



HR Manual

Sl. No.	Contents	Page No.
1.	Message from Director	2
2.	About the manual	2
3.	Vision, Mission, Goal	3
4.	Organization Structure	3
5.	Background	3
6.	Human Resource Policy	4
7.	Recruitment	5
8.	Manpower planning	5
9.	The recruitment process	5
10.	Joining Formalities	6
11.	Job Profiles	7
12.	Hierarchy & Reporting System	11
13.	Administrative Procedures	11
14.	Personal Records	12
15.	Working Hours & Days	12
16.	Attendance	12
17.	Leave Policy and Holidays	13
18.	Vacation Leave Policy	14
19.	Bereavement Policy	15
20.	Office Management	15
21.	Salary Disbursement	18
22.	Performance Management	18
23.	Periodicity	19
24.	Process	19
25.	Faculty Development Policy	19
26.	Faculty Appraisal	20
27.	Training & Development	21
28.	Travel Rules	23
29.	Sanctioned Modes of Travel	23
30.	Separation	23
31.	Exit Process	23
32.	Grievance Procedure	25
33.	Discipline/ Code of Conduct	26
34.	Engagement and Development Activities	29
35.	Suggestion Scheme	30
36.	Feedback	30



Message from Managing Director

Welcome to the ISBR Family.

We believe that our staff is the most valued resource of the Institute.

Their safety, interests and welfare is the prime concern.

By creating opportunities for growth and development we get the best of each employee, while maintaining the discipline and decorum in consonance to the culture and values of the Institution.

In the process of establishing such a growth, a set of parameters addressing to all dimensions have been created which shall be automatically revised as and when new benchmarks are set.

Managing Director

About The Manual

The Human Resource Policy and Procedure Manual has been developed to guide the actions and govern the rights of employees of ISBR. The Manual contains policies approved by the Governing/Council/Advisory Body of the Institute.

The Manual is for use within the Institute and the information is believed to be reliable and current at the time of publication.

Approval of this Manual and subsequent amendments will be by:

Governing /Advisory Body and Executive Council for statements of policy;

Chairman and Director for statements of procedures.



Background

ISBR was set up under the aegis of Bangalore Educational Trust established in the year 1990. Bangalore Educational trust is a charitable Trust built with an objective to serve the society at mass for the betterment of the nation.

At ISBR the focus goes beyond education. ISBR aims to prepare students for life – ingraining in them the psyche of the eternal student – Making them a Leader; A Leader who is ever a learner, driven by thirst for knowledge; a passion to excel and ignited with the desire to achieve success – Success for Life.

VISION

“To be the Premier Institute for knowledge creation and dissemination that develops potential management leaders for India and the Global Community.”

MISSION

To create and nurture an environment where students learn with holistic approach to ensure they achieve academic excellence, integrity, leadership qualities and become socially responsible individuals.

To create and maintain a healthy campus environment for all our stakeholders to achieve excellence in the field of management education and research by addressing internal and external issues of the Institute from time to time.

To endeavor to keep the curriculum updated to suit the requirement of the Industry in Global context and deepen international alliances.



Human Resource Policy

For sustainable growth, Institutional effectiveness and employee satisfaction, It is imperative to have personnel policies that are dynamic and accommodative to create conducive working environment where employees can exploit their best in conformance to the objectives of the institution

The institution encourages its employees to think, express and share their views and concerns with the management to facilitate decisions and operations through collective wisdom; and follows a prudent approach recognizing their contribution through recognition and rewards.

The HR Policy encourages the institution's staff to be proud of 'who we are' and 'what we do' within the broad framework of institutional culture, where motivation, ownership, involvement and development are the keys.

With focus on human resource, the policy aims at:

1. Capacity building of staff through repeated exposures in refining their technical skills
2. Opportunity for career development
3. Sharing personal and professional problems
4. Group dynamics and team spirit
5. Discipline and devotion

Non – Discloser Policy

While maintaining an “open culture”, in order to serve and behold its interest, the Institution restricts the disclosure of classified information related to:

1. Personnel compensation
2. Research information
3. Training material developed
4. Personnel data
5. Certain kind of financial information.

All employees are required to sign a non-discloser agreement as a precondition of employment.

Employees who improperly use or disclose secrets or confidential institutional information will be subject to disciplinary action, including termination of employment and legal action, even if they do not actually benefit from the disclosed information.



Recruitment

The process is dictated by requirement which at times is subject based, and follows a fair procedure through open advertisement, interaction on personal basis, putting the potentials on a scale and matching it with the job functions, and ends with negotiation before induction in the Institute

Manpower planning

The Curriculum committee authorized senior Director Dr. Anandaram and Dean Academics Dr. Chandra to identify faculty and support staff as required and also shall ensure compliance of AICTE norms. The recruitment can be made as and when need arises.

Process steps in recruitment followed at ISBR

Approval

1. Approval of posts - (nature and number) by Executive Council and Governing Board/Chairman
2. Requisition prepared by Executive officer for HR and submitted to the Director along with job description / job profile, the competencies/ skills required with minimum academic qualification and experience required for the post and name of the department where s/he will be absorbed and for what period, and package.

First preference is given to internal candidates by giving them opportunities promotion.

Advertisement

- Advertisement through local/ national newspapers and or uploading information on Website.

