



**विकास प्रबंधन संस्थान**  
**Development Management Institute**

**HUMAN RESOURCES (HR) MANUAL**

**ISSUE 1**  
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## **1. PREAMBLE**

### **1.1 Objective and Applicability**

1.1.1 This Manual has been developed to guide and facilitate the smooth conduct of all academic and academic support activities to be carried out by the faculty and staff members of the Development Management Institute (DMI). The provisions of this Manual are intended to provide a basis for all actions in the Institute and help the employees understand their roles, responsibilities, duties, benefits, privileges and facilities for their effective contribution to the realisation of the mission and vision of the Institute. The provisions of this Manual shall be applicable to all employees of the Development Management Institute (DMI).

### **1.2 DMI's Mission**

1.2.1 DMI's mission is to empower and usher in participatory governance and management of institutions, enterprises and resources for enhancing livelihoods, especially for the poor, and generating sustainable development. It has been set up with the active support of the Government of Bihar and other prominent development organizations and development support agencies. DMI endeavours to empower grassroots through:

- Creating a cadre of Development Management Professionals through Development Management Education, such as the Post-Graduate Programme in Development Management (PDM), Certificate Programme in Development Management (CDM), Fellow Programme in Development Management (FDM), etc.;
- Enhancing competencies for Development Management Praxis through Competency Enhancement Programmes (CEP);
- Orienting vision, values and leadership perspectives of peoples' representatives towards Good Governance; and
- Engaging in networked trans-disciplinary action research and policy advocacy.

### **1.3 Definitions**

1.3.1 "Adhoc employee" means a "Faculty" or "Staff" member appointed on a temporary basis for a duration not exceeding one year on consolidated remuneration with specific conditions as shown in her/ his appointment letter.

1.3.2 "Adjunct Faculty" means a Faculty member appointed on a temporary basis for a specific role or specific roles on consolidated remuneration with specific conditions as shown in her/ his appointment letter.

1.3.3 "Appointing Authority" means the person/persons vested with the power to issue order of appointment to, exercise administrative control over and initiate and conduct or have conducted any disciplinary action against an employee of DMI.

1.3.4 "Board" means the Board of Governors constituted by the DMI Society for the smooth functioning of the Institute as per its vision, mission, goals and objectives.

1.3.5 "Chairman" means the Chairman of the Board of Governors of DMI.

1.3.6 "Contract Employee" means a Faculty or Staff member appointed on a consolidated remuneration for a fixed duration not exceeding five years.

1.3.7 "Coordinator" means a Faculty member entrusted with certain academic and/or non-academic, including administrative, responsibilities for planning and execution on behalf of the Director.

1.3.8 "Dean" means a Faculty member who coordinates the activities of Faculty members and/or staff members and advises the Director on the direction and activities of the Institute, and is entrusted with certain academic and/or non-academic, including administrative, responsibilities for planning

- and execution on behalf of the Director.
- 1.3.9 “Director” means the academic and executive head of DMI, appointed by the Board and responsible for ensuring effective functioning of DMI and realising the vision and mission of the Institute.
- 1.3.10 “Disciplinary Authority” means the person who is vested with the responsibility to appoint an employee, regulate her/his official conduct, impose penalties on her/him, terminate, or dismiss her/his services from the Institute as per the provisions of this Manual.
- 1.3.11 “DMI” means the Development Management Institute, with its registered office at Biscomaun Bhawan, Patna, Bihar.
- 1.3.12 “Employee” means any person who has been employed by the Institute either as “Faculty” or as “Staff”, and will include “*ad hoc* employees”, “Contract employees” and “Regular employees”.
- 1.3.13 “Faculty” means an Assistant Professor/ Associate Professor/ Professor/ Senior Professor/ Director or a person of any other designation appointed for the purpose of engaging herself/ himself primarily in teaching, training, research, consultancy and associated functions of an academic nature. Staff members (like Research Associates, Research/ Academic/ Faculty/ Teaching Assistants) appointed by the Institute to support Faculty members in their academic functions will not be considered as “Faculty”.
- 1.3.14 “HR” means Human Resource(s), comprising the Faculty and Staff members of the Institute, as well as all persons or groups of persons associated with DMI and contributing to its cause.
- 1.3.15 “HRM” means Human Resource Management and comprises all processes relating to planning, recruitment, development, and regulating the conduct and behaviour in the workplace of the employees of the Institute.
- 1.3.16 “Institute” means the Development Management Institute (DMI).
- 1.3.17 “ICT” means Information and Communication Technology, as commonly understood in the IT profession.
- 1.3.18 “IT” means “Information Technology as commonly understood in the IT profession, or Income-Tax, as per the context in which the abbreviation is use.
- 1.3.19 “MCQ” means Multiple Choice Questions forming part of any testing instrument, such as a printed question paper or a computer-based test, wherein a question is followed by several answer choices, of which one or more will be the correct response, as specifically stipulated in the test.
- 1.3.20 “President” means the President of the Development Management Institute Society.
- 1.3.21 “Regular employee” means a Faculty or Staff appointed in the prescribed scale of pay, either on probation or on contract basis or on tenure basis, for a period of more than a year.
- 1.3.22 “Reporting Authority” means the person(s) to whom an employee is assigned for day-to-day work and who give(s) directions to the employee and supervise(s) and guide(s) her/ his work. The Director shall be the Reporting Authority for all Faculty members. In the case of Staff members, the “Reporting Authority” will be notified as per the organisational structure and requirements of the Institute.
- 1.3.23 “Senior Faculty” means a Faculty member of the Institute in the position of Director, Dean, Senior Professor or Professor.
- 1.3.24 “Senior Staff” means a Staff member of the Institute in the position of Manager.
- 1.3.25 “Society” means the Development Management Institute Society having its registered office at Biscomaun Bhawan, Fifth Floor, Gandhi Maidan (Bank Road), Patna-800001 at the time of its constitution.
- 1.3.26 “Scale of Pay” means the pay band corresponding to the position of an Employee prescribed by the Institute from time to time.
- 1.3.27 “Staff” means a person serving in the institute in any capacity other than Faculty.

## **2. APPOINTMENTS, PROBATION AND CESSATION**

## **2.1 FACULTY APPOINTMENTS**

- 2.1.1 All faculty appointments shall be made by the Institute as per procedures for recruitment and selection laid down by the Institute from time to time. However, persons with proven credentials may be invited by the Director or the Chairman to join as Regular/ Honorary/ Visiting/ Adjunct Faculty as per the decisions of the Board from time to time and on such terms as the Board may decide on the recommendations of the Director.
- 2.1.2 Faculty members of the Institute shall engage themselves in teaching, training, research and consulting activities as per policies laid down by the Institute for these activities from time to time. In addition, they will also get involved in organising, coordinating and conducting major and minor academic events, like seminars, workshops, symposia, etc. as required by the Institute from time to time. As Faculty members of a premier institution, they will proactively take part in all student engagement activities beyond classroom work, which include but are not limited to activities such as Experiential Learning Segments, Project Guidance, Faculty-Participant Collaborative Research, Consulting assignments, Action Research, Networking with DMI's academic and learning collaborators and other support organisations, Publications, Admissions and admission-related activities, Placement, and all other similar support activities.
- 2.1.3 The eligibility criteria in respect of education, experience, age and skills for different categories of Faculty shall be as follows:
- 2.1.3.1 An Assistant Professor should hold a Post-Graduate Diploma In Management (PGDM) earned on the basis of two years of a full-time programme at the Institute of Rural Management Anand (IRMA), or any Indian Institute of Management (IIM) or other reputed institutions like Xavier Labour Relations Institute (XLRI), Xavier Institute of Management Bhubaneswar (XIMB), Xavier Institute of Social Sciences (XISS), SP Jain Institute of Management and Research (SPJIMR), Tata Institute of Social Sciences (TISS), Management Development Institute (MDI), Gurgaon or a Master of Business Administration (MBA) degree earned on the basis of a two-year full-time programme from a premier Indian University department *such as* Faculty of Management Studies (FMS), University of Delhi, with at least 60% marks or equivalent grade, or an MBA from a reputed, recognised management institute or a department of or an institute/college/ school of PG education abroad, such as Harvard Business School, MIT Sloan School, Wharton School, Duke University, etc.; and at least two years of teaching at the PG level in a reputed, recognised stand-alone institute or an institute/college/ school of PG education affiliated to a reputed, recognised university.
- 2.1.3.2 The process of defining and establishing equivalence of academic degrees and standards, and identification and definition of 'premier', 'reputed' and 'recognised' institutions will be continuously undertaken by a Committee constitute by the Director, comprising the Dean and two Faculty members of the Institute, and the recommendations of the Committee, on approval by the Director, will form the basis for selection and appointment of Faculty and Staff. The Committee will periodically undertake the evaluation of the academic programmes, leading to the award of degrees and diplomas, on the basis of their programme structure, curricula, pedagogical approaches, and reports of ranking published by Times Higher Education (THE), QS, Business Standard, Business Today, and similar agencies.
- 2.1.3.3 An Associate Professor should, in addition to the requirements spelt out above for an Assistant Professor, possess a Ph.D. degree or equivalent qualification from a reputed, recognised institute/college/ school of PG education affiliated to a reputed, recognised university, and a minimum of five years of post-Ph.D. teaching and/or research experience.

However, the Institute may waive the requirement of a Ph.D. degree or equivalent qualification in the case of development/ management professionals with proven management experience and having flair for inquiry-based teaching, research, training, consultancy and academic administration.

- 2.1.3.4 A Professor should have a minimum of ten years of experience, of which it should be at least five years at the level of an Associate Professor. In addition, s/he should be well-known in her/ his area for scholarship and academic leadership. However, experienced and competent development/ management professionals with proven record, having a First Class Post-Graduate Diploma in Management (PGDM) from premier institutions of Management, or Post-Graduate degree in Business Administration from a reputed, premier institution and having at least fifteen years of experience at a senior level and possessing flair for high-quality teaching, training, research, consulting and academic administration, may be appointed as Professors, even if they do not possess Ph.D. degree or equivalent research qualification.
- 2.1.4 The selection and recruitment of Faculty shall be made on a competitive basis, and without prejudice to caste, community, religion, race, religion, gender or any different ability not inconsistent with the requirements of the position. ***A mere fulfilling of the eligibility criteria does not ensure appointment to the position applied for. Everything else being equal, candidates with demonstrated expertise in teaching, research and relevant experience in related areas will be preferred.***
- 2.1.5 The recruitment of Faculty members of the Institute shall be carried out through a process of selection based on advertisements, or assessment of potential candidates identified by the Director or any senior Faculty member or Board member through her/ his professional networks.
- 2.1.6 In the case of Faculty to be selected through open selection, advertisements will be released in major media and the website of the Institute. The advertisement will spell out the major areas of Faculty requirement, the approximate number of positions likely to be filled, requirement of educational qualifications and experience, and the closing date for receipt of applications. The Institute may decide to have the applications only online or both online and by hard copy. A statement listing the applicants' educational attainments, research, teaching, management and other relevant experiences will be prepared within about a month of the closing date and the list of candidates eligible for consideration will be notified on the website of the Institute. The notification will also spell out the dates set for the selection process of such short-listed candidates.
- 2.1.7 The process for selection of Faculty will normally consist of
- (i) A Faculty Recruitment Seminar (FRS) to be presented by the candidate on a topic of her/ his interest relevant to the work being carried out at DMI, followed by
  - (ii) A Personal Interview by a Panel of Experts.

The FRS will be open to all Faculty and students of DMI, members of the Board of Governors of the Institute, invited experts from outside DMI and the Panel of Experts. There will be a formal mechanism for seeking feedback from Faculty and students on the quality of the FRS and the potential of the candidate to contribute to DMI and her/ his strengths that could fill the gaps at DMI. All Faculty members of DMI who do not have classroom engagement and are in station at the time of FRS shall attend and give their inputs by way of feedback in an objective and unbiased manner. Faculty members and students whose close relatives or past or present associates or teachers are candidates shall, as far as possible, refrain from sharing their feedback in the interest of maintaining

a high order of integrity and transparency in DMI. The date and time of FRS will be so decided as to facilitate participation of the majority of Faculty members. All members of the Panel of Experts will also participate in the FRS, but will refrain from sharing their feedback with the Director or the audience; they will, however, share their feedback with the Director and Chairman after concluding their recommendations at the end of the personal interviews.

The Director will constitute the Panel of Experts from time to time in consultation with the Dean(s). The Panel of Experts for conducting the personal interview will consist of *at least* three experts, of whom one will be a Faculty of DMI at the level of a Professor or above, and one from a reputed premier Development/ Management institute with expertise relevant to the candidate's interests, expertise and experience. While the Director or Chairman may sit in the Panel as observers and may also participate in the discussion with the candidate being interviewed, they shall refrain from participating in the process of finalisation of recommendations by the Panel.

The Panel of Experts will present its recommendations to the Director, based on the candidate's performance in the FRS and personal interview, and with due consideration to the feedback of the Faculty and students on the FRS. The Director of the Institute will make all offers of appointment for Faculty positions on the basis of the recommendations of the Panel of Experts; s/he shall make such offers in consultation with the Chairman of the Board of Governors in the case of Professors and Senior Professors, and in consultation with the Dean for other positions, and after satisfying herself/himself fully about the suitability of the candidate recommended by the Panel on the basis of further verification with the references provided by the candidate and/or her/his own independent enquiry.

- 2.1.8 Faculty posts to be served by Visiting/Adjunct faculty would be filled as per the academic needs, to strive for balance in the composition of faculty between practicing development professionals and qualified career academics. These *ad hoc*/temporary positions will be filled as per needs by Director in consultation with the Dean and/or the Faculty member in the area relevant to the candidate being considered.

