.

4.5. Provident Fund

JECC 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.

4.6. Incentive to Research, Development & Academic Achievements

4.6.1. Financial Assistance Policy for Publication & Faculty Development Activities

JECC has formulated the policy towards Publication and Faculty Development activities as detailed below with retrospective effect from 1st January 2018.

The journals, conferences and FDPs/workshops are categorized as follows:

RANK	JOURNALS	RANK	CONFERENCES	RANK	FDP/Worksh ops
1	SCI INDEXED	1	International/ National conferences with SCOPUS indexed proceedings	1	IIT/IISc/NIT/ ISRO/CDAC (or equivalent)
2	SCOPUS INDEXED	2	National conferences with published proceedings with	2	AICTE/UGC/K SCSTE/KTU Sponsored

			reputed publishing houses like IEEE, ACM, Springer, Elsevier, etc. (or equivalent)		
3	NATIONAL/ International JOURNALS OF HIGH PROFILE	3	Conferences with dubious backgrounds and publishing houses	3	Local FDP at AICTE approved colleges
4	UGC RECOGNISED Journals (except the dubious ones)	4	OTHERS	4	OTHERS
5	OTHERS				

Financial assistance to Journal Publications

1. SCI Indexed
 - a. Registration fee can be reimbursed up to 50% with the maximum cap of 20,000 INR for SCI indexed publications (not part of PhD work).
 - b. Registration fee can be reimbursed up to 50% with **the** maximum cap of 10,000 INR for SCI indexed publications (part of PhD work).
2. SCOPUS Indexed
 - a. Registration fee can be reimbursed up to 50% with the maximum cap of 10,000 INR.
3. NATIONAL/International JOURNALS OF HIGH PROFILE
 - a. Registration fee can be reimbursed up to 50% with the maximum cap of 5,000 INR.
4. UGC RECOGNISED Journals (except the dubious ones)

- a. Registration fee can be reimbursed up to 50% with the maximum cap of 3,000 INR.
- 5. Others
 - a. No assistance

Conference Publications

- 1. International/National conferences with SCI/SCOPUS indexed proceedings
 - a. Registration fee can be reimbursed up to 50% with the maximum cap of 20,000 INR for international conferences. Duty leave is provided. Further TA/DA assistance can be provided on a case-by-case basis, on the request of concerned person to the Management.
 - b. Registration fee can be reimbursed up to 50% with the maximum cap of 10,000 INR for national conferences.
- 2. National conferences with published proceedings with reputed publishing houses like IEEE, ACM, Springer, Elsevier, etc. (or equivalent)
 - a. Registration fee can be reimbursed up to 50% with the maximum cap of 5,000 INR for national conferences. Duty leave is provided.
- 3. Conferences with dubious backgrounds and publishing houses & others
 - a. No assistance is provided.

FDP/Workshops/etc.

- 1. IIT/IISc/NIT/ISRO/CDAC (or equivalent)
 - a. Duty leave is provided
 - b. Half of the registration fee can be reimbursed up to 5,000 INR
- 2. AICTE/UGC/KSCSTE/KTU Sponsored
 - a. Duty leave is provided
 - b. Half of the registration fee can be reimbursed up to 3,000
- 3. Local FDP at AICTE approved colleges
 - a. Duty leave is provided
- 4. Other

- a. Duty leave can be provided with the discretion of the Management.
- b. No assistance provided.

NOTE:

- The above publication assistance is given to technical papers with staff as the primary author with Jyothi Engineering College (JEC) as their primary affiliation shown in the paper.
- PhD students registered at JEC are considered as par with teaching faculty for the above financial assistance.
- All other students as primary author (for papers produced as part of their regular curriculum work) gets half of the financial benefit as stipulated above. Students can avail this facility for 2 times during their course of studies (B Tech or M Tech).
- Total financial assistance towards the above assistance for teaching staff cannot exceed 30000 INR per year.
 - There's an exception for SCI indexed publications. A person is eligible for full financial assistance as stipulated above for all SCI indexed publications without any upper sealing cap.
- Total financial assistance towards publications (journal + conference) for students cannot exceed 15000 INR for their entire course of study.
- Recommendations are made through the respective HOD and the final decision is taken by the Principal in consultation with the Management.

4.6.2. Incentive for Consultancy Projects

The fees/charges collected will be distributed as per the following rates.

College	-	40%
Staff member concerned	-	30%
Lab Staff	-	15%
HOD	-	4%
Office staff	-	8%
Principal	-	3%

SECTION 5: LEAVE ELIGIBILITIES

J ECC 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:

5.1. 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.

5.2. Medical Leave

All staff members are eligible for medical leave @ 12 days for every completed year of service after the probation period. Medical leave can be accumulated up to a maximum of 180 days. Medical leave can be availed only on medical ground. The application for medical leave is to be submitted within seven days from the start of availing the leave.

The Management has the right to refer the application to a doctor/hospital of their choice in case of doubt on the genuineness of the application.

Medical leave application shall always be accompanied by a medical certificate. Medical leave is ordinarily granted only for a minimum period of 7 days/ five working days.

