

CODE OF CONDUCT

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CODE OF CONDUCT FOR TEACHERS

- The Teacher shall perform his/her duties efficiently as per the institutional norms
- Every teacher shall update his/her skills and knowledge professionally.
- The teacher shall maintain the decorum while dealing with the students, teaching and non teaching staff every time.
- The teacher should strive for excellence in academic and research and evolve as a role model for the students.
- The teacher shall always encourage the students to participate students in curricular and co curricular activities.
- The teacher shall organize various technical events for the benefit of student's community and also for the benefit of the society.
- The teacher shall not discriminate any student based on the caste, creed, language, and place of origin, social and cultural background.
- The teacher shall not be absent from the duties assigned at any time without prior permission.
- The teacher shall not engage in any unlawful activities. The teacher shall not violate the norms of decency or morality in the behavior, inside and outside the campus.
- The teachers are expected to be impartial in the assessment/evaluation of students' performance.
- The teacher shall not accept any assignments given by an external agency without the permission of the management.
- The teacher shall not associate in any organizational activities which are against the ethics of teaching profession.
- It is the collective responsibility of the entire teaching faculty to work together in order to achieve the institutional core values and targets set by the leaders from time to time.

CODE OF CONDUCT FOR NON TEACHING STAFF

- All the supporting staff shall perform his/her duties efficiently, as per the Institutional norms.
- It is the collective responsibility of all the members of the supporting staff to work together in order to achieve the institutional core values and targets set by the leaders from time to time.
- The supporting staff shall ensure a cordial relationship with the teaching faculty, students and other administrative staff for the smooth running of the Institution.
- The supporting staff shall extend a full support to the department for the development of the labs and also in the maintenance of instruments /equipments.
- The supporting staff shall not discriminate any student based on the caste, creed, language, and place of origin, social and cultural background.
- The supporting staff shall extend their full fledged support for their colleagues and other faculty of the institution in all the activities related to the academic and administrative matters.
- The supporting staff shall strive hard to improve their technical and non technical skills related to their job.
- The supporting staff shall take efforts to pursue higher education.
- The supporting staff shall discharge all the professional activities through proper channel.
- The supporting staff should not be absent from the duties without the prior permission of the authorities.
- The staff shall not involve either directly or indirectly in any form of business /external assignments during their service.
- The staff shall not involve in any unethical activities that cause hindrance to the harmony of the Institution.
- The staff shall not cause any damage to the properties of the Institution and shall maintain the morality of the individual both inside and outside the campus.

CODE OF CONDUCT FOR ADMINISTRATORS

The Administrators are expected to

- Ensure that all the students, academic employees and supporting staff are dealt with courtesy and respect and uphold the values of the organization.
- Be fully conservant with the Policies, rules and regulations of the Institution and shall be prepared to implement them.
- Ensure that the duties assigned to the team members are appropriate to the qualification, experience and skills of the employee.
- Ensure that the goals of the Institution are well disseminated across the stakeholders and the activities planned in the institution are towards achieving the targets.
- Support the team members with the training needed, to upgrade the skills and also to successfully discharge the responsibilities assigned.
- Ensure a cordial relationship with the administrative and other non administrative staff for the smooth conduct of the Institution.
- It becomes the responsibility of the divisional head to provide the necessary infrastructure and a conducive & fair ambience to all the team members impartially in order to achieve the desired goals.
- Be very precise and clear in communicating all the information to the concerned teaching and non teaching members.
- Ensure all the expenditures are within the budget approved by the Institute and also ensure that a fair practice is followed in budget allocation.
- Exercise caution to avoid favourism and shall not involve or encourage in any kind of activities that cause any disrupt between the team members.
- Demonstrate professionalism in resolving any conflict by respecting all parties involved and ensuring that the complaints are well received, studied and all the solutions are well documented.
- Ensure that they shall not misuse their authoritative powers which shall affect the reputation of the Institution.
- Ensure that the information submitted to the external agencies and other stake holders about the institution is unambiguous and correct.

CODE OF CONDUCT FOR STUDENTS

- The students shall nurture and ensure a dynamic academic, cultural and social atmosphere which are in accordance with the core values of the institution
- The students shall treat all other students, faculty members, staff, visitors and any other members of the public with respect, dignity, impartiality, courtesy and sensitivity.
- The Student shall be conversant with the rules and regulations of the Institution
- All students shall practice a decent and formal dress code as instructed by the Institution.
- All students shall maintain discipline in the class and maintain the decorum while dealing with the fellow students, teaching, non teaching staff.
- All students must display their identity cards when available within thin the campus and also whenever asked for by any security personnel of the Institute.
- The students shall act ethically and honestly in the preparation, conduct, submission and publication of academic work, and during all forms of assessment, including formal examinations, informal tests and lab exams.
- The students shall strive hard to discharge the duties and targets assigned to them.
- The students shall not become involved in any form of ragging within or outside the Campus.
- The students shall not possess/consume any narcotics or alcohol within the campus.
- Smoking in the campus is strictly prohibited
- The students shall not indulge in any act of indiscipline as defined in rules and regulations of the Crescent Institute of Science & Technology.
- Students shall not damage or destruct any Institute properties
- Student shall not discriminate any other fellow student based on the caste, creed, language, and place of origin, social and cultural background.

REPORT ON THE STUDENT ATTRIBUTES FACILITATED BY THE INSTITUTION.

The Institute facilitates the following for the welfare of the student.

- The Institute aims that the students should definitely follow professional ethics. Hence the courses on the engineering ethics are also introduced in their curriculum for the benefits of the students.
- To create tomorrow's entrepreneur, the institute has taken initiatives. The institute is the first to offer a course on CEO Training and Social Entrepreneurship, to all the students of B.Tech programme.
- To facilitate the sparks of budding entrepreneurs and to inculcate the young student minds from ideation to start-up establishment through mentoring, the Institute facilitates the students with Crescent Innovation & Incubation Council (CIIC) .
- The CIIC has been established as a Section-8 not for profit company and act as a "One Stop Shop – Technology Business Incubator (TBI)" for Start-ups. CIIC facilitates entrepreneurial & innovative ecosystem to all the stakeholders including the students.
- CIIC has strong back-up of Entrepreneurship Development Cell (EDC) predominantly run by student e-leaders since 1999 and also Dr.APJ Abdul Kalam Innovation Centre which nurtures early stage innovation and has funded 12 innovative projects.
- CIIC also has tie-up with Wadhvani Foundation for providing Social Entrepreneurship Course as a mandatory elective for all 800+ final year students and tie-up with University of Missouri, USA for Lifesciences Innovation & Entrepreneurship course.
- The institute always aims to improve the technical skills of the students. In order to foster this Internship is also made mandatory, which would give them exposure to the functioning of an organization and also to get exposed to the real time problems in the field.
- Seminars and guest lecturers fostering interaction with the industrial experts are made mandatory.
- Students are also encouraged to do project based learning.

- Adjunct Professors from foreign universities and industry are appointed in all the schools and departments. This would give the students different exposure towards understanding concepts and gaining knowledge.
- The institute has a strong alumni bonding, which results in MoU with industries and help in the training as well as in the placement of students.
- The Institute also aims at developing the students who are courteous and adaptive.
- The salient feature of the Institute is that there is a separate “Student council” constituted with students from various disciplines. The committee represents the ideas of the fellow students and they function as a team to plan activities to ensure a student friendly environment.
- The Vice Chancellor of the Institute initiated the “Town Hall Talk” series to get closer to the students, in order to listen to their problems and to find suitable solutions.
- AC facility in labs, Mosque, gym, wifi facility, hostel for men and women, 24/7 lab and library facility is made available for the students.
- The teaching learning by means of IOT, project based learning etc will enhance a deeper understanding of the concepts by the students.
- B.S.Abdur Rahman Crescent Institute of Science & Technology gives significant importance, co-curricular and extracurricular activities for the students
- These activities are student centered and primarily aim to supplement regular curricular activities. These activities are voluntary and promote self development, help to understand the societal needs and involvements develop civic sense and philanthropic sense in him/her.
- There are various associations, clubs etc.. have been promoted in the Institute campus under the aegis of Student Affairs
- All students enroll as a member in NSS, NSO or in YRC. For department technical Societies, the respective student are included as member while in others, they are voluntary. All these activities are facilitated by the respective faculty coordinators.

- “Crescent Creative Strokes” in the Institute is a club formed to by motivate the students to reach their maximum creative potential and to Show case their talents in the field of Art.
- Club includes timely activities such as
 - Regular workshops like pencil portrait, charcoal workshop, oil painting workshop, etc., from talented artists,
 - Monthly display of student’s artworks to entire Institute of science & Technology,
- □ Appreciations through rolling trophy.
- □ Weekly tasks and appreciation through special gifts.
- Institute Facilitates with “Students’ Grievance Redressal Cell”. Students having any Grievance on Academic matters may contact the Nodal Officer in person or drop a letter in the Grievance Box elaborating the grievance if any.
- In accordance with the orders, UGC (University Grants Commission), Govt. of India, anti ragging committee consisting of Deans ,HoDs, students, Police officers, Collector, public servants is formed in the Institute.
- The role of the cell is to prevent the occurrence of ragging within as well as outside the institution and punish those who indulge in ragging, in accordance with the Supreme Court Regulations.
 - The campus is totally ragging free campus and students are well disciplined. A cordial atmosphere is created within the campus and parents are happy about it.



Human Values & Professional Ethics

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1. OBJECTIVES

- To understand the moral values that ought to guide the Management profession, Resolve the moral issues in the profession,
- To justify the moral judgment concerning the profession.
- Intended to develop a set of beliefs, attitudes, and habits that engineers should display concerning morality.
- To create an awareness on Management Ethics and Human Values.
- To inspire Moral and Social Values and Loyalty.
- To appreciate the rights of others.

The prime objective of the Professional Ethics is to develop ability to deal effectively with moral complexity in students of B.S. A Crescent Institute of Science and Technology as follows.

1.1 To Improvement of the Cognitive Skills

- Moral awareness (proficiency in recognizing moral problems in management)
- convincing moral reasoning (comprehending, assessing different views)
- Moral coherence (forming consistent viewpoints based on facts)
- Moral imagination (searching beyond obvious the alternative responses to issues and being receptive to creative solutions)
- Moral communication, to express and support one's views to others.

