



# HR Manual

BS Abdur Rahman Crescent Institute of Science and Technology

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B.S. Abdur Rahman  
**Crescent**  
Institute of Science & Technology  
Deemed to be University u/s 3 of the UGC Act, 1956

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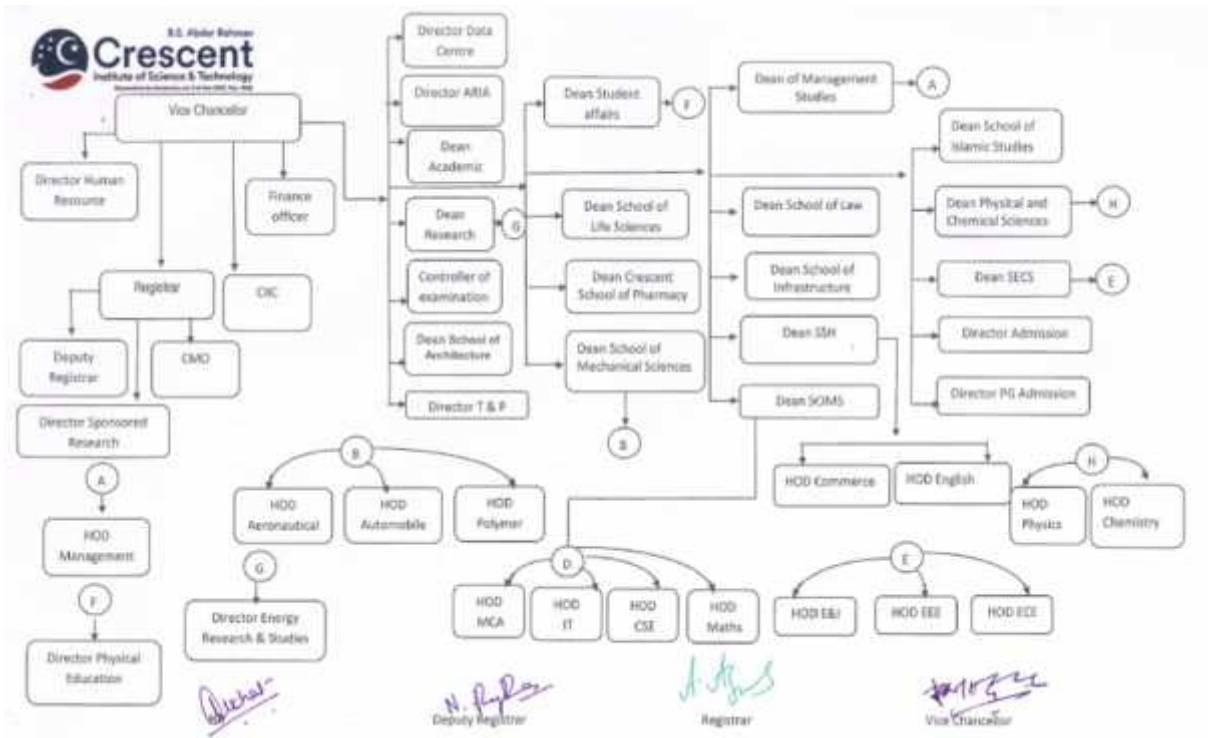
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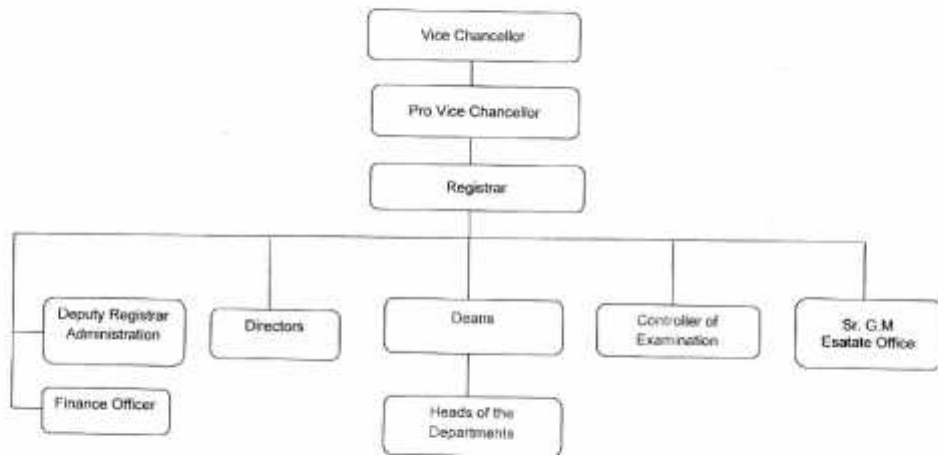
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**ORGANISATION STRUCTURE (OLD)**



**Organization Structure**



*Director HR*  
 Director HR

*N. R. P. S.*  
 Deputy Registrar

*A. S. J.*  
 Registrar

*M. Prakash*  
 Pro Vice Chancellor  
 3-10-2020

## **1. CONDITIONS OF SERVICE POLICY**

### **1.1 Contract of Employment**

A Contract of Employment stipulating all the conditions of employment shall be signed by all employees on their first day of employment.

### **1.2 Working Hours**

The workweek comprises of minimum 42 hours, beginning from Monday and ending with Friday of 1<sup>st</sup>, 2<sup>nd</sup> and 4<sup>th</sup> week of every month. However, the 3<sup>rd</sup> Saturday of every month is a working day. The official working hours are from 9.00 am to 04.15 pm with a half-hour break between 11.45 and 12.15 for lunch (Break may vary from school to school). Each employee is required to put in at least seven hours per day. However, the nature of work may require some variation and extension of these times.

### **1.3 Duty Station**

The duty station shall be stated in the letter of appointment and any transfer to another field department shall be communicated in writing. However, Employees should report to the HR office before proceeding to their place of posting.

### **1.4 Confidentiality**

All information related to BS Abdur Rahman Crescent Institute of Science and Technology's operations or future endeavors shall be treated with the utmost confidentiality.

## 2. RECRUITMENT AND SELECTION POLICY

### 2.1 Introduction

Recruitment and Selection aim to search and hire suitable candidates to fill vacancies in BS Abdur Rahman Crescent Institute of Science and Technology with the view to satisfying human resources needs. The search may be internal and/or external.

Any position within BS Abdur Rahman Crescent Institute of Science and Technology that becomes vacant will be filled, on an application of requisition form by the immediate HOD's. Restructured or newly created positions will only be activated upon approval from the Dean, Registrar, VC

The success and adaptability of an Institute depend upon the recruitment of employees who are flexible, adaptable and committed to the success of the BS Abdur Rahman Crescent Institute of Science and Technology.

