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# Non- Teaching Staff Handbook

**RAJAGIRI BUSINESS SCHOOL**

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**RAJAGIRI BUSINESS SCHOOL**

Rajagiri Valley (PO)  
Kakkanad, Cochin – 682 039

## Non-Teaching Staff Handbook - 2021

Name:

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Designation:

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Staff ID: .....

Driving License No:

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Auto Registration No:

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Blood Group: .....Allergic to:

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Passport No: .....Bank A/C No:

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IN CASE OF EMERGENCY, CONTACT

Name:

.....

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Address:

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The contents of the RBS Non-Teaching Staff Handbook are part of the regulations of the Institution and hence shall be applicable and binding on all members of non-teaching staff of the Institution in the manner stated therein. Any later edition of this handbook has to be made on the originals kept in the Institution office signed by the Director and Manager of RBS. Any further edition to this should have the year in which the changes are made in the staff handbook. This handbook is the property of Rajagiri Business School and hence should be returned along with the other documents/ materials in the event of resignation or termination of one's employment.

## **Foreword**

Rajagiri Business School (RBS) is committed to its mission of creating socially conscious professionals with a high level of technical expertise. The success of the institute depends to a great extent on the staff members who have contributed to creating a work culture that is founded on the values of integrity and commitment. In order to set the institute well on the growth path in line with the framed objectives, the Human Resource Management Department has codified a set of rules and regulations for the staff that will be operational till the next review. This is in the form of a Non-Teaching Staff Hand Book and contains all the details pertaining to the conduct of one's duty in a logical sequence. We are glad to promulgate the "Non-Teaching Staff Hand Book" which we hope will serve as a compendium of information and guidance and will be a useful handbook for our non-teaching staff members in the execution of their duties.



**Dr. Fr. Jose Kuriedath CMI**

Director, Rajagiri Group of Institutions

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# **1. Introduction**

## **1.1. History**

Drawing inspiration from the Founder, St. Kuriakose Elias Chavara, a great visionary, reformer and religious leader of the 19th century, the Carmelites of Mary Immaculate (CMI) was the first indigenous religious congregation for men in India. The CMI have dedicated themselves to education at all levels. At present, their mission of education comprises a vast network of 448 institutions - including over 200 schools, 14 university affiliated colleges, 1 engineering college, 12 technical institutes, 1 university, 1 medical college, 3 B.Ed. colleges, 5 special schools, 18 non formal educational institutions and 17 cultural centres spread all over India and beyond. Rajagiri Business School (RBS) was established as a result of the indefatigable industry and foresight of the CMI.

## **1.2 The Institution**

Rajagiri Business School (RBS) is the eldest child of Rajagiri Vidyapeedam (Rajagiri group of educational institutions). It is located on two picturesque campuses- the Hill Campus at Kalamassery and the Valley campus at Kakkanad in Kochi, in the state of Kerala. RAJAGIRI literally means "The hill of the King " and derivatively it refers to the hillock where Jesus Christ is accepted as the King or the model, as the human embodiment of the virtues of love, truth and justice. The College had its origin as pioneers in professional social work education starting with a Diploma in social service way back in 1955 and adding on Masters in Social Work (MSW), in 1961 the first of its kind in Kerala State and one of the very few in South India. The specialization PM & IR then offered in MSW programme gave way for additional Programme -Masters in Personnel Management & Industrial Relations which is the present MHRM offered on campus. The College then started under the University of Madras, later came under the University of Kerala and after 1986 affiliated to MG University, Kottayam. Over the years the College started expanding its horizon to the Management studies, Computer Science, Library and information Science, Behavioral Science and Commerce. Rajagiri Centre for Business Studies is a brand owned by Rajagiri College. The college is presently offering 17 Programmes (Graduate, Postgraduate and PhD) under 7 programmes offering Departments and two support Departments.

The Non-Teaching Staff is mainly in the following sections of the college:

- 1) Office Staff
- 2) IQAC
- 3) Reception
- 4) Accounts
- 5) Examination
- 6) Computer lab
- 7) Library
- 8) International Office
- 9) Support Staff

### **1.3 Vision, Mission and Values**

#### **Vision**

"To become a Centre par excellence of learning, unique in experience, value based in approach, and pioneering in efforts for enriching and fulfilling LIFE"

#### **Mission**

To facilitate comprehensive and integrated development of individuals, imbued with righteousness and courage of conviction to effectively function as social beings.

#### **Core Values**

S - Service

M - Mutual Respect

I - Integrity

L - Learning

E - Excellence

## **2. Code of conduct**

### **2.1. Non – Teaching staff and their responsibilities**

The following code of conduct is expected from all cadres of non – teaching staff of the institution.

#### **A) Relationship with students**

- 1) Just and impartial treatment to all students irrespective of religion, community, caste, creed, sex, economic and social status.
- 2) Making regular contributions for the personal development of students, while looking after their interest and welfare.
- 3) Not disclosing confidential information about students, which the member knows, to anyone other than to authorized persons/agency or in the interest of law.
- 4) Having respect and an affectionate and friendly attitude towards all students and helping them to improve their behavior.
- 5) Abstaining from indulging in any corrupt practices with the students by showing favors of any kind.
- 6) Dealing with parents/ guardians of wards politely and compassionately when they approach the administrative staff, in connection with his/ her ward's educational matters, thereby ensuring proper public relations.
- 7) Trying to integrate the values of integrity, honesty and fairness in all dealings by the staff

#### **B) Relationship with faculty members**

As the technical and administrative staff are expected to work closely with the faculty in day to day activities, the staff should

- 1) Respect the prerogative of the faculty members to look after the education of the student and provide all assistance needed in the discharge of his/ her duties in imparting education.
- 2) Develop friendly and cooperative relationship with the faculty members
- 3) Understand the role of supporting staff vis-a-vis the role of a faculty member that would enable developing proper relationships.
- 4) Not transgress his/ her defined role in the interest of discharge of assigned duties and responsibilities.