1.2 To ACT in Morally Desirable Ways

- Moral reasonableness i.e., willing and able to be morally responsible.
- Respect for persons, which means showing concern for the well-being of others, besides oneself.
- Tolerance of diversity i.e., respect for ethnic and religious differences, and acceptance of reasonable differences in moral perspectives.
- Moral hope i.e., believes in using rational dialogue for resolving moral conflicts.

2. HUMAN VALUES

2.1 Moral

Morals are the welfare principles enunciated by the wise people, based on their experience and wisdom. They were edited or changed rulers according with the development of knowledge in Higher Education and technology time to time.

Morality is concerned with principles and practices of morals such as: What ought or ought not to be done in a given situation? What is right or wrong about the handling of a situation? And what is good or bad about the people, policies, and ideals involved?

2.2 Values

Humans have the unique ability to define their identity, choose their values and establish their beliefs. All three of these directly influence a person's behavior. People have gone to great lengths to demonstrate the validity of their beliefs, including war and sacrificing their own life! Conversely, people are not motivated to support or validate the beliefs of another, when those beliefs are contrary to their own. People will act congruent with their personal values or what they deem to be important. Personal values are defined as: —Emotional beliefs in principles regarded as particularly favorable or important for the individual. Our values associate emotions to our experiences and guide our choices, decisions and actions.

2.3 Integrity

Integrity is defined as the unity of thought, word and deed (honesty) and open mindedness. It includes the capacity to communicate the factual information so that others can make well- informed decisions. It yields the person's peace of mind, and hence adds strength and consistency in character, decisions, and actions. This paves way to one's success. It is one of the self-direction virtues. It enthuse people not only to execute a job well but to achieve excellence in performance. It helps them to own the responsibility and earn self-respect and recognition by doing the job. Moral integrity is defined as a virtue, which reflects a consistency of one's attitudes, emotions, and conduct in relation to justified moral values. Integrity comes in many forms, but honesty and dependability are two traits that are expected in most workplace situations.

Without responsible behavior, distrust can make a work environment tense and uncomfortable. A strong work ethic shows co-workers and clients that you're reliable and take your responsibilities seriously. Polite communication, respectable behavior and fiscal responsibility also help you stand out as a trustworthy employee.

2.4 Examples of Integrity at Workplace

Work When You're on the Clock: Attending and working diligently when you're on the clock is a clear example of workplace integrity. Socializing, surfing the Internet, making personal phone calls, texting and frequent snacking are activities that detract from work time. Saving those activities for break time will show your boss, co-workers and customers that you work hard when you're on the clock. The career website Calibrate Coaching recommends honoring your work hours by not stealing time from your employer. Even if you don't actually clock in and out with a time card, focusing on your work responsibilities while you're at your desk, work station or production area will showcase your strong work habits.

2.5 Follow Institution Policies

Abiding by institution policies is a powerful way to demonstrate integrity. Cutting corners and neglecting to follow workplace regulations can lead to mistakes, problems and even dangerous situations. Your willingness to properly record financial transactions, safely dispense of hazardous or toxic materials, follow Institute protocol for dealing with stake holders, perform clean-up or set-up procedures and properly maintain equipment shows others that you're not just looking for the easy way out. Establishing yourself as a trustworthy worker who submits to Institute policies shows your principal and co-employees and students that you'll faithfully carry out your duties.

2.6 Service Learning

Service-learning seeks to engage individuals in activities that combine both community service and academic learning. Because service-learning programs are typically rooted in formal course, the service activities are usually based on particular curricular concepts that are being taught. Service-learning is a teaching method which combines community service with academic instruction as it focuses on critical, reflective thinking and civic responsibility. Service-learning programs involve students in organized

community service that addresses local needs, while developing their academic skills, sense of civic responsibility, and commitment to the community.

2.7 A Service-Learning Program Provides Educational Experiences

Under which students learn and develop through active participation in thoughtfully organized service experiences that meet actual community needs and that are coordinated in collaboration with school and community; That are integrated into the students' academic curriculum or provide structured time for a student to think, talk, or write about what the student did and saw during the actual service activity; That provides students with opportunities to use newly-acquired skills and knowledge in real-life situations in their own communities; and That enhance what is taught by extending student learning beyond the classroom and into the community and helps to foster the development of a sense of caring for others.

2.8 Service-Learning Benefits

2.8.1 Service-Learning benefits students by

- Linking theory to practice
- Deepening understanding of course materials
- Enhancing the sense of civic responsibility through civic engagement
- Allowing students to explore possible career paths
- Stressing the importance of improving the human condition
- Developing relevant career-related skills
- Providing experience in group work and interpersonal communication
- Promoting interaction with people from diverse backgrounds
- Instilling a sense of empowerment that enhances self-esteem

2.8.2 Service-Learning benefits faculty by

- Providing exciting new ways to teach familiar material
- Offering professional development challenges
- Engaging faculty in meaningful interactions with the community at large
- Encouraging faculty to form close, interactive, mentoring relationships with students

- Reminding faculty of the direct consequences of their teaching for society
- Connecting faculty across academic disciplines through a shared approach to teaching and learning process.

2.9 Civic Virtue

Civic virtues are the moral duties and rights, as a citizen of the village or the country or an integral part of the society and environment. An individual may exhibit civic virtues by voting, volunteering, and organizing welfare groups and meetings.

The duties are

- To pay taxes to the local government and state, in time.
- To keep the surroundings clean and green.
- Not to pollute the water, land, and air by following hygiene and proper garbage disposal. For example, not to burn wood, tyres, plastic materials, spit in the open, even not to smoke in the open, and not to cause nuisance to the public, are some of the civic (duties) virtues.

To follow the road safety rules.

On the other hand, the rights are

- To vote the local or state government.
- To contest in the elections to the local or state government.
- To seek a public welfare facility such as a school, hospital or a community hall or transport or communication facility, for the residents.
- To establish a green and safe environment, pollution free, corruption free, and to follow ethical principles. People are said to have the right to breathe in fresh air, by not allowing smoking in public.
- People have inalienable right to accept or reject a project in their area. One has the right to seek legal remedy, in this respect, through public interest petition.

2.10 Respect for Others

This is a basic requirement for nurturing friendship, team work, and for the synergy it promotes and sustains. The principles enunciated in this regard are:

- Recognize and accept the existence of other persons as human beings, because they have a right to live, just as you have.
- Respect others 'ideas (decisions), words, and labour (actions). One need not accept or approve or award them, but shall listen to them first. One can correct or warn, if they commit mistakes. Some people may wait and watch as fun, if one falls, claiming that they know others' mistake before and that they will fall!
- Appreciate colleagues and subordinates on their positive actions. Criticize constructively and encourage them. They are bound to improve their performance, by learning properly and by putting more efforts.
- Show goodwill 'on others. Love others. Allow others to grow. Basically, the goodwill reflects on the originator and multiplies itself on everybody. This will facilitate collinearity, focus, coherence, and strength to achieve the goals.

2.11 Living Peacefully

- To live peacefully, one should start install peace within (self). Charity begins at home. Then one can spread peace to family, organization where one works, and then to the world, including the environment. Only who are at peace can spread peace. You can't gift an article which you do not possess. The essence of oriental philosophy is that one should not fight for peace. It is oxymoron. War or peace can be won only by peace, and not by wars!
- One should adopt the following means to live peacefully, in the world

Nurture

- Order in one's life (self-regulation, discipline, and duty).
- Pure thoughts in one's soul (loving others, blessing others, friendly, and not criticizing or hurting others by thought, word or deed).
- Creativity in one's head (useful and constructive).
- Beauty in one's heart (love, service, happiness, and peace).

Get

- Good health/body (Physical strength for service to enjoy the academic environment in the institution)

Act

- Help the needy with head, heart, and hands (charity). Service to the poor is considered holier than the service to God. Not hurting and torturing others physically, verbally, or mentally.

3. PROFESSIONAL ETHICS

INTRODUCTION

Management have an ethical and social responsibility to themselves, their clients and society. Practically (although there is much debate about this), engineering ethics is about balancing cost, schedule, and risk. Management ethics is a means to increase the ability of concerned engineers, managers, citizens and others to responsibly confront moral issues raised by technological activities. The awareness of moral issues and decisions confronting individuals and organizations are involved in Management & Technology.

MANAGEMENT ETHICS

Why Study Management Ethics?

Training in Preventive Ethics

- Stimulating the moral imagination
- Recognizing ethical issues
- Developing analytical skills
- Eliciting a sense of responsibility
- Tolerating disagreement and ambiguity

Obstruction to Responsibility

- Self-interest.
- Fear.
- Self-deception.
- Ignorance.
- Egocentric tendencies.
- Microscopic vision.
- Groupthink

Clearly Wrong Engineering Practices

- Lying
- Withholding information
- Failing to adequately promote the dissemination of information
- Failure to seek out the truth
- Revealing confidential or proprietary information
- Allowing one's judgment to be corrupted.

Questionable Management Practices

- Trimming – smoothing of irregularities to make data look extremely accurate and precise.
- Cooking – retaining only those results that fit the theory and discarding others.
- Forging – inventing some or all of the research data
- Plagiarism – misappropriating intellectual property.
- Conflicts of interest (such as accepting gifts.) Actual, Potential, Apparent.

Senses of Expression of Management Ethics

- Ethics is an activity and area of inquiry. It is the activity of understanding moral values, resolving moral issues and the area of study resulting from that activity.
- When we speak of ethical problems, issues and controversies, we mean to distinguish them from non-moral problems.
- Ethics is used to refer to the particular set of beliefs, attitudes and habits that a person or group displays concerning moralities.
- Ethics and its grammatical variants can be used as synonyms for morally correct.

3.1 Categories of Ethics

3.1.1 Common Morality

Common morality is the set of moral beliefs shared by all Management students. It is the basis for the other types of morality. In ethics, we usually think of such principles as Non Violence (no harm physically or mentally to or killing others or even suicides), Trust (no lies and break of promises), Contentment (no greed, cheating or stealing) etc. We don't question these principles. Three characteristics of common morality are identified as follows:

- Many of the principles of common morality are negative. The common morality is designed primarily to protect individuals from different types of violations or invasions of their personhood by others, such as killing, lying or stealing.
- Although the common morality is basically negative, it certainly contains positive or aspirational features in principles such as, 'Prevent killing, Prevent deceit and prevent cheating'. Further it includes even more positive principles, such as 'Help the needy, Promote human happiness, and protect the environment'. This distinction between the

positive and negative aspects of common morality will be important in discussing professional ethics.

