



HR HANDBOOK



Institutional Philosophy & Core Values

Vision of the Institute: To be a hallmark of professional excellence by creating competent leaders to drive sustainable growth through holistic, ethical, and globally oriented lifelong learning.

Mission of the Institute: To develop action-driven leaders through competency-based education, research and strong industry linkages. We aim to enhance employability, promote ethical and social responsibility and encourage lifelong learning that contributes to students' success, organizational effectiveness and sustainable growth.

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POLICY 1: TALENT ACQUISITION & SELECTION

DOCUMENT CONTROL & ADMINISTRATION

Policy Title	Talent Acquisition & Selection Policy
Policy Code	PIBM/HR/PLC/001-V2
Policy Version	Version 2.0
Effective Year	2025
Review Frequency	Annual
Process Owner	Talent Acquisition Team
Process Champion	Head – Human Resources
Approving Authority	Executive Director / Board of Governors
Applicability	All Full-time Academic Faculty, Professional Staff
Related Policy	PIBM/HR/PLC/002-V2 (<i>Onboarding & Employee Integration Policy</i>)

Version History & Revisions

Version	Revision Year	Author / Reviewer	Summary of Changes
1	2017	HR Department	Initial drafting of Talent Acquisition Policy.
2	2025	Head – HR	Updated SLAs, clarified eligibility/screening criteria, and added structured document control governance.

1. Purpose & Objectives

The purpose of this policy is to outline standard procedures for finding, attracting, and hiring the best-qualified candidates, either internally or externally, in a timely and cost-effective manner.

The primary objectives are to:

- Ensure a transparent, merit-based process for analysing job requirements, screening, and selecting candidates.
- Align manpower requests with approved institutional budgets.
- Establish clear turnaround times (TAT) and responsibilities for all stakeholders involved in recruitment.

2. Scope

This procedure applies strictly to the recruitment and selection of **all professional positions** across the institute, including:

- Full-Time Academic Faculty (Professors, Associate Professors, Assistant Professors)
- Administrative, Technical, and Operational Support Staff

3. Confidentiality & Governance

- **Confidentiality:** All candidate records, evaluation scores, salary proposals, and panel interview notes remain strictly confidential to authorized selection panel members and HR personnel.
- **Selection Committees:** Hiring panel compositions are governed by institutional hierarchy (HR Head, HODs, Assistant Director, Deputy Director, Director).

4. Eligibility & Candidate Screening Criteria

Candidates are evaluated against approved Job Descriptions (JDs) in two stages: meeting baseline **Minimum Eligibility Requirements**, followed by competitive **Screening Criteria**.

4.1 Academic Positions (Faculty)

- **Minimum Eligibility:** Master's degree in the relevant discipline. Ph.D. or NET/SET qualification as mandated by UGC/regulatory guidelines for the post.
- **Screening & Shortlisting Criteria:**
 - **Academic Credentials:** Advanced degrees from recognized, reputable institutions.
 - **Research & Publications:** Active research track record with publications strictly prioritized in SCOPUS, ABDC, UGC-CARE listed, or peer-reviewed international journals.
 - **Blend of Experience:** A balanced combination of higher-education teaching experience and relevant industry/corporate exposure.
 - **Core Competencies:** Excellence in pedagogical innovation, communication, leadership, analytical thinking, emotional intelligence, and digital learning tools.

4.2 Non-Academic & Administrative Positions

- **Minimum Eligibility:** Relevant Bachelor's or Master's degree from a recognized university, along with the minimum required years of post-qualification functional experience specified in the JD.
- **Screening & Shortlisting Criteria:**
 - **Domain Mastery & Certifications:** Functional expertise supported by professional certifications (e.g., CA, SHRM, PMP, IT certifications) matching the role requirements.
 - **Operational & Technical Proficiency:** Hands-on experience with institutional software, ERP/CRM systems, digital tools, and process automation.
 - **Execution & Administrative Track Record:** Proven track record in process compliance, vendor/stakeholder management, budget oversight, and operational efficiency.
 - **Core Competencies:** Service orientation, problem-solving, stress tolerance, verbal and written communication, and cross-functional team management.