Selection

The recruitment process will be conducted at ISBR office only after the manpower requisition, duly approved by the Chairman is received by HR Department

The following process is adopted:

1. Advertisement
2. Receiving applications
3. Short listing suitable candidates as per our requirements and parameters
4. Interview
5. Demo or Presentation of subject topic.
6. Selection and issue of offer letter
7. Joining, completion of personal file, issue of Appointment Letter and Induction.



Interviews: The short-listed candidates are informed through Email and call letters to appear for the interview. The interview panel is decided at the level of competent **authority**. However, the names of board members are disclosed to the member concerned a day **before** only. The final selection bears the approval of the Chairman of the Selection Committee.

Demo/ Presentation: Once shortlisted, the candidates are given a topic in the subject/s of the concerned department. On the given date and time, the candidate will make the presentation/demo in the presence of the selection panel.

References: at the time of applying, the potential aspirant is required to give two references one of whom has to be from the organization the applicant has worked in past. However, these references should not be related to the applicant. HR Department checks the authenticity of references and may verify if need be.

Joining Formalities

The HR Department initially issues the Offer Letter, and on acceptance by the selected candidate, the Appointment Letters or the selected candidates duly signed by the Director is issued.

The candidates at the time of joining is required to submit-

1. Agreement/Contract letter provided by the HR Department
2. Certificates/ marks sheets of educational qualifications (in original)
3. Experience Certificates.
4. Proof of age
5. Relieving letter from the previous Company/Institution.
6. Last pay slip.
7. PAN Card
8. 2 photographs.

New recruits are required to sign and submit a relevant undertaking at the time of joining. All the employee's information is then entered into the employee database by the HR Department for timely executing the periodical appraisals and contract renewal.

Categories in which recruitment can be done

1. Core Staff: Director
 - a. Registrar
 - b. Faculty
 - c. Consultants / Visiting Faculty
2. Administrative and Non-teaching Staff



Job Profiles

I. Director

Director of the Institute is the Chief Executive Officer of the Institute and is responsible for the day-to-day affairs of the Institute

All the activities of the Institute viz. research, training, education, consultancy, specialized services etc. are carried out under his guidance and supervision.

He is also the administrative head of the Institute.

He is a member of the governing body and EC.

The Director is also responsible for organizing the meeting of these bodies and maintaining records of the proceedings

Areas of Responsibility

1. Student Achievement

Provides leadership to promote clear, consistent, expectations that focus on successful outcomes for students.

Establishes a focus on continuous improvement that is supported by data.

Ensures that students are provided with the appropriate programs and support to meet or exceed the standards of education mandated by the University.

Ensures that students are provided with a rich variety of programs.

Ensures that staff are provided with the resources and training necessary to improve student achievement.

Ensures a safe and caring environment for students, staff and community.

Ensures collaboration with all community partners

Promotes a culture that reflects the Mission of the Institution.

Provides leadership in all matters relating to education in the system.

Develops and maintains positive and effective relations with Faculty, Staff and Students.

2. Strategic Planning



Provides leadership for the development of an annual plan and a three year Strategic Plan aligned with the Institutional goals.

Develops annually for the Institution an annual intake plan.

Reports regularly on the progress of the annual plan.

3. Personnel Management

Has overall authority and responsibility for all personnel-related issues as directed by the Advisory Board.

Ensures effective systems are in place for the selection, supervision, and development and performance review of all staff.

4. Policy/Procedures

Facilitates the planning, development, implementation, review and evaluation of necessary policies and procedures.

Provides leadership in the planning, development, implementation, review and evaluation of administrative procedures.

Establishes and maintains positive working relations with the Advisory Board.

II. Registrar

Will support the Director in:

1. All Administrative and establishment matters concerning Student Eligibility and Admission; Checking and maintaining individual error free academic records; Liaisoning with the University for updated syllabi, student approvals, examination details, hall tickets, conduct of examinations, examination results and follow-up matters; obtaining result sheets of students and distributing the same with proper record keeping; Attending to the student appeals for various documents like Bonafide Certificates, transfer certificates, attestations with the approval of the Director.
2. Is responsible to collect grades /marks from professors for computing and submission of final internal assessment marks to the University on or before the required date.
3. Matters relating to organizing the mandatory meeting of the Governing Body/Executive Committee
4. Support Director for University and AICTE Inspections by compiling relevant and necessary documents from concerned departments.
5. The Registrar work from 8 or 9 a.m. to 5 or 6 p.m. from Monday through Saturday This office may occasionally be open on the weekends, such as prior to examinations, graduation or on special occasions. The registrar works roughly year-round.