- The common morality makes a distinction between an evaluation of a person's actions and of his intentions. An evaluation of action is based on moral principles considered, but an evaluation of the person himself is based on one's intention. For example, if a driver kills a pedestrian with his vehicle accidentally, he may be booked for manslaughter but not murder. The pedestrian is just as dead as if he had been murdered, but the driver's intention was not to kill him. The law treats the driver differently, as long as one was not reckless. The end result maybe the same, but the intent is different. He may be morally responsible but not legally for the death. Similarly, if you convey false information to another person with the intent to deceive, you are lying. If you convey the same false information because you do not know any better, you are not lying and not usually as morally culpable. Again, the result is the same (misleading the person), but the intent is different.

3.1.2 Personal Morality

Personal ethics or personal morality is the set of moral beliefs that a person holds. Our personal moral beliefs mostly and closely run parallel to the principles of common morality. But our personal moral beliefs may differ from common morality in some areas, especially where common morality appears to be unclear or in a state of change. Thus, we may oppose abortion, even though common morality may not be clear on the issue.

3.1.3 Professional Ethics

Professional ethics is the set of standards adopted by professionals. Every profession has its professional ethics: medicine, law, pharmacy etc. Management ethics is the set of ethical standards that applies to the management profession. Some of the important characteristics of professional ethics are:

3.1.4 Formal code

Unlike common morality and personal morality, professional ethics is usually stated in a formal code. Many such codes are promulgated by various components of the profession.

3.1.5 Focus

The professional codes of ethics of a given profession focus on the issues that are important in that profession. Professional codes in the

legal profession concern themselves with questions such as perjury of clients and the unauthorized practice of law.

3.1.6 Precedence

In a professional relationship, professional ethics takes precedence over personal morality. This characteristic has an advantage, but it can also produce complications. The advantage is that a client can justifiably have some expectations of a professional, even if the client has no knowledge of the personal morality of the professional.

3.1.7 Restriction

The professional ethics sometimes differs from personal morality in its degree of restriction of personal conduct. Sometimes professional ethics is more restrictive than personal morality, and sometimes it is less restrictive.

3.1.8 Two dimensional

Professional ethics, like any ethics, has a negative as well as a positive dimension. Being ethical has two aspects:

- a. preventing and avoiding evil
- b. doing or promoting good.

3.1.9 Role morality

This means the moral obligations based on special roles and relationships. For example, Parents having a set of obligations to their children, such as not to harm their children, nourish them and promote their flourishing. A political leader has a role morality, the obligation to promote the well-being of citizens. Professional ethics is one of the examples of role morality.

4. WORK ETHIC

Work ethics is defined as a set of attitudes concerned with the value of work, which forms the motivational orientation. It is a set of values based on hard work and diligence. It is also a belief in the moral benefit of work and its ability to enhance character. A work ethic may include being reliable, having initiative, or pursuing new skills. The work ethics is aimed at ensuring the economy (get job, create wealth, earn salary), productivity (wealth, profit), safety (in workplace), health and hygiene (working conditions), privacy (raise family), security (permanence against contractual, pension, and retirement benefits), cultural and social development (leisure, hobby, and happiness), welfare (social work), environment (anti-pollution activities), and offer opportunities for all, according to their abilities, but without discrimination.

Workers exhibiting a good work ethic in theory should be selected for better positions, more responsibility and ultimately promotion. Workers who fail to exhibit a good work ethic may be regarded as failing to provide fair value for the wage the employer is paying them and should not be promoted or placed in positions of greater responsibility. Work ethic is not just hard work but also a set of accompanying virtues, whose crucial role in the development and sustaining of free markets.

4.1 Senses of Management Ethics

The word ethics has different meanings but they are correspondingly related to each other. In connection with that, Management ethics has also various senses which are related to one another. Comparison of the senses of Ethics and Management Ethics:

4.1.1 Ethics:

Ethics is an activity which concerns with making investigations and knowing about moral values, finding solutions to moral issues and justifying moral issues and justifying moral judgments.

4.1.2 Management Ethics:

Like the ethics, management ethics also aims at Knowing moral values related to management, finding accurate solutions to the moral problems in management and justifying moral judgments of management.

5. MODELS OF PROFESSIONAL ROLES

It is understood that an engineer has to play many roles while exercising his professional obligations. Some of the professional roles or models are given below:

5.1 Managers as Saviours

It is believed that manager hold the key for any improvements in society through technological developments. Thus some people consider manager as a savior because they redeem society from poverty, inefficiency, waste and the hardships drudgery of manual labor.

5.2 Managers s as Guardians

Managers know the direction in which technology should develop and the speed at which it should move. Thus many people agree the role of managers as guardians, as managers guard the best interests of society.

5.3 Managers as Bureaucratic Servants

The manager's role in the management is to be the servant who receives and translates the directives of management into solid accomplishments. Thus the managers act as a bureaucratic servants i.e., loyal organizations set by the management.

5.4 Managers as Social Servants

As we know, managers have to play the role of social servants to receive society's directives and to satisfy society's desires.

5.5 Managers as Social Enablers and Catalysts

Besides merely practicing the management's directives, the managers have to play a role of creating a better society. Also they should act as catalysts for making social changes.

Sometimes managers have to help the management and the society to understand their needs and to make decisions about desirable technological development.

6. THEORIES ABOUT RIGHT ACTION

The main objectives of right action are

- To understand the distinction between a theory of Right and a theory of Good.
- To understand Utilitarianism, Ethical Egoism, and Consequentialism
- To know how rule utilitarianism differs from actutilitarianism;

Utilitarianism is the moral philosophy putting that at the centre of things. It concentrates upon general well-wishing or benevolence, or solidarity or identification with the pleasure and pain or welfare of people as a whole. The good is identified with the greatest happiness of the greatest number, and the aim of action is to advance the good (this is known as the principle of Utility). We should always do whatever will produce the greatest possible balance of happiness over unhappiness for everyone who will be affected by our action. Utilitarianism is often summed up as doing the greatest good for the greatest number.

Theories of Rights Action are philosophical concepts concerned with human nature and their rights and duties to lead the life with ethical values. The concepts mainly focus on individual person's actions and their consequences. There are different versions of rights action introduced by difference ethicists during the eighteen-century Enlightenment Era: utilitarianism; rights ethics, and duty.

Our task here is to define the concept of Rights Action. We may have different perspectives and understanding of the concepts. After having learnt the concepts: utilitarianism; liberty rights; welfare rights; and duty ethics we can theorize the concept of Right Action as the followings:

- Right action is the action which controls bylaw
- Right action considers to good consequences of action
- Right action is the action which is benefits to all students, teachers, society, industry etc.
- Right action is the consequences of action that is not violate the moral rule.

Other definitions: a right action is an act that is permissible for you to do. It may be either:

- a) an obligation act- is one that morality requires you to do,
- b) an optional act- an act not obligatory or wrong to do; it is not your duty.

7. INSTITUTIONAL CODE OF CONDUCT FOR STUDENTS

Institute trusts in providing secure, efficient and effective campus environment by imposing following behavioral standards. This code shall apply to all type of conduct of students that happens on the institute premises or any off campus conduct that may have serious problem or harmful impact on the Institute's security or reputation.

- At the time of admission, each student must sign in the statement accepting this code of conducts and by giving an undertaking that
 - All the students must uphold academic integrity, respect all persons and their rights, property and safety.
 - He / She shall be regular and must complete his / her studies in the institute.
 - He / she should carry identity card issued by the institute and produce as and when necessary by the institute authorities or security guards.
 - Students are not permitted to either record lectures in class rooms or actions of other students and faculty without getting prior permission.
 - Students must not involve any offensive activity in the classroom or in an event organized by the institute.
 - They should not involve any act of discrimination(physical or verbal conduct) based on individual's gender, caste, religion or religious beliefs, color, language, physical or mental disability or sexual orientation ,marital or family status, gender identity, race etc.,
 - Students must use the social media carefully and responsibly. They should not post any critical remarks and comments about other individuals from the institute on the social media or any such spoiling activities having severe allegations on the reputation of the institute.
- Students must avoid from treating in
 - Organizing meetings and processions without permission from the Institute.
 - Smoking on the campus of the Institute
 - Possessing, consuming distributing, selling of alcohol in the Institute and / or throwing empty bottles on the campus of the institute.

- Parking a vehicle in “No Parking Zone” or in area allocated for parking other type of vehicles.
- Rash driving on the campus that may cause nuisance to others.
- Unauthorized possession, carrying or use of harmful chemicals and banned drugs, ammunition, explosive or potential weapons, fireworks, contrary to law or policy.
- Damage or misuse of property of the institute or of others on the institute premises.
- Theft or unauthorized access to other resources.
- Students are expected not to involve with any media representatives or inviting media persons on to the campus without the permission of the institute authorities.
- Students are not permitted to provide audio and video clipping of any activity on the campus to social media without prior permission.
- Theft or abuse of the Institute computers and other electronic gadgets such as computer accessories, communication facilities which includes unauthorized access.

UGC REGULATION

HR Manual

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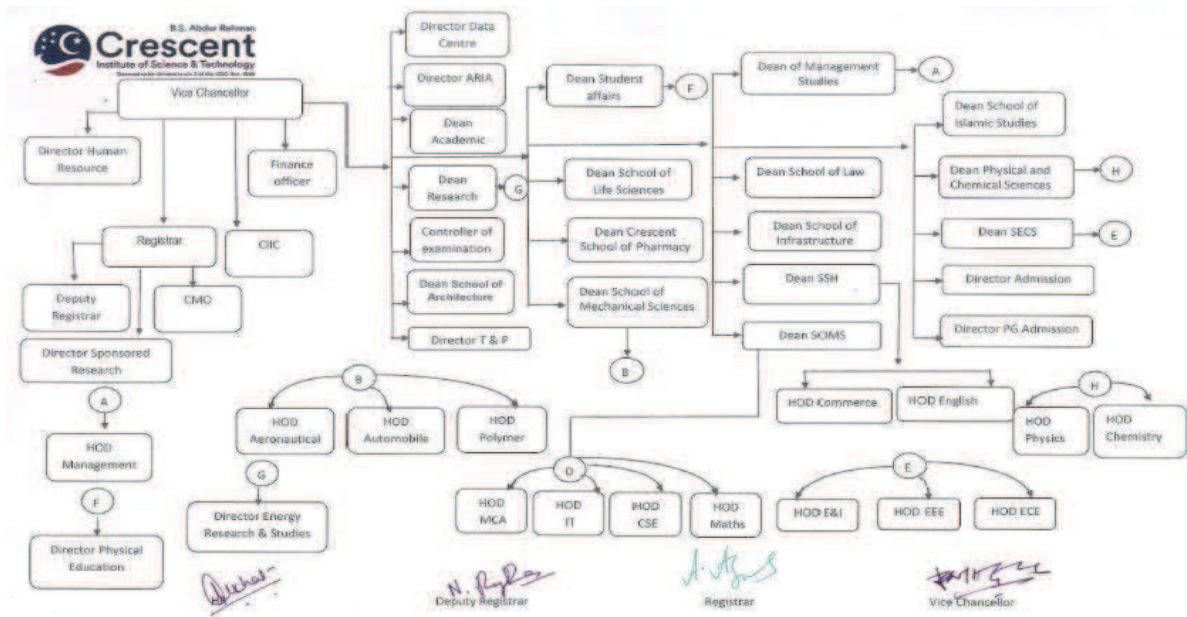
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1. CONDITIONS OF SERVICE POLICY

Contract of Employment

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

Working Hours

The work week comprises a minimum of 40 hours, beginning Monday and ending Friday of 1st, 2nd and 4th week of every month however 3rd Saturday of every month is working. The official working hours are from 9.00 am to 16.10 pm with one hour break between 12.40 pm and 01.40 pm 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.