5. Selection Workflow

5.1 Requisition & Approval: The hiring department fills out a Manpower Requisition Form (MRF). This must be formally approved by the Assistant/Deputy Director and Head of HR prior to sourcing.

5.2 Sourcing & Initial Screening: HR-TA sources resumes via job portals, agencies, internal databases, or faculty references. HR conducts a telephonic screening to gauge candidate interest, communication, and basic fit before forwarding CVs to the respective reporting manager/ HOD.

5.3 Interview Rounds & Assessments:

Shortlisted candidates undergo:

- **Round 1:** Technical/Job-related interview with the reporting manager.
- **Assessments:** Skill assessment, teaching demonstration.
- **Round 2:** Panel interview along with HOD and Head HR. (*Interviews may be conducted in-person, telephonically, or virtually*).
- **Final HR discussion:** To discuss salary, and releasing offer

5.4 Reference Verification & Offer Proposal:

HR conducts reference checks with past employers (minimum **one positive reference** required). Upon approval from the competent authority HR issues a Letter of Intent (LOI) / Offer Letter outlining salary breakups and terms.

Handoff Clause: Upon candidate acceptance and acknowledgment of the Letter of Intent (LOI) / Offer Letter, the candidate formally transitions into the **Onboarding & Employee Integration Policy (PIBM/HR/PLC/002-V2)**.

6. Service Level Agreement (SLA) Matrix — Talent Acquisition

Step	Process Step	Customer (Receiver)	Supplier (Provider)	Agreed TAT
1	Delegating Manpower Requisition Form (MRF)	Source / HR-TA	Head - HR	Same day of final approval
2	Portal visibility of approved MRF	Candidates	HR-TA	Same day
3	Sourcing & Resume screening	Function Head	HR-TA	7 working days
4	Mailing JD & Company details	Candidate	HR-TA	On day of sourcing to interested candidates
5	Scheduling interviews	Candidate & Panel	HR-TA	2 days

6	Round 1: Technical Interview	Interviewer	HR-TA	3 working days
7	Teaching Demo / Panel Interview Round. HOD round	Interviewer	HR-TA	7 working days
8	Offer proposal and Approval	Head - HR	HR-TA	Same day of selection
9	Final HR discussion	Candidate	HR-TA	1 day from offer proposal approval
10	Offer Letter (LOI) dispatch via email	Candidate	HR-TA	1 day
11	LOI Terms clarification	Candidate	HR-TA	Same day
12	Acknowledgment of LOI	HR-TA	New Joiner	2 days

POLICY 2: ONBOARDING & EMPLOYEE INTEGRATION

DOCUMENT CONTROL & ADMINISTRATION

Policy Title	Onboarding & Employee Integration Policy
Policy Code	PIBM/HR/PLC/002-V2
Policy Version	Version 2.0
Effective Year	2025
Review Frequency	Annual
Process Owner	HR Operations Team
Process Champion	Head – Human Resources
Approving Authority	Chairman/ Executive Director
Applicability	All Full-time Academic Faculty, Professional Staff
Prerequisite Policy	PIBM/HR/PLC/001-V2 (<i>Talent Acquisition & Selection Policy</i>)

Version History & Revisions

Version	Revision Year	Author / Reviewer	Summary of Changes
1	2017	HR Department	Initial drafting of Onboarding Policy.
2	2022	Head – HR	Standardized SLA structure, defined pre-joining checklists, and added post-joining feedback touchpoints.

1. Purpose & Objectives

The purpose of this policy is to establish a seamless, welcoming, and structured onboarding experience for all newly hired faculty and staff.

The primary objectives are to:

- Ensure infrastructure, tools, and administrative utilities are provisioned prior to or on the employee's Date of Joining (DOJ).
- Provide a formal induction introducing new hires to institutional culture, policies, and operational expectations.
- Complete administrative, banking, and appointment documentation within set timelines.
- Gather feedback at key milestones (Day 2, Month 1, Month 3) to optimize employee retention and integration.