- 5) Provide full cooperation and support to the faculty members for the development of laboratory/ workshop and in the maintenance/ calibration of equipment.

### **C) Relationship with colleagues**

A member of the technical and administrative category is expected to develop fraternal relationships with his/her colleagues to nurture proper interpersonal relationships and to develop team spirit. In particular, he/ she should,

- 1) Behave with his/her colleagues in a manner that he/ she expects them to behave with him/her.
- 2) Extend co-operation to his/ her colleagues in activities relating to academic and administrative matters and the development of his/ her profession.
- 3) Desist from spreading rumors or wrong news about his/her colleagues to

### **D) Relationship with management**

A member is expected to develop proper rapport with the employer viz. the Management of RBS. Mutual respect and fraternal feelings are needed to ensure proper relationships. Measures suggested to achieve the objective include,

- 1) Perform all professional activities through proper channels.
- 2) Do not discuss with unauthorized individuals about professional and other information pertaining to RBS.
- 3) Do not undertake any responsibility/ work involving financial benefit in contravention of etiquette and the general interest of RBS.
- 4) Co-operative whole heartedly with the authorities of RBS in the fulfillment of mission and goals of RBS by performing his/ her role in a professional manner.
- 5) Avoid condemnation of authorities, behavior through anonymous communication to outsiders/ newspapers and also conversational conflicts which harm the interest of RBS.
- 6) Conduct RBS's transaction with utmost honesty, integrity and fairness.
- 7) Avoid unethical practices even on the grounds that it is 'customary'. Expediency should never compromise integrity.
- 8) Follow all norms and job details assigned by RBS to the member from time to time with dedication.

### **E) Use of RBS resources**

- 1) RBS resources include, but are not limited to, the use of telephone systems, data communication and networking services, university domain for electronic communication forums, computers and peripherals, stationary, reprographic facilities, vehicle and other equipment, time and effort of staff, students and others. These resources must be used only for the purposes of RBS. They should not be used for personal gain and for personal purposes, except in a manner that is incidental, and striving for holistic excellence reasonable in the list of employee's duties.

### **F) Relationship with society**

The activities of a member of technical and administration are not only related to RBS but also have a serious impact on common social interests. Therefore, the following aspects merit consideration in this regard.

- 1) Adherence to desirable standards expected of RBS by the society.
- 2) Participation in diverse activities of the community as a good citizen.
- 3) Soliciting public co-operation in the educational programs of RBS.
- 4) Taking necessary efforts for the enrichment of educational, ethical, spiritual, cultural and intellectual life of the community.

## **2.2. Staff Welfare Association**

Rajagiri Business School over these years has undertaken a plethora of welfare, development and training initiatives. Apart from its initiatives for the welfare of the staff, the college has a credit union society, which has a history of 30 years. The society has now evolved into Rajagiri Staff Welfare Association which is a registered society. All the staff of the college become members of the welfare association. The welfare activities are highlighted below:

- Educational assistance
- Scholarship
- Medical insurance
- Annual medical camp
- Staff Loan Financial assistance for house building, renovation.
- Financial assistance for the purchase of home appliances
- Festival kits financial incentives
- Bonus
- Annual staff picnic organized
- Birthday celebrations of staff organized once in month

## **2.3. Grievance Redressal Machinery**

For redressal of grievances and complaints, the college shall adhere to the following:

- I. Grievances, if any, may be presented before the officials – Director- Rajagiri Group of Institutions/ Director/ Concerned Head
- II. There should be a sincere effort from the part of the members of staff to find solutions for the problems
- III. All matters requiring the intervention of higher authorities should be presented in person and in writing.
- IV. The grievance committee shall be formed as and when required. The composition of the grievance committee will be decided by the Director- Rajagiri Group of Institutions and Director according to the nature of the grievances being considered. The committee objectively and with due respect to the institutional and academic goals, looks into the grievances and takes appropriate action to remedy the situation.

## **2.4. Anti- Sexual Harassment Procedure**

### **a) Process of making complaint of sexual harassment**

- An aggrieved person is required to submit a written complaint to the Internal Complaints Committee within three months from the date of the incident and in case of a series of incidents within a period of three months from the date of the last incident.
- Provided that where such complaint cannot be made in writing, the Presiding Officer or any member of the Internal Committee shall render all reasonable assistance to the person for making the complaint in writing;
- Friends, relatives, colleagues, Co-students, Psychologist, or any other associate of the victim may file the complaint in situations where the aggrieved person is unable to make a complaint on account of physical or mental incapacity or death.