Duty Station

Duty station shall be stated in the letter of appointment and any transfer to other field department shall be communicated in writing. The workstation for each member of staff shall be specified in the letter of appointment. Employees will however be required to report to the HR office before proceeding to their place of posting.

Confidentiality

All information related to BS Abdur Rahman Crescent Institute of Science and Technology operations or future endeavours, shall be treated with utmost confidentiality.

2. RECRUITMENT AND SELECTION POLICY

Introduction

Recruitment and Selection aims to search and hire suitable candidate 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 completion of a requisition form by the immediate HOD's. Restructured or newly created positions will only be activated upon approval from the Dean & Management.

The success and adaptability of a University depends 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.

Objectives

This section aims to promote and maintain high standards of professional recruitment practice by encouraging recruiters to adhere to best practices.

Recruitment Authorization Procedure

Policy Title:	Recruitment and Selection Policy
Policy No.:	
Last updated on:	
Approved By:	Board of Management & 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 candidate to fill vacancies in BS Abdur Rahman Crescent Institute of Science and Technology with the view to satisfying human resources needs.

Definitions:

- a. “University” means the BS Abdur Rahman Crescent Institute of Science and Technology Established under section 3 of UGC act 1956. “School” means the Constituent institutes of BS Abdur Rahman Crescent Institute of Science and Technology
 - b. “Policy” means a set of basic principles and associated guidelines, formulated and enforced by the governing body of university, to direct and limit its actions in pursuit of long term goals.
- i. Policy Background:**
- The objective of recruitment and selection is to search and hire suitable candidate to fill vacancies in BS Abdur Rahman Crescent Institute of Science and Technology with the view to satisfy the needs of human resources. 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 completion of a requisition form by the immediate HOD’s. Restructured or newly created positions will only be activated upon approval from the Dean & Management.
- The success and adaptability of a University depends 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.
- ii. Policy Objectives:**
- This section aims to promote and maintain high standards of professional recruitment practice by encouraging recruiters to adhere to best practices.
- 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;
- iii. Policy Structure:**
- **Recruitment Authorization & Procedure Authorization**
- All authorization procedure detailed below must be completed prior to the commencement on 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 Trustees.

Procedure

- a) The Administrative Office will complete the Employment Authorization form.
 - b) The Dean is responsible to ensure correct authorization.
 - c) Procedures have to be complied with.
 - d) The Dean will provide the Human Resources Head with a fully authorized Employment Authority Form and instruct commencement of Recruitment.
 - e) The Human Resources Head will control that the correct authorization has been obtained. When all is in order they shall commence the recruitment process.
- **Newly Created or Restructured Positions**
Authority shall be vested in the Board to consider request for the activation of a newly created or restructured position.
 - a) Activation of a position shall be allowed by the submission of an Employment Requisition Form by the Dean to the Human Resources Head
 - b) Once the need to fill a vacancy has been identified, the Dean will submit a motivated recommendation to the Board for the activation of the position.
 - c) Internal Advertisements shall be sent via e-mail or other means to all employees by the Human Resources Officer, while external advertisements shall be placed in specified local newspapers.
 - **Employment Procedure**
 - a) The Human Resources Head shall receive all applications for employment and shall acknowledge receipt thereof in writing. All applicants for employment shall be addressed to the Human Resources Head.
 - b) The Human Resources Officer shall sort all applications that meet the minimum appointment requirements as advertised, and then call the candidate for interview. The interview could be either a personal interview or an online interview.
 - c) The Dean & Department HOD's, in consultation with the Human Resources Head, shall draw up the shortlisted candidates for interviewing.

- d) 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 Human Resources Head and kept for record purposes (for group).
- e) The Human Resources Head shall ensure that a reference check on shortlist candidates is done, and then offer employment in consultation with the relevant Department HOD's to the selected candidate who upon acceptance shall be followed by an appointment letter signed by the Trustee's or his/her delegate. Once the selected candidate has accepted the employment offer, the Human Resources Head's shall send regret letters to all the unsuccessful candidates (if required).
- **Employment Interview Panel**
The Employment Interview Panel shall be provided with the ground rules and procedures for interviewing (by the Human Resource Director) prior to the actual commencement of interviews.
The constitution of the Panel shall be from the following persons:
 - Vice Chancellor
 - Dean, Respective Faculty of Studies
 - Head of Department,
 - Director, HR Department
 - For Management Positions the BOM shall attend.
- **Appointment**
All staff will be appointed by the BS Abdur Rahman Crescent Institute of Science and Technology, Board of Management as delegated
 - 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.
 - 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.
 - Probation: Any appointment made on BS Abdur Rahman Crescent Institute of Science and Technology shall be subject to a probation period as specified in the letter of appointment. One month towards

the end of the probation period, employee's HOD shall make an appraisal report recommending a confirmation or termination of the employee's services. Where necessary, the probation period may be extended as considered necessary 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 HOD, the Trustee shall in writing, confirm the appointment.

- Duration of employment: Unless otherwise stated, employment for all staff shall be on permanent basis subject to satisfactory completion of the probation period.
- 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 spouse and own children; and provide photocopies of certificates and other testimonials. Any changes in personal status shall be reported promptly to the Human Resources Director by completing a fresh Personal Data Form. Staff records and related correspondence shall be treated confidentially at all times.
- Induction: All new staff shall undergo induction training to assist them in the process of becoming integrated to the institution within the shortest time possible. Director HR shall conduct induction training.

iv. Disclaimer:

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

Newly Created or Restructured Positions

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

- Activation of a position shall be allowed by the submission of an Employment Requisition Form by the Dean to the Human Resources Director.

- Once the need to fill a vacancy has been identified, the Dean will submit a motivated recommendation to the Board for the activation of the position.
- Internal Advertisements shall be sent via e-mail or other means to all employees by the Human Resources Officer, while external advertisements shall be placed in specified local newspapers.

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

Appointment

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

Letters of Appointment: The formal letter of appointment will bear the signature of the Vice Chancellor / registrar. The letter shall require the signature of the appointee before the appointment is considered effective.

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.

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

3. PERFORMANCE MANAGEMENT

Performance Planning, Monitoring, Performance Summary, Recognition

API (Academic Performance Indicators Form) This document contains the parameters devised by BS Abdur Rahman Crescent Institute of Science and Technology to help the faculty members of the University in assessing their own performance in various institutional activities and helps them in determining conformance to institutional requirements.

Introduction

Decisions concerning career development, promotion, succession planning and compensation depend on 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.

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 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

The Performance Management Process:

Performance Planning:

A Performance Plan is a written document between an employee, the team and the respective HOD's. 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. This part of the plan is based primarily on the goals of BS Abdur Rahman Crescent Institute of Science and Technology and the employee's job description.

Performance Management shall be a continuous process Performance Summary from previous year

- HOD's provides 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) 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 upcoming year

- HOD's provide work assigned to department, work assigned to employee, goals/objectives for Department (cascaded down from organizational goals), and any other needs for accomplishment of department goals/objectives.
- Employee provides own objectives for 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-in meeting (Requested by employee)

- Check the performance plan for reasonableness against the plan based on 3 months experience, modify if necessary
- Employee informs HOD's of resource needs, if any, required to accomplish agreed upon performance plan
 - Examples: Skill set; time; equipment etc.

Mid cycle meeting

- Formal feedback session
- Employees provide self assessment to supplement HOD's assessment
- Employees supply upward feedback to HOD's
- HOD's supply upward feedback to their Trustees
- Requirements for Temporary Positions: A performance plan should be established in all cases where the duration of the temporary employee is uncertain. A new performance plan must be established when a employee is scheduled to work for longer.

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 overall process.

Application to teams:

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

Team has 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.

Performance Summary

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

- 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.
- Contains highlights of developmental activities undertaken during the period.

The performance summary represents the review of 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.
- Basis for individual recognition.
- 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 HOD's and an employee. This discussion shall occur within 30 days from the end of the performance cycle.

There are several conditions under which a performance summary may occur more frequently. They include instances where

- The performance plan represents a cycle shorter than a year.
- The performance plan changes significantly during the year.
- An employee transfers to another job, department, section, team, division, etc.
- An employee is on a temporary basis for a minimum of 90 days.
- An employee's HOD transfers to another job within the institution or leave BS Abdur Rahman Crescent Institute of Science and Technology

Time under performance 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 a detail of 90 days or greater, the performance summary for the performance cycle may include the performance summary for the detail period.

Documentation:

A narrative discussion of the individual performance compared to the outcome(s)/expectations(s) as spelled 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 of the narrative and the plan represents the employees' annual performance review.

Recordkeeping requirements:

The performance summary of record shall be maintained in the Personnel File.

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 a employee leaves his or her position within the last 90 days of a performance cycle, the departing/transferring employee should close out 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.

Recognition

A means of acknowledging employees for sustained outstanding performance/service and providing incentives to continue provide outstanding performance/service. Recognition should be linked to performance outcomes. For example, employees should be recognized/rewarded for being results-oriented and customer-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.

Compliance:

At an appropriate time during the performance cycle, upward feedback will be used to assess manager compliance in supplying performance feedback based on the agreed upon outcomes/expectations found within the managerial performance plan. Since the feedback is for self-development, it shall be confidential between the employee and his or her senior.