2. Scope

This procedure applies strictly to the onboarding and integration of **all newly hired employees** who have accepted an offer generated under PIBM/HR/PLC/001-V2.

3. General Guidelines

- **Inter-Departmental Coordination:** HR Operations, Admin, IT, Systems, and Reporting Authorities must work synchronously to complete pre-joining requirements.
- **Welcome Standards:** Every new joiner receives a "Warm Welcome" experience, including guest house arrangements (where applicable, max 15 days), an orientation briefing, and a welcome lunch.

4. Onboarding Workflow

4.1 Pre-Arrival Preparation (7 Days to 2 Days Prior to DOJ): New joiner submits scanned documents to HR. HR Operations coordinates guest house bookings, pick-up logistics, IT asset preparation, and receives department readiness confirmation.

4.2 Day of Joining (DOJ) Formalities: New hire completes joining forms and submits self-attested documents. HR conducts a warm welcome in the Induction Area, and broadcasts the official Welcome Note.

4.3 Post-Joining Integration & Touchpoints:

- **Within 2 Days:** Hand over IT tools/assets (with signed acknowledgment) and issue formal Appointment Letter.
- **Within 7 Days:** Complete Salary Bank Account mapping/opening.
- **Check-ins:** HR conducts feedback check-ins on **Day 2, Month 1, and Month 3.**

5. Service Level Agreement (SLA) Matrix — Onboarding

Step	Process Step	Customer (Receiver)	Supplier (Provider)	Agreed TAT
1	Submitting scanned pre-joining documents	HR-TA	New Joiner	7 days before DOJ
2	Department readiness confirmation via checklist	Reporting Authority	Internal Depts	2 days before DOJ
3	Guest House & Pick-up booking (Max 15 days)	Admin	HR Ops	Same day of confirmation
4	Welcome Lunch & Tools allocation check	Admin / Systems	HR Ops	On Day of Joining
5	Warm Welcome & Induction briefing	New Joiner	HR Ops	DOJ

6	Institutional Welcome Note release	All Employees	HR Desk	DOJ
7	Physical allocation of tools & assets	New Joiner	HR Ops	Within 2 days of DOJ
8	Asset acknowledgment submission	Admin / IT	New Joiner	Upon receipt of tools
9	Formal Appointment Letter issuance	New Joiner	HR Ops	Within 2 days of DOJ
10	Salary Bank Account setup	New Joiner	HR Ops	Within 7 days of DOJ
11	System data updating & payroll validation	Payroll / New Joiner	HR Ops	Same day
12	Integration Feedback Meetings	HR	New Joiner	Day 2, Month 1, Month 3
13	Post-first payroll query resolution	New Joiner	HR Ops	2nd & 3rd day after pay day

POLICY 3: EMPLOYEE CODE OF CONDUCT & DISCIPLINARY POLICY

DOCUMENT CONTROL & ADMINISTRATION

Policy Title	Employee Code of Conduct & Disciplinary Policy
Policy Code	PIBM/HR/PLC/003-V2
Policy Version	Version 2.0
Effective Year	2025
Review Frequency	Annual
Process Owner	HR Operations & Ethics Committee
Process Champion	Head – Human Resources
Approving Authority	Executive Director / Chairman
Applicability	All regular employees, trainees, off-roll staff, and contractual person
Allied PLCs	PIBM/HR/PLC/001-V2 (<i>TA & Selection</i>), PIBM/HR/PLC/002-V2 (<i>Onboarding</i>)

Version History & Revisions

Version	Revision Year	Author / Reviewer	Summary of Changes
1	2017	HR Department	Initial drafting of Disciplinary Policy & Code of Conduct.
2	2025	Head – HR	Separated Grievance Redressal from Disciplinary Actions; incorporated Whistle-blower guidelines, Academic Research Ethics, POSH norms, and unified document control governance.

1.0 Purpose & Objectives

The purpose of this policy is to encourage, guide, and enforce professional behaviour, organizational discipline, ethics, and a robust code of conduct across all employees.