## **2.2 STAFF APPOINTMENTS**

- 2.2.1 All Staff appointments shall be made by the Institute as per procedures for recruitment and selection laid down by the Institute from time to time. However, persons with proven administrative skills and experience and possessing credentials relevant to a premier academic institution may be invited by the Director on her/ his own or on the advice of the Chairman of the Board to join DMI on such terms and conditions as may be decided by the Director in consonance with the Human Resource Manual of the Institute.
- 2.2.2 Staff members of the Institute shall engage themselves in proactively extending their whole-hearted support to Faculty in teaching, training, research and consulting activities, as well as various other academic, administrative and supporting activities undertaken by the Faculty such as seminars, workshops, symposia, etc. In addition, they will also extend their support to students of various teaching programmes of the Institute and participants of Competency Enhancement Programmes conducted by the Institute from time to time. The Staff of DMI shall, at all times, uphold the image of DMI and demonstrate utmost discipline and concern for the development of the Institute. They shall refrain from indulging in acts of misconduct, corruption, groupism, etc. which are contrary to the values of DMI.

- 2.2.3 The eligibility criteria in respect of education and experience for different categories of Staff shall be as follows:
- 2.2.3.1 A Manager (Level 2) should possess a Post-Graduate degree or equivalent qualification with at least 55% marks or equivalent grade from a recognised premier institution in a discipline relevant to her/ his role at DMI (such as Finance/Accounts, HRM, Engineering and Maintenance, etc.), and should have at least ten years of full-time field experience at the level of a Senior Assistant / Assistant (Level 1) in a recognised premier educational institution or comparable business undertaking. In addition, s/he should have excellent communication skills, and be proficient in the use of ICT for managerial decision-making. The process of recognition of the degree/diplomas by DMI will be as per the procedure stated in Para 2.1.3.2 above.
- 2.2.3.2 A Manager (Level 1) should possess a Post-Graduate degree or equivalent qualification with at least 55% marks or equivalent grade from a premier institution in a discipline relevant to her/ his role at DMI (such as Finance/Accounts, Human Resource Management, Engineering and Maintenance, Materials Management, Logistics, Administration, etc.), and should have at least ten years of full-time job experience, of which s/he should have been employed at at the level of Manager (Level 2) for a minimum of five years in a reputed educational institution or comparable business undertaking. In addition, s/he should have excellent communication skills, and be proficient in the use of ICT for managerial decision-making.
- 2.2.3.3 An Assistant (Level 2) should possess an under-graduate/ Post-Graduate degree or equivalent qualification with at least 55% marks or equivalent grade from a premier institution in any discipline, and should have worked for at least three years in a reputed educational institution or comparable business undertaking. In addition, s/he should have excellent communication skills, and be proficient in the use of ICT for decision-making process.
- 2.2.3.4 An Assistant (Level 1) should possess an under-graduate / Post-Graduate degree or equivalent qualification with at least 55% marks or equivalent grade from a premier institution in any discipline, and should have worked for at least seven years at the level of a Junior Assistant/ Assistant (Level 2) in a reputed educational institution or comparable business undertaking. In addition, s/he should have excellent communication skills, and be proficient in the use of ICT for decision-making process.
- 2.2.3.5 ***A mere fulfilling of the eligibility criteria does not ensure appointment to the position applied for. Everything else being equal, candidates with demonstrated expertise and experience in reputed academic institutions in related areas will be preferred.***
- 2.2.4 The selection and recruitment of Staff shall be made on a competitive basis, and without prejudice to caste, community, religion, race, religion, gender or any different ability not inconsistent with the requirements of the position .
- 2.2.5 The recruitment of Staff of the Institute shall be carried out through a process of selection based on advertisements, or assessment of potential candidates identified by the Chairman, Director or any senior Faculty member through her/ his professional networks.
- 2.2.6 In the case of Staff to be selected through open selection, advertisements will be released in major media and the website of the Institute. The advertisement will spell out the major areas of Staff requirement, the approximate number of positions likely to be filled, requirement of educational qualifications and experience, and the closing date for receipt of applications. The Institute may decide to have the applications only online or both online and by hard copy. A statement listing the

applicants' educational attainments and relevant experiences will be prepared within ten days of the closing date and the list of candidates eligible for consideration will be notified on the website of the Institute. The notification will also spell out the dates set for the selection process of such short-listed candidates.

- 2.2.7 The process for selection of Staff will normally consist of
- (iii) A Written Test (WT), either paper-based or computer-based, to assess the candidates' analytical and communication skills, their technical knowledge and their proficiency in the use of ICT in the relevant areas (such as Finance/Accounts, HRM, Engineering and Maintenance, Materials Management, Logistics, Administration, etc.); followed by
  - (iv) A Personal Interview by a Panel of Experts.

The WT will last for about an hour and will consist of a mix of MCQs, questions asking for descriptive or narrative answers, and involving computations.

The Panel of Experts for conducting the personal interview will consist of at least three experts, of whom one will be a Faculty of DMI at the level of a Professor or above, and one a good Development/ Management professional. The Director of the Institute will constitute the Panel of Experts from time to time in consultation with the Dean(s).

The Panel of Experts will present its recommendations to the Director, based on the candidate's performance in the WT and the personal interview, and with due consideration to candidates' educational background and experience.

The Director, or the Appointing Authority nominated by the Director as per the Delegation of Powers, will make all offers of appointment for Staff positions on the basis of the recommendations of the Panel of Experts in consultation with the Dean, and after satisfying herself/himself fully about the suitability of the candidate recommended by the Panel on the basis of further verification with the references provided by the candidate and/or her/his own independent enquiry .

## **2.3 PROCESS OF APPOINTMENT**

### **2.3.1 Appointing Authority**

- 2.3.1.1 The Board shall be the Appointing Authority for the Director; the Director of the Institute shall be the Appointing Authority for the Faculty and the Staff. The Director may, however, delegate the authority to the Dean or any other Faculty Member of the Institute, or Manager (Administration) as per the Delegation of Powers.

- 2.3.2 All Faculty appointments will be made by the Director on behalf of DMI. The Director will make all offers of appointment to the candidate(s) recommended by the Panel of Experts on the basis of the selection process in consultation with the Chairman in the case of Professors and Senior Professors, and in consultation with the Dean in the case of Associate and Assistant Professors. All such offers shall be made after due verification of the selected candidates' credentials with the references provided by the selected candidates and/or with independent references, and after discussion with the selected candidates on their compensation and time required to join DMI. However, the requirement of verification with references will not apply in the case of Guest Faculty and Honorary Faculty and similar positions.

- 2.3.3 All Staff appointments will be made by the Director or an authority to whom the powers of appointment have been delegated by the Director. All such offers shall be made after due



verification of the selected candidates' credentials with the references provided by the selected candidates and/or with independent references, and after discussion with the selected candidates on their compensation and time required to join DMI.

- 2.3.4 All candidates (identified either through a formal process of selection or by invitation) for the positions of Faculty and Staff shall be offered suitable positions on the basis of the above process by the Director or the Appointing Authority designated by the Director through offer letters. They will be issued letters of appointment at DMI only after they report for duty, their credentials or documents (like academic qualifications, titles, records of past experience as claimed in the CV, publications, etc) are verified by the Appointing Authority and they present their formal joining reports in the standard format of DMI. The letter of appointment will be comprehensive and contain the expectations of DMI from the employee and the obligations of DMI to the appointed employee. The letters of appointment will be issued in duplicate, and the appointment of the candidate is formally completed only when the selected candidate agrees to the terms of appointment by signing the duplicate copy of the letter of appointment and returning it to the Appointing authority.

## **2.4 TENURE/ INITIAL PERIOD OF EMPLOYMENT**

- 2.4.1 Any employee of DMI (Faculty or Staff), except ad hoc employees, adjunct faculty, visiting faculty, and honorary faculty/staff, shall be initially appointed on contract for a period of five years, at the end of which, s/he may be re-appointed based on her/ his performance review and the need for her/ his services at the Institute based on its future direction and plans. Such re-appointments will be made till the age of superannuation or cessation of service, whichever is earlier.
- 2.4.2 The Director will appoint a Faculty member at the level of Professor or Senior Professor as a Dean of the Institute for a term of five years. The Director may extend the appointment of the Dean by another term, if he so desires, or may appoint another eligible Faculty in her/his place.

## **2.5 PROBATION ON APPOINTMENT**

- 2.5.1 Every employee of the Institute, except Honorary Visiting Fellows/ Faculty and those appointed on *ad hoc* basis, unless otherwise provided for in the appointment, shall be on probation for a period of one year. The Appointing Authority, however, reserves the right to extend or reduce the duration of probation of an employee.

## **2.6 PROHIBITION ON EMPLOYMENT OUTSIDE**

- 2.6.1 No employee shall be engaged directly or indirectly in any trade, business or occupation or any other remunerative or non-remunerative commitment, without the prior permission of the Institute, save in the case of faculty who may be invited by other similar institutions sharing the same philosophy as DMI for guest lectures, conducting a course, participation in academic planning like curriculum design/review, setting papers for examinations, evaluation of answer scripts/ student project reports, students' theses including doctoral and M.Phil. theses/ dissertations, participation in seminars, symposia and similar academic events/tasks, review of papers, journal articles, books, or for support to institutions with interests similar to those of DMI as members on their Boards, Councils, Management Committees or similar bodies in the role of experts. However, all such activities, whether they are paid for or purely honorary, are not to adversely affect the discharge of their responsibilities and are to be undertaken with the approval of the Director.

## **2.7 REMUNERATION**

- 2.7.1 The pay scales of the employees of the Institute, including annual increments, allowances, perquisites and benefits shall be fixed with the approval of the Board of Governors for different

levels of Faculty and Staff from time to time and shall be at least on par with similar Centrally Funded Technical Education Institutes in India.

2.7.2 The regular employees of the Institute shall be entitled to all allowances, perquisites and benefits approved by the Board of Governors from time to time. The components of financial compensation, comprising pay, benefits and allowances (the conditions and details of which are presented elsewhere in this document) comprise the following:

- (a) Basic Pay
- (b) Grade Pay (Academic Grade Pay in the case of Faculty)
- (c) Dearness allowance
- (d) House Rent Allowance (or Furnished accommodation for Faculty in *lieu* of House Rent Allowance)
- (e) Conveyance Allowance or Transport facility in *lieu* of it for commuting between residence and the Institute (This will be stopped after the Institute moves to its own campus with residential accommodation.)
- (f) Contribution to Provident Fund
- (g) Contribution to the premium of Pension Plan (Superannuation Cash Accumulation Plan)
- (h) Reimbursement of Medical Expenses
- (i) Leave Travel Concession (LTC)
- (j) Gratuity on superannuation or separation from DMI
- (k) Encashment of vacation/earned leave
- (l) Share of benefits accruing from Consultancy and Professional Development Scheme (CPDS)

The non-financial benefits, the details of some of which are included in subsequent chapters/sections, are as follows:

- (a) Weekly holidays
- (b) National and Festive Holidays
- (c) Different types of leave of absence, viz. casual leave, medical leave, earned leave, maternity leave, paternity leave, etc.

## **2.8 Retirement/Superannuation**

2.8.1 The age of retirement/superannuation of the regular employees of the Institute will be 65 in the case of Faculty and 60 in the case of Staff. However, Faculty members who have retired or are retiring and whose services are required by the Institute may be re-employed by the Institute on terms mutually agreed to between such Faculty members and the Institute.

2.8.2 Retirement will be effective from the afternoon of the last day of the month in which the age of superannuation is attained by an employee. However, a faculty who retires during the middle of the academic term in which s/he is teaching may be re-employed on special conditions till the end of the term.

2.8.3 The day of retirement on superannuation will be deemed as a working day.

## **2.9 CESSATION OF SERVICE**

### **2.9.1 Resignation during probation**

2.9.1.1 Any employee who is on probation may leave the service of the Institute by resignation by giving one month's notice in writing. However, a Faculty who is on probation and resigns from

the services of the Institute during the probationary period shall be relieved from service only at the end of the academic term if s/he is engaged in teaching/ coordinating/ anchoring a course and on fulfilment of her/ his academic commitments for the term.

**2.9.2 Termination of Service by the Institute during probation**

2.9.2.1 The services of an employee who is on probation may be terminated by the Institute by giving her/ him one month's notice or one month's pay in lieu thereof, without assigning any reason. However, in the case of regular employees, the Institute shall provide sufficient opportunity and scope for improvement of performance, if the termination is due to lack of adequate performance.

**2.9.3 Resignation after confirmation of service**

2.9.3.1 Any regular employee whose service has been onfirmed may resign from the services of the Institute by giving three months' notice, without prejudice to the fact that such an employee, if s/he is a Faculty, shall be relieved from service only at the end of the academic term, if s/he is engaged in teaching/ coordinating/ anchoring a course, and on fulfilment of her/ his academic commitments for the term/assignment.

**2.9.4 Termination of Service of a confirmed employee by the Institute**

2.9.4.1 Any regular employee whose service is deemed to have been confirmed can be dismissed from the services of the Institute on grounds of indiscipline, misconduct, lack of performance, or undesirable behaviour, after the employee has been given sufficient opportunity to improve/defend herself/himself in an enquiry committee and the charge is proved beyond doubt. The procedure for conducting enquiries and constitution of enquiry committees for such purposes will be notified separately.