### 2.2 Objectives

To promote and maintain high standards of professional recruitment practice by adhering to UGC Norms.

Its objectives are to:

- Ensure that recruitment is considered an essential part of the human resource. Strategy and consequently an integral part of the overall business strategy;
- Ensure and explain best practice for all types of recruitment;
- Maintain professional standards whether recruits are easy to find;
- Ensure that equality of opportunity is considered an integral part of good recruitment practices and procedure;

### 2.3 Recruitment Authorization Procedure

<b>Policy Title:</b>	<b>Recruitment and Selection Policy</b>
Last updated on:	22.01.21
Approved By:	Dean, Registrar, VC, BS Abdur Rahman Crescent Institute of Science and Technology
Applicability of Policy:	All the faculty members of BS Abdur Rahman Crescent Institute of Science and Technology
Policy Purpose:	Recruitment and Selection Policy aims to search and hire suitable candidates to fill vacancies in BS Abdur Rahman Crescent Institute of Science and Technology with the view to satisfying human resources needs.

All authorization procedures detailed below must be completed prior to the commencement of any recruitment procedure.

- ) Prior to the employment of any employee, the Employment Authorization Form must be completed.
- ) The employment of all individuals for budgeted positions within BS Abdur Rahman Crescent Institute of Science and Technology must be authorized by the Registrar, VC
- ) The HOD's will complete the Employment authorization form.
- ) The respective Deans will be responsible to ensure correct authorization.
- ) The Deans will provide the Human Resources department with a fully authorized employment authority form (Approved and Signed by the Dean, Registrar, VC) and instruct commencement of the recruitment.
- ) The Human Resources department will control that the correct authorization has been obtained by cross-checking the workload. When all is in order, they shall commence the recruitment process.
- ) Internal Advertisements external advertisements shall be placed in specified local newspapers/ portal (Naukri.com, timesjobs.com etc) / social media (linkedin/fb etc)

#### **2.4. Employment Procedure**

- ) The Human Resources department shall receive all applications for employment and shall acknowledge receipt thereof.
- ) Scrutiny committee (Dean, HOD, Dean Research, Director PG Admission, HR) will scrutiny the resume as per the UGC norms
- ) BS Abdur Rahman Crescent Institute of Science and Technology shall bear subsistence and travel and travel expenses of shortlisted candidates from places other than the duty station (if applicable). A summary of the interviews shall be prepared by the Head of Human Resources and kept for record purposes (for a group).
- ) After the scrutiny HR with the approval of VC & Registrar will call the candidate for interview in front of external panel member/ VC, Registrar, Respective Deans
- ) The Head of Human Resources shall ensure that a reference check on shortlisted candidates is done, and then offer employment in consultation with the Dean, Registrar, VC to the selected candidate who upon acceptance shall be followed by an appointment letter signed by the Registrar. Once the selected candidate has accepted the employment offer.



) **Employment Interview Panel (Final Round)**

The Employment Interview Panel shall be provided with the ground rules and procedures for interviewing (by the Director Human Resource) prior to the actual commencement of interviews.

The constitution of the Panel shall be from the following persons:

- Vice-Chancellor
- Registrar
- Dean, Respective Faculty of Studies
- Head of Department,
- For Management Positions the BOM shall attend.
- External subject expert

## 2.5. Appointment

All staff will be appointed by the BS Abdur Rahman Crescent Institute of Science and Technology, Board of Management as delegated.

**2.6.1. Letters of Appointment:** The formal letter of appointment will bear the signature of the Registrar. The letter shall require the signature of the appointee before the appointment is considered effective.

**2.6.2. Job Description:** On appointment, an employee shall be given a job description. This shall specify the scope and terms of reference for their position. Each member of staff is expected to devote their time and attention to their work and not engage in activities that may conflict with BS Abdur Rahman Crescent Institute of Science and Technology interests or negatively affect their performance. Job Descriptions shall be reviewed yearly.

**2.6.3. Probation:** Any appointment made on BS Abdur Rahman Crescent Institute of Science and Technology shall be subject to a probation period for a minimum one year or as specified in the letter of appointment. One month towards the end of the probation period, the employee's Deans/HODs shall make an appraisal report recommending a confirmation or termination of the employee's services. If necessary, the probation period may be extended by BS Abdur Rahman Crescent Institute of Science and Technology. An employee who is on probation may have his appointment terminated at any time without notice. Confirmation of the appointment is done only by the recommendation from the Deans/HODs, the Registrar shall in writing, confirm the appointment.

**2.6.4. Duration of employment:** Unless otherwise stated, employment for all staff shall be on a permanent basis subject to the satisfactory completion of the probation period.

**2.6.5. Personal Data:** On acceptance of an appointment, the new staff member is required to complete the Employee Personal Data form. New employees must also furnish BS Abdur Rahman Crescent Institute of Science and Technology with a declaration of dependents, that is the spouse and own children, and provide photocopies of certificates and other testimonials. Any changes in personal status shall be reported promptly to the Director of Human Resources / HR office by completing a fresh Personal Data Form. Staff records and related correspondence shall be treated confidentially at all times.

**2.6.6. Induction:** All new staff shall undergo induction training to assist them in the process of becoming integrated into the institution within the shortest time possible. Director HR shall conduct induction training.

### **Disclaimer:**

**This policy may get revised from time to time on approval of the Vice-Chancellor, shall come in to force and shall be binding to the teaching, non-teaching staff, all authorities of the School and others concerned.**

### **2.7 Newly Created or Restructured Positions**

Authority shall be vested in the Board to consider a request for the activation of a newly created or restructured position.

### **2.8 Age**

BS Abdur Rahman Crescent Institute of Science and Technology shall not employ any person under the age of 18 years and above the age of 60. In special case, candidate above 60 years of age will be considered.

### **3. PERFORMANCE MANAGEMENT POLICY**

#### **3.1 Introduction**

Decisions concerning career development, promotion, succession planning and compensation depend on the information provided through effective performance management. The BS Abdur Rahman Crescent Institute of Science and Technology will, therefore, ensure that all new employees understand the requirements of their jobs as well as the expected results. The actual assessment of how well they have performed will be undertaken at the end of each year through a comprehensive appraisal of their performance in relation to these expectations.