Sundays and holidays can be prefixed or suffixed to medical leave, however Intervening holidays are counted as medical leave. Medical leave is sanctioned with half salary benefits.

Taking of Medical leave on false grounds with or without medical certificate becomes an act of misconduct and shall call for appropriate disciplinary action.

5.3. Earned Leave

Earned leave @ 2.5 days for every completed month of service is allowed to the Non-vacation staff with full pay. Earned leave can be accumulated for a period up to 120 days. Only a maximum of 15 days of EL can be carried over during a year for the purpose of accumulation & surrender. However, if an officer is not availing Earned leave at the direction of the Management, he /she is entitled to carry over the entire leave of the year and can be used for surrender and encashment. EL can be availed only after prior sanction. Sundays and other holidays can be prefixed and or suffixed to the earned leave; however intervening Sundays and holidays will be counted against EL entitlement. EL can be availed only after completing One year of service

5.4. 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.

5.5. Compensatory Leave

1. All employees are eligible to Compensatory Leave for

work performed in the field or at the place of duty, on official holidays to complete assigned work within the time frame.

2. Prior approval is to be obtained in writing from the EM/Principal/Administrator or his/her nominee for work on holidays and the same is to be noted in the prescribed register.
3. Compensatory leave may be availed within a month of the work on holidays or overtime and cannot be accumulated.
4. One day compensatory leave cannot be split into half days.
5. Compensatory leave cannot be claimed for work on holidays or outside office hours to complete work left undone due to the negligence of staff and as such notified by the EM or supervising officers to complete work in prescribed time.

5.6. 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

5.7. Leave for Temporary and Part-time Employees

Part-time employees shall be eligible for leave as per the terms of their employment, which is normally decided on a case-by-case basis, at the time of appointment.

5.8. 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.

5.9. Extra Ordinary Leave (EOL)

EOL shall be granted under special circumstances for a period up to 2 years at a time for reasons agreeable to the authorities. EOL will be ordinarily granted only after all other eligible leave are exhausted. EOL shall be granted only to those who have completed at least five years of service. EOL will be on loss of pay and it will not be considered as period of service. EOL shall not be combined with any other leave.

5.10. Vacation

In addition to the above, the teaching staff and the technical support staff are eligible for vacation as follows:

Faculty members who have put in one year of service are eligible for six week vacation per year of which one week will be in the form of *Onam* holidays and one week in the form of X'mas holidays. Four weeks of vacation shall ordinarily be given during the month of May / June. However, the period of vacation may be reduced as per needs. The faculty who have service less than one year but more than 6 months will be given vacation proportionate to their service (two weeks of vacation).

Technical and support staff are eligible for vacation similar to that of teaching faculty except that they are entitled only for three weeks instead of four weeks entitled to the faculty. The College has the right to prevent any staff member from availing a portion or whole of the vacation if his / her services are considered essential

during that period.

5.11. Encashment of Earned Leave

Only staff who have completed two years' service are eligible for this benefit. The accumulated earned leave can be totally encashed at the time of retirement or superannuation.

A staff member on rolls is considered to be on duty at all time and can be called for duty at any time by the authorities. The authorities have the right to call any staff for duty even when he / she is on leave or vacation. Except in case of sudden illness or such emergency, no staff shall be absent from duty or leave the station without prior sanction from the authorities. Controlling officers have to plan the vacation for their subordinating staff in a distributed manner so that the normal work is not affected. Submitting an application for leave does not imply that the leave is sanctioned and no staff can leave the station or avail leave until it is sanctioned. Principal is the authority for sanctioning CL and ML. Principal can sanction Medical Leave and Maternity Leave with the concordance of the management. Study leave and Extra ordinary leave and LLP exceeding 7 days are to be sanctioned by the Management.

5.12. Absence from Duty due to Bandh etc.

As such JECC does not subscribe to bandh / hartal as legitimate means of protest and therefore no special leave will be sanctioned to the staff on days of bandh or hartal. If the Staff is prevented from attending duty due to obstruction or non-availability of transport facility the same must be explained in writing to the EM/AM. The Management has the option of declaring holiday on such days and compensating the same with work on a holiday.

5.13. Furnishing address on leave

A staff member, who has been sanctioned leave and leaves his place of duty, should furnish to office of JECC the address at which he can normally be contacted while out of station.

5.14. Declared Holidays

The office of JECC 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.

SECTION 6: TRAVEL POLICY

6.1 General

Employees of JECC 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 JECC 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.

6.2 Travel Claims by JECC Staff

Employees of JECC 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.

SECTION 7: PERFORMANCE MANAGEMENT SYSTEM (PMS) & PROMOTIONS

7.1. General

J ECC 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 J ECC 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 J ECC to encourage its staff to develop their skills and potential.

7.2. 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.

7.3. The System Basis

The basis of the system is the Job description.

7.4. 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. A digital 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.

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

The organisation will provide opportunities for capacity enhancement, (*read this section along with section 3.12 of this Manual*), 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 JECC. Participatory CBNA will be facilitated by an external Resource Person.
- b. Identified common training needs of JECC 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 JECC according to availability of funds.
- e. For all training related issues, the decision of the EM/AM will be final.