### **3. ROLES AND RESPONSIBILITIES OF FACULTY AND STAFF**

#### **3.1 Faculty Development**

3.1.1 DMI has been conceived of as a High-Performing Knowledge Institution (HPKI) which has the potential to transform the lives of millions of marginalised and underprivileged people by enabling them to create, develop and manage their own institutions and organisations. The energy – intellectual, physical and entrepreneurial – for this laudable initiative resides in the core asset of DMI, viz. its Faculty members. The following provisions are made to define the roles and responsibilities of Faculty members and support Staff, and additional measures to provide incentives to Faculty and Staff for achieving excellence in their roles and contributing meaningfully and responsibly to DMI and the institutions and peoples it is working for.

#### **3.2 Faculty Roles**

3.2.1 Every Faculty member of DMI shall apply herself/himself conscientiously in all the academic programmes of the Institute, viz. its

- Educational programmes leading to the award of PGDM in Development Management and Fellow of DMI, comprising Curriculum Design and Development in tune with emerging changes and needs, Classroom teaching, evaluation and feedback, active participation in Experiential Learning components, Student Advising/Mentoring, etc.;
- Competency Enhancement Programmes, aimed at strengthening the capacities of individuals and organisations with which DMI identifies itself;
- Applied research through involvement in consulting assignments for organisations sharing the philosophy and approach of DMI;
- Collaborative research with other academic institutions similar to DMI for creation and dissemination of new field-based learning;
- Individual research leading to innovative ideas aimed at augmenting the current body of knowledge in Development Management, and more importantly, providing practical and feasible approaches for enhancing the livelihoods of the sections of society DMI is concerned about; and
- Active involvement in institution-building activities, such as admissions, placement, publicity, policy development, etc. through performance of various academic and non-academic administrative duties entrusted to them either individually or as members of groups.

#### **3.3 Faculty Responsibilities**

3.3.1 The Faculty members of the Institute are responsible to different stakeholders of the Institute, such as:

3.3.1.1 Regular participants of the different programmes of the Institute, such as its Post-Graduate Programme (PGP) and Fellow Programme in Management (FPM) in Development Management;

3.3.1.2 Participants of various Competency Enhancement Programmes (CEP) and the institutions and organisations they represent or are associated with;

3.3.1.3 Organisations and individuals with which DMI is associated for collaborative learning and dissemination of competencies;

3.3.1.4 People from those sections of society whose lot DMI aims to improve through its interventions by developing a breed of Development Management Professionals and enhancing the capacities of

existing Development Management professionals, and by creating new/adopting existing institutions for experimentation of the practices advocated by DMI and their demonstration for wider adoption; and

- 3.3.1.5 Internal system of DMI comprising its Society and Board of Governors, Director and other Faculty members, and support Staff members.
- 3.3.2 DMI believes that any Faculty member can fulfil her/ his responsibility to the above stakeholders, and be effective and excellent by imbibing the following values and practices:
  - 3.3.2.1 Absolute academic and personal integrity;
  - 3.3.2.2 Absolute faith in the mission and purpose of DMI;
  - 3.3.2.3 Conscious, conscientious and continuous application of mind and effort for realisation of the mission of DMI;
  - 3.3.2.4 Punctuality and honouring of commitments, in tune with the larger goals of the Institute;
  - 3.3.2.5 Compassion for all, especially for weak and needy programme participants and the final, intended beneficiaries of DMI;
  - 3.3.2.6 Development of an attitude of openness, collaboration and co-operation, rather than one of aggression and competition;
  - 3.3.2.7 Courteous and polite behaviour on all occasions with all, especially the stakeholders of DMI; and
  - 3.3.2.8 Being a good role model for the participants of regular programmes (PGP/FPM), other, especially junior, Faculty members, and other employees of the Institute as well as those of other organisations with which the Institute is working.

### **3.4 Roles and Responsibilities of Staff**

- 3.4.1 The Staff members of the Institute, comprising Managers and Assistants, are expected to imbibe the mission of the Institute like the Faculty members and work towards its realisation. In particular, the Staff of the Institute are to:
  - 3.4.1.1 Render effective, efficient and timely support to the Faculty of the Institute to help them discharge their duties in an effective and efficient manner;
  - 3.4.1.2 Assume responsibility for the functions entrusted to them by demonstrating initiative and ownership;
  - 3.4.1.3 Demonstrate absolute integrity in all their functions and activities;
  - 3.4.1.4 Be courteous and polite to programme participants, Faculty, colleagues, superiors and visitors at all times and in all their dealings;
  - 3.4.1.5 Maintain up to date and current records of all activities and transactions in respect of the functions entrusted to them;
  - 3.4.1.6 Render periodic reports on their activities and functions, as well as whenever asked for;
  - 3.4.1.7 Point out to the Director, Dean and other Faculty members areas of improvement in the functioning of the departments and activities they are responsible for;
  - 3.4.1.8 Refrain from indulging in any activity that can be construed to create confusion and conflict among Faculty and/or Staff, groupism of the employees, etc.; and
  - 3.4.1.9 Be diligent, committed and honest at all times.
- 3.4.2 The Staff of the Institute may be assigned any function required for the Institute from time to time, and their duties will not be confined to jobs of a routine nature. They are expected to learn and perform their duties in the most professional manner befitting employees of world class organisations.

### **3.5 Faculty Promotion**

- 3.5.1 Every Faculty member of the Institute will be eligible for consideration for promotion by way of salary

raise / change of designation/ increase of Academic Grade Pay once in every five years of her/ his service on the basis of a review of the work carried out by her/ him. However, in the case of Assistant Professors recruited immediately after their research programme/ equivalent field experience, the first review of their work will be carried out on completion of three years of continuous service at the Institute.

- 3.5.2 The process of review will be initiated by the Director who will ask the Faculty member, whose contract is due for renewal or who is about to complete five years in a position (three years in the case of newly appointed Assistant Professors) or at any other point of time which the Director considers necessary for review in the interest of the Faculty, to render a written report of the work carried out by her/ him during the period for which the performance review is to be undertaken.
- 3.5.3 The review will be carried out by a Review Committee constituted by the Director, consisting of two Faculty members from the Institute, of whom one will be a Faculty nominee on the Board of Governors at a level not less than that of the Faculty whose performance is being reviewed and the other a Faculty member at the level of a Professor or above, and a third member who is an expert from outside DMI in the area of specialisation of the Faculty member whose performance is being reviewed. In the event the Faculty nominee on the the Board of Governors is a Professor or Senior Professor, the Director may nominate another Faculty member from the same area not less in seniority and level than that of the Faculty member under review. In case the required expertise is not available within the Institute, the Director may nominate additional experts from outside DMI in the interest of fairness and quality of evaluation. The Director, immediately after receipt of acceptance from the external members of the Review Committee, will make available to them a copy of the report on the work carried out by the Faculty member whose performance is being reviewed.
- 3.5.4 The Review Committee will evaluate the performance of the Faculty member on the basis of her/ his contribution to the Institute, as reflected in her/ his depth and breadth of teaching in regular programmes (PGP/FPM), contribution to the advancement of competencies relevant to the mission of the Institute, participation in and coordination of Competency Enhancement Programmes (CEP), and participation and involvement in institution-building programmes and activities, including her/ his ability to work in teams and her/ his attitude to the Institute, its mission, Faculty, programme participants and clients, and her/ his integrity. The Review Committee, after a thorough scrutiny of the report of work done by the Faculty, will present a report to the Director within a month of constitution of the Committee and circulation of the report on the work carried out by the Faculty member. The report will recommend to the Director whether:
  - 3.5.4.1 The Faculty member in question has performed commendably and deserves to be elevated to the next higher level (i.e. from Assistant to Associate Professor, from Associate Professor to a full Professor, from a Professor to a Senior Professor); or
  - 3.5.4.2 The Faculty member in question has performed reasonably well/ satisfactorily, but does not deserve to be elevated to the next higher level, but can be given one or two advance increments in recognition of her/ his work; or
  - 3.5.4.3 The Faculty member in question has not made satisfactory progress and has to be given a year more to improve her/ his performance in specific areas.
- 3.5.5 The Director will take a final decision on the type and nature of encouragement to be extended to the Faculty on the following lines:
  - 3.5.5.1 If the Review Committee has found the performance of the Faculty commendable, the Faculty member will be elevated to the next higher level with corresponding increase in Academic Grade

- Pay (AGP). A Faculty member so elevated will have her/ his normal annual increment advanced to the date of promotion in case it is due in less than nine months from the date of promotion and will also receive an additional increment, along with enhanced AGP and change of designation. In case the Faculty has drawn her/ his annual increment in the three-month period prior to the date of promotion, her/ his benefit will be limited to an additional increment and enhancement of AGP along with change of designation.
- 3.5.5.2 However, the change of designation will not apply in the case of Assistant Professors whose performance is reviewed after three years of service, and in the case of Senior Professors. Any Assistant Professor whose performance at the end of the first three years of service at the Institute is found to be commendable will be fitted at the start of the regular pay band of Rs. 37,400-67,000, along with enhanced AGP of Rs. 9,000/- or the corresponding grade in case of general pay revision. A Senior Professor whose performance review at the end of five years is found commendable will be entitled to monetary benefits as in the case of other Faculty members who have been promoted to higher levels.
- 3.5.5.3 If the Review Committee has found the performance of an Assistant Professor satisfactory, but not commendable, at the end of her/ his first three years of service, s/he will be given additional increments as recommended by the Review Committee and as decided by the Director in the pay band Rs. 15,600-39,100. However, s/he will be eligible for a performance review every year thereafter until her/ his performance is commendable and s/he is fitted in the pay band Rs. 37,400-67,000. In the case of Associate Professors, Professors and Senior Professors, the award for satisfactory, but not commendable performance in the previous five years will be an additional increment due from the date on which the decision has been taken or the date fixed by the Director keeping administrative convenience in view.
- 3.5.5.4 If the Review Committee has found the performance of an Assistant Professor not satisfactory at the end of the first three years of her/ his service at the Institute, s/he will be given an opportunity to improve her/ his performance which will be reviewed in the following year. Depending on the outcome of the reviews, viz. commendable, satisfactory, not satisfactory, the Director will initiate further steps. If the performance of the Faculty at the end of the renewed contract period is commendable, s/he will be fitted in the scale Rs. 37,400-67,000. If the progress has been satisfactory, the performance of the Faculty will be reviewed again at the end of the fifth year of service to decide on extension of the contract. If the Faculty has not made satisfactory progress even after s/he has been provided opportunities to improve during the one-year period following the first review, her/ his contract of employment with the Institute will not be renewed and the Faculty will be advised to leave the Institute at the end of or before the expiry of contract period.
- 3.5.5.5 In the case of Associate Professors, Professors and Senior Professors whose performance on the basis of five-year-end review is found not satisfactory, the Director *may*, on the advice of the Review Committee or on her/ his own, extend their contract for a year. If the performance of the Faculty member continues to be not satisfactory even at the end of the extended period, her/ his employment contract will not be renewed.
- 3.5.5.6 The process of review and action following the review is presented in the flow diagrams at Figures 1, 2 and 3 for ease of understanding and interpretation.
- 3.5.6 During the formative years of the Institute (its first five years), the Director and Dean will assume responsibility for continuous mentoring of Faculty members, especially those who have joined immediately after their education or those with experience in settings other than the one that DMI is envisioning for itself, with a view to orient them to the unique mission, vision, goals and objectives of DMI, and the best practices to be adopted and adapted at DMI based on learning from institutions similar to DMI. In particular, the following practices will be implemented for ensuring transparency and accountability:

- 3.5.6.1 Preparation of Annual Work Plan by every Faculty member and Annual Self-Appraisal on the basis of the Work Plan; and
- 3.5.6.2 Feedback by the Director (with the support of the Dean wherever required) for performance improvement on the basis of the Annual Self-appraisal presented by the Faculty member.
- 3.5.7 The Director and Dean, in consultation with other Faculty members wherever necessary, will evolve norms for Faculty contribution to different programmes and activities of the Institute, with a view to ensure high levels of objectivity for preparation of Annual Work Plan, Annual Self-appraisal and periodic Performance reviews (at the end of probationary period, three years in the case of newly recruited Faculty members at the level of Assistant Professors, five years for all Faculty members, or one year in the case of contracts extended after counselling for unsatisfactory performance).
- 3.5.8 In the case of adjunct Faculty members, Visiting Faculty, Honorary Fellows, etc., the Director will carry out the Performance Review herself/himself, instead of referring to a Review Committee, and decide the further course of action.
- 3.5.9 Notwithstanding any of the above, the Director may, at her/ his discretion, extend or reduce the probationary period of any Faculty member, or extend or reduce the period of contract for employment of any Faculty member, advance or postpone the date of Performance Review of any Faculty member, if there are sufficient reasons on objective grounds for such actions and they can be justified by the Director as actions in the best interest of the Institute and not based on any personal bias, prejudice, enmity, favour, friendship, relationship or the like.
- 3.5.10 The Director, being the first Faculty member of the Institute, shall herself/himself abide by the rules and procedures established for other Faculty members in respect of Work Plan and Self-appraisal.