#### **3.2 Objectives**

Staff appraisal is often viewed as a punitive measure where most junior staff looks it as a time when their seniors would get even with them for whatever reason. BS Abdur Rahman Crescent Institute of Science and Technology will, therefore, seek to promote a healthy understanding of this process in terms of being an avenue to promote dialogue between staff and management as well as a system through which the specific needs of staff are identified and brought into the limelight. Specifically, the appraisal process at BS Abdur Rahman Crescent Institute of Science and Technology will be undertaken to:

- review the performance of the staff against assigned tasks and responsibility;
- identify the areas of weaknesses and provide positive feedback to the staff on their individual and team performance;
- identify the areas of strength in each staff;
- identify staff who can be developed to take up increased responsibilities;
- identify the staff training needs;
- create a basis for rewarding superior performance;
- plan for the following year;

#### **3.3 The Performance Management Process:**

Performance Management shall be in two slots i.e. every year July and January

##### **3.3.1. Performance Planning:**

A Performance Plan is a written document among an employee, the team and the respective HODs/ Deans. The performance plan describes what has to be done during the performance cycle, how well it has to be done, and how the accomplishment will be measured.

##### **Performance Summary from previous year**

HODs provide a consolidation of employee accomplishments throughout the performance cycle, synopsis of formal feedback received during the performance cycle, and highlights of developmental activities undertaken during the period.

Employee provides a self-assessment of accomplishments (outcomes/expectations and developmental activities/Research/conference attend FDP organized and attended etc) completed during the performance cycle.

- Description of Actual Performance

- Major Accomplishments - Identify the most important accomplishments achieved during this performance cycle that applies directly to your position.
- Other Accomplishments - Identify other accomplishments achieved during this performance cycle.

#### **Performance Plan jointly developed for an upcoming year**

HODs provide work assigned to the department, work assigned to employee, goals/objectives for Department (cascaded down from organizational goals), and any other needs for the accomplishment of department goals/objectives.

Employee provides own objectives for the accomplishment of BS Abdur Rahman Crescent Institute of Science and Technology /Departments goals/objectives and individual developmental needs, if any, for upcoming performance cycle.

Required resources to accomplish the assigned work and objectives that are identified within the jointly developed performance plan.

Check the performance plan for reasonableness against the plan based on 3 months experience, modify if necessary

An employee can inform their HOD of resource needs, if any, required to accomplish agreed-upon performance plan

- Examples: Skillset; time; equipment etc.

#### **Mid-cycle meeting**

Formal feedback session

HODs supply upward feedback to their Deans.

**Requirements for Temporary Positions:** A performance plan should be established in all cases where the duration of a temporary employee is uncertain. A new performance plan must be established when an employee is scheduled to work for longer.

### **3.3.2. Monitoring**

Monitoring is the process of making accurate and objective performance observations based on the outcomes and expectations contained in an employee's performance plan. In addition, the HOD's will provide timely feedback throughout the performance cycle to encourage employees to maximize their performance. Performance observations will be provided from multiple sources.

#### **Employee's role:**

Provide self-evaluation twice per performance cycle, and provide upward feedback once during the performance cycle. If applicable, provide performance input as a peer, or key members of cross-functional teams/interface groups.

#### **HOD's role:**

Collect data, provide feedback, make performance observations, document results, and manage the overall process.

#### **Application to teams:**

When using this process in a team setting, the following need to be considered:

A team needs to have a strong peer input feedback mechanism in place. Each team member must be willing to supply self-evaluation of the team's performance.

#### **Managing unacceptable performance:**

If at any time during the performance cycle, the employee is not performing to the level agreed upon in the performance plan, the employee is placed into an opportunity to demonstrate performance, or any other applicable performance improving tool, in an attempt to increase the employee performance up to an acceptable level.

### **3.3.3. Performance Summary**

The performance summary is a consolidation, discussion, and acknowledgement of employee accomplishments and effectiveness throughout the performance cycle.

It provides an assessment of actual achievements based on the outcomes and expectations contained in the performance plan.

Includes a synopsis of formal feedback received during the performance cycle.

It contains highlights of developmental activities undertaken during the period.

The performance summary represents the review of the record for the performance cycle.

#### **Purpose:**

Performance summaries may be used for:

Identifying developmental needs.

Determining compliance with the agreed-upon performance plan.

Analyzing individual [or team] performance.

The basis for individual recognition.

The basis for team acknowledgement/recognition.

A point of consolidation of feedback from the performance cycle.

#### **Performance summaries may not be used for:**

Merit promotion eligibility.

Reduction in force.

Automatic triggers for increases to base pay and/or cash awards.

#### **Frequency:**

Typically the performance summary is an annual process of documentation and discussion between a Deans, HODs and employees. This discussion shall occur within 30 days from the end of the performance cycle.

#### **Time underperformance plan:**

An employee must be in his or her current performance plan for 90 days to receive a performance summary. This 90-day requirement also applies to details. If a performance cycle includes detail of 90 days or greater, the performance summary for the performance cycle may include the performance summary for the detailed period.

#### **Documentation:**

A narrative discussion of the individual performance compared to the outcome(s)/expectations(s) as spelt out in the performance plan. The summary is a narrative describing employee accomplishments of the agreed-upon outcomes/expectations in the performance plan. The relationship between the narrative and the plan represents the employees' annual performance review.

#### **Recordkeeping requirements:**

The performance summary of records shall be maintained in the Personnel File or separately

#### **Relationship to performance-based pay systems:**

The performance summary may be used as a factor in determining eligibility for a pay increase in a performance-based pay system.

**Application to Teams:**

Teams can receive performance summaries; however, the accomplishments of a team cannot be a primary or secondary outcome of an individual's performance plan. Additionally, a team performance summary does not eliminate the requirement for an individual performance summary.

**Requirements for departing / transferring employee:**

A departing/transferring employee should provide a performance summary for each of his or her employees before leaving. In a situation, where an employee leaves his or her position within the last 90 days of a performance cycle, the departing/transferring employee should close the current performance cycle by completing and providing a performance summary for each of his or her employees. As a result, the new performance cycle may cover up to 15 months.

### **3.4 Recognition**

It is a means of acknowledging employees for sustained outstanding performance/service and providing incentives to continue providing outstanding performance/service. Recognition should be linked to performance outcomes. For example, employees should be recognized/rewarded for being results-oriented and outcome-focused. Other contributing factors could be increased morale, contribution to team cohesiveness, contribution to the success of the performance management process, etc. Recognition does not necessarily have to be linked to a bonus system, but can be for e.g.; time off, chance to attend conferences of choice etc.

## **4. TRAINING AND DEVELOPMENT POLICY**

### **4.1 Introduction**

BS Abdur Rahman Crescent Institute of Science and Technology strongly believes that a well-trained and efficient workforce is crucial for the development of any institution. BS Abdur Rahman Crescent Institute of Science and Technology will always strive to attract and retain employees of the highest caliber.

To achieve this, the institution will recruit all levels of staff strictly on merit. After their engagement, the institution will further provide them with opportunities to advance skills and professional expertise as well as give them adequate exposure.