Preferred Attributes of a Registrar

A person working as the registrar should be detail-oriented, efficient and strict when it comes to following college policies. College policies are always enforced by the registrar, but never actually created. If there is a disagreement between the registrar and a faculty member or a student, it is usually necessary that the appeal is taken to the Director /Dean

III. Faculty

1. He/she is responsible for organizing training programs as well as conduct research and evaluation studies in the concerned discipline.
2. His/her Responsibilities include teaching, research, consultancy and advisory services etc.,
3. Support Director on various academic activities of the Institute.
4. He is responsible for classroom management;
5. Professors must formulate and teach from a daily lesson plan from which lecture notes are devised to dispense the required information to students in a systematic and sequential format.
6. Every professor must keep the Director informed about the Case Studies and Research/ Presentations that would be administered to the students.
7. Additionally, professors must develop evaluative measures usually through scheduled periodic exams, mid-term, and pre-finals and submit the grades /Marks to the Registrar on time.
8. Professors must be updated by reading current periodicals and literature to keep abreast and apprised of developments in their field. They are significantly involved in research in their particular field and are responsible for new developments. They must contribute to scholastic and academic journals, and regularly attend or present at conferences and seminars in their specialized field of study.
9. Some instructors must actively utilize computer technology.
10. Full time Professors/Faculty will be required to provide their services in all the group Institutions. The Advisory board will decide the number of days that has to be put in each unit.
11. Professors / Faculty may be called upon to do consultancy for which the Institution will get consultancy income. Out of such income, Professors /Faculty will be allowed a certain portion of the income in recognition of their efforts. The sharing percentage would be decided by the Advisory Board and the concerned project.



12. Every Professor/Faculty must take the responsibility of conducting extracurricular activities as planned by the Director and his team; must ensure that there is frequent Industry Interaction through Guest lectures, seminars and other academic activity.
13. Every Professor /Faculty member who is in charge of a particular department, activity must submit the activity schedule for the semester with the proposed budget. They should ensure to get the approval for the proposed budget from the Director / Management before conducting the program/event. They should also motivate the students to make the events self-sufficient through sponsorships raised by the students.
14. Professors/Faculty must play an integral part in the pre placement activity and cooperate with the Placement department with regard to the students' final placement.
15. Professors/Faculty should also contribute towards Brand building and other related activities

Training and Education

Most professors and department heads must have earned a PHD Degree or a Doctorate in the relevant field with a minimum of 5 years teaching experience. Adjunct professors and associate professors must minimally have earned a Master's degree / M.Phil and a minimum of 2 years teaching experience in the subject they are instructing. Teaching assistants are usually Post graduates in the relevant subject with at least 2 years teaching experience. They may teach an introductory course, assist in the preparation of lectures, grade exams and papers, assist students in projects, or monitor study group activities and interactions.

Full-time faculty members serve on administrative or academic committees. They provide input on departmental and disciplinary issues, and the purchase of books /equipment. Department heads have both academic and administrative duties concurrently.

All professors should be able to communicate effectively and relate to the students, enjoy working with their students, and be effective motivators. They must exercise self-discipline and be able to work with little direct supervision. Additionally, professors should have well-developed analytical skills and have a sincere desire to disseminate knowledge effectively. Advancement into the track hierarchy/ promotion is possible through diligence, an exemplary teaching record, research and positive contributions to the Institution. Additional studies will be an added advantage and ensure success.

IV. Research Officer

Assist in carrying out research and evaluation studies and training program. Their primary engagement areas are:



1. Designing of schedules/questionnaire.
2. Collection of primary and secondary data.
3. Analysis, preparation of coding plan and tabulation of data.
4. Preparation of draft research report
5. Developing resource material for Trainings
6. Updating information on web site of Institute.

Hierarchy and Reporting System- As per the organogram:

Category	Reporting To
Director	Chairman
Registrar	Director
Coordinator	Director
Faculty	Director
Consultants /Visiting Faculty	Director
RO	Faculties/ Director

Administrative Procedures

Personnel Records

Basic information of staff will be collected and maintained by the Administrative Section in separate staff and personal files.

Following documents will need to be maintained in personal files of each staff:

Original Certificates of academic qualification.
Application form for appointment filled by the concerned staff.
Contract agreement
2 photographs
Proof of date of birth
Thumb impression
Copy of PAN card
Personal data form to be filled by the concerned staff at the time of joining his/her duties.

Subsequently the following will be added to the employee personal file.

Copy of the contract renewal.



Copy of reports on training programs attended by the staff.

Leave Records

Personal data update form to be filled by concerned staff as and when changes occur in his/her personal data.

Working Hours and Days

There will be five and a half working days in a week (i.e. Monday to Saturday) for teaching staff and six working days in a week (i.e. Monday to Saturday) for non-teaching staff.

Working hours for the Institute employees are from 8.30am to 4.30pm or 9.30 am to 05:30 pm (faculty) with lunch break for half an hour from 1.30 p.m. to 2.00 pm and 9.30am to 6pm for the administrative staff.

For all positions, working hours may vary to a certain extent depending on the training going on at any point in time. The nature of work may occasionally demand extra time for which no extra incentive is provisioned.

Office will remain closed on Sundays if there is no scheduled activity in the Institute.

Attendance

Attendance record is maintained in a manner that the record remains authenticated and unquestionable.

Attendance registers is maintained at the establishment section.

Every member of the staff should, on arrival, enter in ink clearly his initials against his name in the relevant dated column'. At 10 am, the register should be sent to the Director. Any person arriving thereafter should mark his/her attendance in the register in the Director's room

Every member of the staff is expected to be in his seat and to start work by 9.30 am, unless he has previously obtained special permission for late attendance.

Similarly leaving the office early will be only with the due permission of the Director and will be allowed in exceptional cases of emergencies only.

Recording of non -attendance

The following abbreviations will be used by the Administrative Section to denote the reasons of non-attendance-



- C.H. – Compensatory Holiday in lieu of attendance on a holiday, at the discretion of the Director
- C.L. – Casual Leave.
- A – Absence without leave or permission.