Figure 1: Flow Chart for Performance Review Process for Newly Recruited Faculty at the level of Assistant Professor

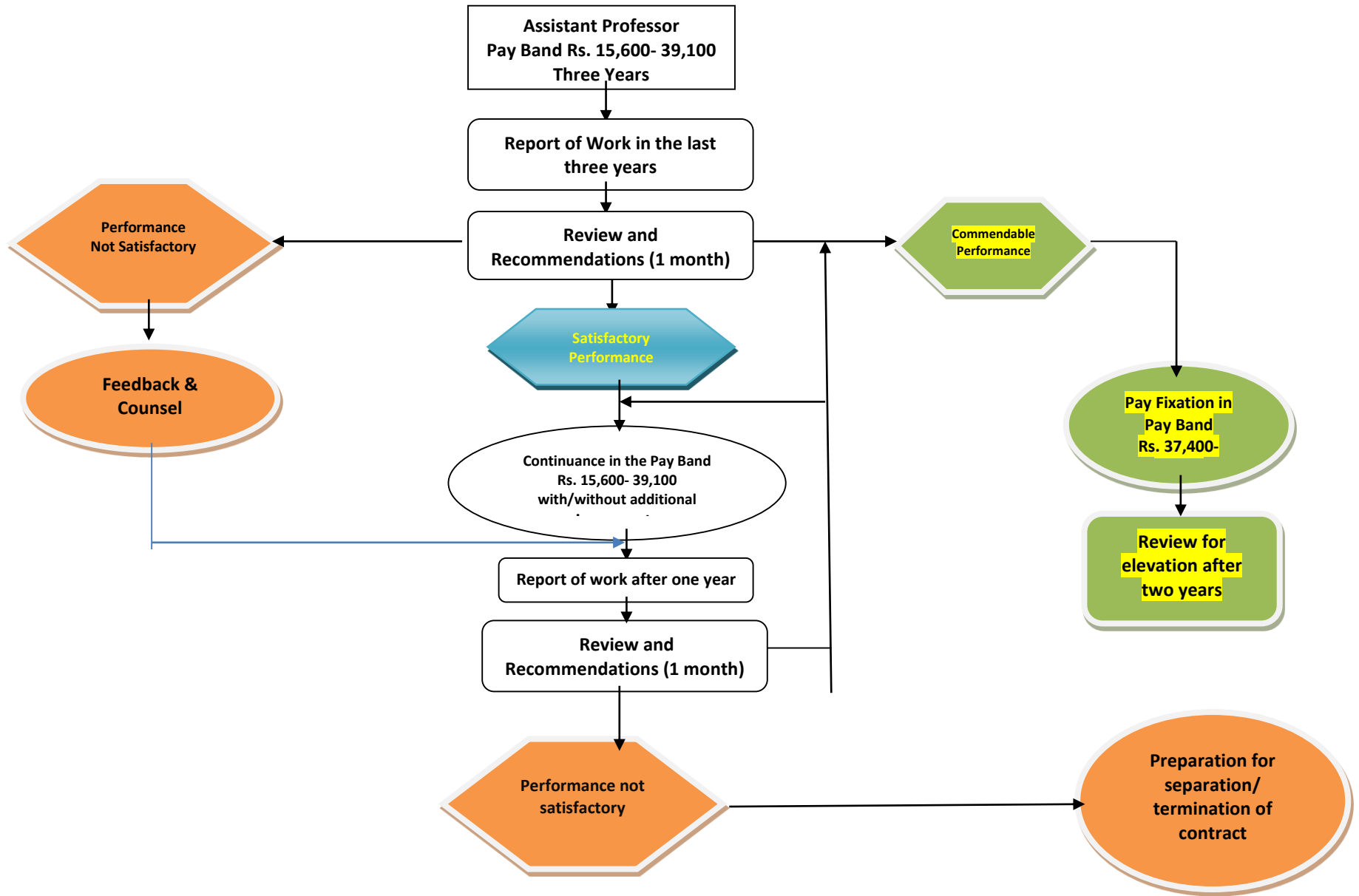
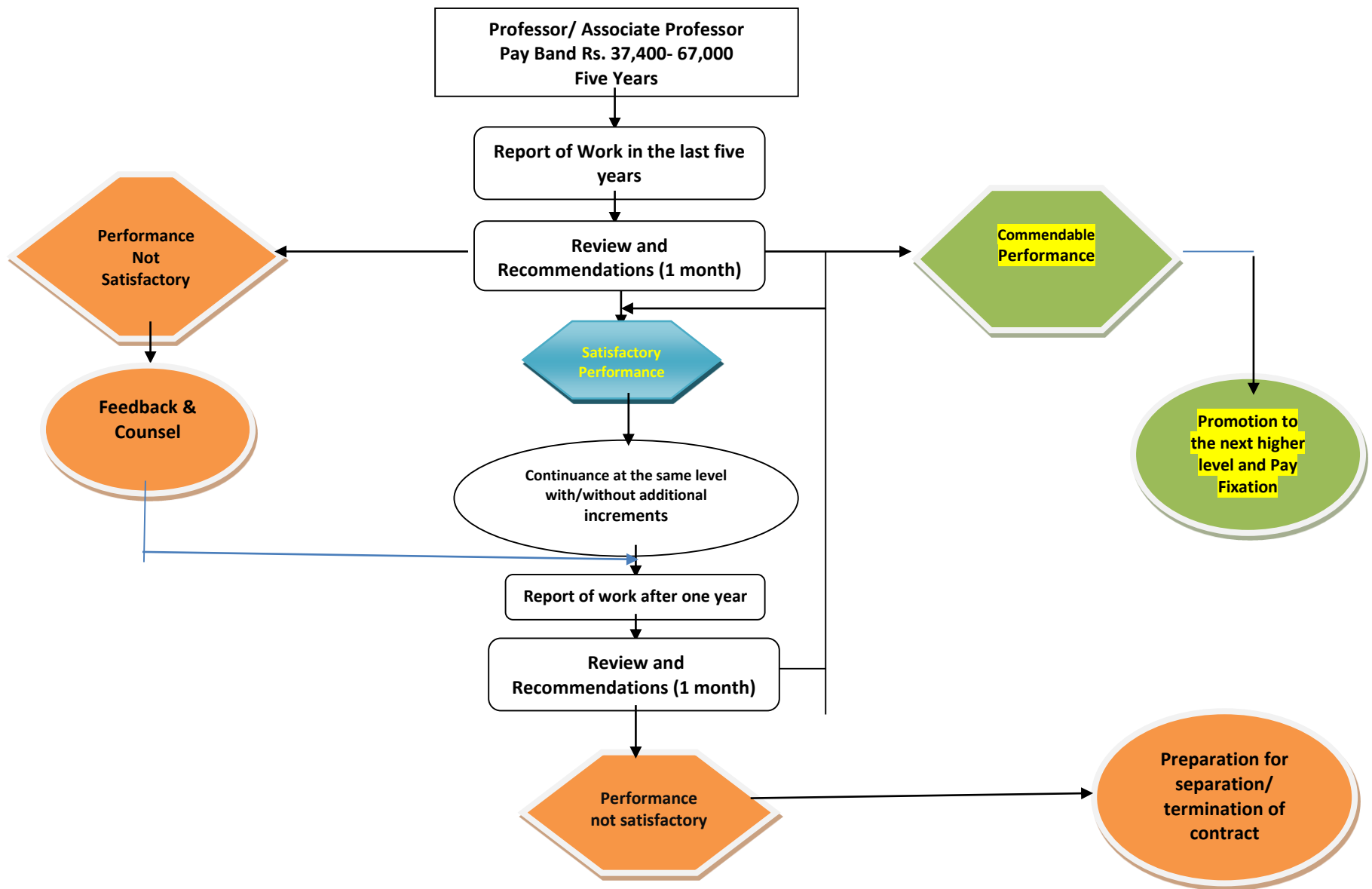
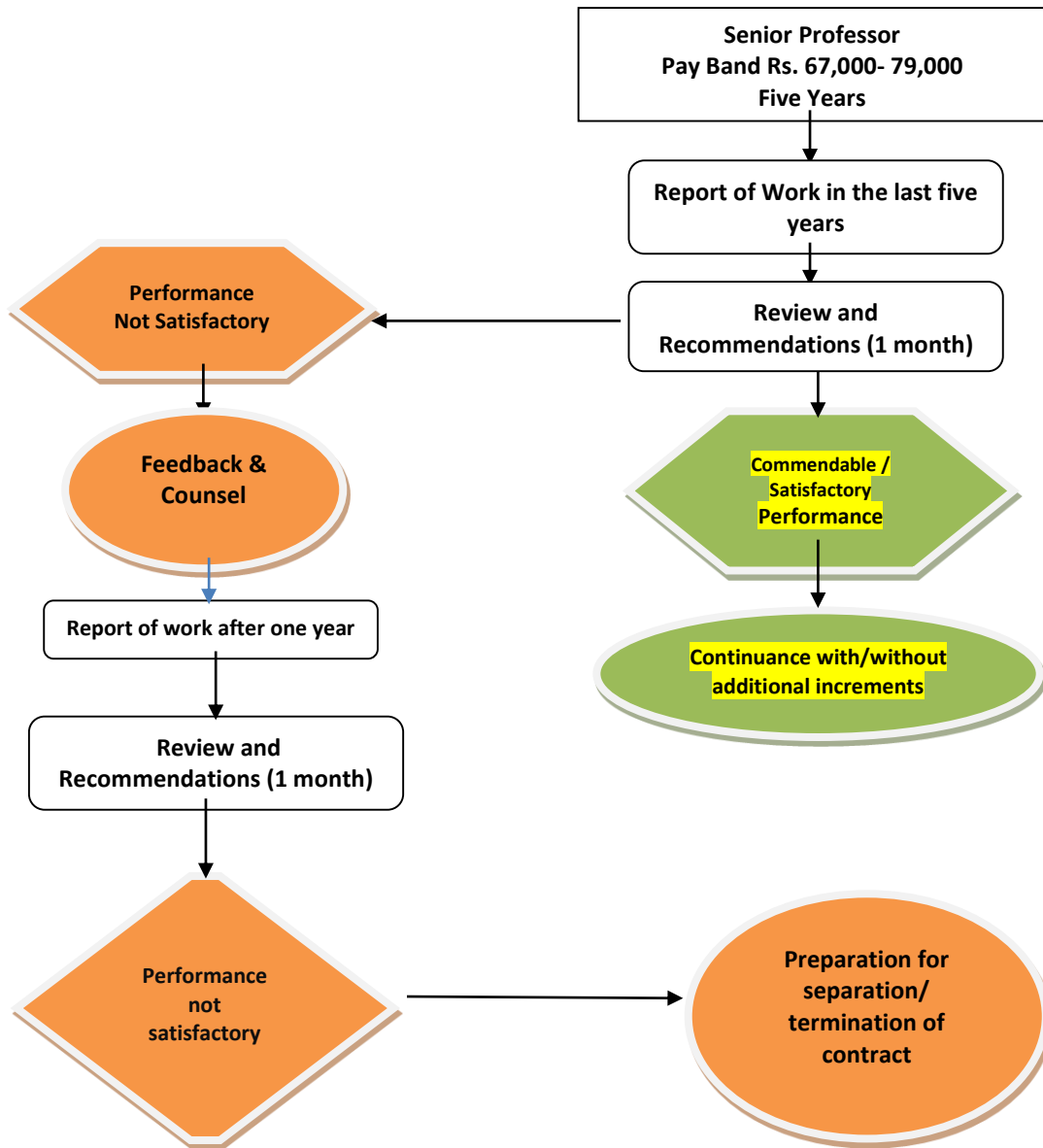


Figure 2: Flow Chart for Performance Review Process for Professors and Associate Professors