### **4.2 Objectives**

The objectives of the Training and Development Policy are to:

Explicitly communicate the commitment of BS Abdur Rahman Crescent Institute of Science and Technology 's Board Members, Vice-Chancellor, and Management through training to all employees, primarily customized to suit the business philosophy, mission, vision, and Business Plan;

Ensure that continues training and development are offered to all employees of BS Abdur Rahman Crescent Institute of Science and Technology;

Recognize the fact that training and development can only take place when matching resources are properly planned and budgeted for and be utilized exclusively for training;

ensure that need-based training and development interventions are equitably distributed to all categories of staff and at all levels of BS Abdur Rahman Crescent Institute of Science and Technology, with particular emphasis on the lower ranks;

Ensuring equal opportunity in training and development within all Department of BS Abdur Rahman Crescent Institute of Science and Technology ;

Develop and maintain a pool of suitably qualified staff (technical, administrative and professional) at BS Abdur Rahman Crescent Institute of Science and Technology ;

Create an environment that is conducive to self-development and career advancement of staff members;

### **4.3 Process and Criteria**

BS Abdur Rahman Crescent Institute of Science and Technology will handle staff training as an integral part of its institutional development. It will endeavour to train its staff continuously and impart them with new skills, through some of the following ways:

BS Abdur Rahman Crescent Institute of Science and Technology will encourage staff to pursue further training on their own, which it could support whenever there are funds available;

Training or development programme shall only be offered after a thorough needs assessment by the Human Resources Office in consultation with the School Deans/Hods

BS Abdur Rahman Crescent Institute of Science and Technology places a high premium on human resources training and development. Hence, nominees are obliged to attend courses nominated for and agreed upon. Failure by a nominee to attend a course amounts to misconduct and will be dealt with in accordance with the Disciplinary Code.

In the event where a nominee cannot attend a particular course for one or the other reason, such nominee should inform the Human Resources Office in writing at least five working days before the commencement of the course through his/her Deans/HOD. Shorter notice through the same procedure shall only apply in the event of unforeseen circumstances, such as illness, death, unplanned leave, and the like.

Trainees shall be nominated by their respective immediate senior with relevance to their Performance Plan, whereupon the Human Resources Office will consider such nominations for confirmation, or otherwise.

Any training identified by individuals shall also be considered. Where these activities are deemed important by BS Abdur Rahman Crescent Institute of Science and Technology, an equitable selection process of who shall attend the course shall be made and BS Abdur Rahman Crescent Institute of Science and Technology shall fully fund the activity subject to the following conditions:

The employee must submit a formal application to HOD

The application shall be forwarded by the HOD, with his/her recommendations and comments to the Dean

Approval will thereafter have to be obtained from the Human Resources Office.

The sequential process of the Human Resources Office shall be to:

determine training and development needs that currently exist and projected future needs by ensuring that all employees have their own Individual development plans which are to be developed by the immediate senior with Reference to Performance Plans;

select and write training and development objectives in order to determine and sequence course contents per employee;

produce and procure suitable training and development programmes;

conduct training and/or coordinate training to be provided by others from within or outside the BS Abdur Rahman Crescent Institute of Science and Technology ;



## **5. LEAVE POLICY**

### **5.1 Purpose of leave:**

Leave is granted to employees with the good intention of providing rest, recuperation of health and for fulfilling social obligations. This provides a healthy and efficient staff for the BS Abdur Rahman Crescent Institute of Science and Technology.

### **5.2 Leave year and applicability:**

Leave is not a matter of right.

Sanctioning of leave is at Management discretion based on exigencies of business or seriousness of the case.

Leave year is from 1<sup>st</sup> January to 31<sup>st</sup> December.

Eligible leave is credited to the employees on the 1<sup>st</sup> of January every year.

The different types of leaves given under the policy are:

- Casual Leave (CL-12)
- Sick Leave (SL-10)
- Earned Leave (EL-12 after completion of one year)
- Maternity Leave (ML-45 days after completion of 2 years for 2 Children)
- Leave without Pay (LOP)

The Leave policy is applicable for all permanent staff of the BS Abdur Rahman Crescent Institute of Science and Technology.

Employees who are appointed during the course of the year shall be entitled to the above leaves on a pro-rate basis.

### **5.3 Casual Leave**

#### **Eligibility:**

All permanent staff

Casual leave is calculated for a period of one year (January to December)

#### **Entitlement:**

12 days of Casual Leave in a calendar year.

It is up to the Management's discretion to sanction more than 3 days of CL at a stretch.

National / Festival / Declared / weekly off days can be prefixed and/or suffixed to CL.

Intervening National / Festival / Declared holidays will NOT be counted as part of the leave.

Balanced CL remaining unutilized as on 31<sup>st</sup> December will lapse.

When leave is taken without prior sanction (under certain unavoidable circumstances), the absence should be notified to the respective Deans/HODs on the same day through the phone and apply in TCS.

#### **5.4 Medical Leave**

##### **Eligibility**

All permanent staff

##### **Entitlement:**

10 days of Medical Leave (ML) in a calendar year only in case of hospitalization. it must be applied with a Doctor's certificate & Discharge summary attached.

In case adequate number of ML is not available with an employee, she/he can club CL with it. If CL is also not available then EL else it will be treated as LOP. Intervening National / Festival / Declared holidays will be counted as part of the leave.

Balance ML unutilized as on 31<sup>st</sup> December will not be carried forward to the next year

Inability to attend office because of any sickness should be notified to the respective Dean/HODs on the same day and apply in TCS.

#### **5.5 Maternity Leave (MAL)**

##### **Eligibility:**

All-female staff after completion of 2 years of service with the institute

##### **Entitlement:**

45 days of paid Maternity Leave is allowed only from the date of delivery for first 2 children, an employee can club all CL,EL,ML during this period

Before availing this leave, a certificate from the gynaecologist has to be submitted, mentioning the expected date of delivery, after delivery they have to submit the hospital document to process the leaves

Intervening National / declared / festival / weekly off days will be counted as part of leave

If, because of any complication, leave has to be extended, it can be done but will fall under LOP.

#### **5.6 Leave Without Pay (LOP)**

LOP can be applied by an employee when no other leave is available.

During the period of LOP, the employee is not entitled to any pay or allowance.

A maximum of 1 month of LOP can be availed on the approval of the management.

If the employee fails to report to duty on the specified date after the sanctioned LOP, it is deemed that the employee has abandoned his service with the BS Abdur Rahman Crescent Institute of Science and Technology on his own accord.

LOP can be implicated on disciplinary grounds with regard to attendance by the management regardless of the availability of the other types of leave.