7.6. Performance Feedback System

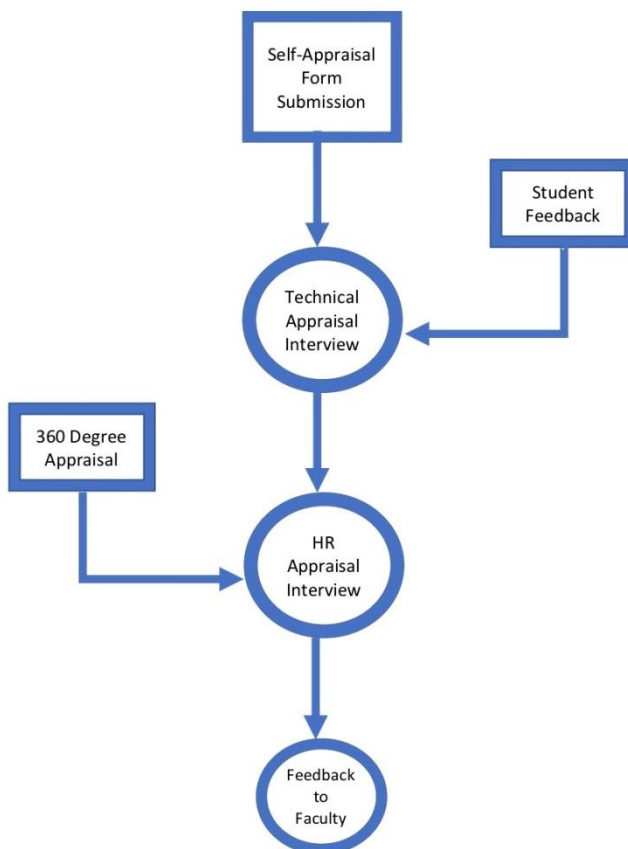
- a. At least one mid-year feedback on performance is to be provided to staff (in case of probationers - after 3 months).
- b. A brief note on this review and related counselling provided shall be prepared and signed by both the employee and the HOD/Principal and maintained in the employee's personal 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 files to assess improvement in the performance of each employee.

7.7. Performance Appraisal

Faculty members of Higher Educational Institutions today have to perform a variety of tasks pertaining to diverse roles. In addition to instruction, Faculty members need to innovate and conduct research for their self-renewal, keep abreast with changes in technology, and develop expertise for effective implementation of curricula. They are also expected to provide services to the industry and community for understanding and contributing to the solution of real life problems in industry. Another role relates to the shouldering of administrative responsibilities and co-operation with other Faculty, Heads-of-Departments and the Head of Institute. An effective performance appraisal system for Faculty is vital for optimizing the contribution of individual Faculty to institutional performance.

Jyothi Engineering College has a well-established faculty appraisal system. The process is explained in the flow-chart below.



7.7.1. Self-Appraisal

The process starts with the submission of self-appraisal form (Annexure I) by every Faculty member. The form consists of seven criteria to evaluate the performance of a faculty member.

- Experience in teaching and industry.
- Publications, accolades continuing education by attending conference, seminars,
- workshops etc., and his association with professional bodies,
- His contribution to the Institution
- Faculty contribution to student development
- Involvement in research & consultancy

- Academic contribution by way of involvement in teaching – learning process and
- Student performance in university exam.
- A SWOT analysis to help the faculty identify his/her strengths and weaknesses.
- Meanwhile student feedback (See Annexure II) is taken online to assess the academic performance of the faculty. The Self-appraisal form and student feedback will be evaluated by the Head of Department and records his recommendations in a five-point scale and forwarded to the Principal for recording his comments.

Annexure I – Self Appraisal Form

Annexure II – Student Evaluation Form

Annexure III – Sample Appraisal Order

From the Academic year 2018-19, the appraisal system improved incorporating Technical Interviews by an Expert Team and 360° Appraisal.

- **Technical Interview**

- It is followed by a Technical Interview of the faculty (See Annexure III (i-v)). The Technical Interview team consists of the Principal, HOD, an External Expert, Chairperson of IQAC and an Internal Expert.
- The Expert Team will evaluate the technical proficiency of the staff based on the interview and above all relevant documentation including the self-appraisal form and student feedback. The following criterion is adapted on a weighed making scale by the panel members to evaluate the faculty.
 - i. Subject Knowledge
 - ii. Class Presentation
 - iii. Research, Consultancy and Innovation
 - iv. Compliance and Contribution
 - v. Class Discipline

50% weight age is given to this evaluation for the final appraisal score of the faculty.

See Annexure 4

- **360° Appraisal**

- Jyothi has incorporated the innovative practice 3600 Appraisal in making the appraisal process foolproof and comprehensive. 360° Appraisal is a process through which feedback from an employee's subordinates, colleagues, and supervisor(s), as well as a self-evaluation by the employee themselves is gathered (A specimen chart is attached as Annexure 4). Since self-appraisal form is already filled-in, all other stakeholders evaluate the performance of a staff based on the following parameters:
 - Planning, procedural adherence and sound judgment
 - Academic excellence and competency
 - Student engagement
 - Peer engagement
 - Organizational commitment

50% weightage is given to this evaluation for the final appraisal score of the faculty.