**Figure 3: Flow Chart for Performance Review Process for Senior Professors**

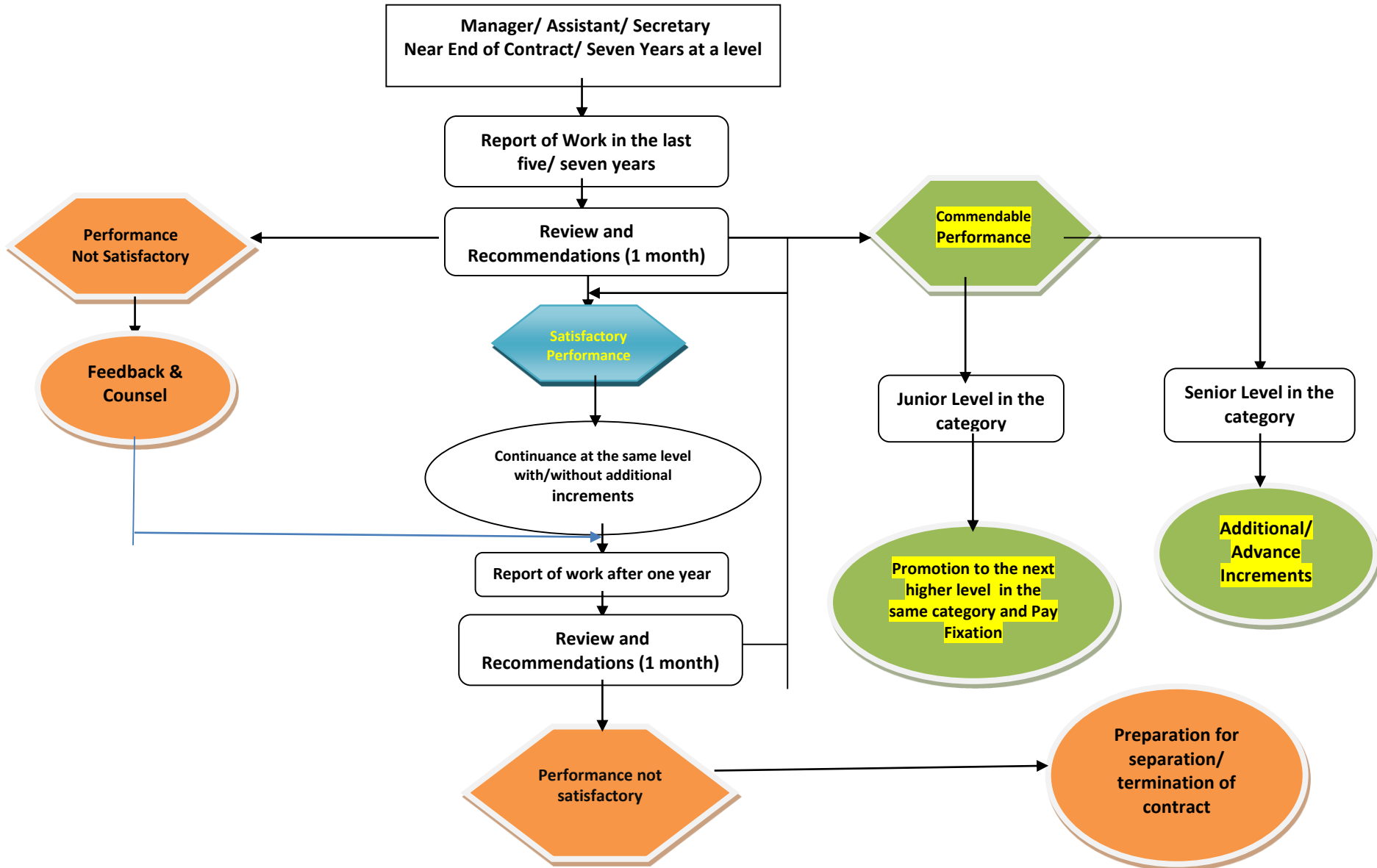


### 3.6 Staff Promotion

- 3.6.1 For the purpose of Staff promotion, the Staff members of the Institute will be classified into two categories, viz.:
- **Managers**, comprising Librarian, Manager (Administration), Manager (Finance and Accounts), Manager (ITES), Manager (CEP), Manager (Academic Programmes), and Manager (Estate, Logistics, Hostel, Security)
  - **Assistants**, comprising Library Assistant, Accountant, Programme Assistant (PGP/CEP), Maintenance Engineer-cum-Supervisor, Administrative Assistant, Programme and IT Maintenance Assistant, Purchase and Stores Assistant, and Secretary to Director/Dean/Faculty.
- 3.6.2 All Staff promotions will be within the same category and will be based on the availability of vacancies in each category. The appointment of Managers will be by recruitment through press advertisement or by invitation or by deputation from other organisations on the request of the Institute. There will be no promotion of any employee working as an Assistant to the post of a Manager; similarly, no Manager will be appointed to the position of a Faculty member (Regular/ Visiting/ Contract/ Ad hoc/ Adjunct, etc.) except through the process of Faculty Selection.
- 3.6.3 However, the Staff members employed at any level and in any category will be eligible to apply for vacant posts in any category and will be considered on merit along with other candidates.
- 3.6.4 Every Staff member of the Institute will be eligible for consideration of promotion by way of salary raise / change of designation once in seven years of her/ his service on the basis of a review of the work carried out by her/ him.
- 3.6.5 The review will be carried out by a Review Committee of Faculty members of the Institute constituted by the Director, about three months before the renewal of the employment contract is due or completion of seven years of service in the existing level (designation/ pay band). The Committee will be chaired normally by the Dean who will facilitate the review process on the basis of the Annual Performance Reviews of the concerned Staff member.
- 3.6.6 The Performance Review will, among others, give adequate weightage to the
- Employee's past performance record;
  - Her/ his integrity, initiative and dependability;
  - Her/ his demeanour and behaviour;
  - Leadership and communication skills;
  - Current job knowledge as reflected in the observations made by the employee's Reporting Authorities, as well as the feedback provided by the stakeholders of the Institute;
  - Competencies (i.e. knowledge, skills and attitude) possessed by the employee in relation to those required for higher positions;
  - Her/ his identification with the Institute and its mission, vision, goals and objectives, and its stakeholders;
  - Effectiveness of support provided to Faculty members for discharge of their responsibilities;
  - Effectiveness of support provided to the participants of various programmes (like PDM, FPM, CEPs, etc.);
  - Concern for the assets and properties of the Institute; and
  - Innovation in the performance of jobs and involvement in the activities of the Institute.

- 3.6.7 The Review Committee, on the basis of its detailed study and examination of the Annual Performance Appraisal reports of the employee, may decide to conduct an interview with the employee to satisfy itself with the employee's past performance and future potential. The Review Committee will present a report to the Director within a month of constitution of the Committee and circulation of the report on the work carried out by the Staff member. The report will recommend to the Director whether:
- 3.6.7.1 The Staff member in question has performed commendably and deserves to be elevated to the next higher level;
  - 3.6.7.2 The Staff member in question has performed satisfactorily, but does not deserve to be elevated to the next higher level, but can be given one or two advance increments in recognition of her/ his work; or
  - 3.6.7.3 The Staff member in question has not made satisfactory progress and has to be given an opportunity to improve her/ his performance over a year.
- 3.6.8 In case the Review Committee has found the past performance of a Staff member commendable and has recommended her/ his elevation to the next higher level, s/he may be elevated to the next higher level and contract renewed, only if (i) the higher level is in the same category (i.e. Manager/Assistant) as the one currently occupied by the Staff member and (ii) there are suitable vacancies at the higher level. However, in case a Staff member has performed commendably, and cannot be elevated to the next higher level in the same category, s/he will be awarded advance increments along with extension of service contract. In exceptional cases where the Staff member's performance has been outstanding and there is no vacancy at a higher level within the same category, s/he may be fitted in a higher pay band in the same category and contract extended without re-designation, solely at the discretion of the Director.
- 3.6.9 In case the Review Committee has found the performance of a Staff member satisfactory, her/ his service contract will be suitably extended with an advance increment.
- 3.6.10 In case the Review Committee has found the performance of a Staff member not satisfactory, the employee's contract will not be renewed or extended. However, if there are sufficient grounds to believe that the employee has potential to improve despite a poor performance over the review period, her/ his service may be extended for a year, at the end of which her/ his performance will be reviewed and a final decision taken to extend the service contract or terminate it.
- 3.6.11 A flow chart of the process is depicted in Figure 4 for ease of understanding.

Figure 4: Flow Chart for Performance Review Process for Support Staff (Managers/Assistants/Secretaries)



### **3.7 Employees on Deputation**

- 3.7.1 The Institute may employ any person deputed by a Government department or any other organisation on a fixed tenure or on long-term basis. Their service at the Institute will be governed by the provisions of this Manual and the general terms agreed to with the deputing organisation during the period of their service at the Institute.

### **3.8 Professional Development Scheme**

- 3.8.1 The objective of this scheme is to encourage the Faculty members of the Institute to spot opportunities for achieving excellence and become authorities in their chosen areas. The scheme aims to achieve this objective by providing the Faculty members adequate resources from out of the earnings generated by them and sharing a part of the income with the Institute and among all employees.
- 3.8.2 Any Faculty member who has fulfilled the minimum academic requirements of the Institute in respect of teaching, training, research and administration may undertake a study or consulting assignment for an organisation or a group which identifies itself with the mission and vision of the Institute. The assignment is to be generally undertaken in small Faculty teams which will execute the assignment for the client for a monetary consideration. The net surplus, i.e the excess of income over direct expenses relating to the study (not including Faculty and Staff salaries and benefits) generated from the assignment will be shared between the Institute and the employees concerned in the ratio 60:40.
- 3.8.3 The details of the scheme and the conditions governing the sharing arrangements will be evolved separately by the Director and Dean in consultation with other Faculty members, wherever necessary.

## 4 LEAVE RULES

### 4.1 Leave

- 4.1.1 The employees of the Institute who are on contract to serve the Institute for a year or longer are eligible for different categories of leave as stipuated in the following sections. Certain types of leave will not apply to employees who are on short-term assignments or are in the employ of the Institute on a purely temporary or *ad hoc* basis.
- 4.1.2 Leave of any type cannot be claimed as a matter of right. When the exigencies of the Institute require, the authority to exercise discretion to refuse or revoke leave of any description shall vest in the Director, or an authority to whom the power has been delegated by the Director as per the Delegation of Powers.
- 4.1.3 Any employee desirous of availing of any type of leave should make an application for leave to the Reporting Authority in the prescribed format and can proceed on leave only after it is sanctioned. The application for leave should be normally made at least fifteen working days prior to the planned date of commencement of leave in the event the duration of absence during leave exceeds three days, and at least six working days for lesser duration. The Reporting Authority, except due to extraordinary circumstances, should sanction the leave or reject the application recording the reason(s) for such rejection of leave, within two working days of receipt of the application for leave. However, under extraordinary circumstances like sudden illness, accidents, natural calamities, death of close relatives in the family, etc., the Director may waive this requirement depending upon the circumstances, directly in the case of Faculty, and on the basis of the report of the Reporting Authority in the case of Staff. In all such events, the employees concerned should inform their respective Reporting Authorities of the circumstances leading to the sudden/unplanned leave of absence from duty. The employee who has remained absent from duty should submit her/ his leave application to the Reporting Authority in the prescribed format on the day of her/ his resumption of duty for *post-facto* approval.

### 4.2 Casual Leave (CL)

- 4.2.1 Casual leave admissible to any employee of DMI will be twelve (12) days for every calendar year subject to the conditions that
- 4.2.1.1 CL can be availed of only in multiples of half days and cannot be taken in smaller denominations and normally not more than six days' casual leave may be availed of at a stretch.
- 4.2.1.2 Casual leave cannot be accumulated and leave not availed of during any particular calendar year shall automatically lapse at the end of that year.
- 4.2.1.3 Casual leave cannot be combined with any other kind of leave; however, it may be granted in combination with holidays or vacation.
- 4.2.1.4 Any newly recruited employee joining service at DMI during any part of a calendar year will be entitled to CL at the rate of one (1) day per month from her/ his joining date till the end of the calendar year.
- 4.2.1.5 Fractional figures of months, or the number of days of CL, will be rounded off to the nearest half.

### 4.3 Special Casual leave

- 4.3.1 Special casual leave may be granted to:
- 4.3.1.1 A male employee for undergoing sterilization operation (vasectomy) under the family welfare programme, restricted to six working days; and



- 4.3.1.2 A female employee who undergoes non-puerperal sterilization, restricted to fourteen working days.
- 4.3.2 Special casual leave cannot be accumulated, nor can it be combined with any other kind of leave except casual leave. It may be granted in combination with holidays or vacation.
- 4.4 Vacation for Faculty**
- 4.4.1 The Institute will not declare a fixed vacation period in the way traditional universities and colleges affiliated to them observe, as the activities of the Institute will be scheduled round the year. However, the Faculty members of the Institute (except *ad hoc* Faculty, Visiting/Honorary/ Adjunct Faculty with a contract period of a year or less) shall be entitled to an annual vacation of *twenty-four days*, calculated at the rate of 2 days per month of service at the Institute. The vacation shall be calculated for every *calendar year of service* of the Faculty. In case of a Faculty joining the Institute or leaving her/ his service at the Institute during the course of a year, the vacation will be calculated for the part of the year for which the Faculty has been in employment. In the event of fraction of days, the vacation will be rounded off to the nearest half.
- 4.4.2 The actual period/dates of vacation will be regulated by the Faculty members themselves in consultation with the Dean, keeping in view the schedule of academic programmes and activities of the Institute (such as PDM Programme with all its classroom and experiential learning components, Fellow Programme, Competency Enhancement Programmes, Field Studies, Research commitments, Annual Convocation, Faculty Retreat, FRS, etc.) and the commitment of the Faculty and the Institute to the clients of the Institute for Competency Enhancement Programmes (CEP), Consultancy and Advisory support, etc. The Faculty members shall plan their vacation at the beginning of every calendar year and share this plan with the Director and other Faculty members during the early part of the year, so that the academic activities of the Institute (teaching, training and consultancy) can be carried out without any interruption. Notwithstanding this, the Director reserves the right to recall any faculty during her/ his vacation in the event of any exigencies of work for the Institute.
- 4.4.3 Vacation can be availed of by any Faculty in not more than two spells in a year and no spell can be for less than ten days. Sundays and official, declared holidays of the Institute, intervening during the vacation, shall be counted as part of the number of days of vacation that a Faculty avails of; however, Sundays and official, declared holidays of the Institute may be suffixed or prefixed to the vacation.
- 4.4.4 Vacations are meant to rejuvenate and re-energise Faculty after a long spell of intellectually demanding academic work and should be used by the Faculty within six months of closure of the year in which it is earned; i.e., the vacation should be utilised before the thirtieth June of any year in respect of vacation earned till the end of December of the previous year. If, however, a Faculty member is not in a position to utilise her/ his vacation in full or in part before the said period due to exigencies of work at the Institute, the unutilised vacation will be converted into earned leave in respect of vacation not utilised. However, the Faculty member who is not in a position to utilise the vacation should make a request to the Director for such conversion at least a month before the last date for availing of the vacation and should get it approved by her/ him.
- 4.5 Earned leave**
- 4.5.1 Earned leave for faculty
- 4.5.1.1 Every Faculty member of DMI (except *ad hoc* Faculty, Visiting/Honorary/ Adjunct Faculty with a contract period of less than a year) will be entitled to earned leave at the rate of 1½ days for every month of uninterrupted service. Every Staff member (except *ad hoc* Employees, Honorary

Employees with a contract period of less than a year) will be entitled to earned leave at the rate of 2½ days for every month of uninterrupted service. (Note: For computational purposes, earned leave will be calculated for each calendar month. In case an employee joins service or is relieved from service during the middle of a month, the earned leave in days will be rounded off to the nearest half. The days of unauthorised absence of any employee will not be counted as a part of the duration of service.)