Responsibilities

HOD's

Are responsible for conducting substantive discussions and taking the department towards progress

- Communicating outcomes and expectations to employees,
- Developing performance plans, establishing employees' development plans,
- Providing performance-related feedback to employees at prescribed intervals,
- Preparing end-of-cycle summaries,
- Discussing the summaries with employees.
- Training new employees.

Dean

- The Deans' responsibilities include, but are not limited to:
- Coordinating the development of and implementing the college's Five-Year Vision and Goals Statement;
- Nominating department Heads
- Leading college efforts toward achieving University goals;
- Developing a college budget;
- Managing the fiscal affairs of the college;
- Leading, and coordinating college strategic planning and curriculum development;
- Supervising, evaluating, and supporting Departments/Schools in a manner that promotes excellence instruction, scholarly and creative productivity.
- Leading and coordinating the governance of the college;
- Leading the processes of college administrator selection and overseeing the processes of faculty and staff selection and retention;

- Coordinating the professional development of college administrators and staff;
- Evaluating college administrators and staff in consultation with college faculty and staff;
- Evaluating faculty and staff;
- Evaluating overall Departmental/School productivity in instruction, research, and service responsibilities;
- Providing recommendations to the VC regarding sabbaticals and other leaves for faculty and staff;
- Advising the VC on University policies and procedures;
- Providing recommendations to the VC on policies and procedures, especially in the academic area;
- Managing non-faculty college staff members;
- Developing, leading, and encouraging fundraising in support of the college's goals and the goals of its departments and programs, as well as outreach and public service efforts
- Approve college-level cost-share and space requirements
- Participate in negotiations with sponsor when technical reports are incomplete or deliverables are unacceptable
- Approve substantial modification or re-budgeting (including transfers)
- Participate in the collection of outstanding receivables from research sponsors
- Approve departmental cost-share and space requirements
- Monitor staff effort
- Oversight of project administration by principal investigator, as per the sanction of sponsoring agency
- Responsible for costs incurred beyond the award amount or for disallowed unauthorized expenditures, as determined by an audit
- Responsible for cost-share shortfalls, both cash and third party in-kind
- Approval of any proposal for any research proposal either from internal funding or from external agency.

DUTIES & RESPONSIBILITIES AND CODE OF CONDUCT OF TEACHING FACULTY

1 PURPOSE AND SCOPE

As faculty members of B.S. Abdur Rahman University, they are responsible for contribution and sustenance of the standards of the institution. They should comply with the relevant policies, rules, regulations, norms and standards set to guide their work. While every individual member is accountable for his/her action, as member of the University community, they are collectively accountable for upholding those standards of behaviour and for compliance with all applicable rules, regulations and code of conduct.

This document details the rules and regulations that every faculty member should follow and the code of conduct they should adopt in the discharge of their professional duties. These rules and regulations are not exhaustive and hence, the detailed instructions issued from time to time and the modifications made in these due to necessities have to be adopted by the faculty members.

2 APPLICABILITY AND INFRINGEMENTS

These rules and regulations and code of conduct prescribed applies to all full time faculty members, visiting faculty members, faculty members on contract/part-time employment, research scholars given teaching assignment attached to all schools/departments of B.S. Abdur Rahman University.

Adherence to these rules and regulations and code of conduct makes the faculty members responsible for bringing suspected infringement of any of the provisions to the attention of appropriate authority of the University. Raising such concern is a service to the Institution and will not jeopardize one's position or employment. Confirmed violations will result in suitable disciplinary action up to and including termination from employment or other relationships with the University. If need be, legal recourse may also be resorted against the concerned individuals.

3 CURRICULAR RELATED

a. Teaching and Learning

A faculty is responsible for,

- i. Teaching of both core and elective courses in the field of his/her specialization as allocated by the Head of the Department for various programmes offered by the University.

- i. Conducting laboratory courses, tutorials and seminars of the programmes assigned to him/her in an effective manner, so as to improve the practical knowledge of the student.
 - ii. Providing proper guidance and supervision of the project work undertaken by students and development of proper rapport with the industry/organization if the project is industry related .
 - iv. Making the teaching more effective and interesting to the students by the use of multimedia teaching aids.
 - v. Making the laboratory and seminar classes more purposeful by examining the students orally either before or after the experiment/seminar to improve the student's understanding of the subject.
 - vi. Conducting the core / elective course as project based / experimental / activity based learning.
 - vii. Inculcating peer-assisted learning.
 - viii. On the whole, the teaching learning shall be learner centered ensuring learning outcome of different courses.
- b. Course Planning and Material Preparation**
- i) The faculty member is required to plan and make complete preparation well in advance to effectively teach the theory and practical courses.
 - ii) He/she should prepare the schedule of lectures with topics, tests, assignments, demonstrations, screening of video or powerpoint presentation etc., in advance and the students should be informed of the same.
 - iii) The faculty member has to design experiments for laboratory classes so as to improve the student's creative skills besides properly understanding the physical phenomena or concept.
- c. Examination, evaluation and grading**
- i) A faculty is required to set standard question papers to test the knowledge / analytical thinking of students and evaluate the answer scripts of courses not only taught by him/her, but also that is assigned to him/her by the Dean/Head of Department/Controller of Examinations of the institution.
 - ii) A faculty is required to conduct and invigilate any exam/test in the university. Such test/exam may be for the course taught by him/her or for any other course assigned by the Head of Department/Controller of Examinations of the Institution.
 - iii) A faculty member while evaluating answer scripts, oral examination/project work evaluation, should scrupulously be objective in

his/her approach so that the student can earn the marks/grading for his/her performance only. Besides, he/she should indicate the mistakes on the script except for end semester examination, where no marking is permitted to be made on the script.

d. Maintenance of Records

- i) Each faculty member is required to maintain the record of class work, attendance and continuous assessment neatly, properly and on time. This should be produced to the Head of the Department (HOD) as and when called for or immediately after the test for scrutiny and should be handed over to the HOD after the academic audit.
- ii) Each faculty member is required to keep a file containing question papers set by him/her for the course handled, copy of answer sheets of the students after evaluation, for production to the academic audit.
- iii) If the faculty member is assigned to be the Class Adviser by the HOD, he/she should maintain the list of students under him / her, their parent/local guardian contact address/phone/mail ID etc., so that the student's progress could be monitored and communicated to them. The Class Adviser shall also maintain cumulative record of attendance for the courses undergone by the student course-wise. The Class Adviser should also help the HOD in counselling poorly performing students and the follow up action taken to improve the students' performance.

e. Monitoring of students' progress

- i) The faculty of any course is required to watch the attendance and academic performance of each student of his/her course and take necessary steps at his/her command to improve the student's progress. If his/her effort fails, the faculty member should bring it to the notice of the HOD and the Class Adviser so that the information can be sent to the parents/guardians.
- ii) A faculty member is required to attend/organize the Class Committee Meeting either as a course teacher and/or as chairperson of the class committee and should actively participate in the deliberations there to improve the teaching-learning process.
- iii) A faculty member may be required to be a Faculty Adviser to a group of students. He/she is then really a mentor for the students in his/her group. He/she has to keep account of the courses registered/enrolled by them and advice and counsel the students.
- iv) A faculty member has to be thorough with the regulations of the academic programme offered by his/her Department and other

instructions issued from time to time so that he/she can effectively guide the student.

- v) As a Faculty Adviser, the faculty member is required to motivate students under his/her care and also help them while they face any other general problems till they leave the University.

f. Participation in Academic Developments

- i) A faculty member should actively participate in curriculum preparation for new programmes/modification of existing programmes.
- ii) Contribution to the preparation of new syllabus or updation of existing syllabus is also the responsibility of a faculty member pertaining to his/her specialization.
- iii) A faculty is expected to be creative so as to contribute to the introduction of new academic programmes in the emerging areas relevant to the society, innovative curriculum and new methodology of teaching and evaluation.
- iv) In order to be an effective faculty, he/she is required to update his/her knowledge by attending faculty development programmes, short-term courses, professional society meetings, National / International Conferences, reading recent technical journal articles and periodicals and going through the web sites of world class Universities. They may also enroll in one or more Professional Societies/Associations.

g. Punctuality and regularity

- i) The faculty member shall not permit any student to attend the class after the stipulated time specified by the institution so as to ensure punctuality in attending class by the students.
- ii) A faculty member is required to make alternative arrangement to handle his/her scheduled course work and other works whenever he/she goes on leave.
- iii) As far as possible a faculty member should not miss the scheduled class and only under unavoidable circumstances alternative arrangement can be made. This will ensure better compliance of scheduled classes.
- iv) A faculty member shall be punctual in attending classes and leave the classroom only after his/her class is over . He should also wait till the arrival of the faculty for the next period, or instruct the students to go to the laboratory/workshop for practical classes, as the case may be.
- v) The faculty member shall carry out any other academic related activity that may be assigned to him by the HOD/Higher Authorities from time to time.

4 RESEARCH AND DEVELOPMENT

a. Academic research

- i. As research is an inherent component of the functions of a University, every faculty member shall take active efforts to make research contributions in his/her field of specialization.
- i. A faculty member should identify specific aspects relating to his/her area of specialization in which there is considerable scope for further work, so that he/she either does it by himself/herself or motivate undergraduate and postgraduate scholars or a junior colleague to take up the study under his/her supervision.
- ii. Faculty members who act as Research Supervisors should spare adequate time to the research scholars for discussion and monitor their progress, so that not only the quality of work is improved but also time over-run can be avoided.
- iv. As the scope for doing further research work from the undergraduate and postgraduate students' project work is ample, active involvement of the faculty member in the student's project work is very essential.
- v. If the student's project work is industry related, the faculty member shall visit the industry to know the problem in its perspective so that he/she can guide effectively. In fact, this will help to develop contact with the industry.
- vi. Interdisciplinary and collaborative research is assuming enormous proportions. In this regard, a faculty should take efforts to identify such area(s) by interaction with his/her colleagues in other departments or researchers in established R&D laboratories for collaborative research purposes.
- vi. Faculty members can act as research supervisor for other Universities only with the prior permission of the University. External research supervision will be permitted, only under special circumstances.

b. Research publications and books

- i) As research publications in refereed journals of international importance not only improve the individual's image but also of the institution, every faculty member should strive to bring out such quality publications.
- ii) Faculty members should publish their research output only in SCI or SSCI journals and publications in non-refereed journals will not be recognized.
- iii) Faculty members shall also strive to file patents if their research output is novel.