The primary objectives are to:

- Define clear standards of conduct expected from all staff members.
- Establish formal guidelines governing Conflict of Interest, Whistleblowing, POSH, and Academic Integrity.
- Provide structured mechanisms for employee grievance redressal and transparent, unbiased disciplinary procedures.

2.0 Scope & Applicability

This policy applies strictly to **all regular employees** of PIBM across all campuses and regional offices, as well as trainees, off-roll staff, adjunct, and contractual personnel where applicable.

3.0 Code of Conduct & Misconduct Classification

All employees are expected to conduct themselves in a professional, mature, and responsible manner. If behaviour continues to fall below expectations after informal and/or formal counselling, it may result in disciplinary proceedings up to and including termination.

3.1 General Professional Discipline

- **No Undue Favours:** Employees shall not accept undue personal favours (financial or non-financial) from vendors, clients, or third parties.
- **Academic & Official Record Integrity:** Tampering with official academic or operational records is strictly prohibited. Employees are fully accountable for facts/transactions reported.
- **Financial Fraud Reporting:** Any financial irregularity or fraud committed on campus must be reported immediately to the HR Head/ Director for prompt investigation.
- **Mutual Respect:** Employees must treat colleagues, vendors, suppliers, and external faculty with dignity, irrespective of caste, creed, gender, or hierarchy.

3.2 Categorization of Misconduct

Category	Prohibited Acts / Violation Standards
Financial Misconduct	• Engaging in fraud, embezzlement, defalcations, or related practices.
	• Falsification of financial, operational, or academic records.
	• Buying institute merchandise for personal resale.
	• Transferring institute money into personal bank accounts.
	• Fabricating travel, stay, and food bills during official trips.
	• Claiming personal expenses on official trip reimbursements.
	• Theft of institute property, equipment, or confidential documents.
Work Environment & Employment Misconduct	• Acting against the terms and conditions of employment accepted upon joining.
	• Wilfully absconding from duty without prior approval of HOD/Management.
	• Insubordination, refusing to obey instructions properly issued by managers/HODs, or refusing special assignments.
	• Malicious gossip, spreading rumours, creating discord, or wilfully restricting work output.
	• Dishonesty, falsification on job applications, or lying about sick leave/absence reasons.
	• Consuming alcohol, gambling, or possessing weapons during working hours.
	• Entertaining official vendors with alcohol.
	• Physical violence, threats, intimidation, or verbal abuse.
	• Removing, destroying, or improperly using institute equipment, records, or systems.

	• Violation of government laws and regulations governing the education sector.
Prevention of Sexual Harassment (POSH) & Gender Rights	• Disrespecting female employees or outraging their modesty.
	• Making unwelcome sexual advances towards female employees.
	• Offensive acts, threats, intimidation, or mental torture at the workplace or outside.
	• Approaching female employees for sexual favours at the workplace.
	• Any gender-related misconduct undermining a female employee's prestige and honour.
General Indiscipline	• Violation of safety rules, operational workflows, or institutional PLCs.
	• Discrimination based on caste, creed, colour, religion, gender, etc.
	• Unsatisfactory or careless work performance after standards have been explained.
	• Leaving job responsibilities during work hours without manager permission (excluding restroom breaks).

3.3 Relationships with Suppliers & Customers

Employees must ensure that in their dealings with suppliers and customers, the Institute's interests are never compromised. Accepting gifts, presents of more than a nominal value, or payments from suppliers/customers will be viewed as a serious breach of discipline.

3.4 Statutory & Legal Compliance

The Institute complies fully with all applicable laws and regulations. Senior Management Committees and HODs must ensure sound arrangements exist to comply with regulatory requirements. In cases of legal ambiguity, the Institute's Legal Department or empanelled Legal Consultants must be consulted.