- 4.5.2 The earned leave can be utilised in spells of not less than nine days by a Faculty member and not less than 15 days by a Staff member. No Faculty or Staff member shall be permitted to avail of earned leave more than twice in a calendar year. Sundays and official, declared holidays of the Institute, intervening during the vacation, shall be counted as part of the number of days of earned leave that an employee avails of; however, Sundays and official, declared holidays of the Institute may be suffixed or prefixed to the vacation.
- 4.5.3 Any employee will start earning her/ his earned leave from the first day of service at the Institute; i.e., the earned leave will be credited to an employee's account at the end of every month of service.
- 4.5.4 No employee will be permitted to avail of her/ his earned leave till s/he completes at least six months of service at the Institute.
- 4.5.5 No employee can accumulate more than 180 days of earned leave at any point of time. Any earned leave due to an employee in excess of 180 days to her/ his credit will automatically lapse.
- 4.5.6 Faculty members proceeding on vacation can combine a part of or full earned leave to their credit with their vacation with the prior approval of the Director or the Appointing Authority to whom the power has been delegated by the Director.
- 4.5.7 Any employee desirous of surrendering a part of her/ his earned leave may do so by encashing not less than fifteen days' earned leave to her/ his credit. However, such encashments are permitted only once in any calendar year for any employee. The amount payable for the encashment of earned leave will be limited to the sum of the employee's Basic Pay, Grade Pay and Dearness Allowance, and will not include any other allowance or benefit or perquisite. The amount received by the employee arising from the encashment of her/ his earned leave will be treated as a part of her/ his income for the purpose of tax calculation, and the amount paid will be net of applicable taxes. The rates of Basic Pay, Grade Pay and Dearness Allowance shall be the ones prevailing on the day the application is made by the employee for such encashment.

#### **4.6 Medical Leave**

- 4.6.1 Every employee of the institute shall be eligible for medical leave at the rate of 12 days per annum on full-pay basis, or 24 days on half-pay basis, for every completed year of service, and from the day s/he joins the Institute. The medical leave shall be credited to her/ his account at the end of every calendar month. In the event of a fraction of a month of service by an employee, the medical leave will be rounded off to the nearest half day.
- 4.6.2 In the event of an employee utilising this leave on account of her/ his sickness, the application for leave should be supported by a medical certificate from a qualified medical practitioner where the leave exceeds six working days. Such an employee should also furnish a certificate of medical fitness from a qualified medical practitioner at the time of resumption of duty after expiry of the leave.

- 4.6.3 No employee will be permitted to avail of her/ his medical leave more than three times in a year.
- 4.6.4 Any medical leave not utilised by an employee (except *ad hoc* Employees, Honorary Employees with a contract period of a year or less) during a calendar year will be carried forward to the following year(s). However, any medical leave to the credit of an employee in excess of 120 days will automatically lapse, i.e, the maximum medical leave that an employee can have to her/ his credit at any point in her/ his service will be limited to 120.
- 4.6.5 An employee can avail of medical leave in combination with earned leave to her/ his credit, if the medical treatment so warrants, with the prior approval of the Appointing Authority. However, Faculty members proceeding on vacation are not permitted to combine medical leave with their vacation. In the unfortunate event of a Faculty member falling ill during her/ his vacation, the Director may waive this condition based on the merits of the case.
- 4.6.6 Medical leave at the credit of an employee can be encashed by her/him in a manner similar to the encashment of earned leave *only* at the time of her/ his superannuation or separation from the Institute due to the expiry of service contract or due to resignation or any other reason. Encashment of medical leave is not permitted at any other point of time. The amount payable to the employee will be the sum of her/ his Basic Pay, Grade Pay and Dearness Allowance on the date of payment.
- 4.6.7 Medical Leave is a benefit extended to an employee in the interest of maintaining her/ his health. Misuse of this benefit by false declaration of illness or production of false or forged documents will be viewed as an act of serious misconduct and will attract severe disciplinary action.

#### **4.7 Extraordinary Leave**

- 4.7.1 A regular/contract employee may be granted extraordinary leave when no other leave is admissible or has no other kind of leave to her/ his credit or does not have sufficient leave for the purpose for which leave is necessary, and the employee applies in writing to the Appointing Authority for the grant of extraordinary leave.
- 4.7.2 Extraordinary leave shall always be without pay and allowances. Extraordinary leave shall not count for annual notional salary increment, except when it is availed of in any of the following contexts:
- 4.7.2.1 Leave is taken for medical treatment and is supported by an authentic medical certificate of treatment and post-treatment fitness;
- 4.7.2.2 It is proved to the satisfaction of the Appointing Authority that absence of the employee from duty was caused due to reasons in the nature of *force majeure* beyond the control of the employee, such as inability to join or rejoin duty due to civil commotion or a natural calamity, cancellation or re-scheduling of trains or flights by the Railways or Airlines due to accidents, weather conditions, etc.;
- 4.7.2.3 Leave has been granted for pursuing higher studies; or
- 4.7.2.4 Leave is necessary for a Faculty for a teaching or research fellowship/position or research-cum-teaching assignment or any other important academic assignment, for which leave is not permissible under the provisions of Faculty Development Rules.
- 4.7.3 Extraordinary leave may be combined with any other leave except casual leave and special casual leave, provided that the total period of continuous absence from duty on leave shall not exceed three years. However, in cases where leave is taken for prolonged medical treatment supported by

authentic proof by way of medical certificates, the total period of absence from duty shall in no case exceed five years in the full working life of the individual.

- 4.7.4 No employee will be entitled to apply for Extraordinary Leave until s/he has been with DMI for at least three years continuously.
- 4.7.5 Extraordinary Leave will not be allowed to be availed of by an employee more than thrice during her/ his entire service, and not more than once in a span of five years of service at the Institute.
- 4.7.6 Misuse of Extraordinary Leave - a benefit extended to an employee to tide over her/ his personal crisis in life - for any purpose other than the one for which it has been granted, will be viewed as an act of serious misconduct and attract severe disciplinary action.

#### **4.8 Maternity Leave**

- 4.8.1 Maternity leave on full pay may be granted to a Regular or Contract woman employee who has completed one year of service, for a period not exceeding 135 days, to be availed of twice in the entire career, on production of supporting medical certificates issued by a qualified doctor holding valid professional licence. Maternity leave may also be granted in case of miscarriage including abortion, subject to the condition that the total leave granted in respect of this to a woman employee in her career is not more than 45 days, and the application for leave is supported by a medical certificate.
- 4.8.2 Maternity leave may be combined with earned leave, medical leave or extraordinary leave or vacation in the case of women faculty, but any leave applied for in combination with maternity leave may be granted if the request is supported by a medical certificate.

#### **4.9 Paternity Leave**

- 4.9.1 Paternity leave of 15 days may be granted to a Regular/Contract male employee during the confinement of his wife, on production of supporting medical certificates issued by a qualified doctor holding valid professional licence. No male employee will be permitted to avail of paternity leave on more than two occasions in his career.

#### **4.10 Encashment of Leave**

- 4.10.1 Any employee will be eligible to encash the earned leave (and vacation converted into earned leave in the case of Faculty) and medical leave to her/ his credit at the time of her/ his cessation of service due to retirement/resignation. The amount payable to the employee will be the sum of her/ his Basic Pay, Grade Pay and Dearness Allowance at the rates that the employee would have been entitled to on the date of cessation of her/his service. The amount received by the employee arising from the encashment of her/ his earned leave will be treated as a part of her/ his income for the purpose of tax calculation, and the amount paid will be net of applicable taxes.
- 4.10.2 However, employees whose services have been terminated following dismissal on grounds of indiscipline, misconduct, etc. will not be entitled to encashment of leave of any type.

## 5 Faculty and Staff Compensation and Benefits

### 5.1 Components of Compensation

- 5.1.1 All employees of the Institute, except those appointed on fixed compensation, either on a temporary basis or on a long-term basis, shall be entitled to the following components of salary:
  - 5.1.1.1 Basic Pay (BP), as fixed by the Institute at the time of appointment
  - 5.1.1.2 Notional annual increment of basic pay calculated at 3% of the Basic Pay (BP) of the previous year of the employee's service;
  - 5.1.1.3 Academic Grade Pay (AGP)/Grade Pay (GP) as fixed by the Institute appropriate to the category in which the employee has been appointed;
  - 5.1.1.4 Dearness Allowance (DA) calculated as a percent of the sum of the Basic Pay and Grade Pay (GP), which will be revised from time to time as per the announcements of Government of India for employees of Centrally funded technical education institutions;
  - 5.1.1.5 House Rent Allowance (HRA) in case the Institute does not provide accommodation in its campus or elsewhere.

### 5.2 Date of Commencement of Basic Pay

- 5.2.1 The date of commencement of compensation for the purpose of reckoning Basic Pay with associated increment shall be the first calendar day of the month on which an employee is appointed in a particular category if the date falls in the first half of a month, and the first of the following month in case the date of appointment falls beyond the middle of a calendar month. (For example, if an employee joins the Institute on or before the 16<sup>th</sup> August 2014, s/he will be entitled to enhanced BP, i.e. BP as on the 14<sup>th</sup> August 2014 plus the annual increment, on the 1<sup>st</sup> August 2015. However, if s/he joins on or after the 17<sup>th</sup>, the due date for her/ his increment will be the 1<sup>st</sup> September 2015.)

### 5.3 Academic Grade Pay (AGP)/ Grade Pay (GP)

- 5.3.1 The Academic Grade Pay (AGP) in the case of Faculty or Grade Pay (GP) in the case of academic support staff shall be fixed by the Institute for the pay band in which an employee is appointed. Employees appointed on fixed pay or an *ad hoc* basis, Director and Senior Professors will not be entitled to AGP/GP.

### 5.4 Dearness Allowance

- 5.4.1 Every employee of the Institute, except on appointment on fixed pay or on *ad hoc* basis, shall be entitled to Dearness Allowance (DA), calculated as a percent of the sum of her/ his Basic Pay (BP) and Academic Grade Pay (AGP)/Grade Pay (GP). DA will be on par with centrally funded technical education institutions.

### 5.5 Housing/House Rent Allowance (HRA)

- 5.5.1 Every employee of the Institute, whether s/he is a Faculty or Staff, unless exempted by the Director, shall stay in the accommodation provided by the Institute in its campus.
- 5.5.2 However, till such time as the Institute establishes its own campus, the Faculty members shall stay in fully furnished flats or houses arranged by the Institute near or around the hostels of PGDM and other programme students, unless permitted by the Director to stay elsewhere. The Director, Senior Professors and Professors will be provided three bedroom flats with kitchen and dining hall, equipped with furniture, furnishing and cooking gas connection; and other Faculty members two

bedroom flats with similar facilities. No House Rent Allowance shall be payable to the Faculty members provided with such accommodation arranged by the Institute. Faculty members permitted by the Director to stay elsewhere in a place of their choice shall be entitled to House Rent Allowance calculated at 20% of the sum of their Basic Pay and Academic Grade Pay. Faculty members employed on fixed pay or on ad hoc basis shall also be provided Institute-hired accommodation; however, in the event of their staying elsewhere, they will not be entitled to any HRA.

- 5.5.3 The support staff (Managers, Secretaries and Assistants) who are appointed on scales shall be entitled to HRA at the rate of 20% of the sum of their Basic Pay (BP) and Grade Pay (GP). No other allowance is admissible in respect of their accommodation. However, they will be provided furnished accommodation in the permanent campus of the Institute as and when it gets ready. Further, unless exempted by the Director or the Appointing Authority nominated by the Director as per the Delegation of Powers, all support staff of the Institute shall stay in the accommodation provided to them in the campus of the Institute when it is ready. No exemption from this requirement will be made in respect of staff whose services are essential for the maintenance of the campus and conduct of academic programmes and activities.

## **5.6 Employee Benefits**

- 5.6.1 All employees of the Institute, save as stipulated in their orders/letters of appointment, shall be entitled to the following benefits:

### **5.6.2 Contributory Provident Fund (PF) Scheme**

- 5.6.2.1 A sum equivalent to 12% of sum of the employee's BP, GP and DA will be recovered as her/ his contribution to her/ his Provident Fund (PF) Account, and will be deposited in her/ his PF Account, along with an equal amount as the employer's contribution. The details of the scheme in which the amount shall be deposited will be notified by a separate circular after the finalisation of the scheme and will be integrated as a part of these Rules.
- 5.6.2.2 The details of withdrawal of the accumulated PF amount, sanction/ availing of loan against the PF amount, the limits on and purpose of withdrawal, etc. will be notified separately.
- 5.6.2.3 No employee, save as stipulated in her/ his order/letter of appointment, will be exempted from the PF scheme.

### **5.6.3 Superannuation Scheme (SAS)**

- 5.6.3.1 A sum equivalent to 8 $\frac{1}{3}$ % of sum of the employee's BP, GP and DA will be recovered as her/ his contribution to the premium of her/ his Superannuation Scheme (SAS) Account, and will be deposited in her/ his SAS Account, along with an equal amount as the employer's contribution. The details of the scheme in which the amount shall be deposited will be notified by a separate circular after the finalisation of the scheme and will be integrated as a part of these Rules.
- 5.6.3.2 The details of withdrawal of the accumulated SAS amount, sanction/ availing of loan against the SAS amount, the limits on and purpose of withdrawal, the details of pension benefits, etc. will be notified separately.
- 5.6.3.3 No employee, save as stipulated in her/ his order/letter of appointment, will be exempted from the SAS scheme.