- iv) Depending upon the research content, the faculty member may also present papers in International/National level conferences, but the impact they command compared to publications in refereed journals is considered much less.
- v) Faculty member should also take efforts to bring out his/her research work other than refereed journal papers, in the form of books or chapters in the books published by the international/National level publishers with ISBN/ISSN numbers.
- vi) The faculty members will be provided financial incentives for publications in refereed journals taking into account the impact factor, total citations, immediacy index, half-life, etc.

c. Sponsored and funded research projects

- i) An important source of financing and professional recognition to the University is sponsored and funded research projects. Therefore, every faculty member should browse the web sites of various funding agencies, advertisement, etc., periodically and submit research proposals in the proper format to those agencies to secure funding assistance for research and acquiring facilities such as equipment, instruments, etc.
- ii) The faculty member, who is a Principal Investigator, could employ Project Associates, if the project proposal contemplates and the funding agency approves, can also use the services of students and research scholars, wherever possible.
- iii) Many funding agencies provide funding assistance for establishment of centres of excellence. A faculty member may also examine and send proposal pertaining to his/her department or interdisciplinary ones for establishment of such centres.
- iv) Students should also be encouraged by faculty members to submit proposals for securing funding assistance for student projects from Science and Technology Councils of the State and Centre and other agencies.
- v) The effort of the faculty member must be to convert his/her creative idea into a product either physical, conceptual or a computer software. In order to get recognition not only for the faculty, but also, for the institution, he/she should take efforts to obtain Patent/Intellectual Property Right (IPR) so that nobody could copy them.
- vi) Cash incentives, as may be decided by the Management, will be given to those faculty members for funded research/projects secured, research papers and books published and patents obtained.

5 CONSULTANCY AND EXTENSION ACTIVITIES

a. Consultancy projects

- i. Executing consultancy works for the state and private organizations is another important source of financial resource to the University.
- ii. A faculty member should take efforts to secure consultancy works in his/her area of specialization from industries and business or from State agencies.
- iii. To secure consultancy work, the individual's capability in solving practical problem in his/her area of specialization besides development of good rapport is very essential. Guiding industry oriented student projects is an easy way of establishing contacts with the industry counterparts. Hence, faculty member guiding such project works should establish proper, healthy and positive rapport with the concerned industry from where such project work is undertaken.
- iv. A faculty member should constantly update his/her knowledge, familiarize himself/herself with the problem of industry by going through industry publications, attending professional society meetings etc., to establish contact and get to know the problem of industry.
- v. Attending seminars and conferences organized by professional institutions such as Confederation of Indian Industry (CII), Federation of Indian Chamber of Commerce & Industry (FICCI), The Institution of Engineers (IEI), Institute of Electrical and Electronics Engineers (IEEE) or other Industrial Associations will also help to understand the problem of industry.

b. Extension activities

- i) A faculty member should take efforts to organize refresher courses, seminars and workshops not only for the benefit of faculty members but also for participants of industry and society at large. Such programmes could be self supporting or sponsored ones.
- ii) Conduct of continuing education programmes/structured courses to meet specific requirement of the industry and society is yet another way of augmenting resource for the University. A faculty member can organize such programmes either one time or on continual basis year on year.
- iii) Extension activities could include various community oriented services, preferably using the expertise in the field of science and technology, and addressing the requirements of weaker sections of the society.

6 INVOLVEMENT IN DEVELOPMENT ACTIVITIES

a. Laboratory Development & Maintenance

- i) A faculty member is required to involve in the laboratory development activities of the Department by introducing innovative experimental setups/instruments/computer software/computer control of machines or processes.
- i) Whenever new courses or new topics are proposed in the curriculum and syllabi in the emerging areas, the faculty member can design and fabricate or assemble new experimental setup for use by students.
- ii) As a member of the faculty, he/she should ensure that the various machinery and equipment in the laboratory and workshop are maintained , in good working condition and are used effectively both for academic requirement, project works and research related activities.
- iv) In case, a faculty member is assigned to be in charge of laboratory or workshop, he/she has to oversee the work of technical staff of the laboratory, besides arranging for periodical maintenance/repair and re-calibration wherever necessary.
- v) As one in charge of laboratory, he/she has to ensure proper maintenance of stock registers, both consumable and non-consumable, periodical stock verifications, and proposal for replacement of over aged/unserviceable equipment, besides their safe custody.

b. Purchase of items for the laboratory

- i) As one in charge of laboratory has to prepare budget every year after taking into account the academic course requirements, research needs and discuss with the HOD and finalise it before inclusion in the overall budget proposal of the Department.
- i) As one in charge of laboratory has to initiate proposals for the purchase of consumables and equipment for his/her laboratory and take follow up action till it is procured and taken into stock.
- ii) The faculty member should help the Professor in charge of purchase or the HOD in finalizing the specifications of equipment to be purchased calling the quotations and evaluation and tabulation of bids to be placed before the Purchase Committee.
- iv) Once the budget proposals are approved by the management, the faculty in charge of the laboratory/workshop is responsible for the compliance of the budget proposal, unless it is altered or revised. If necessary, he/she has to prepare revised budget proposal through the HOD.

- v) The faculty member shall follow the detailed guidelines/procedure issued by the University with regard to purchase of consumable and non-consumable items both indigenous as well as imported items.

c. Co-Curricular activities

- i) A faculty member is required to arrange guest lectures, seminars etc., to supplement regular lectures and also help in the conduct of faculty development programmes, short-term programmes, workshops, open houses, exhibitions organized by the Department or University.
- ii) A faculty member is required to organize industrial visits, educational tours and accompany the students to visits/tours as and when required by the HOD.
- iii) A faculty member if nominated as an Office-bearer such as Treasurer, Adviser of Professional Society functioning in the Department/University he/she shall perform such duties accordingly.
- iv) A faculty member is required to help the Professional Societies in organizing annual events such as symposium, technical contest, quiz, and also in the interaction with the parent bodies (e.g. ASME, IEEE etc.) to promote the student chapter of the professional bodies.
- v) A faculty member is required to coordinate National / International conferences / seminars / symposium / workshop.
- vi) A faculty member should submit project proposals to the funding agencies for financial assistance to conduct seminars, conferences, etc.

d. Extra-curricular activities (Co-administrative Activities)

- i) A faculty member should see that the classrooms, department buildings, laboratories and surroundings are kept neat and tidy with the help of personnel assigned for this purpose.
- ii) A faculty member should ensure that lights and fans are switched off after the class is over, and if there is no lecture class for the students in the next period to save energy consumption.
- iii) As discipline in the campus is very essential, every faculty member should interfere if they notice indulgence by students in activities of condemnable nature.
- iv) A faculty member if required to help the HOD in all administrative matters like distribution of hall tickets, mark sheets etc., and in compilation of departmental replies to higher authorities etc.
- v) The faculty member has to serve as a member of any enquiry committee or as a member of various committees whenever the Department/University organizes major events such as Sports Day, Annual Day, Technical and Cultural Festivals, etc.

- vi) Faculty members are liable to be assigned the responsibility of Residential Tutor/Deputy Warden of the hostels run for the benefit of students for a specific period of time and for this service they shall be given perquisites in addition to their salary.
- vii) All faculty members are expected to oversee the students go to the class on time and not loitering in the campus.
- viii) Faculty members should also take part in activities related to NCC, NSC, NSO, Red Cross Society, Alumni Association, etc., as office bearer/organizer and shall discharge the duties assigned to the position.
- ix) Any other activity(s) related to Department or Institutional Development that may be assigned to the faculty member depending on the need.

7 WORKLOAD NORMS

a. Working hours

- i. All full-time faculty members should perform a minimum of 40 hours of work per week for the University on a 5 day week basis. The University has the right to fix the working hours and days depending upon the exigency.
- ii. The 40 hours is only the minimum, but a faculty member is expected to devote more time in connection with execution of sponsored and funded projects, consultancy work, continuing education, summer courses, etc.,
- iii. The minimum working hours may vary in the case of part-time and visiting faculty depending upon their condition of employment.

b. Teaching-contact workload

Of the minimum workload of 40 hours per week, the teaching-contact hours for different categories of faculty members are as follows:

Assistant Professors	: 20 hours/week
Associate Professors	: 16 hours/week
Professors	: 12 hours/week
Deans/HODs/Directors	: 6 hours/week

The above mentioned is only minimum contact hours be assigned by the HOD. However, the faculty member is expected to devote his/her time for research, lesson preparation, valuation of test/assignment etc. He/she shall be present in the department during the working hours of the institution, unless, otherwise he/she goes on other official duties with prior permission from the concerned authority.

A faculty member shall follow detailed instructions issued in this regard from time to time by the Management.

HOD

Key Responsibilities and Accountabilities:

- a. The prime role of the Head of the Department is to provide strong academic leadership.
- b. The Head of Department is required to lead, manage and develop the department to ensure it achieves the highest possible standards of excellence in all its activities.
- c. Maintain the general discipline of the students and staff of the Department.
- d. To oversee the smooth functioning of the department and ensuring consistent provision for academic ambience.
- e. To manage and motivate all departmental staff, to enable the students to receive skilled education in the subject, in a positive, encouraging and effective working environment.
- f. To ensure the development of Curriculum to keep up to date with relevant changes and to encourage a wide range of activities to learn the subject with practical skill.
- g. Responsible for designing the regulations, curriculum and syllabi.
- h. Shall act as Chairman, Board of Studies for Commerce Department.
- i. Inculcate Industry Internship and Value added courses to the B.Com degree.
- j. To attend meetings when required by Senior Management.
- k. Prepare the annual budget in consultation with Dean of the School for the financial year and submit to the Registrar before the end of January of each year with necessary justification for the proposed additional laboratory spaces, if any and procurement of equipment, machinery, instrument, computer, software, etc.
- l. Appoint Class committees, Class Advisors, Faculty Advisors, etc. for the department and arrange to make teaching learning student-centric.
- m. Arrange to pass the semester end examinations results by the Class Committee and forward it to the Controller of Examination / Dean, Academic Courses for publication and record.
- n. Propose new programmes / courses and increase the in intake in consultation with Dean of the School and faculty.
- o. Oversee the teaching performance, research activities and funded projects of all faculty of his/her department.