See Annexure 5

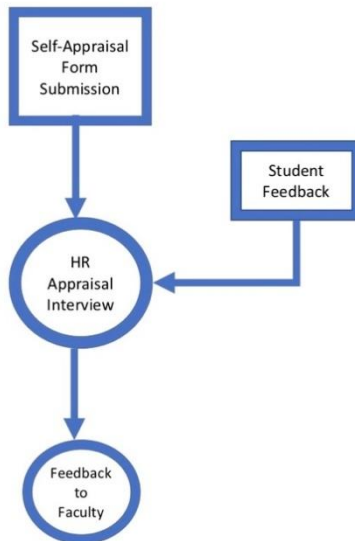
- **HR Interview by the Management Team**

The next stage of the process is the HR interview by the Manager of the College, Assistant Manager (A&A), Principal and the Administrator.

Based on the final appraisal score and the findings from the evaluation of staff appraisal format, Technical Interview, 360° Appraisal and interview by the Management Team, final conclusion is arrived at to grant increment, reward etc., and/or communicate the feedback and outcome to the faculty.

- **Process Prior to 2017-18**

Appraisal process prior to 2017-18 had the submission of self-appraisal form the prescribed format which was followed by HR appraisal interview with the staff member. A five-point score each was given by the respective HOD based on their overall academic performance (based on all the criteria given) and student feedback. The final points and feedback are conveyed to the staff members after the HR appraisal interview.



- **Future Plan**

Based on the suggestion from the latest governing body meeting, the college has initiated steps to upgrade the performance appraisal system to the career advancement scheme based on AICTE recommended point based appraisal system from the next academic year onwards.

- **System of the Lab & Office Staff**

Jyothi Engineering College is also following the performance appraisal system for lab staff and office staff. A Self Appraisal format is designed for this purpose. The employee is rated by his immediate superior and head of departments in a five point scale and pass on the format for recommendation of the Principal. Finally the management team interviews the employee and arrives at their conclusion. The decision will be intimated to the employee.

7.8. 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 JECC 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 outside). Management will provide a signed copy of the appraisal to each individual employee after the appraisal reports are approved.** The EM, Principal and Administrator (or an In-house Experts)
- 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.

7.9. 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, signed by both employee and HOD/Management and approved and a copy of the same has been 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 reviews in the month of September and March based on the time fixed by the organisation for the annual review for each employee for continued encouragement and feedback for improvement.
- d. The midyear review & counselling could be combined with the first review in September or the time fixed by the organisation for the annual review. HODs will be responsible for ensuring the half-yearly review & counselling of each employee in the month of September each year.
- e. JECC management will initiate the yearly assessment / review

process before the time fixed for the annual review.

- f. One month before the time fixed for the annual review, all the employees should have completed their yearly appraisal review.
- g. One week after the time fixed for the completion of the annual review, the management should share the results of the review with the concerned employees.

7.10. Consequences of Performance Assessment

- 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 expected 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 JECC service. However, the ultimate decision may rest with the EM/AM.

7.11. 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 AICTE Rules and regulations in this matter. JECC 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.

SECTION 8: OFFICE DISCIPLINE AND DECORUM

8.1. Office Hours

- a. The class timings are from 9.00 A.M. IST to 4.30 P.M. IST. The usual office timings are from 9 A.M. IST to 5 P.M. IST with half an hour lunch break from 1.30 P.M. IST to 2.00 P.M. IST. Lunch break of teaching staff will be for 45 minutes and can be availed between 12.10 P.M. IST to 1.40 P.M. IST as permitted by the concerned Head of the Department.
- b. Management enjoys the right to shift to a different pattern for working days and working hours.
- c. Any change in the Class and Office timings shall be notified to the respective staff.
- d. All employees shall be at work at the time and place assigned to them. Habitual late comers shall be liable for disciplinary action.
- e. All staff shall sign the attendance register and swipe their finger prints at the biometric reader, both in the morning before 9.00 A.M. IST and afternoon after 4.30 P.M. IST respectively. Late comers must mark the time of arrival in the late attendance register while signing in to the college. At the end of the week, Assistant Administrator or any other authorised person is to adjust late arrival adequately to casual leave.
- f. Late Attendance with Permission: Normally permission for coming late is granted only for one hour. The request for permission in writing shall be submitted to the Principal

through the concerned HOD on the previous day itself and shall be availed only after getting prior approval from the Principal. In these cases, while closing the attendance, office will mark "P" against the name of the staff member. When the staff member reports for duty, the member shall sign in the late attendance register kept in the office mentioning the time of signing the attendance. The individual will also indicate whether prior permission has been obtained from the Principal. However, the veracity will be verified by the office.