### **b) Process of conducting Inquiry-**

1. The ICC shall, upon receipt of the complaint, send one copy of the complaint to the respondent within a period of seven days of such receipt.
2. Upon receipt of the copy of the complaint, the respondent shall file his or her reply to the complaint along with the list of documents, and names and addresses of witnesses within a period of ten days.
3. The inquiry has to be completed within a period of ninety days from the receipt of the complaint.
4. The inquiry report, with recommendations, if any, has to be submitted within ten days from the completion of the inquiry to the executive Authority of the

HEI. Copy of the findings or recommendations shall also be served on both parties to the complaint.

5. The executive Authority of the HEI shall act on the recommendations of the committee within a period of thirty days from the receipt of the inquiry report, unless an appeal against the findings is filed within that time by either party.
6. An appeal against the findings or recommendations of the ICC may be filed by either party before the executive authority of the HEI within a period of thirty days from the date of the recommendations.
7. If the executive authority of the HEI decides to act as per the recommendations of the ICC, then it shall record written reasons for the same to be conveyed to ICC and both the parties to the proceedings if on the other hand it is decided to act as per the recommendations of the ICC, then a show cause notice. Answerable within ten days shall be served on the party against whom action is decided to be taken the executive authority of the HEI shall proceed only after considering the reply or hearing the aggrieved person.
8. The aggrieved party may seek conciliation in order to settle the matter. No monetary settlement should be made as a basis of conciliation. The HEI shall facilitate conciliation through ICC. As the case may be, once it is sought, the resolution of the conflict to the full satisfaction of the aggrieved party wherever possible, is preferred to purely punitive intervention.
9. The identities of the aggrieved party or victim or the witness or the offender shall not be made public or kept in the public domain especially during the process of the inquiry.

### **c) Punishment and compensation-**

1. Anyone found guilty of sexual harassment shall be punished in accordance with the service rules of the College, if the offender is an employee.
2. Where the respondent is a student, depending upon the severity of the offense, the College may –
  - a. Withhold privileges of the student such as access to the library, auditoria, halls of the residence, transportation, scholarships, allowances, and identity card;
  - b. Suspend or restrict entry into the campus for a specific period;
  - c. Expel and strike off name from the rolls of the institution, including denial of readmission, if the offender so warrants;

- d. Award reformatory punishments like mandatory counseling and or performance of community services.

3. The aggrieved person is entitled to the payment of compensation. The College shall issue directions for payment of the compensation recommended by the ICC and accepted by the Executive Authority, which shall be recovered from the offender. The compensation payable shall be determined on the basis of-

- a. Mental trauma, pain, suffering and distress caused to be aggrieved person;
- b. The loss of career opportunity due to the incident of sexual harassment;
- c. The medical expenses incurred by the victim for physical, psychiatric treatment;
- d. The income and status of the alleged perpetrator and victim; and
- e. The feasibility of such payment in lump sum or in installments.

#### **d) Action against frivolous complaint-**

To ensure that the provisions for the protection of employees and students from sexual harassment do not get misused, provisions against false or malicious complaints is made and publicized. If the ICC concludes that the allegations made were false, malicious or the complaint was made knowing it to be untrue, or forged or misleading information has been provided during the inquiry, the complainant shall be liable to be punished as per the provisions of sub-regulations (1) of regulations, if the complainant happens to be an employee and as per sub-regulation (2) of the regulation.

### **3. Manpower Planning**

#### **3.1. Recruitment and selection**

##### **3.1.1 General rules**

- Every year before the beginning of the academic session, the Director, RBS assess the requirements of the Institute concerning the staff and determine the positions to be filled
- There shall be a regular notification on the institutional website inviting applications for staff positions, and applications received against this notification shall also be considered based on need.
- The aided staff vacancies are notified in the newspaper as per the UGC/state regulations.
- Staff members already serving in RBS and meeting the notified requirements can apply for direct recruitment to higher posts only if specially called for in the advertisement.
- The last date for submission of applications against advertisements shall be as decided by the Management.

- The screening and shortlisting of candidates for interview shall be done by selection committee as constituted by the Management
- The interview Board shall consist of the Director- Rajagiri Group of Institutions, Director-RBS, one staff of the non-teaching cadre depending on the post as directed by the Management
- Selection of candidates shall be on merit and suitability as decided by the interview board and a rank list of suitable candidates shall be prepared based on the merit.
- The rank list of selected candidates shall normally be maintained for 6 months or more depending on need. If the no. of candidates on the rank list exceeds the no. of vacancies, the remaining candidates on the rank list shall be maintained for future consideration until the next advertisement for the same position.
- The interview board/ selection committees shall recommend the designation and pay scale/pay range of the selected candidate.
- Offer letters signed by the Director shall be dispatched to selected candidates for acceptance.
- If the candidates accept the offer, the appointment order signed by the Director- Rajagiri Group of Institutions shall be issued.
- If any meritorious candidate applies for any post, even without a notification by the College, the management will be free to consider his candidature for suitable post.
- The non- teaching staff qualifications will be in accordance with the post called for.

### **3.1.2 Selection and Appointment**

- There shall be a selection committee for making recommendation to the Director, Rajagiri Group of Institutions for appointment to the post of Professors, Associate Professors, Assistant Professors in the Institute such as other posts as may be prescribed by the Bye-laws. Every selection committee for appointment of all teaching staff shall consist of following members.