4.0 Individual & Managerial Responsibilities

- **Employee Responsibility:** Employees must understand elements of the Code, perform to expectations, comply with work schedules, and seek clarification from managers/HR regarding Job Descriptions. Any behaviour inconsistent with expectations must be reported to the Regional SPOC or HR Head (Pune Campus).
- **Management Responsibility:** Managers must build a culture of compliance, set appropriate boundaries, address gossip and misconduct promptly, and respond expeditiously to emerging issues.

5.0 Conflict of Interest

Employees must devote their full working time and best efforts to the institute and avoid situations where personal interests conflict (or appear to conflict) with institutional interests. Prohibited instances include:

- Empanelling a vendor who is a relative without prior written approval.
- Speaking to media for business reasons without authorization.
- Accepting gifts, kickbacks, bribes, commissions, or event invitations from vendors.
- Using the logo or brand of PIBM for self-interest.
- Employment of relatives without formal declaration and approval.

- Holding hidden ownership interests (directly or through family members) in suppliers doing business with PIBM.

Violation of this clause without immediate and prompt disclosure will result in serious disciplinary action up to and including termination.

6.0 Confidential & Proprietary Information

- **Clean Desk Standard:** Desks must be cleared of all business-related confidential materials after office hours.
- **Non-Disclosure:** Employees shall not disclose institute practices, business dealings, financial terms, or employment terms during or after their tenure. No staff member may use official information or position to further private interests.
- **NDA Requirement:** A formal Non-Disclosure Agreement (NDA) must be signed by all existing and new employees upon joining (Annexure A).

7.0 Standing Governance Committees

To ensure unbiased and prompt handling of issues, the following committees are constituted:

Committee Name	Composition	Primary Responsibilities
Institutional Ethics Committee	HR Head, Director of the Institute, Deputy Director - Academics, and one co-opted Senior Team member.	Investigates general misconduct, grievances, and policy breaches; reports findings and recommendations to the Chairman for final judgment.
POSH Committee (Internal Committee)	Minimum 4 members, led by a Senior Female employee, with at least 50% female representation.	Investigates complaints of sexual harassment in a time-bound manner and submits findings to management.

8.0 Employee Grievance Redressal Procedure

If an employee encounters work-related questions, concerns, or problems, the following process applies:

8.1 Reporting Channel

- Employees are encouraged to discuss difficulties first with their Reporting Manager.
- If unfeasible or inappropriate, the issue must be raised **in writing** with Human Resources at the Pune Campus.

8.2 Investigation Workflow

Upon receipt of a written grievance/complaint, the Ethics Committee conducts an inquiry through the following steps:

- Incident report logging based on complaint received.
- Preliminary investigation.
- Issuance of Show Cause Notice (if applicable).
- Recording of formal statements.
- Detailed investigation leading to a charge-sheet (if *prima facie* evidence exists).
- Findings of the investigation.
- Appeal process review.

9.0 Disciplinary Actions & Punishments

If an employee is found guilty of misconduct following a formal investigation by the Ethics Committee, appropriate disciplinary action will be taken based on severity.

9.1 Range of Penalties

Punishment may range from any of the following:

- **Censure / Written Warning:** Formal reprimand recorded in the employee file.
- **Stoppage / Withholding of Increment:** Withholding or delay of salary increment.
- **Suspension:** Temporary suspension from service pending or post-inquiry.
- **Termination from Service:** Discharge from employment.

9.2 Authorization & File Recording

- Termination decisions are recommended by the HR Head / Director based on investigation facts, with the **final decision taken by the Chairman**.
- All disciplinary incidents and notices are placed permanently in the employee's personal file for future reference.

10.0 Whistle-blower Guidelines

- **Objective:** Provides a secure, confidential channel to report serious concerns (e.g., unlawful acts, incorrect financial reporting, or gross policy breaches) without fear of reprisal or victimization.
- **Reporting:** Matters must be reported in writing directly to the HR Head.
- **Protection:** Every effort will be made to protect the complainant's identity.
- **Malicious Allegations:** Frivolous or malicious allegations will attract strict disciplinary action.