- g. The permission shall not be granted as a matter of routine. Only in exceptional cases permission will be given.
- h. Late Attendance without Permission: The staff members are required to be prompt in reporting for work. Only those who are held up due to unforeseen circumstances will be allowed to sign the Late Attendance Register till 9.30 A.M. IST. Reporting thirty minutes later than the scheduled time will be treated as leave for half-a-day.
- i. Regulations for late Attendance:
 - Three days late attendance with permission per month will result in half-a-day leave
 - Three days late attendance without permission per month will result in one day leave
 - If any member is found to be late frequently, besides regulating the period as leave, disciplinary action will also be initiated.
- j. In order to maintain discipline and promptness in attending the work, all the staff members are requested to co-operate with the institution by following the rules in *full spirit and dedication*.
- k. It is the responsibility of each employee to ensure that his /her attendance sheets are marked up to date/complete, all

due reports for the month have been submitted and leave records, if any for the month, are also up to date to facilitate preparation and payment of their monthly salary in time.

1. A staff member shall not leave the work place earlier than the prescribed working hours. If, for any unavoidable reason, one has to leave the work place earlier, then prior written permission should be obtained from the Principal and an entry in the movement register has to be made before leaving the work place.

8.2. 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.

8.3. 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.

8.4. Staff Duties and Expectations

- a. Every staff of JECC 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 JECC 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 JECC. 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 JECC.
- 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 JECC 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 JECC.
- 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 JECC 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 JECC.
- 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.

8.5. Responsibilities and Duties of Teaching Staff

8.5.1. Academic Duties

ACADEMIC	RESEARCH AND CONSULTANCY
• Class Room Presentation	• Research development activities & Research guidance
• Laboratory Instructions	• Industry sponsored projects

<ul style="list-style-type: none"> • Curriculum Development 	<ul style="list-style-type: none"> • Providing Consultancy and Testing services.
<ul style="list-style-type: none"> • Development Learning Resource Material & Laboratory Development 	<ul style="list-style-type: none"> • 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 	

8.5.2. Administrative Duties and Extension Services

ADMINISTRATION	EXTENSION
√ Academic and administrative management of the institution	√ Interaction with Industry and society
√ Policy planning, monitoring & evaluation and promotional activities; both at departmental level and institution level	√ Participation in community services
√ 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.

8.5.3. 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.

8.6. Conflict of Interest

- A conflict of interest could be defined as a situation that arises when a decision making authority is seen to have a personal stake in the outcome of the decision itself. This policy covers various situations, which a JECC employee may face in the areas of financial control, personal integrity, conflicts etc. and the role which they should play in such circumstances. This policy provides a common code of conduct, which should be adhered to by all JECC employees.
- The activities of JECC employees must be lawful and free of conflicts with their responsibilities. They are not to misuse JECC resources or influence, or discredit the good name and reputation of the organisation.
- It is the policy of JECC that no employee shall take any action or make any statement intended to influence the action of another, including donors and beneficiaries, to benefit the private interest of the employee or the employee's family members, rather than the interest of the JECC.
- Employment of Relatives: No staff member shall use his position or influence directly or indirectly to secure employment for any person related, whether by blood or marriage, to the employee or to the employee's wife or husband, whether such a person is dependent on the employee or not.
- No staff member shall, in the discharge of his/her official

duties, knowingly enter into, or authorise entering into, by or on behalf of JECC any contract, agreement, or arrangement of any kind with any relative of the staff member, with any person/body with which the staff member or his relative is employed, or with any person/ body in which the staff member has an interest. The staff member shall inform the Executive Director of such facility, proposal, contract, agreement, or arrangement, which shall thereafter be dealt with or disposed of according to the Executive Director's instructions.

- The following are to be avoided in the best interest of the organisation.
- Soliciting subcontractors and vendors for donation / advertisements to a charity, in which the employee is involved.
- Using JECC facilities for personal purposes or for spouses / relative's business.
- Treating personal expenses / trips as official expenses / trips.
- Making a promotion decision about a spouse or relative.
- Authorisation of self in case of leave, travel advance, etc.
- Buying equipment from suppliers for personal use at high discounts in the name of JECC.
- Using the buying power of JECC to acquire goods or services for the benefit of the employee or his/her family members.
- No employee may solicit or accept, directly or indirectly, any gift, gratuity or favour that has substantial economic value, where either party could infer any obligation.
- All offers of donations to JECC must be directed to the ED or the administrative manager who will accept on behalf of the Agency.
- No employee shall authorize for use by JECC any product or service furnished by a firm in which the employee or the

employee's immediate family members has a financial interest.

8.7. Consumption of intoxicating drinks and drugs

JECC work places must be totally drug free and all staff member shall strictly abide by any law relating to intoxicating drinks or drugs in force in all the workplaces of JECC. It is also the duty of the staff to see that

- He/she takes due care that the performance of his/her duty is not affected in any way by the influence of any intoxicating drink or drug.
- He/she does not appear in public place in a state of intoxication.
- He/she does not habitually use any intoxicating drink or drug.
- Smoking is strictly prohibited in the Campus. All employees of JECC adhere to the law prohibiting smoking in public places.

8.8. Disciplinary Action

JECC reserves the right to initiate appropriate disciplinary action on any of its employees within a standard framework that guarantees the reasonable rights of employees.