### **5.6.4 Health Care Benefits**

- 5.6.4.1 Every employee of the Institute, except those whose letters of appointment stipulate terms to the contrary, will automatically become a member of the Institute's Health and Accident Insurance Policy, subject to conditions which may be stipulated by the Insurance service provider. The details

of the benefits will be notified separately after the Institute finalises a comprehensive health and accident insurance policy with a reputed insurance service provider. The premium for the policy will be shared equally between the employees and the Institute.

5.6.4.2 Every employee of the Institute, except as stipulated to the contrary in her/ his order of appointment, will be eligible for reimbursement of annual medical expenses incurred by her/ him for herself/ himself and her/ his family members (consisting of spouse, dependant children, and dependant parents) on production of documents to the satisfaction of the Institute, subject to a maximum of Rs. 35,000/- per annum if the dependant parents are senior citizens, or Rs. 30,000/- per annum otherwise, minus the contribution of the Institute to the Health/Accident Insurance premium.

5.6.5 **Leave Travel Concession (LTC)**

5.6.5.1 Every employee of the Institute, except those whose terms of appointment are to the contrary, is entitled to reimbursement of travel expenses for journey from the campus of the Institute to her/ his home town or any other place in India with her/ his family members once in a period of two calendar years, commencing January 2015, subject to the following conditions and limits:

5.6.5.1.1 S/he should have been employed in the Institute for a minimum period of two years on a continuous basis on the date of commencement of journey from the Institute campus.

5.6.5.1.2 The reimbursement will apply only in respect of travel for the employee and spouse, and dependant children and parents, limited to the class of train/air travel s/he is entitled to.

5.6.5.1.3 This scheme is only for reimbursement of actual travel costs and will not cover costs of boarding, lodging, entertainment, etc. incurred during the period of travel or stay following/before the travel.

5.6.5.1.4 The reimbursement will be made on the basis of the bills/tickets for the journey actually undertaken/ planned to be undertaken, and will be done within three working days of presentation of all documents. However, employees may draw 100% of the estimated cost of travel before booking the tickets; in such an event, they should furnish proof of booking of tickets and copies of tickets within two days of withdrawal of the advance amount.

5.6.5.1.5 Any employee who proceeds on LTC can do so only when s/he is on leave, and s/he cannot combine it with official tours in any way.

5.6.5.1.6 In case an employee cancels the journey for herself/ himself or any of her/ his family members, s/he should inform the Reporting authority immediately, and return to the Institute any advance drawn in respect of the cancelled part of the journey.

5.6.5.1.7 The employees availing of LTC facility should settle their accounts within six working days of return after utilising LTC.

5.6.5.1.8 The following limits will govern the entitlement of travel on LTC:

Sl. No.	Employee Category	Travel Entitlement	Local Travel Entitlement	Remarks
1	Director	Air Travel, Business/ Executive Class	Taxi-fare (A/C) for travel: • From Institute to the nearest airport and back; • From destination airport to home/place of residence and back.	Additional local travel, limited to 200 km. by A/C taxi
2	Senior Professor, Professor, Associate Professor	Air Travel, Economy Class	A/C Taxi-fare for travel: • From Institute to the nearest Railway station and back; • From destination	Additional local travel, limited to 100 km. by A/C taxi
3	Assistant Professor, Librarian, Manager (Administration/ Finance and Accounts/ ITES/ CEP/ Academic Programmes/	Air Travel, Economy Class		

Sl. No.	Employee Category	Travel Entitlement	Local Travel Entitlement	Remarks
	Estate, Logistics, Hostel, Security)		Railway Station to home/place of residence and back.	
4	Library Assistant, Accountant, Programme Assistant (PGP/CEP), Maintenance Engineer-cum-Supervisor, Administrative Assistant, Programme and IT Maintenance Assistant, Purchase and Stores Assistant, Secretary	Rail Travel by AC – 2 tier.	A/C Taxi-fare for travel: <ul style="list-style-type: none"> <li>• From Institute to the nearest Railway station and back;</li> <li>• From destination Railway Station to home/place of residence and back.</li> </ul>	Additional local travel, limited to 100 km. by A/C taxi

5.6.5.1.9 LTC is a benefit extended by the Institute to its employees and their families, and any misuse or abuse of the provisions of LTC will attract disciplinary measures, including termination from service, if it is found that the facility has been wilfully misused.

#### 5.6.6 **Gratuity**

5.6.6.1 Employees of the Institute will be entitled to payment of gratuity on the cessation of their services from the Institute as per the provisions of the Gratuity Act.

#### 5.7 **Additional Benefits for Faculty**

5.7.1 The Faculty members of the Institute shall, in addition to the above benefits, be entitled to the following benefits to enable them to remain current in their chosen academic and related areas and be abreast of the emerging developments in their fields, and thereby excel in their careers:

##### 5.7.1.1 ***Membership of Professional Bodies***

5.7.1.1.1 Every Faculty member will be entitled to reimbursement of annual/life-time membership fees for becoming members of one international professional body and two national professional bodies. The reimbursement will be limited to a maximum of US \$ 200/- per year in the case of international professional bodies, and Rs. 10,000/- per year for national level professional bodies. The reimbursement will be made on production of proof of expenditure on the subscription.

##### 5.7.1.2 ***Subscription to journals/software/databases needed for professional growth***

5.7.1.2.1 Every Faculty member will be entitled to reimbursement of subscription incurred by her/ him on reputed journals and magazines, international and national, subject to a ceiling of Rs. 10,000/- per annum. The subscription may cover professional/ business newspapers and magazines like The Economic Times, Business Standard, Financial Express, The Hindu Business Line, Business Today, Business India, Economic and Political Weekly, Business Week, etc., but will not include general newspapers and magazines like The Times of India, Hindustan Times, The Telegraph, India Today, Outlook, Frontline, etc. The reimbursement will be made on production of proof of expenditure on the subscription. Alternatively, the Institute may make the payment directly to the publisher/agent on behalf of the Faculty member.

##### 5.7.1.3 ***Reimbursement of expenses incurred on purchase of professional books, videos, CDs, etc.***

5.7.1.3.1 Every Faculty member of the Institute will be entitled to reimbursement of expenses incurred on the purchase of printed/ audio/ video books relating to her/ his professional area, and



associated items like videos, CDs, etc., subject to a limit of Rs. 10,000/- per year on production of proof of the expenditure, such as the supplier's bill/ receipt/ invoice, etc.

#### **5.7.1.4 Participation in Academic Events**

**5.7.1.4.1** Every Faculty member of the Institute will be entitled to participate in national and international seminars/workshops/symposia in which s/he will make a meaningful contribution, like presentation of a paper/poster, that will bring benefit to herself/himself and the Institute. The Institute may sponsor a Faculty member for an international meet for a maximum of one event in a span of two calendar years, starting January 2015, and for a national meet for a maximum of four events per calendar year, on the condition that the sponsored Faculty will not be away from the Institute for more than ten calendar days in the case of international events and six calendar days for a national event, including the time for travel. The discretion for such sponsorship shall lie with the Director, who may choose to constitute a Committee of Experts from among the Faculty members of the Institute for advice. The Director will reserve the right to refuse any request for sponsorship for attending any academic event, if s/he is not convinced of the utility of such an event.

**5.7.1.4.2** The entitlement of expenses for the sponsorship will be limited to the following:

- (i) Travel for official purpose from the Institute to the venue of the event and back by the mode and class of travel that the sponsored Faculty is entitled to under Travel Rules;
- (ii) Fee for participation limited to a maximum of US \$ 2,000/-per international event, and Rs. 10,000/- per national event; and
- (iii) Lodging and Boarding as per Travel Rules;

**5.7.1.4.3** Expenses borne/ charges on account of facilities extended by the organisers of the academic event will be proportionately reduced from the entitlement. The Faculty members sponsored for such academic events are expected to disclose the facilities and privileges extended to them and prefer their claims only for the actual expenses incurred by them. Any false information furnished by a Faculty member wilfully, or any information suppressed intentionally will be viewed seriously and may attract disciplinary action against her/ him.

**5.7.1.4.4** In the event of a Faculty member being awarded an honorarium in cash for any service rendered by her/ him at the event (like chairing a technical session, delivering keynote address, etc.), the Faculty member concerned should disclose such awards to the Director who may advise the Faculty member to retain it with herself/himself or deposit it with the Institute.

#### **5.8 Additional Benefits for Staff**

**5.8.1** The Staff members of the Institute shall be entitled to participation in Competency Enhancement/ Staff Development/ Management Development Programmes within India to help them remain current in their vocation and bring in fresh perspectives to their work in the Institute. They can participate in a maximum of two programmes per calendar year, on the condition that the Staff member will not be away from the Institute for more than ten calendar days per event, including the time for travel. The discretion for nomination to such Development programmes shall lie with the Director who may refuse any request for nomination for attending any programme, if s/he is not convinced of the utility of such an event.

**5.8.2** The Staff members of the Institute nominated for such development programmes will be eligible for reimbursement of expenses on travel, lodging and boarding as per the Travel Rules.

## 6 . Travel Rules

- 6.1 The following rules are meant to guide the employees on their duties, privileges and entitlements when on tour within India or abroad.
- 6.2 Tours are a part of official work of any employee of the Institute, and cannot be refused except due to extraordinary personal circumstances like acute illness, sudden calamity in the family, etc.
- 6.3 Generally, employees are expected to plan their tours in advance and make arrangements for their travel, stay, boarding, etc. No employee can proceed on tour until the tour plan is approved by the Director or the Appointing Authority nominated by the Director.
- 6.4 The entitlement of mode and class of travel for the different categories of employees of the Institute shall be as follows:

Sl. No.	Category	Mode and Class entitled to for long-distance travel	Mode and Class entitled to for Local Travel
1	Director	Air, Business/Executive Class, or, AC Class I or II or III or A/C taxi in the absence of air connectivity or convenient flights/ trains between destinations.	A/C Taxi-fare as per actual expenses with receipt, subject to a maximum of Rs. 5,000/- per day, of which a maximum of Rs.500/- per day certified by herself/ himself in the absence of a receipt.
2	Senior Professor, Professor, Associate Professor, Assistant Professor, Visiting/ Adjunct/ Honorary Faculty/ Fellow, Librarian, Manager (Administration/ Finance and Accounts/ ITES/ CEP/ Academic Programmes/ Estate, Logistics, Hostel, Security), Staff on contract or Honorary Staff equivalent to the above	Air, Economy Class or, AC Class I or II or III or A/C taxi in the absence of air connectivity or convenient flights/trains between destinations.	
3	Library Assistant, Accountant, Programme Assistant (PGP/CEP), Maintenance Engineer-cum-Supervisor, Administrative Assistant, Programme/ IT Maintenance Assistant, Purchase/ Stores Assistant, Secretary	AC Class II or III or A/C luxury bus/ A/C taxi in the absence of rail connectivity between destinations.	A/C Taxi/auto-rickshaw as per actual expenses with receipt subject to a maximum of Rs. 2,000/- per day, of which a maximum of Rs.200/- per day certified by herself/ himself in the absence of a receipt.

- 6.5 For the purpose of the Travel Rules, table, travel up to a distance of 300 k.m. one way is reckoned as local travel, and travel in excess of 300 k.m. is to be treated as long-distance travel.
- 6.6 Expenses on portage incurred by an employee is to form a part of local travel expenses.

## 6.7 Lodging and Boarding Expenses

6.7.1 The following entitlements shall apply to the different categories of employees in respect of lodging and boarding expenses while on tour:

Sl. No.	Category	Lodging Expenses entitled to, per day	Boarding and incidental expenses entitled to, per day
1	Director	Rs. 10,000/- in NCR region and state capitals, and Rs. 6,000/- in other places.	Rs. 2,000/- when not guests of the host organisation; actuals when hosted by the host organisation, subject to a limit of Rs. 1,000/-
2	Senior Professor, Professor		
3	Associate Professor, Assistant Professor Librarian, Manager (Administration/ Finance and Accounts/ ITES/ CEP/ Academic Programmes/ Estate, Logistics, Hostel, Security), Staff on contract or Honorary Staff equivalent to the above	Rs. 5,000/- in NCR region and state capitals, and Rs. 3,000/- in other places.	Rs. 1,000/-
4	Library Assistant, Accountant, Programme Assistant (PGP/CEP), Maintenance Engineer-cum-Supervisor, Administrative Assistant, Programme and IT Maintenance Assistant, Purchase and Stores Assistant, Secretary to Director/ Dean/ Faculty	Rs. 3,000/- in NCR region and state capitals, and Rs. 1,800/- in other places.	Rs. 750/-

6.7.2 In case an employee on official tour is provided accommodation by the host organisation, or by an educational institution/ training institute free of cost, or if the employee on tour stays with his relatives during tour, s/he will be entitled to 10% of the admissible lodging expenses. The amount can be claimed without receipt and on the basis of self-certification of the place of stay.

6.7.3 The incidental expenses refer to miscellaneous items of consumption like mouth-freshener, after-mint, pan, etc., and payment for services like tips.

6.7.4 Expenses incurred on entertaining official visitors/guests while on tour shall be claimed by the employee separately and are not be charged to the boarding and incidental expenses admissible as per the above table. However, expenses incurred on alcoholic drinks and beverages, cigarettes and items of a similar nature, whether for entertaining guests or for one's own personal consumption, will not be paid for by the Institute, unless exempted by the Director under extraordinary circumstances.

6.7.5 For the purpose of computation as per the above table, a day is reckoned to start at 12.00 noon of a calendar day and end at 12.00 noon of the following calendar day.