- p. Organize Seminars / Conferences / Symposium / Workshop / training programmes in topics of relevance and importance to the department with financial support from external agencies.
- q. Be responsible and accountable for setting and advancing the academic strategy of the Department in line with Faculty and University strategic plans and direction
- r. Promote the visibility of the University both internally and externally.
- s. To ensure all essential resource material is available for use as required.
- t. Carry out any other function as assigned by the Vice-Chancellor and Registrar.

Job Description for Director (Admissions)

Eligibility: Candidate should have Masters Degree with good exposure to other countries she/ he should be fluent in communication.

Job Purpose:

To attract students to the University by proper planning strategies; promoting the University Nationally and Internationally for student admission; directing the staff working under Admissions Office to handle parents and students smoothly and in a hassle free manner.

Required Skill Sets:

Director of Admissions must be a superb leader and excellent communicator. He/she must be extremely organized and detail-oriented as well. Dependable, hardworking and possessing a strong work ethic are also vital.

Duties and Responsibilities:

1. To Plan and implement various strategies to attract quality students and enhance the number of admissions every year.
2. To work in tandem with Vice Chancellor, Registrar and Deans to set criteria and standards for admission.
3. To organise tours around campus to potential students and their parents to showcase the infrastructure facilities and the expertise of faculty.
4. To guide Chief Marketing Officer to organize exhibition and open house for school students and their parents at BSAU Campus and other places.
5. To plan and execute student admissions from various parts of the country and from abroad.

6. To organize periodic visit to school campuses and polytechnic colleges and to provide potential students with information about the academic programme.
7. To assist Chief Marketing Officer to create marketing materials like brochures, pamphlets, banners, merchandise, hoardings, etc.
8. Support Chief Marketing Officer to finalise materials for newspaper advertisements, education fairs and digital media.
9. To supervise the staff working in the Admissions Office and motivate them to bring out their best.
10. Ensure that adequate hospitality is extended to the parents and students at the time of admission.
11. Coordinating the activities of staff members involved during admission session.
12. To arrange standard question papers for entrance examination, schedule the online Entrance Examination dates and oversee the smooth conduct of the examination.
13. To coordinate the evaluation of Entrance Examinations and to prepare Merit List of candidates based on 12th standard MPC marks and Entrance Examination Marks.
14. To schedule the counseling of students and parents and complete the admission process smoothly.
15. Finalise scholarship for deserving and quality students.

Job Description for University Librarian

Job Purpose:

To select, purchase, organize, catalogue and classify library resources as per the contemporary library systems. To be a specialist in computer applications in order to establish and maintain digital library.

Required Skill Sets:

The Librarian should possess excellent organizational and interpersonal skills. He / She should also possess strong IT skills and familiarity with use of databases and the internet. Teamwork and management skills are required .

Duties and Responsibilities:

1. To develop and manage convenient, and accessible library with cost effective information services.
2. To liaise with departments/ schools for acquiring the right books, periodicals and journals.
3. To coordinate with departments / schools for the purchase of e-books and e-journals.

4. To manage the allocated budget and resources.
5. To develop IT facilities and establish digital library.
6. To support researchers in the Institution with adequate journals.
7. To manage the library staff including new recruitment, training and supervisory of staff in the library.
8. To promote the library resources to users.
9. To establish and implement library and information services.
10. To provide effective access to library collections and other resources.

Responsibilities of Proctor & Team

Staff Training and Management

- Train the staff (Hostel, Security and students)
- Create specific task lists for each position
- Ensure team morale and motivation
- Request feedback and ideas from each team member
- Conduct performance evaluations

Reception

- Conduct check-in and checkout procedures
- Interact with guests
- Respond to emails
- Assist with transportation requests
- Record and respond to guest concerns
- Maintain accurate reservation information
- Update room allocation for online booking sites

Housekeeping

- Ensure quality standards for cleanliness
- Conduct spot evaluations
- Oversee activities such as Make beds, cleaning and organizing bathrooms, dormitories, common areas and Wash laundry and dishes
- Ensure that regulations for safety and sanitation are being met
- Organize and implement a rotating schedule for deep cleaning each area of the hostel
- Submit a list of maintenance issues that are found while cleaning

Maintenance

- Maintain the hostel facilities and ensure that they are in proper working order
- Respond to guest and staff feedback regarding broken or malfunctioning items
- Arrange and implement a preventative maintenance schedule

Conduct routine site inspections to identify and resolve problems with the facilities

Accounting and Budgeting

Establish and follow an operational budget

Maintain accurate records of expenses and revenue

Pay bills and collect debts in a manner that maintains a positive cash flow

Create monthly Profit and Loss reports

Organize and distribute payroll checks

Entertainment, Atmosphere, Activities

Create and follow a plan to maintain the desired atmosphere in the hostel

Organize and execute activities and special events

Record duties, expenses, challenges, successes and areas for improvement for each event for replication

Engage guests directly

Quality Control

Outline standards of quality and devise a method to measure and evaluate each one

Conduct regular audits to ensure quality

Duties of Chief Financial Officer :

- 1 To determine accountabilities of manpower of the accounts department, communicating and enforcing values, policies, and procedures and training them.
- 2 Develop finance Institutional strategies by contributing financial and accounting information, analysis and recommendations to strategic thinking and direction; establishing functional objectives in line with Institutional objectives.
- 3 Established finance operational strategies by evaluating trends; establishing critical measurements;
- 4 Develops Institutional prospects by studying economic trends and revenue opportunities; projecting acquisition and expansion prospects; analyzing institutional operations; identifying opportunities for improvement, cost reduction, and systems enhancement; accumulating capital to fund expansion.
- 5 Develops financial strategies by forecasting capital, facilities, identifying monetary resources; developing action plans.
- 6 Monitors financial performance by measuring and analyzing results; initiating corrective actions; minimizing the impact of variances.

- 7 Maximizes return on invested funds by identifying investment opportunities; maintaining relationships with the investment community.
- 8 Reports financial status by developing forecasts; reporting results; analyzing variances; developing improvements.
- 9 Accomplishes finance and institutional mission by completing related results as needed.

Chief Financial Officer Skills and Qualifications:

Financial Planning and Strategy, Managing Profitability, Strategic Planning, Vision, Quality Management, Forecasting, Corporate Finance, Developing Budgets, Financial Skills.

Role of Pro Vice-Chancellor (Academic)

- The key responsibility of this role is the leadership of the overall academic direction of the University. The successful candidate will ensure that all aspects of the broad academic portfolio continue to develop, by motivating and engaging staff at all levels, communicating proactively, and influencing internal stakeholders and external partners on behalf of the University.
- General Responsibilities
- The Pro Vice-Chancellor (Academic) will be required to:
- Participate and accept shared responsibility for the corporate leadership, management and development of the University.
- Represent the University as appropriate by chairing or serving on internal and external committees, working and advisory groups as required by the Vice-Chancellor.
- Foster cross-university co-operation in the furtherance of the University's Mission Statement and Strategic Plan and in the effective utilization of University resources.
- Encourage and promote the generation of external income, including the provision of research and consultancy services by members of the University staff.
- Support the further development of the University and respond to the needs of a diverse student body, external funders and stakeholders.
- Promote and implement the University's policies.
- Specific Responsibilities
- The Pro Vice-Chancellor (Academic) will be responsible to the Vice-Chancellor and the Governing Body and will be required to:

- Contribute to the setting of the corporate plan and ensure it is translated into appropriate, ambitious and realistic goals and objectives that are delivered successfully through the Faculties and Deaneries for which the role holder has line management responsibility. Line manager of designated post holders and responsibility for the performance review and development of the Deans.
- Maintain and develop external links with a range of local, regional, national and international academic institutions and other organizations for a range of purposes.
- Champion models of delivery and behavior to encourage the further enhancement of the quality of all academic programmes and services to students and other stakeholders.
- Provide executive leadership of externally funded programmes or projects as appropriate.
- Represent and deputise for the Vice-Chancellor as required
- Undertake other responsibilities and duties as the Vice-Chancellor and/or Governing Body may determine from time to time.

Responsibilities of the attender

- Cleaning the office
- Taking care of the office and attend to the various basic needs of the office
- Ability to do bank jobs etc
- Ability to read and write
- Should be willing to come to office before time and leave the office after everyone leaves

4. TRAINING AND DEVELOPMENT POLICY

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 trust will further provide them with opportunities to advance skills and professional expertise as well as give them adequate exposure.

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, Chief Executive Officer, and Management to the training and development of all employees, primarily customized to suit the business philosophy, mission, vision, and Business Plan;
- Ensure that training and development are offered to 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;

Process and Criteria

BS Abdur Rahman Crescent Institute of Science and Technology will as much as is possible handle staff training as an integral part of its institutional development. It will endeavor 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 Officer in consultation with the Department Principal

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 Officer in writing at least five working days before the commencement of the course through his/her 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 Officer 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 his senior
- The application shall be forwarded by the senior, with his/her recommendations and comments to the Principal

- Approval will thereafter have to be obtained from the Human Resources Officer

The sequential process of the Human Resources Officer 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 is 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 co-ordinate training to be provided by others from within or outside the BS Abdur Rahman Crescent Institute of Science and Technology ;

5. LEAVE POLICY

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 for a healthy and efficient staff for the BS Abdur Rahman Crescent Institute of Science and Technology .

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.

The leave details to the staff are detailed below

• **Teaching Staff**

- Casual Leave - 12 days / Calender year
- Earned Leave - 12 days / Calender year
- Medical Leave - 10 days / Calender year
- Vacation Leave - 30 days / Academic year

• **Non-Teaching Staff (Including Technical staff)**

- Casual Leave - 12 days / Calender year
- Earned Leave - 12 days / Calender year
- Vacation Leave - 15 days / Academic year
- Medical Leave - 10 days / Calender year

• **Estate Office**

- Casual Leave - 12 days / Calender year

- Earned Leave - 15 days / Calender year

- Medical Leave - Nil / Calender year

- **On Duty Leave**
 - On Duty (OD) can be availed only if.
- Attending FDP, seminar conference, workshop
- Member of the Doctoral Committee.
- Official work related to Academic, examination related activities etc.
- **HODs / Deans / Directors / Professors and Associate Professors are not entitled to take Compensation Leave**
- **Special Leave can be availed only in case of faculty is a member of NAAC,UGC,AICTE or any other statutory bodies.**
- **Casual Leave can be clubbed with any kind of leave.**
- **Combining Vacation and Earned Leave with the Government declared holiday is not permitted in form of a sandwich.**
- **Medical leave can be availed only in case of hospitalization (after submitting the proof).**
- **Maternity leave can be clubbed with any leave.**

NOTE:

- **Vacation Leave can be availed only after the permission is granted in December and May. (Vacation leave is treated for the Academic Year July to June)**
- **The Leave Period Calculation for CL&EL will be for the calendar year (i.e.) January to December.**
- **No OD will be given during vacation/holidays.**
- **Only the Staff who have completed one year of service alone are eligible for Earned/Vacation Leave**
 - 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 pro-rate basis.
 - Employees whose date of joining service falls between 1st to the 15th of a month are entitled to get the leave credit for that month.
 - Employees whose date of joining service falls between 16th to the end of the month are not entitled for the leave credit for that month.
 - If an employee is relieved on any day between 1st to 15th of a month, then he / she is not entitled for leaves due for that month.