8.8.1. Competent authority to initiate disciplinary proceedings and impose penalties

EM/Principal is the competent authority to take disciplinary proceedings and impose any of the penalties specified hereunder, according to the nature of the misconduct unless otherwise

specified by the Executive committee.

8.8.2. Misconduct

Any violation of the Rules & Regulations of the Institution is a misconduct, which needs to be corrected through disciplinary action by the management. Some of the possible deeds of misconduct are listed below which of course is not exhaustive:

- All acts in contravention of expected discipline or commission of such acts detailed in **Section 8.4, 8.5, 8.6, 8.7** in this manual.
- Dereliction, non-performance or negligence of duty
- Irregular attendance, absence without leaves or overstay after sanctioned leave, habitual late attendance.
- Wilful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior.
- Theft, fraud or dishonesty in connection with the Institution's work or property
- Refusal to go on transfer or deputation, refusal to accept a new work assignment or workplace from competent authority
- Wilful damage to or loss of Institution's goods or property
- Engaging in any trade, profession, or business falling outside the scope of his duties except with prior permission of the management
- Giving or demanding or accepting bribe or illegal gratification to and from any constituent or stakeholders
- Riotous or disorderly behaviour during working hours at the Institution
- Doing personal work or work of another organisation during duty hours
- Acts of misconduct outside working hours that negatively affects day to day work of JECC or its reputationInebriated, riotous, disorderly or indecent behaviour in office premises or during official tours and engagements outside the office
- Threatening, abusing, assaulting, or harassing any other employee or partner

- Disclosure to external parties of any confidential information
- Refusal to accept any official communication in writing
- Misrepresentation of qualifications or information of any kind at the time of employment or thereafter
- All forms of harassment including sexual harassment
- Use of abusive/indecent language in office and indecent and unkind behaviour to the beneficiaries and stakeholders of the organisation, especially the poor, vulnerable and differently abled.
- Falsification of records, misappropriation
- Breach of any rule, regulation, direction or instruction for carrying on the business or administration and pursuing any course of study without proper sanction from the authorities.
- Abetment or instigation of any of the acts/ omissions aforesaid
- Making false / malicious complaints against any employee to higher authority
- Refusal to perform any emergency duty during or beyond the usual working hours or on holidays, ignoring orders from supervisor
- Misuse of mobile phones for taking photos without permission/using Blue tooth or any other mechanically available misuse.
- Taking personal cash advances or loans from partners/partner staff without the prior knowledge and consent of the supervisor
- Decisions taken by the staff in his capacity as a staff has put JECC to monetary loss even if no misconduct as such can be proved against him
- Any association with organisations or institutions that are involved in activities which are recognized as anti-national or terrorist
- Any other act, which constitutes an offence under any Government law or regulations
- Conviction by a Court of law for any offence involving moral turpitude
- Any act subversive of discipline or good behaviour either on the

premises of the Institution or elsewhere, including at residential premises if provided by the management

- Habitual breach of any law applicable to the Institution
- Any breach of provisions under the rules

8.8.3. Harassment

JECC 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.

8.8.4. Sexual Harassment

Sexual harassment in work place will be considered with all seriousness that it deserves and JECC 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.

8.8.5. Staff Responsibility

All employees of JECC 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 JECC's legal obligation to take prompt and appropriate action. As such, JECC will hold accountable all HODs who fail to take this responsibility seriously.

8.8.6. Investigation Procedures

- a. JECC 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 JECC 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.

8.9. Grievance Procedure

- A Grievance Redress Committee is to be set up and in station to address the grievances of the employees. The Grievance Redress Committee will consist of at least three staff with representation from both gender. The Committee will be a permanent arrangement for in-house investigation to handle grievances of employees. The Chairperson of the Committee will be appointed by the EM.
- Any employee who feels that he/she is unjustly treated; in the discharge of his/her duties either by the Management or by a colleague or a subordinate may submit such grievance in writing to the Chairperson of the Redress Committee. Such grievance shall be duly considered by the Grievance Redress Committee.
- The first step in grievance redress shall be a verbal report by the grieved employee to his /her immediate superior who should listen to the employee, collect the relevant facts and try to settle the grievance. He/ she should also

seek a verbal explanation from the person against whom the complaint is directed. Thereafter, he/she should in all cases submit a report in writing, particularly where the alleged grievance is not settled. The same is forwarded to the Management. Further,

- If the employee who has lodged the grievance is not satisfied with the decision of the Committee; thereafter he/she may approach the EM/AM for redress. It is only on exhausting this procedure, that an employee may appeal to the President of JECC who may consult the Executive Committee if he deems fit.
- This procedure has been specifically provided so that disputes and differences, if any, are mutually and amicably resolved and settled within the organisation as if within a family.

8.10. Consequence of Misconduct

Offences aforesaid can invite penal action ranging from suspension to dismissal depending on the gravity of offence. The following steps are to be followed with regard to all disciplinary actions.