### **5.7 Compensatory Off (Management Decision)**

If an employee is required to work on any important assignment on a National / Festival / Declared / weekly off day, he is eligible for Compensatory off on any other working day.

Official approval is required from the department head/management to work on such National / Festival / Declared / weekly off days. No compensatory offs will be entertained when worked on these days without proper approval.

### **5.8 Leave Application and related clauses**

#### **Procedure for Applying for Leave**

The available leave balance is to be checked by the employee in TCS. All the leaves shall be applied through TCS only.

#### **Cancellation of Leave**

The department head can also cancel the once sanctioned leave on a situational / need basis. If an employee proceeds to avail of the cancelled leave then those days will be treated as absence from duty and the rules pertaining to absence from duty will be applied.

#### **Extension of Leave**

As it is necessary to get prior approval for leave so it is also for extension of leave. The employee has to apply to his/her department head for extension of leave well in advance and get it sanctioned to avail them.

#### **Absence from Duty**

When an employee takes off from duty without prior leave approval or proper intimation under certain unavoidable circumstances, then those day/days will be treated as absence from duty.

- The days of absence will be treated under LOP.
- The employee has to report to his / her department head on rejoining duty from absence and provide valid reasons for absence in writing before taking up work again.
- If an employee is absent from duty continuously for more than 7 days (including any National / Festival / Declared / weekly off days which may fall in-between), official correspondence from the personnel department will be sent to him asking to report to duty and to provide an explanation for his absence.
- Based on the enquiry any action deemed fit would be taken by the management.
- If there is no response from the employee within the stipulated time mentioned in official correspondence, it would be assumed that the employee has withdrawn his service from the BS Abdur Rahman Crescent Institute of Science and Technology on his own accord and recorded accordingly.

#### **Leave Settlement during Resignation / Retirement / Termination**

- ) If an employee to be relieved has availed more CL against the number of months he has worked, then the excess CL will be deducted during his final settlement.

## **6. DISCIPLINARY CODE**

### **6.1 Introduction**

Discipline is a system designed to promote orderly conduct.

Formal disciplinary action should be the final course of action in rectifying employee behaviour.

Disciplinary action should be supported through investigation, reasonable evidence of guilt and careful consideration of the circumstances of each case before formal action is taken.

Disciplinary action should always be prompt, fair and firm.

While every attempt has been made to ensure that this disciplinary code is applicable to general disciplinary instances in BS Abdur Rahman Crescent Institute of Science and Technology, the requirement for use of discretion within the framework of and in accordance with the spirit of the code may be required.

A successful disciplinary system and environment depend upon the good judgement, understanding and consistent treatment of the parties involved in disciplinary action.

### **6.2 Procedure and Documentation**

When an offence is alleged to have been committed, the senior concerned will investigate or have the matter investigated, and take any form of the following actions:

- Dismiss the case;
- Counsel the employee;
- Give a verbal warning;
- Give a recorded warning;
- Initiate a formal disciplinary enquiry;

#### **6.2.1. Informal disciplinary action**

It is desirable for sound interpersonal relations within BS Abdur Rahman Crescent Institute of Science and Technology that senior where possible resolve disciplinary matters by means of informal disciplinary action. Informal disciplinary action can take the form of either a verbal warning or counselling.

An employee found to have committed an offence of a minor nature should be counselled by the Dean, without an entry being made on the employee's personal record. The Dean may, however, make a record of the counselling session to allow for an assessment of the employee's performance record, should this be necessary at the time, and with the employee's knowledge and understanding thereof, formulate a plan of corrective action.

During the counselling, the senior should ensure that the employee is made aware of the nature of the offence and the standard of the conduct or performance that will be expected in the future.

### 6.2.2. Procedure for formal complaints

A Dean handling a formal complaint must investigate the case with the assistance of the Director of Human Resources, where possible, and ensure that the relevant sections of the complaint form are correctly completed within 48 hours of the offence having been committed or the Dean having been made aware of the fact that an offence has been committed

A copy of the complaint form should be passed without delay to the Director of Human Resources through Registrar & VC who will advise whether the accused should be suspended pending full investigation (if this has not already been done) or advise the Dean on whether to continue with a formal complaint

### 6.2.3. Disciplinary Inquiries

The Committee will be responsible for the overall application of the code and should where possible:

Advice and guide all employees on the Disciplinary Code

Ensure that the code is applied fairly and consistently in all cases

## 6.3 Special Cases

### 6.3.1. Suspension

An employee may be suspended from work immediately if he/she has allegedly committed or is allegedly involved in any one of the following offences:

- Assault/attempted assault
- Desertion
- Sleeping on duty
- Negligent driving, damage or misuse of BS Abdur Rahman Crescent Institute of Science and Technology property
- Abuse of electronic/data facilities
- Sexual Harassment
- Fighting
- Riotous Behavior
- Alcohol and drug offences
- Willful loss, damage or misuse of BS Abdur Rahman Crescent Institute of Science and Technology property
- Theft/Unauthorized possession of BS Abdur Rahman Crescent Institute of Science and Technology property
- Breach of Trust
- Offences related to dishonesty
- Any act or omission which intentionally endangers the health or safety of others, or is likely to cause damage to BS Abdur Rahman Crescent Institute of Science and Technology property
- Interference with disciplinary and/or grievance investigations
- Abusive or provocative language (when it is likely to cause a disturbance)
- Insubordination (if the situation shows signs of getting out of control)

- Persistent refusal to obey instructions.

### **6.3.2. Poor Work Performance**

Cases involving substandard or deteriorating work performance are to be treated differently from those regarded as transgressions of misconduct.

The following guidelines should be considered when dealing with such cases. An attempt should be made to resolve alleged poor work performance by means of counselling the individual involved. Where senior identifies work performance, the following procedural action should be considered:

Investigate and identify the problem area(s)

Communicate this to the individual concerned, and jointly agree on the appropriate plan of action in order to resolve the matter. If deemed necessary and relevant, norms should be established by arranging appropriate task lists and the time duration allowed for the completion of each task;

Consideration should be given to the appointment of a coach or mentor to assist the employee to improve performance;

Accurately minute the agreed contents of any agreement put in place and provide the Human Resources Office with a copy for record-keeping purposes;

Regular evaluation and follow up on the agreed plan of action should be made;

Should counselling fail to produce the desired improvement, alternative action should be considered in liaison with the Director of Human Resources through proper approval. Alternative action could include but is not limited to, termination of the employment contract on the grounds of incapacity, demotion or a transfer to an alternative position. The employee, throughout this process, will be entitled to representation.