1. Director- Rajagiri Group of Institutions - Chairman
2. Director, Rajagiri Business School - Member
3. Nominee of the Provincial Council - Member
4. One area expert nominated by the Director (if required) from outside the Institute - Member

1. The selection procedure is based on

- The first phase is the Technical interview by a selection committee composed of the Director, the respective PGP CHAIR of the department and subject experts in the domain area.
- Final selection will be based on Qualification, Presentation, Personal interview, Experience, Communication skill and value system.

2. All selected employees are inducted initially on a 1- year probation, following which they may be appointed as a full time regular staff, provided that they meet the specified standards of merit
3. Appointment of retired persons will be on contract and an institute approved consolidated salary is provided.

### 3.1.3 Pay Scale

The non- Teaching staff has five grades, S - office staff, A- attenders, E - executive, M- managerial and L- leadership. The entry level S will be of the basic pay of Rs 7000/-. The next level A is in the basic pay band of Rs 8000/- - 11000/-. The level E comes with the pay band of Rs 16500/- - 19500/-. The level M has the pay band of 38500/- to 39000/-. The highest level L has the basic pay of 48000/- to 49500/-.

### 3.2 Career

#### Progression Policy

- An employee can be considered for career progression on the completion of minimum stipulated no.of years in one grade.

Minimum no. of years in each grade for Career Progression	Grade	Basic	Grade pay	DA ( 50% of basic )	HRA	Entry level gross pay (RS)
Remains in S until required competency is achieved	S	7000	600	3800	1000	12100
3	A3	8000	700	4350	1000	14050
3	A2	9000	800	4900	1000	15700
3	A1	11000	1000	6000	1000	1900
5	E3	16500	2000	9250	1000	28750
5	E2	18000	3000	10500	1000	32500
5	E1	19500	4000	11750	1000	36250
5	M2	38500	5000	21750	1000	66250
5	M1	39000	6000	22500	1000	68500
5	L2	48000	7000	27500	1000	83500
5	L1	49500	8000	28750	1000	87250

The employee can move to the next level through

- Up gradation - based on the no. of years in each level
- Promotion - when a vacancy is available in the department
- Employees who have completed the required no. of years of service on the highest level of a specific grade and meeting the required performance criteria may be considered for stagnation allowance.
- The career progression is possible only if the employee has the performance appraisal rating of at least meets expectation.

### **3.3 Performance Appraisal**

- Evaluation is conducted at two levels at the end of an academic year.
- At the end of the year, the employee rates his or her own performance, and the supervisor rates the employee's performance (Appendix I & II ).
- The purpose of the self evaluation is to encourage dialogue around performance outcomes and related issues. This provides the basis for discussion between the employee and reporting officer about accomplishments and issues that are affected by performance.
- Following the discussion, the supervisor determines the “ final rating” for each performance dimension, considering the employee's self evaluation, the relative priority of the dimension and other relevant factors.
- Appraisee shall sign the format after the appraiser completes the feedback discussion and records the final score on Appraisal format.
- The appraisal forms are consolidated by the supervisors and a report is submitted to the Director.
- The Director discusses the results with the non- teaching whose score has to be improved.
- The performance evaluation score is also a major consideration for the yearly incentive calculation.

## **4. Policy for Leaves/ Holidays & Working Hours**

### **4.1 General rules**

- Unless otherwise specified, all non- teaching staff shall follow a six day work week and adhere to the college timings prevailing from time to time, presently 9.00 am to 5.00 pm for non teaching staff and 8.30 am to 5.30 pm for public relations and support staff.
- All staff are required to sign the attendance register on a current basis at the start of the morning session and on leaving the afternoon session.
- When on leave, compensatory or official duty outside, staff should not sign the register or mark entry. Suitable entry for such days will be made in the register by the college office based on leave applications/duty leave etc.



- In respect of those staff joining the college during the calendar year, leave availability for that calendar year will be calculated on a proportionate basis from the date of joining.

## **4.2 Leave/ Holiday Policy**

- For all leaves except casual leave and block leave have to be applied. Sprint out of the submitted application has to be submitted to Administrative officer after getting the sanction from the Director- RBS ( Or a person authorized by the Director- RBS)
- Leave shall be availed only with the prior approval of the concerned Head except in unavoidable circumstances like sickness, unforeseen need or emergencies.
- Where prior clearance could not be availed due to unforeseen circumstances, leave application shall be submitted at the earliest on resuming duty.
- Before proceeding on leave, staff members are required to arrange their work schedule for the period of leave in consultation with the Head/Director RBS
- All leave application forms duly recommended by the concerned authority shall be forwarded to the Director- RBS for necessary approval and also for the purpose of proper leave administration and maintenance of records.
- Absence on days of hartal or special holidays declared by government from time to time, shall be treated as leave and a leave application shall be submitted by concerned staff.
- The approving authority for all leave shall be the Director- RBS
- Any un- availed eligible leave during a calendar year cannot be carried over to the subsequent year.
- Processing and administration of leave shall be as per procedure laid down by the Management.
- Salary for the days of absence without written approval and or days of approved leave excess of permitted and available leave will be deducted from the salary.
- Salary deduction will be calculated by dividing the total monthly salary by 30 and multiplying by the number of days loss of pay leave taken during the month. For this purpose total salary shall include all allowances, if any paid on a monthly basis as part of the salary.
- Any absence not supported with an approved leave application form and / or note from the authority will be treated as unauthorized leave and salary deduction will be effected for such days.