- a. Verbal Warning: For a minor offence, a verbal warning will be issued in a formal meeting between the employee, the HOD, Principal or the HRIC. The record of the warning is prepared and retained on the personnel file of the employee.
- b. Written Warning (Memo): If the administration has sufficient grounds to believe that verbal warnings are not heeded or if the administration is satisfied that prima facie the employee is guilty of serious misconduct the EM or at his direction the Principal is to issue written warning specifying charges and asking the employee to show cause why disciplinary action may not be initiated against the

employee.

- c. If the reply of the employee is found unsatisfactory or if the administration is convinced that the conduct of the employee stands unchanged or is likely to be detrimental to the interests of the organisation, the employee will be placed under suspension pending enquiry by the enquiry committee constituted for the purpose provided however, that no such enquiry will be necessary if the employee concerned admits the charges in writing.
- d. If the employee does not answer the show cause notice in writing within a reasonable period (maximum seven days), it will be presumed that he/she has to state nothing and he will be proceeded against.
- e. If an employee refuses to accept a charge sheet or any other communication, then he/she may be verbally informed about the charges in the presence of two witnesses.

8.11. Suspension

- a. On receipt of a report in writing from the Principal, HRIC, the competent authority may suspend an employee for any act of alleged misconduct, pending domestic enquiry.
- b. The order of suspension shall take effect immediately on its communication to the employee. Charge sheet should be given within seven days.
- c. Leave will not be granted to an employee under suspension.
- d. During the period of suspension, the employee shall not leave station except with the written permission of the management.
- e. A suspended employee will get subsistence allowance @

50% of the salary for a maximum period of 3 months subject to the conditions that he/she does not take up any employment during the suspension period.

8.12. Domestic Enquiry

No order of punishment shall be made without the employees having been given an opportunity of explaining to the satisfaction of the management the circumstances alleged against him/her. Accordingly, a charge sheet will be issued calling for the explanation of the delinquent employee. In the event, the management is not satisfied with such an explanation, an enquiry officer will be appointed who will be required to conduct the domestic enquiry.

8.13. Punishments

Upon completion of enquiry and in the event of the employee being proved to have committed offence, the punishments will be awarded according to the gravity of the offence, inviting maximum penalty, in which the concerned staff will be dismissed from service. The likely order of punishments are:

- a. Withhold the Increment (cumulative/without cumulative)
- b. Barring the Promotion
- c. Such other punishments ordered by the EM/AM
- d. Dismissal.

8.14. Right to Appeal

Any employee aggrieved by the decision of the EM/AM may file an appeal in writing to the President of JECC within fifteen days of the date of the decision. The President has the option to appoint a fresh committee to review the penal action. The decision of the President of JECC shall be final and binding.

8.15. Retirement

The age of retirement of an employee of JECC shall be 70 (Seventy) which will be the age of superannuation. An employee may be re-hired by the Management after retirement on an annual basis with proper Memorandum of Understanding (MoU) / Re-appointment order.

8.16. Voluntary Retirement

An employee can resign from their post by giving required notice, as specified in their contract letter / appointment letter. The resignation becomes effective as soon as it is accepted in written by the Management. An employee may not be permitted to withdraw his/her resignation after it is accepted. All payment of dues will be made with the approval of Management. Such employees who opt to resign shall submit a 'No Claim Certificate' upon which a relieving order will be issued by the Management.

8.17. Termination of Services

8.17.1. Medical Grounds:

During the on-going employment period, Management retains the right to terminate the services of an employee by giving one month notice in writing or one month's pay in lieu, on medical grounds. (e.g. continuous illness of an employee for more than six months in a year or due to physical or mental disability as certified by a medical practitioner appointed by the Organisation).

8.17.2. Termination on Disciplinary Grounds

During the on-going employment period, management retains the right to terminate the services of an employee on

grounds of violation of discipline as detailed in 8.7 to 8.8.5 of this manual.

8.17.3. Termination on grounds of Judicial Conviction / Observation

Notwithstanding anything contained in these rules, the competent Authority may impose any of the penalties specified hereinabove if the staff member has been convicted on a criminal charge or on the strength of facts or conclusions or comments arrived at by a judicial trial.

8.17.4. Termination for Prolonged Absence

When a staff member is absent from work for a period of fifteen days (15) or more days without submitting any application for leave or for its extension or beyond the period of leave sanctioned originally/subsequently or when there is satisfactory evidence that he/she has taken up employment elsewhere or when the management is reasonably satisfied that he/she has no intention of joining duties, the Management may at any time thereafter issue a show-cause notice stating, inter-alia, the grounds for coming to the conclusion that the staff member has no intention of joining duties and furnishing available evidence. Unless the staff member is able to respond with explanations satisfactory to the Management within the period stated in the notice, the staff member shall be deemed to have been terminated from the service of JECC

8.17.5. Premature Termination of Contract

In the event of premature termination of the contract, one month notice in the form of a letter will be given to the Contract Staff Member.