Maintenance of attendance register

The register will be maintained under the personal supervision of the administrative section /HR-Head / coordinator who will see that entries are made correctly.

Punctuality

1. Strict measures are taken for the enforcement of punctuality. The authorized person should be very particular in scrutinizing the attendance register;
2. Surprise checks may be carried out under the supervision of a senior authority.
3. The lunch hour must be scrupulously observed.
4. In case of a staff that leaves office early without permission before the time for closing of office, he/she is treated as absent. /on Leave

Leave

1. All leaves shall be calculated from date of joining of the employee.
2. For initial three months no paid leave will be allowed
3. The maximum period of casual leave which a staff is allowed to avail is 12 days in a calendar year subject to a maximum of 3 days at a time normally. The limit of 3 days at a time may be relaxed in special circumstance at the discretion of the Director.
4. Casual leaves may be prefixed or suffixed to Sundays and holidays.
5. Sundays and holidays falling during a period of casual leave will not be treated as a part of casual leave.
6. The leave of the concerned staff will have written approval on the leave application form.
7. The concerned staff will give prior information to his/her supervisor even in case of casual leave.
8. Any leave over and above the casual leave will be treated as leave without pay.
9. Director will be the competent authority for sanctioning leave without pay for any staff.
10. A record of all leaves and leave without pay will be maintained in the personal records of the staff.
11. In case the staff remains absent for more than 5 days without prior information to the concerned authority, his/her contract is liable to be terminated by the concerned authority.
12. All leaves will be credited to the concerned staffs account at the beginning of each contract year and the leaves remaining at the end of the year will automatically lapse. There is no



provision of carrying forward leaves to the next year or of leave encashment to any of the Institutional staff.

Authorities competent to sanction casual leave

1. The Managing Director and Director are competent to sanction casual leave to the staff working under them.
2. Director may delegate powers to any officer(s) under him to grant casual leave.
3. Leave of Director will be sanctioned by Managing Director.
4. All the leave for supporting staff should be sanctioned only by the officer concerned.

Special casual leave

In addition to casual leave, special casual leave may be granted to the staff, for academic pursuits including attending workshop and conference. This period however, shall not exceed more than 3 days or two conferences/ workshops in a year and shall be subject to production of attendance certificate from organizers.

Public Holidays

The Institute will remain closed on Sundays and all public holidays adopted by the Institute (a maximum of 15) out of the list declared by Govt. of Karnataka which means that all the GH declared by Govt. Of Karnataka may not be permissible to the Institute employees.

VACATION LEAVE (Only for Regular Teaching Staff) Ver.1.0

- **Eligibility:** All regular teaching staff shall be entitled to 15 days of vacation leave in a calendar year after completion of one year of service. This leave can be availed thrice in a year by not exceeding more than 5 days at a stretch with minimum of three months gap between each spell.
- Contract / ad hoc/adjunct faculty are not eligible for availing vacation.
- Vacation leave cannot be accumulated or encashed or clubbed with any other leaves.
- Sundays and holidays falling during this period will be treated as a part of vacation leave.
- The Heads of Institutes / Heads of Departments must ensure that there is one third of the total faculty strength present on the campus at any given point of time while granting leave to any member.
- Faculty members going on vacation must leave their contact details with the Institute. The HoIs/HoDs are authorised to call back any faculty member from vacation leave for any emergency work of official nature at the school that requires their presence.
- Management deserves the right to call off this leave at any point of time.



History of Policy **Changes**

Changes Made	Date	By:
Initial baseline	Jan 2021	Josmi Joseph, Manager HR

POLICY ON SUPPORT PROVIDED TO AN EMPLOYEE MEMBER DURING BEREAVEMENT

- Passing away of a close member of the family is a most difficult time for the individual. During this period, the individual goes through grief and emotional stress. As an organization it is essential to extend moral support and help to the concerned staff to overcome this situation.
- In order to meet the expenses of rituals it has been decided to give a nonrefundable amount of Rs. 5,000/- to the staff.
- In addition, the employee is also be eligible for 2 days of bereavement leave. The family here is defined as spouse, parents and two children.
- The concerned employee has to inform the reporting manager on the bereavement who in turn will inform the HR department.
- On receipt of the information, HR department will send an intimation to accounts department to credit the amount to the individual staff members bank account.
- This is applicable to employees of all the Institutions in the group

Office Management

Addresses of staff

A list of the addresses of all staff members, including their contact numbers, working in office/section is maintained in the Office/Section

Office rooms.

1. When leaving office, every member of the staff should see that all files, papers, books, registers, etc., in his charge are kept in proper places. (As far as possible in locked Almirahs) pending paper should be kept together in a separate folder appropriately marked.
2. It shall be the duty of the every staff member to see that the personal computers, A/Cs lights, fans etc. are used only when necessary and that they are switched off when not required during office hours and also every evening before leaving the office.



3. The telephone provided in the Office is used strictly for official calls under no circumstances; the telephone should not be used for private calls except in cases of emergency.

Responsibility of the staff

Each member of the staff is responsible for the work assigned to him. He is also responsible for all official papers and articles belonging to the office which are entrusted to him for custody/ use

Admission of outsiders to the office

The Admission of outsiders or private persons to any part of the office Section, for any purpose whatsoever, is strictly prohibited. Any person calling on business or entitled by position to make enquiry should do so from the Director or the Registrar only. No member of the staff should, under any circumstances, give any information on any subject to any outsider except when permitted by the Director /Registrar. Any improper enquiries made by visitors should be brought to the notice of the Director.