11.0 Negative Communication, Gossip & Slander

- Baseless rumours, character assassination, belittling, or gossip regarding colleagues' personal or professional lives create tension, animosity, and organizational discord.
- Managers must deal promptly with unacceptable behaviours (e.g., criticism behind backs, humiliating, or verbally abusing employees).
- Employees found guilty of maligning an employee's image or reputation shall face formal disciplinary action, ranging from written warnings to termination.

12.0 Amendments & Policy Retention

This policy document, along with all allied PLCs and controlled formats, may be amended, revised, or replaced upon recommendation of the Review Committee as appointed by the management and approved by the Executive Director/ Chairman.

13.0 Core Responsibilities

13.1 Employee Responsibilities

- Learn and understand the elements of the Code.
- Comply with the Code and associated policies/guidelines.
- Seek clarifications and assistance from HR/Managers when in doubt.
- Promptly report known or suspected violations to the Regional SPOC or HR Head.
- Cooperate fully in investigations pertaining to Code violations.

13.2 Management Responsibilities

- Build and maintain a culture of compliance.
- Prevent and detect issues of compliance.
- Respond expeditiously to issues as they emerge (investigate and resolve).

POLICY 4: NON-DISCLOSURE UNDERTAKING & AGREEMENT

(To be executed on Stamp Paper / Institutional Letterhead upon joining as a mandatory Schedule to the Offer Letter / Letter of Appointment)

NON-DISCLOSURE AGREEMENT

This Non-Disclosure Agreement ("Agreement") is made and executed at Pune on this _____ day of _____, 20:

BY AND BETWEEN

M/s Pune Institute of Business Management (PIBM), an Indian Academy of Empowerment & Educational Research, registered under the Registrar of Societies, Pune, having its campus at Gut No. 605/1, Lavasa Road, Mukaiwadi, Pirangut, Pune-412115, Maharashtra, India, through its authorized representative, HR Head (hereinafter referred to as the "Employer", which expression shall unless repugnant to its context or otherwise mean and include its successors and assigns);

AND

Mr./Ms./Engr./Dr. _____,

Residing at: _____

(hereinafter referred to as the "Employee", which expression shall unless repugnant to its context or otherwise mean and include its successors and assigns).

Hereinafter, the Employer and the Employee are individually referred to as "the Party" and collectively referred to as "the Parties".

WHEREAS:

- A. The Employer is engaged in Management Education, offering postgraduate management programs, research, executive education, and corporate consulting.
- B. The Employee is currently employed or has accepted employment with the Employer for the position of [Designation] _____ in the Department/Function of [Domain / Department] _____. In addition to this responsibility, this Agreement covers any position, role, or responsibility now or later held by the Employee with the Employer.
- C. The Employer may directly or indirectly disclose valuable, classified, and confidential information to the Employee, and in consideration of receiving access to such Confidential Information (as defined below), the Employee agrees to be bound by the terms of this Agreement as to the receipt, use, and dealing with said Confidential Information.

NOW, THEREFORE, in consideration of the mutual promises, employment covenants, and considerations contained herein, the receipt and sufficiency of which is hereby acknowledged, the Parties agree to the following:

1. CONFIDENTIALITY, INVENTIONS & INTELLECTUAL PROPERTY

In consideration of employment with the Employer, the Employee agrees to abide by the following:

1.1 Nondisclosure Obligation: The Employee shall not, without the Employer's prior written permission, either directly or indirectly disclose to any person, firm, institute, or other body corporate for any purpose or use, or permit any person to examine or make copies of, any documents, materials, or records that contain or are derived from any Confidential Information (as defined below) of the Employer, other than for the Employer's legitimate business, both during employment and for a minimum period of five (5) years after the cessation of employment (and perpetually where required by trade secret status or statutory laws).

1.2 Safeguarding Duty: The Employee will comply with, and do all things necessary to permit the Employer to safeguard its Confidential Information.