8.17.6. Termination on grounds of non – performance

The management reserves the right to terminate the services of a staff for the following reasons other than matters of discipline

- a. If a staff employed on the basis of a particular expertise or skill or qualification ceases to possess such an expertise or skill or qualification
- b. For any reason whatsoever or if a staff becomes under-qualified consequent to changes in the policies of and/or the guidelines issued by the Government or the authorities concerned from time to time

If a staff member, for three consecutive years in annual appraisal of his performance, has received ratings “unsatisfactory” or “average” and despite the appraisal reports of the first two years having been communicated to him there has been no improvement or insufficient improvement in his performance.

8.17.7. 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.

8.17.8. Resignation in the wake of Disciplinary Proceedings

- a. A Staff member against whom disciplinary proceedings are pending shall not resign from the service in JECC without the prior approval in writing from the Executive Manager and any notice of resignation given by such staff before or during the disciplinary proceedings shall not take effect unless it is accepted by the EM/AM.
- b. Staff member against whom disciplinary proceedings have been

initiated will cease to be in service on the date of superannuation but the disciplinary proceedings will continue as if he was in service until the proceedings are concluded and final order is passed in respect thereof.

8.17.9. Superannuation during Disciplinary Proceedings

The staff concerned will not receive any pay and / or allowance after the date of superannuation. He/She will also not be entitled for payments of retirement benefits till the proceedings are completed and final order is passed thereon except his/her own contributions to provident fund. Such disciplinary proceedings shall normally be completed within a period of six (6) months from the date of superannuation.

8.17.10. Death

In the event of an employee's death, the immediate next-of-kin shall intimate the death to the EM/AM. The next-of-kin shall submit a copy of death certificate for the payment of dues to the deceased. The final pay settlement will include their total Monthly Compensation for that month, and other payments due, will be made to the employee's designated nominee after deduction of the applicable items.

8.17.11. Documents to be submitted on Separation from JECC

In the event of separation from JECC the following documents are required to be submitted by the staff:

- i. In case of resignation, letter of resignation
- ii. Non Liability Certificate
- iii. I D Card issued from the JECC
- iv. Details of documents kept in the custody of the person both hard and soft copies and list of the pending work as on date

v. Other Properties of JECC in the possession of the individual

vi. Exit Report.

JECC must provide Experience Certificate/ Service Certificate to Staff on the event of his/her separation on his/her written request. However, JECC retains the right for withholding certificates in situations including, but not limited to, failure on the part of staff to return to JECC its property or reconcile all outstanding payments, failure of the staff to produce the Non-Liability Certificate etc.

8.17.12. Exit Interview

The exiting staff member shall generally be required to participate in a face-to-face exit interview and submit the exit interview form duly filled on or before the last day of employment. Exit interviews shall be conducted with departing staff before they leave. Exit interviews will provide useful information about the organisation, to assess and improve all aspects of the working environment, culture, processes and systems, management and development. The exit interview form shall be analysed and corrective action devised. If necessary, policies, procedures and other aspects of Human Resources Management (HRM) shall be looked into. The exit interview shall be coordinated by the HRIC Department. The exit interview shall be recorded in the outgoing staff member's personal file. The Management shall critically analyse the exit interview forms filled in by staff members who have separated and learnings should lead to appropriate follow up action.

8.18. Professional Demeanour of JECC Employees

All employees of are expected to present a professional appearance at all times. They are to conform to the standards of Professional education attire most common to the location of their job and site assignment.

SECTION 9: GENERAL

9.1. Monitoring & Evaluation

It is essential for JECC to reflect on and review its HR practices from time to time, to ensure systems remain robust, flexible, consistent and relevant to the organisation's needs related to the mission, values, principles and culture.

9.2. Policy Practice Compliance Audit

Policy practice compliance will be assessed through regular, structured HRM audits.

- a. Reviews will be conducted once every three years. Review teams may include peers from within JECC, including senior staff members, relevant staff members from partner organisations, external experts on HR or relevant members from like-minded organisations.
- b. These reviews shall be in consistent with Accountability, Learning and Planning processes.

9.3. HR Information System

The HRIC will maintain effective staff data systems through a database. Such data will be disaggregated by gender and diversity. The report generated by staff data systems will be used proactively by HRIC to analyse trends and to improve and refine systems and practices.

Besides gender and diversity at all levels, data systems will record staff training and development activities and their impact, performance review records, staff attitude surveys, grievances, recruitment and staff turnover analysis and staff casualty together

with data that meet local needs such as leave usage trends, organisational age index, ratio of Human Resource Organisation Development (HROD) staff to overall staff, functional staffing ratios and staff support costs.

9.4. Amendments

These rules and regulations may be amended, altered or rescinded at any time by the Governing Body and shall be superseded by such amendments. Amendments if any shall be communicated to all employees by a notice issued by the EM/AM in this regard.

9.5. Jurisdiction

All disputes related to these rules may be deemed to come under the jurisdiction of the courts of law in Thrissur and hence the organisation may sue and be sued only within the jurisdiction of the above mentioned courts of law.

This Revised and amended HR Manual is deemed to be in force from January 2018 unless otherwise mentioned in any specific clause.

Signature President

Signature Secretary

Note: The Governing Board at its meeting on 15.01.2015 passed the HR manual and declared it to be in force from the above date.