### **1) Casual Leave (CL)**

- All non- teaching staff except the support staff are entitled to a 30 days casual leave in a calendar year. To take casual leave, the staff member has to arrange his/ her day's work in consultation with the respective person in charge/ Administrative officer/ Director- RBS.
- Casual leave as far as possible must be pre- informed and needs prior approval. In case of emergencies post- facto approval may be obtained immediately on reporting, on the same day or latest by the next working day.
- Casual leave cannot be combined with any other kind of leave.

- The loss of pay leave if any taken during the calendar year by a non- teaching staff will be adjusted against any of their unutilized casual leave available at the end of the calendar year and LOP refunded.
- All remaining casual leave in the calendar year will lapse at the end of the year and will not be carried forward to the next year.
- Only for support staff in the non- teaching category the casual leaves not taken will be converted to equivalent amounts and will be paid latest by April.

## **2) Maternity Benefit**

All regular female staff are eligible for maternity benefit subject to the following conditions:

- She should have satisfactorily completed a one- year probationary period and also completed one years regular service as confirmed employee before commencement of leave for maternity. long periods of leave, if any taken during this period will be excluded while calculating and arriving the completed years of probationary service and regular service.
- Maternity benefit is applicable to female employees only for their first and second delivery.
- Maternity benefit shall be limited to a maximum of 90 days salary with full pay for each delivery (confinement).
- Leave for maternity shall not commence earlier than 15 days prior to delivery ( childbirth) / miscarriage
- Maternity benefit ( equal to 90 days salary) shall be paid one month after the employee rejoins duty after her delivery/ miscarriage.
- Maternity benefits shall not be applicable for abortion.
- Application for maternity benefit shall be submitted sufficiently in advance and intimation of delivery shall be soon thereafter.
- Leave taken for Maternity purposes cannot be combined with study leave/ duty leave/ block leave.
- Leave granted for maternity purposes beyond three months shall be on loss of pay.

## **3) Loss of Pay Leave (LOP)**

- Requests for loss of pay leave may be considered by the Director based on the genuine and unavoidable needs of faculty and may be sanctioned at the discretion of the Director after considering all the aspects of the institution's requirements in respect of its academic activities.
- LOP without written approval will be considered as unauthorized leave and disciplinary action will be taken accordingly.
- Loss of pay leaves beyond six months at a time, will not be counted towards service of the concerned faculty for yearly annual increments.

#### **4) Other Leave/Holidays**

- All holidays notified by the College and Sundays shall be holidays for all non-teaching staff. While second Saturdays or last Saturdays of every month are holidays for non-teaching staff who joined prior to 2012, non-teaching staff who joined subsequently are eligible for holidays only on alternative second Saturdays or alternative last Saturdays of the month.
- While second Saturday or last Saturday of every month are holidays for supporting staff joined prior to 2012, second Saturday and last Saturday are working for the subsequently joined support staff
- Holidays declared by the Government (with the clause 'for all educational institutions including professional colleges') will be holidays for both the students and the faculty. However, skeleton services would be provided by the non-teaching staff in the college office.
- Hartals, Restricted holidays, District holidays etc. will be working days for the staff members.
- The compensatory working day in lieu of hartal or strike will be at the discretion of the Management.
- In special circumstances, the Management reserves the right to convert a holiday into a working day.
- Compensatory of for duty performed on eligible holiday on second Saturday of the month shall be only on a Saturday

#### **5) Special Cases**

##### **a) Late Attendance:**

If the total duration of the late punch-in (after 9.00 am), or early punch-out (before 5.00 pm) exceeds 180 minutes (half an hour) in a month, it will be treated as loss of pay and subsequent salary deduction will be made. However, the number of late punch-in and early punch-out will be limited to a total of 5 per month of this calculation.

##### **b) Forgot to Punch:**

In cases of 'Forgot to Punch', the staff member is required to submit the hard copy of the request, giving reasons, if any, and recommended by the authority, to the Director- RBS on the very next working day and his decision shall be final. Such instances shall not be repeated unless there was official duty on circumstances that caused it. This can be availed only once in the academic year. All other cases will be considered as leave.

## **5. Exit Policy**

### **5.1 General Rules**

- The age of superannuation for the technical and non-teaching staff belonging to the self-financing scheme shall be 60 years.
- Re-employment beyond the age of superannuation shall be done selectively for a period of 3 years in the first instance and another further period of 2 years as per the discretion of management.
- RBS Management has the right to terminate the service of a staff member by giving notice for 3 months/ 3 months pay in lieu of notice if his/her performance/ conduct is not satisfactory.

### **5.2 Resignation**

- Staff members are expected to give advance notice for 3 months/ 3 months pay in lieu of notice in case of resignation, so that alternatives can be arranged without disruption to academic activities.
- Staff members should desist from leaving the job while the semester is in progress.
- The management reserves the right not to accept the resignation while the semester is in progress, if it would affect the academic activity of students.

# Annexure

RAJAGIRI BUSINESS SCHOOL  
PERFORMANCE APPRAISAL FORMAT  
EMPLOYEE GRADES – L2 AND L1

<b>Name:</b>	<b>Department:</b>
<b>Designation:</b>	<b>Date of joining:</b>
<b>Reporting To:</b>	<b>Review Period</b> <b>From:</b> <span style="float: right;"><b>To:</b></span>

**Performance appraisal** system is a platform for the employee and the organization to understand the effort went in during the review period. *Ongoing communication regarding performance is expected, both in informal and formal setting throughout the year.* Either the reporting officer or employee should feel free to initiate discussion of performance progress, expectations, priorities or obstacles.