Taking of papers outside the office

Officers, members of staff may only with the prior permission of the concerned authority, take official papers / files to their houses, if absolutely necessary for dealing with any case of an urgent nature.

Insurance

Regular and full time employees must be provided Medclaim policy for a policy amount that would be decided by the Management / Advisory Board.

Purchase Committee

All purchases of materials, assets, maintenance contracts and other contracts for services will generally be executed through the Facilities manager in consultation with the Director and the concerned authority.

The committee should ensure to follow the following basic principles:

Ask for required application for the purchase from the concerned department.

Get the approval from the authority.

Negotiate to get the most favored price.

Not to purchase regular items from unapproved suppliers.

Strike a balance between the competing demands of economizing on one hand and fulfilling the required quality.

Maintenance of order in the office



While the Director /Head of Department/Office is responsible for the general discipline of the office, every Officer is responsible for the maintenance of order in office and should refrain from idle talking, loitering /reading/of newspapers etc., by his staff.

Every staff should attend the office punctually and do the work allotted to him/ her sincerely and honestly during office hours.

Every staff to carry himself / herself in a dignified way in the prescribed dress code while in the office and maintain the dignity of office.

He / she should discourage persons from seeing him while at work in the office, except those strictly on official work with the permission of the concerned Officer. He/she should also refrain from indulging in unnecessary talk across the table with his colleagues as well as chatting in groups.

Every staff has the responsibility to ensure that any wrong in the office is immediately brought to the notice of Registrar/ Director.

All staff members need to be vigilant for maintenance of campus and its facilities through the designated staff.

Dress Code (on all working days)

Professors/Faculty

Gentlemen: Formals with tie.

Ladies :Sarees /Salwar suits

Non-Teaching staff

Gentlemen: Formals

Ladies :Sarees /Salwar suits

(Jeans strictly not allowed)

(Flashy jewellery for ladies not recommended)

Salary Disbursement

The salary will be prepared positively by the 10th of every month for the preceding month. This requires timely submitting all the information to Accounts Department by the 1st of every month. If incidentally 1st is falling on Sunday it should be positively provided by the 2nd.

The information's will include No. of days present, leave with pay, leave without pay and unauthorized absence.



After making calculation of earning portion and deductions (Within authority of accounts department) the salary sheet will be forwarded to Managing Director for final approval. If any changes are made, it should be duly and timely communicated amongst the staff responsible for it.

The accounts department shall deduct applicable taxes before the disbursement of the salary.

It is the policy to transfer the fixed amount of remuneration for staff directly in bank account, by the 10th of every month and next day if 10th happens to be any holiday.

Performance Management

The objectives of the performance appraisal at ISBR are as follows:

- Provide feedback to the employees on their performance
- Assessment of training needs
- Compensation (increment) decisions
- Benchmark for promotions
- Personal development of the employee

The HR team is in charge of the performance appraisal process, which will also provide guidance on conducting appraisals and will coordinate timely execution of the same. HR will also impart skills to concerned evaluators for executing appraisals on an objective and impartial basis. All performance evaluations are monitored by the immediate supervisor of the evaluator/ HR Head/HR Department Performance evaluation scores are also used to determine the annual compensation increase.

Periodicity

Performance appraisals are required to be done for the following purposes with related periodicities.

Appraisal should be done once in a year.

For **purposes of assessment** of training need, personal development and feedback on performance – Half yearly -July and December.

For **promotion and compensation increase** purposes - annually in March (For financial year April to March basis) or according to their contract

Timelines

- a. Self-assessment - April
- b. Peer review - April
- c. HOD - April
- d. Management Review – May



Process

Performance appraisal at ISBR is conducted on the basis of individual performance set-out in the job profile. Further, Institutional Objectives/Goals / Targets etc. are set at the beginning of the financial year. These are then broken down into departmental level, and then on individual level. The individual objectives are linked to the compensation scheme and the performance on these objectives is the basis for determining the rewards pay outs for individual employees.

For performance appraisal employee level wise formats will be designed and the rating system is in built.

Faculty Development Policy:

ISBR considers the quality and competence of faculty as the most important factor for developing relevant programs and delivering programs in a most effective way in order to achieve the program outcomes and course outcomes.

ISBR encourages faculty members to upgrade academic and research qualifications.

In this direction ISBR faculty development policy focuses on competence development, enrichment of domain knowledge, adopting of modern teaching skills, research, case study development and practice of quality code. Course development and attainment of course and program outcomes align to the vision and mission of ISBR is yet another skill to be imbibed in the faculty.

Towards this end, ISBR provides opportunities for training and development of faculty both through internal and external sources.