### **6.3.3. Offences outside normal working hours**

BS Abdur Rahman Crescent Institute of Science and Technology reserves the right to take any action it may deem appropriate against employees who are, in the opinion of BS Abdur Rahman Crescent Institute of Science and Technology, guilty of gross misconduct not merely in their working situations. This is particularly so where the nature of the misconduct may affect the employment relationship with any other party. Actions that directly relate to the nature of the business are also liable for disciplinary action.

### **6.3.4. Court Actions**

Where an employee has been criminally charged or legal action has been instituted for an employment-related breach, BS Abdur Rahman Crescent Institute of Science and Technology reserves the right to take disciplinary action against the employee for the alleged offence, in terms of this Code.

## **6.4 Classification of Offences:**

Offences are classified into five major categories.

#### 6.4.1 Absenteeism

Absenteeism in the disciplinary context means being absent from work for an entire working shift, or part thereof, without the expressed permission from a HOD.

A sanction of dismissal can apply for the first offence of being absent without permission provided that the employee was absent for three continuous working days without a valid reason.

Absent without leave;

Desertion: Leave the workplace without intending ever to return; leave without help or support; abandon; leave without authority or permission.

#### 6.4.2 Offences related to Control at Work

Poor Time Keeping and related offences

late for work

Leaving work early

Extended or unauthorized breaks during working hours

Persistently committing all or any of the above.

- Ñ Negligent Loss, Driving, Damage or Misuse of BS Abdur Rahman Crescent Institute of Science and Technology property
- Ñ Negligent loss of BS Abdur Rahman Crescent Institute of Science and Technology property: any act whereby an employee, through carelessness or negligence, loses BS Abdur Rahman Crescent Institute of Science and Technology property or is unable to account for it satisfactorily.
- Ñ Negligent driving; driving a BS Abdur Rahman Crescent Institute of Science and Technology owned or rented vehicle without due care, whether such an act results in an accident or not.
- Ñ Negligent damage to BS Abdur Rahman Crescent Institute of Science and Technology property: any act whereby an employee through carelessness or negligence causes or allows BS Abdur Rahman Crescent Institute of Science and Technology property to become damaged.
- Ñ Misuse of BS Abdur Rahman Crescent Institute of Science and Technology property: using BS Abdur Rahman Crescent Institute of Science and Technology property for a purpose other than that for which it was intended.
- Ñ Unsatisfactory Work Performance
  - Carelessness: Performance of a task or duty without the exercise of due care and attention.
  - Negligence: Failure to exercise proper care and regard to the manner of discharging the duty to the extent that tasks have to be repeated or equipment or persons are at risk of damage or injury.
  - Inefficiency: failure to carry out work at the required standard or failure to complete tasks within the given reasonable time limits, without reasonable cause. This includes poor supervision.
  - Loafing: passing time idly or failing without reasonable cause to complete tasks set.

### 6.4.3 Offences Related to Indiscipline or disorderly behaviour

Disobedience and related offences

Refusing to obey an instruction: deliberate refusal to carry out a lawful and/or reasonable instruction given by a person in authority and within the area of his jurisdiction.

Failing to obey an instruction: failure to obey a lawful instruction given by a person in authority and within the framework of his/her jurisdiction.

Non-compliance with established procedure/standing instructions: failure to follow established procedures.

Abuse of electronic / Data facilities: excessive use/abuse of e-mail and communication facilities; storage and/or transmission of the material of discriminatory nature; storage and/or transmission of pornographic material; unauthorized monitoring and interception of electronic documentation.

#### **Abuse and related offences**

Abusive Language:

The uttering of any words or the publication of any writing expressing or showing hatred, ridicule or contempt for any person or group of persons. The offence is more serious when it is wholly or mainly because of his/her/their nationality, race, colour, ethnic origin, sex, marital status, religion, creed, political opinion, social or economic status, degree of physical or mental ability, sexual orientation or culture.

Insubordination:

Insolence towards a superior shown by action or words.

#### **Disorderly behaviour:**

Indulging in rough or unruly behaviour or practical jokes whether or not such behaviour endangers the safety or health of others or the smooth running of the workplace.

#### **Threatening violence:**

Threatening to do physical injury to any other person.

#### **Fighting:**

Physical contact between two or more persons, engaging in or inciting a group of persons to indulge in disorderly behaviour or willfully to damage BS Abdur Rahman Crescent Institute of Science and Technology property.

#### **Riotous behaviour:**

Unruly behaviour between two or more persons, engaging in or inciting a group of persons to indulge in disorderly behaviour or willfully to damage BS Abdur Rahman Crescent Institute of Science and Technology property.

#### **Sexual Harassment:**

Any unwanted or unwelcome sexual advances, requests for sexual favours and other verbal or physical conduct of a sexual nature when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, causes unreasonable interference with an individual's work performance or creates an intimidating, hostile or offensive work environment.

#### **Discrimination:**

Any act whereby an employee discriminates against any other employee or group of employees on the grounds of nationality, race, colour, ethnic origin, sex, marital status,



religion, creed, political opinion, social or economic status, degree of physical or mental ability, sexual orientation or culture.

**Willful loss, damage or misuse of BS Abdur Rahman Crescent Institute of Science and Technology property**

*Willful loss:* any act whereby an employee willfully or deliberately loses or causes BS Abdur Rahman Crescent Institute of Science and Technology property to be lost.

*Willful damage:* any act whereby an employee willfully or deliberately damages, or allows or causes damage to B. S. Abdur Rahman Crescent University property.

*Willful misuse:* any act whereby an employee willfully or deliberately misuses BS Abdur Rahman Crescent Institute of Science and Technology property.

**6.4.4 Offences Related to Dishonesty**

Disciplinary cases involving the following offences must be reported to the Human Resources Officer.

**Bribery or Corruption**

Giving or receiving or attempting to give or receive any bribe or inducing or attempting to induce any person to perform any corrupt act.

**False Evidence**

Deliberately giving untrue, erroneous or misleading information or testimony whether verbally or in writing.

**Forgery and uttering**

Falsifying or changing any documentation with fraudulent intent or attempting to do so. Uttering or attempting to utter Fraudulent or false statements or documents.

**Misappropriation**

Applying or attempting to apply to wrong use or for any unauthorized purpose, any funds, assets or property belonging to BS Abdur Rahman Crescent Institute of Science and Technology.

**Theft of or unauthorized**

Possession of BS Abdur Rahman Crescent Institute of Science and Technology property Stealing or attempting to deprive BS Abdur Rahman Crescent Institute of Science and Technology permanently of its rightful ownership. Being in possession or disposing of BS Abdur Rahman Crescent Institute of Science and Technology property without due authorization.

**Fraud**

The unlawful making of misrepresentation with intent to defraud, which causes actual or potential prejudice to another party.