**Guidelines for filling the appraisal Form:**

At the end of the year, the employee rates his or her own performance, and the supervisor rates the employee's performance using the rating scales below. *The purpose of the self-evaluations is to encourage dialogue around performance outcomes and related issues.* This provides the basis for discussion between the employee and reporting officer about accomplishments and issues that affected performance. Following the discussion, the supervisor determines the "Final Rating" for each performance dimension, considering the employee's self-evaluation, the relative priority of the dimension and other relevant factors. *Appraisee shall sign the format after the appraiser complete the feedback discussion and record the final score on Appraisal format.*

The Performance Appraisal Format contain four Parts:

Part - I: *To understand and assess the key Activities performed by an Employee during the review period (this shall ideally be limited to a maximum of five items)*

Part - II: *To rate an employee on the behavioral components which are essential at their level.*

Part – III: *To give a self-description on the performance during the review of period*

Part - IV: *To capture employee's career progression plan*

The following ratings are given to indicate how the employee has performed in relation to performance responsibilities and outcomes.

RATING SCALES		
<p><b>1- 2 = Below Standard or Below Expected Results</b></p> <p>Performance is below standards. Employee does not fully achieve assigned goals. Work assignments are not consistent in meeting quality standards or deadlines. Employee requires close supervision and does not consistently demonstrate the ability to perform job functions at expected level of proficiency.</p>	<p><b>3 – 4 = Meets Expectations</b></p> <p>Satisfactorily performs assigned activities and achieves expected outcomes. Work assignments typically are completed on time and meet all quality standards. Employee works under general or minimum supervision, with demonstrated understanding of all job functions and expected standards.</p>	<p><b>5 – 6 = Exceeds Expectations</b></p> <p>Quality and quantity of work is routinely higher than expected. Performance reflects high degree of initiative, commitment to excellence and ability to anticipate and respond to Rajagiri’s needs. Employee demonstrates mastery of all job functions and frequently “raises the bar” in contributing to new systems and procedures.</p>

**PART – I: KEY ACTIVITIES PERFORMED (KAP)**

Appraisee & Appraiser to fill the following details of activities performed during the review of period. The same shall be supported by all the related documents / output/ formats etc, if necessary, about the **appraisee**.

**Give your rating based on the description given above:**

<b>S. No.</b>	<b>Key Activities performed</b>	<b>(A) Appraisee (self) Rating</b>	<b>(B) Appraiser Rating</b>	<b>Comments of the Appraiser</b>
1				
2				
3				
4				
5				

<b>Total score</b> <i>(Total count of appraiser's rating divided by number of KAPs, rounded off to the nearest whole number)</i>			
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## **PART – II: BEHAVIORAL RATING**

Please tick the relevant box based on the description and Appraiser's abilities projected during the review period

Sl. No	Performance Dimensions	Appraisee (self) Rating	Appraiser's Rating	Appraiser's Comments
1	<b>LEADERSHIP ABILITIES:</b> <i>Plans and delegates the assignment based on time deadlines. Provides continuous support for learning. Helps in troubleshooting. Understand the appreciation techniques. Provides clarification for effective performance of Team members. Acts as Role models for the team.</i>			
2	<b>INSTITUTIONAL OBJECTIVES:</b> <i>Understand the Institutional objectives and work towards the accomplishments of Department/ Institutional Goals.</i>			
3	<b>PLANNING &amp; ORGANISATION OF WORK:</b> <i>Establishes priorities. Anticipates and prepares for changing workload or working conditions. Coordinates and uses available resources to get work done to assure important deadlines are met.</i>			

4	<p><b>DECISION MAKING:</b>  <i>Consistently makes clear, transparent, timely decisions. Decisions consistently align with Institutional and departmental goals. Proactively anticipates, analyses and solves problems and motivates others to do the same.</i></p>			
	<p><b>RELIABILITY:</b>  <i>Can be depended upon to be available for work, to complete work properly, and complete work on time. Is reliable, trustworthy and persistent.</i></p>			
6	<p><b>QUALITY:</b>  <i>Maintains standards consistently. Is consistent in achieving accuracy, neatness, thoroughness, overall effectiveness and attentiveness to detail, Interacts courteously and effectively with all stakeholders.</i></p>			
7	<p><b>COMMUNICATION:</b>  <i>Communicate effectively as required by the position. Clarity in thoughts and expressions. Listens attentively. Presentation has maximum impact. Demonstrates respect for Business and organizations expectations and communications.</i></p>			
8	<p><b>INITIATIVE AND CREATIVITY:</b>  <i>Able to plan work and to proceed with a task without being told every detail and is</i></p>			

	<i>able to make constructive suggestions. Demonstrates willingness to assume additional responsibility.</i>			
9	<b>TEAM WORK &amp; COLLABORATION:</b>  <i>Actively supports and contribute to the efforts of other team members. Is flexible and can work with a wide variety of different people on different tasks. Creates a team spirit by speaking positively of others. Encourages other team members to participate and facilitates when appropriate.</i>			
<b>Total Score</b>  <i>(Total count of appraisers rating divided by nine, rounded off to the nearest whole number)</i>				

### **PART III- SELF DESCRIPTION ON PERFORMANCE**

1. Describe your two major achievements during the review period on assigned tasks

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2. Describe your short term and long-term career objective and your desired growth plan

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3. Describe any other achievements not listed above which you have accomplished with your own initiative

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**PART IV- CAREER PROGRESSION PLAN**

Based on the Mutual Review Interaction, the Appraiser to fill the data related to the Appraisee during the discussion.