- If an employee happens to leave on any day between 16th to the end of the month then he / she is entitled for leaves due for that month.

- **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.
- If CL extends beyond 3 days, then the excess days taken will be treated under LWP.
- It is upto 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 31st December will lapse.
- When leave is taken without prior sanction (under certain unavoidable circumstances), the absence should be notified to the respective HODs on the same day through phone.
- Approved leave application should reach the Personnel department within 3 working days of rejoining.

- **Sick Leave**

Eligibility

All permanent staff

Entitlement:

- days of Sick Leave (SL) in a calendar year.
- A minimum of half SL can be availed & a maximum of whatever is required or whatever is available, whichever is lesser
- If SL extends beyond 3 days, it has to be accompanied with a Doctor's certificate
- In case adequate number of SL are not available with an employee, he can club CL with it. If CL is also not available, then it will be treated as LWP.
- Intervening National / Festival / Declared holidays will be counted as part of the leave.
- Balanced SL remaining unutilized as on 31st December will be carried forward to the next year
- Inability to attend office because of any sickness should be notified to the respective HODs on the same day through phone.

- Approved leave application should reach the Personnel department within 3 working days of rejoining.

- **Maternity Leave**

- **(ML) Eligibility:**

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

- **Entitlement:**

- 45 days of paid Maternity Leave is allowed to females who have to deliver a child
 - A female employee can adjust this leave before and after the delivery of child totaling it to 45 days
 - Before availing this leave, a certificate from the gynaecologist has to be submitted mentioning the expected date of delivery
 - 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
- **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 for 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 to the availability of the other types of leave.
- **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.

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.

Procedure for Applying 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 situational / need basis. If an employee proceeds to avail 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), an official correspondence from the personnel department will be sent to him asking to report to duty and to provide 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.

6. DISCIPLINARY CODE

Introduction

- This document is an expression of BS Abdur Rahman Crescent Institute of Science and Technology 's policy on discipline and a guide to all BS Abdur Rahman Crescent Institute of Science and Technology employees.
- 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 climate is dependant on the good judgement, understanding and consistent treatment of the parties involved in disciplinary action.

Procedure and Documentation

Action of senior when an alleged offence has been committed or is reported to have been committed

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;

Informal disciplinary action

It is desirable for sound interpersonal relations within BS Abdur Rahman Crescent Institute of Science and Technology that senior where possible resolves 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 counseled by the Dean, without an entry being made on the employee's personal record. The Dean may however, make a record of the counseling 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.

Procedure for formal complaints

- A Dean handling a formal complaint must investigate the case with the assistance of the Human Resources Officer, 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 Human Resources Officer who will advise whether:
- The accused should be suspended pending full investigation (if this has not already been done)
- Advise the Dean on whether to continue with a formal complaint

Disciplinary Inquiries

The Human Resources Officer will be responsible for the overall application of the code and should where possible:

- Advise and guide all employees on the Disciplinary Code
- Ensure that the code is applied fairly and consistently in all cases

Special Cases

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
- Offences related to Industrial Action
- 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.

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 counseling 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 Officer with a copy for record keeping purposes;
- Regular evaluation and follow up on the agreed plan of action should be made;
- Should counseling fail to produce the desired improvement, alternative action should be considered in liaison with the Human Resources Officer. 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.

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.

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.

Classification of Offences:

Offences are classified into five major categories.

Absenteeism

Offences related to Control at Work

Offences relating to indiscipline or disorderly behavior

Offences related to dishonesty

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 senior

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 work place without intending ever to return; leave without help or support; abandon; leave without authority or permission.

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.
-
- Sleeping on duty
Any employee who is found asleep on duty, whether or not such an action constitutes a hazard to the safety and health of the offender or others or leads to damage to BS Abdur Rahman Crescent Institute of Science and Technology property, shall be deemed guilty of an offence.
 - Negligent Loss, Driving, Damage or Misuse of BS Abdur Rahman Crescent Institute of Science and Technology property
 - 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.
 - 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.
 - 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.
 - 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.

- 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 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.

Offences Related to Indiscipline or disorderly behavior.

- Disobedience and related offences
- Refusing to obey an instruction: deliberate refusal to carry out a lawful and/or reasonable instruction given by
 - 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 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, color, 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 behavior and related offences
Disorderly behavior:

Indulging in rough or unruly behavior or practical jokes whether or not such behavior 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 behavior or willfully to damage BS Abdur Rahman Crescent Institute of Science and Technology property.

Riotous behaviour:

Unruly behavior between two or more persons, engaging in or inciting a group of persons to indulge in disorderly behavior 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.

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 a 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 a 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.

Penalties

Classification of Penalties:

- Verbal Warning
- Recorded Warning
- Severe Warning
- Final Warning
- Dismissal
- Demotion
- Transfer
- Alternative Penalty to Dismissal

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.

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.

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 a 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.

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 the nature thereof, for a 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.

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;
- in the case of any employee who is absent from work without permission for a period of six continuous working days or more. In this case the employee will be dismissed in absentia after the sixth day if no reason for such absence is received. Should the employee return to work after he has already been dismissed, he may request that the case be reopened?

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. If it is discovered that a dismissed employee has obtained re-employment with BS Abdur Rahman Crescent Institute of Science and Technology either inadvertently or through deception, his services will be terminated immediately.

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.

Transfer

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 a disciplinary action, will be considered in special circumstances.

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 Human Resources Officer 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.

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 line management where required. As far as possible, the Human Resources Officer should, in consultation with the official chairing 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.

The Human Resources Officer is responsible for:

- 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 witness
- 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.

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.

Dismissal Procedure

- A direct Department Senior may recommend that an employee be dismissed.
- For the purpose of the dismissal procedure, a direct Department senior is defined as an employee graded D-lower or above who has a senior link to the employee concerned.

- 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 Manager for the department concerned.
- The relevant Manager will endeavor 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 Human Resources Officer 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 Human Resources Officer and the original hearing official.
- The relevant Manager 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.

Disciplinary Appeal Procedure

Every employee has the right of 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 Officer 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

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.

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 are to be carried out in accordance with Disciplinary and Appeal Procedure and Code.
- Employees may lodge grievances without fear of victimisation.
- Grievances should be resolved at the lowest possible level within BS Abdur Rahman Crescent Institute of Science and Technology .
- Employee can lodge grievances with Deans of respective departments. Employees lodging grievances have the right to be represented by fellow employee of his/her choice.
- Records will be kept of all statements and decisions.

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 (2) 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 Manager shall endeavour to solve the problem within two (2) 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 Head HR by handing him the grievance detail together with any other further relevant written information.
- The Head HR shall convene a grievance hearing and attempt to resolve the matter within a period of ten (10) 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 he so wishes) by a delegation of not more than ten (10) of the employees concerned, should proceed with Step 2 as for an individual grievance.

8 TERMINATION OF EMPLOYMENT POLICY

Introduction

Termination by Notice

An employee who has given 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

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.

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.

Death of Staff member

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

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.

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 is paid to them.

9HEALTH AND SAFETY POLICY

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.

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.

Visitors

All visitors should report to the reception

Smoking

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

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; If the situation is life threatening;
- Raise the alarm;
- Evacuate the building immediately. DO NOT STOP TO CLEAR YOUR DESK OR
- COLLECT PERSONAL EFFECTS.

Office Services

Equipment
Computers

All computers should be strictly used for official purposes. Only authorized persons may access the computers. GAMES ARE STRICTLY PROHIBITED. Private diskettes are 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 borrowing of portable computers equipment or accessories Telephone

Use of mobile is prohibited. In case of emergency the employee can move out of the building and talk.

E-mail and Internet Facilities

An E-Mail service is available for official use but staff is allowed to use it for personal mail, strictly during the work breaks-lunch break or at end of the day.

10. HIV/AIDS POLICY

Introduction

BS Abdur Rahman Crescent Institute of Science and Technology strives to ensure a working environment where:

HIV positive employees are protected from unfair discrimination and stigmatisation; and All employees have access to training, information and counseling services relating to HIV/Aids.

Objectives:

- Prevent unfair discrimination and prejudice against HIV positive employees. Minimize fear and panic among employees.
- Ensuring stability and productivity in the workplace.
- Encourage disclosure by HIV positive employees without fear of victimization or prejudice.
- Enable line management to respond appropriately in the event of:
 - An employee reporting that he/she is HIV positive;
 - Rumors that an employee is HIV positive;
 - Employees refusing to work with an HIV positive colleague.
- Minimize BS Abdur Rahman Crescent Institute of Science and Technology's liability for wrongful conduct by its employees in relation to HIV and Aids.
- Prevent the spread of HIV and Aids by educating and training of employees.

An HIV positive employee has the same rights as all other employees and therefore will be:

- Protected against unfair discrimination.
- Treated with dignity, compassion and respect.
- Managed in the same way as employees with other disabling conditions, diseases or terminal illnesses.
- Entitled to employee benefits as determined by the rules of such schemes.
- Allowed to continue his/her normal work as long as he/she is able to maintain the required performance standards of the job.
- Expected to meet the same performance requirements that apply to other employees.
- When necessary, provided with reasonable accommodation to enable him/her to meet established performance standards.

- Transferred to another department only if his/her doctor requests this in writing for medical reasons.
- Employees refusing to work with HIV-positive colleagues could face disciplinary action in line with B.S.Abdur Rahman Crescent Institute of Science and Technology's disciplinary process.

BS Abdur Rahman Crescent Institute of Science and Technology grievance procedure will apply to HIV- or Aids- related grievances.

12. SUCCESSION PLAN

POLICY 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.

Objectives

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

Procedure

- Assess the potential vacancies in leadership and other key positions (who is of retirement age? Which positions/departments/divisions are most affected?)
- 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.