The internal development approach includes:-

- a. On the job training
- b. Mentoring by seniors
- c. Provision of self-learning opportunities
- d. Access to online research resources
- e. Faculty development programs and such other initiatives

The external development approach includes:-

- a. Deputation to external training programs and FDPs
- b. Sponsoring faculty for industry orientation sessions and study programs
- c. Nominations to conferences
- d. Encouragement to presenting papers in conferences
- e. Incentivizing the faculty development initiatives
- f. Improvement in Academic Qualifications

Faculty Appraisal



The faculty appraisal systems includes the following processes:

1. Self-assessment by faculty via KRA's and KPI's
2. Peer Review
3. Student Feedback
4. Assessment by reporting HOD / director
5. Management Appraisal

The parameters for appraisal include:

1. Teaching effectiveness and impact
2. Student performance in the respective subjects
3. Research publications
4. Conference participation supported by certificates of participation
5. Consultancy
6. Innovation in teaching
7. Leadership in student development initiatives
8. FDP's conducted
9. Subjects beyond syllabus
10. Support for Internship,
11. Support for Placements
12. Support for Admissions
13. CSR Activities



Staff Training & Development

Considering the quality of work and achieving the institutional goals objectively and successfully, ISBR is committed for imbibing a continuous learning culture within the Institution. It will be possible on the basis and support of highly trained, adaptable and effective work force to meet its challenges and achieve the set goals of ISBR. Accordingly, training and development initiatives are driven from strategic plans and designed to work toward meeting the overall goals and mandate of ISBR.

Training programs at ISBR are designed to:

- Improve the effectiveness of staff members in current role;
- Increase adaptability of staff members for future challenges;
- Ease the introduction of new technologies or methodologies;
- Standardize work processes to increase overall efficiency;
- Reduce costs by decreasing employee turnover;
- Help retain employees who understand ISBR's mission and culture.

Training benefits individual staff members by allowing them to:

- Improve their professional skills and overall productivity;
- Increase job satisfaction through a thorough understanding of the task to be performed;
- Improve self-confidence;
- Opportunity for career advancement.

Training programmes at ISBR:

Training programmes for ISBR staff are of the following types:

- a. Orientation Training
- b. On-the-job Training
- c. Exposure visits
- d. Trainings outside ISBR
- e. Faculty Development programs



Orientation/Induction Training

All new recruits to ISBR receive a comprehensive orientation of ISBR's vision, mission, core values and also ISBR's expectations from the new recruits. Such an orientation program serves to build an internal culture of cohesion, clarity and focus on:

- a. Overview of Group and Institutions.
- b. Organizational structure of each Institute.
- c. Programs
- d. Office procedures
- e. Trainings conducted at the Institute

After the induction training, the staff will go through a formal system of being 'attached' to the concerned officer / department respectively for 7-10 days for on-the-job training. This enables them to understand issues concerned with the day to day implementation of desired functions and identify areas where they could contribute more meaningfully and also to build rapport with the existing staff.

On-the-job Training

On-the-job training builds confidence and helps in learning the processes and procedures of the work very effectively. All the new recruits at ISBR are provided with on-the-job training for the stipulated period as per terms of their appointment so that their performance during the contract period may be appraised objectively. HR or concerned Department will monitor the training. The contents and activities of on-the-job training will be prepared by HR or concerned department on the basis of job profiles and will seek feedback from the in charge i.e. the person/officer who will appraise the performance of such a new joiner.

Exposure Visits

Exposure visits may be organized for employees of the institution for a better understanding and team building. After all such visits, the employees are expected to submit training reports in which they can make suggestions for improving the training programs.

Trainings outside ISBR

ISBR conducts various trainings for various components. ISBR nominates staff according to their area of specialization to such training courses/ workshops. Employees who attend trainings/exposure visits outside ISBR should also submit a training report in which they can provide comments on the quality of the training attended and whether they would recommend a similar training for other employees of ISBR in the future.

**Training Evaluation:**

Management assesses the impact of the training in terms of the expected results and investment made.

Training feedback format will be designed by HR/concerned department along with training modules. Senior management may also attend some of the in-house training sessions and provide their feedback on the content and style of delivery of training separately to the HR / concerned Department. The HR/ concerned Department analyses the feedback and provides a summary to both senior management and the trainers and then recommended changes if any, are incorporated in the training content.

Training Planning:

Planning for training towards orientation, on-the-job, refresher and motivational trainings will be done by HR/ concerned Department before the beginning of the financial year and will seek approval of the Director.

Travel Rules

No travel expenses are entitled for commuting from residence to office and back. Similarly, this excludes such cases where local travel is a part of performing normal duties and the element of cost of such travel has been considered in the pay-package.

The employees, for official work, may be required to travel locally as well as out station. Expenses will be reimbursed on the following basis:-

- a. The accommodation and meals reimbursement will be reduced proportionately if the accommodation and meals are arranged by the Institute or are otherwise available in the training programme.
- b. While availing local travel facility, if the travelers are more than one, to and fro to the same destination, the conveyance facility should be availed jointly.
- c. For outstation travel the ticket arrangements will be made by the employee only and services charges of the travel agent will be paid.

The bills for reimbursement of expenses must be submitted within 4 days of return from journey otherwise the advance taken if any, will be deducted from the salary of that month. If the journey stands cancelled or deferred due to some exigency and unforeseen circumstances, the advance taken if any, must be deposited back if the journey is not taking place within a day or two.



Sanctioned Modes of Travel

The modes of travel for Director, Registrar, Faculty and Staff will be in accordance with the sanctioned modes of travel and Policies of the Institution.

Separation

There are several reasons for employee exit. Employees may leave the institution of their own will; alternatively, their employment may be terminated by the institution due to under-performance or misconduct. The higher attrition rates tell a lot about institution and therefore it is our sincere endeavor to retain employees with highest level of motivation.