**Breach of Trust**

Actions or conduct of an employee that cause a reasonable suspicion of dishonesty or mistrust and for which there exist extraneous evidence to prove a breakdown in the relationship of trust between the concerned employee and BS Abdur Rahman Crescent Institute of Science and Technology. This will include a situation where the conduct of the employee has created mistrust, which is counterproductive to BS Abdur Rahman Crescent Institute of Science and Technology's commercial activities or to the public interest, thereby making the continued employment relationship an intolerable one.

## 6.5 Penalties

### 6.5.1 Verbal Warning

Any senior may, at any time and at his discretion, reprimand an employee without completing a complaint form, in which case there will be no entry made on the employee's disciplinary record. When a verbal warning is given, the senior must ensure that the employee being reprimanded is made aware of the existence and function of the Disciplinary Code. A verbal warning is usually issued where the offence is of a minor nature.

### 6.5.2 Recorded Warning

**Application:** This may be given for a repetition of an offence for which an unrecorded warning has been given, or it may be given for a first offence.

**Validity Period:** The employee must be informed that the warning will remain in force for a period of six months.

### 6.5.3 Severe Warning

**Application:** Given for a repetition of the same offence or similar offence during a period when a recorded warning is still in effect, or for the first offence of a more serious nature.

**Validity Period:** The employee must be informed that the warning will remain in force for a period of nine months.

### 6.5.4 Final Warning

**Application:** Given for a repetition of the same offence or a similar offence during a period when a severe warning is still in effect or depending on nature thereof, for the first offence of a serious nature. In the case of an employee being found guilty of an offence of a dissimilar nature within the prescribed period, the hearing official may, at his discretion, issue a comprehensive final warning on the understanding that if any offence is committed within the next 12 months, it will render him liable for dismissal.

**Validity Period:** A final warning is effective for a period of twelve months. The employee is advised in writing by the official hearing the case of the period applicable and reminded that a repetition of the offence or the committing of any similar serious offence within the prescribed period will render him liable for dismissal. A copy of the notice shall be forwarded to the Human Resources Department.

### 6.5.5 Dismissal

**Application:** Dismissal is the final sanction and should be used:

- when other forms of disciplinary action have failed;
- when an employee on a final warning commits a serious offence;
- when the offence committed is of such a serious nature that it amounts to a serious breach or repudiation of the employee's contractual obligations;
- in cases relating to dishonesty e.g. theft, fraud or corruption;

Once an employee has been dismissed in accordance with the procedure contained in this Code, under no circumstances will he be considered for re-employment should he re-apply at a later stage.

### **Demotion**

Demotion is not an acceptable corrective action and is, therefore, not used as a punishment for a specific offence. It is used only where the employee is unable to meet the requirements of his present job but is suitable for continued employment in a lower capacity.

### **6.5.6 Transfer**

A transfer is not permitted as a tool for disciplining employees. A transfer shall only be effective in terms of B.S. Abdur Rahman Crescent Institute of science and technology's Conditions of Employment and Service. Transfer, as the result of the outcome of disciplinary action, will be considered in special circumstances.

### **6.5.7 Alternative Penalty to Dismissal**

A comprehensive final warning may be considered at the discretion of the Hearing Chairperson as an alternative penalty to dismissal in instances where an employee is found guilty of an offence of a dissimilar nature to a valid final warning on his personal record.

The sanctioning of a comprehensive final warning will only be considered in circumstances warranting corrective action and liaison between the Hearing Chairperson and the Director of Human Resources is encouraged before such a penalty is imposed.

A comprehensive final warning will be valid for twelve months from the date of the imposed penalty.

### **6.5.8 Dismissal Procedure**

A direct Department Senior may recommend that an employee be dismissed.

Following a disciplinary hearing outcome being advised to the employee who results in the recommendation for a dismissal and the employee accepts the recommendation; the Hearing Official will refer the case documentation for review to the relevant Head of Department of the department concerned.

The relevant Head of Department will endeavour to review the case within forty-eight hours/two working days and endorse or reject the recommendation.

If the recommendation for dismissal is endorsed, the hearing official shall refer the recommendation to the Head of Human Resources with the proper approvals who will review the case with the relevant Head of Department.

If the recommendation for dismissal is rejected, the case shall be referred to the hirer authorities

The Head of Department may sanction the recommendation in writing, thereby affecting dismissal, or reject it.

The employee shall be notified of the decision verbally by the Hearing Official. If the employee is dismissed, the employee will be notified in writing. This notification shall be signed by the relevant Executive Committee Member.

Every employee has the right to appeal against a decision to dismiss him/her.

## **6.6. The Role of the HR Officer**

The maintenance of workplace discipline is strictly a function of line management. Human Resources Officer should be available to assist management where required. As far as possible, the Human Resources Officer should, in consultation with the official chairing the hearing, ensure that disciplinary action taken is procedurally and substantively fair.

The Human Resources Officer should be available to advise and assist all employees on all disciplinary matters.

The Human Resources Officer must not impose penalties, nor hear appeals in respect of own subordinates.

### **6.6.1. Responsibility of Human Resource Officer**

Ensuring that the complaint form properly identifies the offence and is otherwise correctly completed

Ensuring that the alleged offender is aware of the charges against him/her

Interviewing and taking statements from the Complainant, accused and any witnesses

Investigating the domestic circumstances of the alleged offender, when necessary

Ensuring that all facts are collated marshaled and presented without bias.

Advising the Complainant, accused, witness (as) and representative of their roles and rights

Ensuring that documentation pertaining to the hearing is forwarded to the appropriate officials

Advising the accused and his representatives of progress made for cases that are pending or in recess.

The Human Resources Officer may at his/her discretion recommend that a concluded disciplinary case be reopened in instances where gross non-compliance to the Disciplinary Code is evident.

## **6.7. The Role of the Representative**

) Any employee, against whom formal disciplinary proceedings are held may at his request, be accompanied at the initial and any subsequent hearing by a colleague from the same working section, or in the case of an employee who is represented by a properly constituted consultative committee, by a member of such a committee. The representative has no right to insist on the employee being accompanied if he does not wish it; that is, a representative will attend a disciplinary hearing only at the request of the employee. He will be invited to comment on the evidence.

) The representative may ask question and cross-question during the disciplinary hearing, but may not give evidence during such hearings.

- ) The representative may make submissions to the hearing official on the guilt or otherwise of the accused prior to the hearing official making his finding. He may also make submissions to the hearing officials on the mitigating factors to be considered and on the penalty to be imposed.
- ) Should the representative's comments at the hearing be of such a nature as to warrant re-consideration of certain matters or further investigations, time should be allowed for this and, if necessary, the enquiry recessed.