Strengths perceived	Areas for improvement	Appraiser comments
1.	1.	
2.	2.	
3.	3.	
Training needs	Suggested future plans/actions	Appraiser comments
1.		
2.		
3.		

Appraisee Signature

Appraiser Signature

**FOR OFFICIAL USE**

**Name of the employee:**

**Name of the Appraiser:**

**Overall Performance of the employee:**

Final Score	Part I	Part II

**Recommendation:** Regular Increment / Up Gradation/ Promotion/ Confirmation/ Extension  
of Probation

*Comments, if any:*

**Appraiser**

**Reviewer**

**ED/ Director**

**Date:**

**Date:**

**Date:**

RAJAGIRI BUSINESS SCHOOL

PERFORMANCE APPRAISAL FORMAT

EMPLOYEE GRADES – E3, E2, E1, M2 AND M1

<b>Name:</b>	<b>Department:</b>
<b>Designation:</b>	<b>Date of joining:</b>
<b>Reporting To:</b>	<b>Review Period</b> <b>From:</b> <span style="float: right;"><b>To:</b></span>

**Performance appraisal** system is a platform for the employee and the organization to understand the effort went in during the review period. *Ongoing communication regarding performance is expected, both in informal and formal setting throughout the year.* Either the reporting officer or employee should feel free to initiate discussion of performance progress, expectations, priorities or obstacles.

**Guidelines for filling the appraisal Form:**

At the end of the year, the employee rates his or her own performance, and the supervisor rates the employee's performance using the rating scales below. *The purpose of the self-evaluations is to encourage dialogue around performance outcomes and related issues.* This provides the basis for discussion between the employee and reporting officer about accomplishments and issues that affected performance. Following the discussion, the supervisor determines the "Final Rating" for each performance dimension, considering the employee's self-evaluation, the relative priority of the dimension and other relevant factors. *Appraisee shall sign the format after the appraiser complete the feedback discussion and record the final score on Appraisal format.*

The Performance Appraisal Format contains two parts:

**Part I:** *To understand and assess the Key Activities Performed (KAP) by an Employee during the review period (this shall ideally be limited to a maximum of five items)*

**Part II:** *To rate an employee on the behavioral components which are essential at their level*



The following ratings are given to indicate how the employee has performed in relation to performance responsibilities and outcomes

<b>RATING SCALES</b>		
<b>1- 2 = Below Standard or Below Expected Results</b>  Performance is below standards. Employee does not fully achieve assigned goals. Work assignments are not consistent in meeting quality standards or deadlines. Employee requires close supervision and does not consistently demonstrate the ability to perform job functions at expected level of proficiency	<b>3 – 4 = Meets Expectations</b>  Satisfactorily performs assigned activities and achieves expected outcomes. Work assignments typically are completed on time and meet all quality standards. Employee works under general or minimum supervision, with demonstrated understanding of all job functions and expected standards.	<b>5 – 6 = Exceeds Expectations</b>  Quality and quantity of work is routinely higher than expected. Performance reflects high degree of initiative, commitment to excellence and ability to anticipate and respond to Rajagiri’s needs. Employee demonstrates mastery of all job functions and frequently “raises the bar” in contributing to new systems and procedures.

**PART – I: KEY ACTIVITIES PERFORMED (KAP)**

Appraisee & Appraiser to fill the following details of activities performed during the review of period. The same shall be supported by all the related documents / output/ formats etc, if necessary, about the **appraisee**.

**Give your rating based on the description given above:**

S. No.	Key Activities performed	(A) Appraisee (self) Rating	(B) Appraiser Rating	Comments of the Appraiser
1				
2				
3				
4				
5				

<b>Total score</b> <i>(Total count of appraiser's rating divided by number of KAPs rated, rounded off to the nearest whole number)</i>			
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## **PART – II: BEHAVIORAL RATING**

Please tick the relevant box based on the description and Appraiser's abilities projected during the review period

<b>S. No</b>	<b>Performance dimensions</b>	<b>Appraisee (Self) Rating</b>	<b>Appraisers Rating</b>	<b>Appraisers Comments</b>
1	<b>PLANNING &amp; ORGANIZATION OF WORK:</b> <i>Establishes priorities. Anticipates and prepares for changing workload or working conditions. Coordinates and uses available resources to get work done to assure important deadlines are met</i>			
2	<b>RELIABILITY:</b> <i>Can be depended upon to be available for work, to complete work properly, and complete work on time. Is reliable, trustworthy and persistent</i>			
3	<b>TEAM WORK/ TEAM SPIRIT:</b> <i>Maintains positive working relationships. Is flexible and willing to cooperate with others. Demonstrates ability to listen and understand</i>			
4	<b>QUALITY:</b> <i>Maintains standards consistently. Is consistent in achieving accuracy, neatness, thoroughness, overall effectiveness and attentiveness to detail, Interacts courteously and effectively with all stakeholders.</i>			
5	<b>COMMUNICATION:</b> <i>Expresses self verbally, using language appropriate for the intended audience. Listens actively and acknowledges understanding. Presents ideas clearly in written format, using appropriate language.</i>			
6	<b>INITIATIVE AND CREATIVITY:</b> <i>Able to plan work and to proceed with a task without being told every detail and is able to make constructive suggestions. Demonstrates willingness to assume additional responsibility</i>			
7	<b>JUDGEMENT:</b> <i>Able to makes decisions that are sound and the decisions are based on fact rather than emotion</i>			