However, in case of inevitable reasons, a certain process is followed.

Exit process

Resignation / Termination

ISBR employee shall have to take prior permission of the Department for applying for alternative assignments/posts. If a employee did not obtain prior permission from the management and apply or serve his services elsewhere, he will not be relieved, till alternate arrangements are made or till two months, whichever is earlier. In case of a teaching staff, no resignation will be accepted in the midst of an academic session.

Employees who wish to resign have to give a mandatory two month advance notice as per terms of the appointment. In certain cases, the notice period may be waived at the discretion of Director in consultation with the Managing Director /Advisory Board.

The HR / concerned authority will conduct exit interviews to critically assess and analyze the reasons thereof and suggest corrective action if needed in future

Punishment/Termination

The Director has the authority to terminate the services of those whose performance is unsatisfactory/habitual absentee/habitual non-compliance of orders from superiors/feeding wrong information or any other suitable reason.

No dues clearance process:

Employee required taking no dues certificate at the time of leaving the office, it includes-



No dues /clearance certificate

Sl No	Deptt.	Particulars	Dues	No Dues	Sign
1	Accounts	Advance etc			
2	Admin	I card			
3	Admin	System ID/Password			
4	Admin	Stationery, Registers etc			
5.	Director	Charge Handover			
6	Admin	Keys			
7	Concerned Deptt.	Records etc			
8	HR	As may be required			

Grievance Procedures

Grievance shall include only the grievances of personal/individual nature i.e. should be concerning one individual employee only which may be relating to job satisfaction, work environment, harassment felt at any level, monitory problem and of similar type effecting one individual personally without any comparison with other s and the solution thereof must not affect any other except the individual aggrieved.

Procedure

An aggrieved employee shall present his/her grievance in writing in person to the grievance committee designated by the management for this purpose.

The grievance committee will give his answer within 3 days of the presentation of grievance. If action cannot be taken within that period, the reason for delay should be recorded.

If the employee is not satisfied with decision of grievance committee or fails to receive an answer within the stipulated period, he shall either in person or accompanied by grievance committee, present his grievances, to the Director.

The Director shall take necessary decision and implement recommendations of the grievance committee accordingly as per decision taken by it. If the recommendations cannot be made within this time the reason for such delay should be recorded.

In the event of a difference of opinion among the members of the grievance committee, the views of the members along with the relevant papers shall be placed before the Director for the final decision. The final decision of the Director shall be communicated to the employee concerned by the HR / concerned Department within 3 days from the receipt of the grievance committee's recommendations.



The grievance committee will include Registrar/HR Head/Consultant/faculty concerned

In case of any grievance arising out of termination of engagement of an employee, the above-mentioned procedure shall not apply.

Discipline

The Code of Conduct for the Institute lays down guidelines for general ethical behavior of staff, professionalism and diligence in performance of work. All employees of ISBR should adhere to professional behavior in interactions both within the institution as well as with colleagues and associates.

1. ISBR staff will always be honest, cordial and transparent with associates, fellow employees, and supporting institutions. They will also maintain all the institutional information in the strict confidence.
2. ISBR staff will act with integrity and trustworthiness.
3. ISBR staff will maintain a respectful relationship with all fellow colleagues within the institution and also with the community at large.
4. ISBR staff will maintain clean and neat personal appearances along with dress code and identity card whether in the office, attending to training or while representing the organization.
5. ISBR staff will maintain proper cleanliness and security of all office equipments, materials, working space, records, vehicles and buildings.
6. ISBR staff will be diligent, hardworking, efficient and effective in their working styles.
7. ISBR staff will not use institutional time or privileges for personal work.
8. ISBR staff will act creatively, confidently and courageously to share the best values and deals they bring to every interaction, whether with staff or other persons.
9. ISBR staff will seek positive solutions and outcomes for all concerned, in any relationship or interaction they undertake.

Violation of the code of conduct would attract disciplinary action, and may even lead to termination. The nature of the disciplinary action will be decided by the disciplinary committee after due investigation. The disciplinary committee consists of a HR Head/Director and senior management member. The composition of the team is decided by the Director.

Act of omission and commission constituting misconduct

- Impertinence, Insubordination or disobedience, whether alone or in combination with another or other of any lawful and reasonable order of a superior or superiors.
- Un-lawful suspension of work or refusal to perform normal duties, striking work or adopting go-slow methods or attempting to incite, intimidate, or force other employees to do any of the above.