## **6.8 Disciplinary Appeal Procedure**

- ) Every employee has the right to appeal against any decision which involves any entry on his/her disciplinary record and which may thus affect his future employment prospects.
- ) Any employee who wished to appeal against the outcome of any disciplinary hearing against him/he must notify the Human Resources Office in writing within two days of being notified of the outcome of the disciplinary hearing. The right of appeal must be based on one or more of the following appeal grounds.
  - ) Dispute of Guilt
  - ) Severity of Penalty/Mitigating Factors
  - ) Procedural Inconsistencies
  - ) New Evidence

## **7 GRIEVANCE POLICY**

### **7.1 Introduction**

Grievances may be real or imagined, but in either case, it is essential that the grievance is brought to light, discussed and the matter resolved to the satisfaction of all concerned. Failure to do so will only result in the grievance becoming a worsening source of conflict and eventually ending in a far more serious problem.

BS Abdur Rahman Crescent Institute of Science and Technology regards it important that all its employees will have sufficient knowledge of such procedure and easy access to it. To this effect, BS Abdur Rahman Crescent Institute of Science and Technology has formulated a grievance procedure, which has as its main objective the speedy resolution of grievances and thereby eliminating possible and unnecessary causes of conflict.

### **7.2 Objectives**

The Grievance Procedure is aimed at resolving work-related grievances within BS Abdur Rahman Crescent Institute of Science and Technology as fairly and as swiftly as possible. Grievances are feelings of injustice or dissatisfaction affecting an employee.

This Procedure is not used for appeals against disciplinary action. Such is to be carried out in accordance with Disciplinary and Appeal Procedure and Code.

Employees may lodge grievances without fear of victimization.

Grievances should be resolved at the lowest possible level within BS Abdur Rahman Crescent Institute of Science and Technology.

An employee can lodge grievances with Deans of respective departments.

Employees lodging grievances have the right to be represented by a fellow employee of his/her choice.

Records will be kept of all statements and decisions.

### **7.3 Procedure and Guideline**

The Grievance Procedure will be implemented as follows:

#### **Step 1 - HOD**

In step 1 the employee must discuss his grievance with his HOD in the event of a grievance

The HOD must endeavour to solve the problem within two working days and inform the employee.

Should the employee not satisfied with the outcome, he may proceed to Step 2.

#### **Step 2 - Dean**

The Department head shall endeavour to solve the problem within two working days and inform the employee.

Should the employee not be satisfied with the outcome, he may proceed to step 3

### **Step 3 - HR**

The matter is referred to the Director HR by handing her/him the grievance detail together with any other further relevant written information.

The Director HR shall convene a grievance hearing with the grievance committee and attempt to resolve the matter within a period of ten working days by discussing with management and that decision will be final.

### **Procedure to be followed by a Group of Employees**

If a grievance to be raised affects not one employee, but a group then a spokesman for the Group, accompanied (if she/he so wishes) by a delegation of not more than ten of the employees concerned, should proceed with Step 2 as for an individual grievance.

## **8 TERMINATION OF EMPLOYMENT POLICY**

### **8.1 Termination by Notice**

An employee who has given the notice to resign will be required to liquidate all loans with BS Abdur Rahman Crescent Institute of Science and Technology (where applicable) before their last month's dues is paid to them.

#### **Notice Period**

An employee on probation period can be terminated any time if the offence is serious or one month notice period can be given depends on the situation.

### **8.2 Retirement**

**Age:** The normal retirement age shall be 60 years. An extension of appointment beyond this age requires authority from the Board of Trustees.

**Medical grounds:** BS Abdur Rahman Crescent Institute of Science and Technology may, on the basis of a medical opinion from a qualified medical practitioner, call upon an employee to retire on medical grounds.

### **8.3 Death of Staff member**

In the event of the death of a staff member, BS Abdur Rahman Crescent Institute of Science and Technology all terminal benefits due shall be paid to the next of kin, as specified in the Personal Data Form.

### **8.4 Certificate of Service**

Certificate of Service shall be issued to each staff member on resignation. This certificate is neither a reference nor a statement of the staff performance.

### **8.5 Discharge Form**

All employees leaving BS Abdur Rahman Crescent Institute of Science and Technology employment will be required to submit duly filled discharge form to the Personnel and Administration Department before their dues are paid to them.



## 9 HEALTH AND SAFETY POLICY

### 10.1 Security

A number of measures are in place to ensure adequate security around the office. The entrance to the premises is guarded round the clock.

The doors to the building as well as those of individual offices are locked after working hours. Staff members expecting to work late or over the weekend should obtain a key and an authority to operate.

Staff members working after hours should ensure that all the windows are closed and the lights turned off before leaving.

No money or valuables should be left unattended.

### 10.2 First Aid

BS Abdur Rahman Crescent Institute of Science and Technology will provide a first aid kit and ensure that at least two staff members are trained on how to use the aid adequate.

### 10.3 Visitors

All visitors should report to the reception

### 10.4 Smoking

Smoking shall not be allowed inside the college Campus. All employees are urged to make sure that their visitors adhere to this.

### 10.5 Emergencies

In the event of an emergency, e.g. fire...

raise the alarm

inform the relevant authority e.g. in the case of fire, inform the Fire Brigade or the Police explaining what kind of fire it is.

disconnect all machinery and close all the windows.

Evacuate the building. Do not leap out of the windows.

Evacuate the building immediately. Do not stop to clear your desk or collect personal effects.

### 10.6 Office Services

All computers should be strictly used for official purposes. Only authorized persons may access computers. **Games and restricted websites are strictly prohibited.** Private pen drive is not allowed to be used on BS Abdur Rahman Crescent Institute of Science and Technology computers except with granted permission and upon scanning for viruses. Permission must be sought from the Management for the borrowing of portable computers equipment or accessories. E-Mail service is available for official use but staffs are allowed to use it for personal mail.

## **12. SUCCESSION PLAN POLICY**

### **12.1 Introduction**

The staff complement of BS Abdur Rahman Crescent Institute of Science and Technology is very limited and thus the need to have succession planning in place. If an employee is not available one should always have someone skilled and ready to act as a replacement.

### **12.2 Objectives**

- To identify replacement needs
- To provide opportunities for high potential staff (retention)
- To increase the pool of promotable employees
- To encourage the advancement of diverse groups
- To improve the ability to respond to changing environmental demands
- To improve employee morale

### **12.3 Procedure**

- Assess the potential vacancies in leadership and other key positions
- Assess the readiness of current staff to assume the positions (competencies, Training and Development)
- Develop strategies to address these needs based on the skill gaps.