<b>TOTAL SCORE</b>	
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**Appraisee Signature**

**Appraiser Signature**

**FOR OFFICIAL USE**

**Name of the employee:**

**Name of the Appraiser:**

**Overall Performance of the employee:**

	<b>Part I</b>	<b>Part II</b>
<b>Final Score</b>		

**Recommendation:** Regular Increment / Up Gradation/ Promotion/ Confirmation/ Extension of Probation

*Training needs identified, including other comments if any:*

**Appraiser**

**Reviewer**

**ED/ Director**

**Date:**

**Date:**

**Date:**

**RAJAGIRI BUSINESS SCHOOL**  
**PERFORMANCE APPRAISAL FORMAT**  
**EMPLOYEE GRADES – S, A3, A2 AND A1**

<b>Name:</b>	<b>Department:</b>
<b>Designation:</b>	<b>Date of joining:</b>
<b>Reporting To:</b>	<b>Review Period</b> <b>From:</b> <span style="float: right;"><b>To:</b></span>

**Performance appraisal** system is a platform for the employee and the organization to understand the effort went in during the review period. *Ongoing communication regarding performance is expected, both in informal and formal setting throughout the year.* Either the reporting officer or employee should feel free to initiate discussion of performance progress, expectations, priorities or obstacles.

**Guidelines for filling the appraisal Form:**

At the end of the year, the employee rates his or her own performance, and the supervisor rates the employee's performance using the rating scales below. *The purpose of the self-evaluations is to encourage dialogue around performance outcomes and related issues.* This provides the basis for discussion between the employee and reporting officer about accomplishments and issues that affected performance. Following the discussion, the supervisor determines the "Final Rating" for each performance dimension, considering the employee's self-evaluation, the relative priority of the dimension and other relevant factors. *Appraisee shall sign the format after the appraiser complete the feedback discussion and record the final score on Appraisal format*

The following ratings are given to indicate how the employee has performed in relation to performance responsibilities and outcomes

RATING SCALES		
<p><b>1- 2 = Below Standard or Below Expected Results</b></p> <p>Performance is below standards. Employee does not fully achieve assigned goals. Work assignments are not consistent in meeting quality standards or deadlines. Employee requires close supervision and does not consistently demonstrate the ability to perform job functions at expected level of proficiency</p>	<p><b>3 – 4 = Meets Expectations</b></p> <p>Satisfactorily performs assigned activities and achieves expected outcomes. Work assignments typically are completed on time and meet all quality standards. Employee works under general or minimum supervision, with demonstrated understanding of all job functions and expected standards.</p>	<p><b>5 – 6 = Exceeds Expectations</b></p> <p>Quality and quantity of work is routinely higher than expected. Performance reflects high degree of initiative, commitment to excellence and ability to anticipate and respond to Rajagiri’s needs. Employee demonstrates mastery of all job functions and frequently “raises the bar” in contributing to new systems and procedures.</p>

Give your rating based on the description given above:

S. No	Performance dimensions	Appraisee (Self) Rating	Appraisers Rating	Appraisers Comments
1	<b>PROFICIENCY IN CURRET ROLE:</b> <i>Demonstrates knowledge of position and team role. Understands how position and responsibilities fit within the organization and contribute to department results.</i>			
2	<b>ATTENDANCE/ PUNCTUALITY/ TIME MANAGEMENT:</b> <i>On time reporting to work/ task. Plan leave with adequate notice and necessary permissions. Plans and executes the tasks in a timely manner.</i>			
3	<b>TEAM WORK/ TEAM SPIRIT:</b> <i>Maintains positive working relationships. Is flexible and willing to cooperate with others. Demonstrates ability to listen and understand</i>			
4	<b>QUALITY:</b> <i>Maintains standards consistently. Is consistent in achieving accuracy, neatness, thoroughness, overall effectiveness and attentiveness to detail, Interacts courteously and effectively with all stakeholders.</i>			
5	<b>COMMUNICATION:</b> <i>Expresses self verbally, using language appropriate for the intended audience. Listens actively and acknowledges understanding. Presents ideas clearly in</i>			



	<i>written format, using appropriate language.</i>			
6	<b>INITIATIVE:</b> <i>Shows ability to work independently in context of the job. Demonstrates willingness to assume additional responsibility as required. Suggests ways to enhance processes or operations in their routine work.</i>			
<b>TOTAL SCORE</b>				

**Appraisee Signature**

**Appraiser Signature**

**FOR OFFICIAL USE**

**Name of the employee:**

**Name of the Appraiser:**

**Overall Performance of the employee:**

<b>Final Score</b> Received from Performance rating:  ( Total count of Appraisers rating divide by six, rounded off to the nearest whole no.)	
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**Recommendation:** Regular Increment / Up Gradation/ Promotion/ Confirmation/ Extension of Probation

***Training needs identified, including other comments if any:***

**Appraiser**

**Date:**

**Reviewer**

**Date:**

**ED/ Director**

**Date:**