- Theft, fraud, misappropriation or dishonesty in connection with the institute's property.
- Habitual late attendance and habitual absence without sufficient cause.
- Habitual negligence or neglect of work.
- Absence from place of work without the permission of superiors.
- Smoking within the office precincts, and chewing tobacco, Pan Masala, Gutkha etc. on duty.
- Causing damage to work in process or to any property of the institute.
- Refusal to work on a job to which the employee is posted.
- Organizing, attending or holding meetings, within the boundaries/ precincts of the establishment or in any of the premises owned by the institute in its estate, without previous sanction of the management.
- Threatening, assaulting, intimidating or misbehaving with any officer or employees, whether inside or outside of the institute premises.
- Sleeping on duty and sleeping in any part of the institute premises except in designated residential premises.
- Malingering or willful slowing down on the performance of work or the work reduction or incitement and abetment of the same whether alone or in combination with other/ others
- Soliciting or Acceptance of gifts from subordinate employees/ guests / associates/Vendors of the institute.
- Lending or borrowing money to or from other employees.
- Habitual indebtedness.
- Speculation in any investment or commodity within the institute premises.
- Spreading false rumors or giving false information, which may tend to bring in disrepute to the institute or its employees or spreading panic among the employees.
- Writing of anonymous letters criticizing the institute or the employees of the institute.
- Theft of property belonging to other employees inside the premises of the establishment or institute's estate.
- Refusal to accept charge sheet, suspension order or any other lawful order given by a superior.
- Giving of false information regarding name, age, father's name, qualification or previous service at the time of employment.
- Leaving work without permission or before being properly relieved at the end of scheduled working hours/days.
- Submission of representation except through proper channels.
- Bringing pressure to bear upon or bringing recommendation to superiors on personal matter.
- Misbehaving during the pendency of disciplinary action instituted against the employees within or outside office premises.
- Possession of any weapon or arms within the premises without the written permission of the management.



- Interference or tampering with computer systems, hardware and software's as well as manual records etc. either pertaining to himself or to any other employee or to the work of the institute.
- Participation in illegal or unjustified strike or work stoppage in any manner whatsoever.
- Carrying out organized group agitation, political activities or wearing unauthorized badges inside the institute premises and/ or while on duty.
- Fighting or quarreling with fellow employees.
- Riotous or disorderly behavior in the establishment or any act subversive of discipline.
- Altering, disfiguring, destroying or in any way rendering material put up on the Notice Board either partly or wholly unintelligible or altering the meaning originally intended.
- Hiding away or attempting to hide any article or material belonging to the institute.
- Failure to observe safety instructions or interference with any safety device or any other equipment installed within the establishments or in precincts thereof.
- Refusal of any notice or suspension or warning, or show causes notice or any of the communication issued by any senior/ institute.
- Conviction in any Court of Law for any Criminal offence involving moral turpitude.
- Sexual harassment with any female employee and/or with any female related to institute which includes such unwelcome sexual determined behavior. (Whether directly or by implication).
- Abetment or attempt to commit any of the above acts/ omissions constituting misconduct.
- Violation of any norm of the code of conduct.

Punishment forms-conduct:

Any employee found guilty of misconduct may be given any of the following punishments:

Minor punishments:

Warning.

Fine (not exceeding One third of basic salary)

Recovery to the full extent of the actual amount of loss caused to the institute or to the employee to the extent of the cost legally advisable.

Withholding of increments for any-specific period with or without cumulative effect.

Demotion to a junior post, lower grade, lower pay.

Major punishments:

Suspension without pay.

Termination of service.

**Procedure for dealing with cases of misconduct:**

If a major misconduct is alleged against an employee, the management before taking any action against the employee will hold an enquiry by an officer appointed for the purpose. The employee concerned shall be given a charge sheet, clearly setting forth the circumstances alleged against him/her and requiring explanation within the stipulated time. If charges against him found true and necessary action will be taken by management.

HR Initiatives / Employee Engagement and Development Activities

The HR team is responsible for facilitating employee welfare & team building activities to improve staff retention with the following:

1. Initiate Fun at work calendar to enhance morale and spirit of the employees.
2. Roll out Motivational activities.
3. Carrying out contests/ arranging for employee engagement activities for all categories of personnel.
4. Getting the families of staff involved in image building of the institute.
5. Token of affection on personal special occasions.
6. Maintain Birth calendar of the employees.
7. Conduct Skill Development program for staff.
8. Conduct Monthly evaluation exercise.
9. Exit Interviews of candidates leaving the job.
10. Identity card and dress code of the employees.

Recreational Activities:

- Games
- Special days celebration
- Festive celebrations
- Monthly birthday celebrations
- Picnic
- Staff party

Recognize and Celebrate Excellence – Design and implement employee Appreciation Scheme.

Know Your Colleagues – An effort to introduce new employee to the entire institute and familiarize him .her to the environment, rules and regulations.



Employee Feedback and designing suggestion scheme

Suggestion Scheme

The institute encourages participation and involvement of all the employees in finding innovative ideas in the interest of safe and easy procedures, institutions' growth, profitability, cost saving, associates satisfaction and Image building.

All the employees are expected to contribute their innovative ideas in the above-said areas actively and on regular basis by way of Suggestions.

The employee concerned can give his suggestions orally and in writing in a closed envelope mentioning his name and contact number and put the same in suggestion box..

Suggestion can be handed over in person to HR Department. The suggestions will be examined by senior management. Any suggestion found useful and worthy of implementation capable of yielding desired results will be considered. The same will be put to publicity in the institute so that others get encouraged.

Feedback

This manual contains policy and procedure relating to overall aspects of Human Resource in the Institution. Except the Director/Advisory Board, no employee of whatever designation is authorized to make any changes in the same.

If there appears any problem in implementing any condition of this manual it will be brought to the knowledge of Director and Human Resource Department with alternative suggestions. These will be dully considered and appropriate decision will be conveyed.

Human Resource department will continuously monitor implementation of this manual and will seek feedback for progressive development on any provision. Deviation will neither be expected nor permitted.

We are always open to feedback and value your suggestion.