6.7.6 Every employee who is on tour will be entitled to boarding and incidental charges at the rates in the above table from the time of her/ his departure from the Institute/ place of residence (as notified

- by her/ him for the records of the Institute) and return to the Institute/ place of residence. In case the duration of the entire tour falls short of a day, or exceeds a day or a number of days by less than a day of 24 hours as defined in the previous section, s/he shall be entitled to boarding and incidental charges for the fractional part / part period of the day as per the following guidelines:
- 6.7.6.1 If the part period of tour exceeds 12 hours, the employee on tour will be entitled to full (100%) daily boarding and incidental expenses admissible as per the table.
  - 6.7.6.2 If the part period of the tour exceeds 6 hours but does not exceed 12 hours, the employee will be entitled to a half (50%) of the daily boarding and incidental expenses admissible as per the table.
  - 6.7.6.3 If the part period of the tour is less than 6 hours, the employee will be entitled to a quarter (25%) of the daily boarding and incidental expenses admissible as per the table.
- 6.8 Every employee who proceeds on tour will regulate her/ his duty hours in the office in such a way that s/he can have preparatory consultations, if necessary, prior to proceeding on tour, and return to the office as early as possible after completing the tour to provide a de-briefing on the outcome of the tour. As a guideline, employees proceeding on tour may leave their office about two hours prior to the planned time of leaving their place of residence if they have to start their journey during normal office hours. In a similar manner, employees returning to their place of residence before noon on any working day may report for duty in their office in the afternoon; however, employees returning in the afternoon on any working day may report on the next working day depending upon the time of their arrival in station.
- 6.9 Employees on tour are expected to be in continuous touch with their Reporting Authority and take their inputs wherever needed.
- 6.10 Any employee who proceeds on tour should submit a brief report on the outcome of her/ his tour to her/ his Reporting Authority within six working days of resumption of duty in her/ his office. S/he should simultaneously render a detailed statement of expenses incurred on the tour and settle the accounts with the Accounts Section of the Institute, by returning any unspent money left out of the advance for the tour.
- 6.11 Employees on tour are not permitted to combine leave of any type with their tour.
- 6.12 In case an employee falls ill either during the course of or at the end of her/ his tour, requiring extension of the period of absence from the station of work, i.e. the Institute, the Director/ Appointing Authority may grant her/ him leave of absence for such duration as s/he has been ill, provided the employee proves beyond any reasonable doubt the fact of her/ his illness to the Director. Further, the Director, if convinced beyond doubt, may sanction, in addition, the lodging, boarding and other expenses for the duration for which the employee has been ill at the place of tour, and reimbursement of any medical expenses incurred by the employee for treatment at the place of tour.
- 6.13 Similarly, if an employee who is on tour has to cut short her/ his tour due to a calamity at home, e.g., the death of a close relative, or extend her/ his absence from the Institute due to a calamity that has befallen at or near the completion of tour but before the employee reports at the normal place of duty (i.e. the Institute), the Director may grant the employee leave of absence as required by the employee based on the circumstances. The Director may also waive restrictions on the mode of travel if the employee has to undertake travel to the place of calamity on an emergency basis, and sanction reimbursement of any additional expenses incurred by the employee as a special case.
- 6.14 However, the final discretion will lie with the Director in all such cases.

## 6.15 Foreign Trips

6.15.1 Faculty and staff members may be sent on tour abroad for exchange programmes, participation in academic programmes and events, or for administrative work. The proposals for such foreign tours may be initiated by the Faculty members on the basis of acceptance of their academic papers or on invitation to chair significant technical sessions or deliver presidential/keynote address or conduct academic programmes or deliver sessions as a part of academic programmes or for any similar academic work in an area relevant to the Institute. All such tours abroad have to be approved by the Director, who may ask for information relevant to the tour before according approval. The Director reserves the right to refuse approval of foreign tours as stipulated in Para 5.7.1.4.1.

6.15.2 Employees of the Institute on tour abroad are entitled to the following modes of travel and reimbursement of travel and Daily allowance (including lodging and boarding):

Sl. No.	Category	Travel Entitlement	Daily Allowance	Local Travel and other expenses
<b>A. Tour to Nepal, Male, Burma, Bhutan, Sri Lanka, Bangladesh, Pakistan, Afghanistan, middle east countries and for eastern countries except Japan, Korea and Taiwan for a maximum of forty-five calendar days</b>				
1	Director	Air, Economy Class; Business/ Executive Class in case of continuous travel exceeding seven hours.	US \$ 350/-	Actuals, subject to a maximum of 50% of the Daily Allowance, supported by proof of expenses or self-certification where such proof is not possible, subject to approval by Director.
2	Senior Professor, Professor	Air, Economy Class; Club Class in case of continuous travel exceeding seven hours.	US \$ 300/-	
3	Associate Professor, Assistant Professor, Librarian, Manager (Administration/ Finance and Accounts/ ITES/ CEP/ Academic Programmes/ Estate, Logistics, Hostel, Security)	Air, Economy Class	US \$ 250/-	
4	Library Assistant, Accountant, Programme Assistant (PGP/CEP), Maintenance Engineer-cum-Supervisor, Administrative Assistant, Programme and IT Maintenance Assistant, Purchase and Stores Assistant, Secretary	Air, Economy Class	US \$ 200/-	Actuals, subject to a maximum of 50% of the Daily Allowance, supported by proof of expenses.
<b>B. Tour to other countries for a maximum of forty-five days</b>				
1	Director	Air, Business/ Executive Class	US \$ 500/-	Actuals, subject to a maximum of 50% of the Daily Allowance, supported by proof of expenses or self-
2	Senior Professor, Professor	Air, Club/Economy Class	US \$ 450/-	
3	Associate Professor, Assistant	Air, Economy Class	US \$ 400/-	

Sl. No.	Category	Travel Entitlement	Daily Allowance	Local Travel and other expenses
	Professor, Librarian, Manager (Administration/ Finance and Accounts/ ITES/ CEP/ Academic Programmes/ Estate, Logistics, Hostel, Security)			certification where such proof is not possible, subject to approval by Director.
4	Library Assistant, Accountant, Programme Assistant (PGP/CEP), Maintenance Engineer-cum-Supervisor, Administrative Assistant, Programme and IT Maintenance Assistant, Purchase and Stores Assistant, Secretary	Air, Economy Class	US \$ 250/-	Actuals, subject to a maximum of 50% of the Daily Allowance, supported by proof of expenses.

- 6.15.3 The term 'Other Expenses' refers to items like airport taxes paid, if any, porter charges, trolley hire charges, communication (phone calls, e-mail, etc.), tips paid to hotel staff, drivers, etc., and other contingent expenses.
- 6.15.4 The above rates will be applicable where the stay in any country does not exceed forty-five days. In case the stay in any country exceeds this limit, the entitlements will be reduced to 75% of the figures in the table above. However, this restriction will not apply if the employee has to travel to several countries with a stay not exceeding forty-five days in each country, even though the total duration of the tour may exceed forty-five days.
- 6.15.5 Any employee on tour abroad has to show proof of having spent at least 50% of her/ his entitlement of Daily Allowance on her/ his hotel accommodation, including taxes, if any. In case s/he spends less than 50% of her/ his entitlement of Daily Allowance on accommodation, her/ his daily allowance will be reduced to twice the hotel bill for accommodation (excluding food, beverages, drinks, etc.). However, if an employee spends more than 50% of her/ his entitlement of Daily Allowance on hotel accommodation, her/ his Daily Allowance will be limited to a maximum of her/ his entitlement.
- 6.15.6 If an employee does not stay in a hotel but with a friend or relative as a guest, her/ his entitlement to Daily Allowance will be limited to 50% of the applicable rate.
- 6.15.7 In case an employee on tour is provided accommodation by a host organisation, her/ his entitlement for Daily allowance will be limited to 50% of the figure in the above table. If the host organisation extends full hospitality, the admissible Daily Allowance will be 25% of the full daily rate.
- 6.15.8 The entitlement for local travel and other expenses will continue to be based on the entitlement for Daily Allowance applicable to the category in which s/he works, irrespective of the nature of arrangement for accommodation made by the employee.
- 6.15.9 Any employee on foreign tour may, with the prior approval of the Director, avail of leave of absence to which s/he is entitled. However, s/he will not be eligible for Daily Allowance, Local

Travel and other expenses for the number of days s/he has been granted leave of absence. No employee will be granted leave of absence for more than seven calendar days while on tour abroad.

- 6.15.10 The foreign tour will begin from the time and date of departure from the Institute campus or officially declared residence provided or approved by the Institute in India and terminates at the time and date of arrival at the Institute campus or officially declared residence provided or approved by the Institute in India.
- 6.15.11 The travel, boarding, lodging and other expenses incurred in India up to the time of boarding the international flight will be governed by the rules for travel in India, as explained in Sections 6.4, 6.5 and 6.6 earlier. In addition, the employee proceeding on foreign tour will also be entitled to reimbursement of any airport tax, duties, etc. paid at the departure airport in India.
- 6.15.12 The employees on foreign tour will also be entitled to an out-of-pocket incidental allowance to defray any expense incurred by them in overseas flights at the rate of 20% of the Daily Allowance to which they are entitled per international flight. However, no separate allowance is admissible for travel from the international airport in the country of arrival to the local airport, save Daily Allowance and Local Travel and other expenses admissible as per the provisions of Section 5.9.2 and 5.9.12.
- 6.15.13 The Daily Allowance in foreign exchange will be counted from the time of arrival in the foreign country to which the tour is undertaken up to the time of departure from the foreign country. The procedure for computation of total duration (i.e. number of days for calculation of the Daily Allowance) will be the same as the one for tours within India, as stipulated in Sections 5.5.4 and 5.5.4 and sub-sections thereof.
- 6.15.14 Employees on tour abroad are expected to be in continuous touch with their Reporting Authority by e-mail and other electronic means, such as WhatsApp, etc., and take their inputs wherever needed.
- 6.15.15 Any employee who proceeds on foreign tour should render a detailed statement of expenses incurred on the tour and settle the accounts with the Accounts Section of the Institute, by returning any unspent money left out of the advance for the tour within 48 hours/ two working days of resumption of duty in her/ his office. All timings for the Expense Report should have reference to the local times of the places visited, along with their corresponding Indian Standard Time. The Expense Report should contain details of all expenses incurred and claims in the local currency (wherever necessary, equivalent US \$), US \$ and INR.
- 6.15.16 S/he should submit a brief report on the outcome of her/ his tour to her/ his Reporting Authority within five working days of return from tour.
- 6.15.17 Notwithstanding the provisions in this section on Foreign Tours, all decisions and approvals will be governed by the guidelines and directives issued by the Government of India and Reserve Bank of India on foreign travel from time to time.
- 6.16 In the event of any dispute or misunderstanding arising from an interpretation or misinterpretation of these rules, the decision of the Director shall be final.

## 7. EMPLOYEES' CONDUCT

- 7.1 Unless otherwise stated specifically in the terms of appointment, every employee is a full-time employee of the institute, and may be called upon to perform such duties, as may be assigned to her/him by the Director or others to whom such powers have been delegated by her/ him, beyond scheduled working hours and on holidays and Sundays. These duties shall, *inter alia*, include attendance at meetings of committees to which s/he may be appointed by the Institute or any of its authorities.
- 7.2 An employee shall be required to observe the scheduled hours of work, during which s/he must be present at the place of her/ his duty.
- 7.3 Except for valid reasons and/or unforeseen contingencies, no employee shall be absent from duty without prior permission.
- 7.4 No employee shall, in any radio/TV broadcast/telecast or webcast or in any document, electronic or otherwise, publish in her/ his own name or anonymously in the name of any other person or in any communication to the press or in any public utterance, make any statement of fact or opinion which has the effect of an adverse criticism of any current or recent policy or action of the Institute.
- 7.5 No employee shall, except in accordance with any general or special order of the Director or any authority duly constituted by her/ him, in the performance, in good faith, of the duties assigned to her/ him, communicate, directly or indirectly, any official document or information to any person to whom s/he is not authorized to communicate such document or information.
- 7.6 No employee of the Institute shall engage, directly or indirectly, in any trade or business or any private tuition or coaching or undertake any employment outside her/ his official assignments.
- 7.7 No employee shall be engaged in active politics at any point of time during her/ his service with the Institute, either during or outside the normal duty hours.
- 7.8 An employee who gets involved in any criminal proceeding shall immediately inform the Director of the fact through the Reporting Authority to whom s/he is attached, irrespective of whether s/he has been arrested or not, or released on bail or not. An employee who is detained in police custody, whether on criminal charge or otherwise for a period longer than forty-eight hours, shall not join her/ his duties in the Institute unless s/he has obtained written permission to that effect from the Director;
- 7.8.1 Provided nothing in this rule shall be deemed to prohibit an employee from vindicating her/ his private character or any act done by her/ him in his private capacity.
- 7.9 Whenever an employee wishes to put forth any claim, or seek redressal of any grievance or of any wrong perceived to be done to her/ him, s/he must forward her/ his case to the Reporting Authority, and shall not forward advance copies of her/ his application to any higher authority, unless the lower authority has rejected the claim, or refused relief or the disposal of the matter is unduly delayed.
- 7.10 No employee shall be signatory to any joint representation addressed to the authorities for redressal of any grievance or of any other matter.
- 7.11 An employee shall, regarding imposition of penalties for breach of any of these rules, and regarding preference of appeals against any action taken against her/ him, be governed by the rules made in this behalf from time to time by the Institute.



7.12 The Director will constitute the following Standing Committees:

7.12.1 Anti-Ragging Committee

7.12.2 Sexual Harassment Monitoring Committee

7.12.3 Disciplinary Action Committee

Each of the above Committees will draw up its own procedures and systems in consultation with the Dean and get it approved by the Director.

7.13 The Director may constitute other Committees for specific purposes as and when required.