"Confidential Information" means any and all information provided by the Employer to the Employee or to which the Employee has access owing to their relationship with the Employer, including but not limited to:

- Intellectual Property & Trade Secrets: Ideas, samples, media, techniques, sketches, drawings, works of authorship, models, inventions, know-how, processes, apparatuses, equipment, algorithms, software programs, software source code, object code, source documents, and formulae.
- (Academic & Instructional Assets: Course designs, curriculum structures, lesson plans, teaching methodologies, exam question banks, assessment frameworks, evaluation criteria, answer keys, grading sheets, and student performance data.
- (Academic Domain Assets:
 - *Finance & Accounting:* Financial models, valuation templates, trading lab setups, accounting details, costs, and corporate consulting frameworks.
 - *Marketing & Strategy:* Consumer research datasets, brand audit models, marketing plans, sales and merchandising, current/future product/service specifications, business plans, and campaign analytics tools.
 - *Human Resources:* Competency frameworks, HR analytics datasets, psychometric tools, salary structures, perquisites, and employment terms/conditions.
 - *Analytics & IT:* Proprietary code scripts (Python, R, SQL), datasets, machine learning models, algorithms, and database queries.
 - *Operations & Supply Chain:* Optimization tools, simulation models, engineering data, procurement requirements, and ERP/PLC workflows.
- Non-Academic & Administrative Support Assets:
 - *Accounts, Finance & Billing:* Fee collection records, outstanding student ledgers, payroll data, vendor invoices, banking details, tax audit filings, internal audit reports, and financial forecasts.
 - *HR & Personnel Files:* Employee personal records, background verification reports, compensation structures, performance appraisals, misconduct files, and exit logs.

- *Civil, Facilities & Infrastructure:* Campus architectural blueprints, structural drawings, civil engineering site plans, building master plans, contractor bids, utility schematics, layout maps, vendor contracts, and maintenance agreements.
- *Library & Knowledge Systems:* Digital repository access credentials, subscription database licenses (EBSCO, JSTOR, Bloomberg Terminals), library catalogue management systems, book acquisition lists, and borrower record databases.
- *Media, PR & Digital Marketing:* Raw video footage, unedited photography, social media credentials, branding guidelines, ad campaign strategy documents, lead generation sources, media agency contracts, and press releases prior to public distribution.
- *Sports, Wellness & Student Life:* Sports equipment inventory registers, event sponsorship agreements, student athletic medical/fitness records, tournament budgets, and extra-curricular event management plans.
- **Commercial & Partner Data:** Customer/client lists, investor details, corporate recruiter databases, SPOC contact details, fee arrangements, hiring agreements, interview feedback, business and contractual relationships, business forecasts, sales, and any information the Employee has access to regarding third parties.
- **General:** Information relating to salary structures, perquisites, and employment terms, alongside any information which by its nature or circumstances of disclosure is confidential.

1.3 Proprietary Interest Waiver: The Employee expressly agrees and undertakes that at any time during and after employment, the Employee shall have no proprietary interest in any Developments (as defined below).

"Developments" shall mean any idea, invention, design, technical or business innovation, computer program and related documentation, research paper, case study, courseware, training module, architectural drawing, or any other work product developed, conceived, or used by the Employee, in whole or in part, that arises out of employment with the Employer, or that is otherwise made through the use of the Employer's time, materials, or infrastructure.

1.4 Assignment of Intellectual Property: The Employee acknowledges and agrees that all Developments and Employee Intellectual Property (as defined below) are and shall remain the sole and exclusive property of the Employer, and that the Employer shall not be required to designate the Employee as the author or owner thereof.

- The Employee undertakes to promptly disclose all Developments and Employee Intellectual Property to the Employer and shall, at the Employer's request and cost, execute all applications, assignments, or documents necessary to establish the Employer's ownership.
- The Employee further acknowledges and agrees that acceptance of employment shall operate as a perpetual, written assignment in favor of the Employer of any right, title, or interest in respect of Employee Intellectual Property and Developments. The Employer shall have the perpetual and exclusive right to use, exploit, deal with, or modify them in its sole discretion.

"Employee Intellectual Property" shall mean any Intellectual Property obtained by the Employee individually or on behalf of the Employer during their term of office.

"Intellectual Property" means: (i) all inventions (whether patentable or unpatentable), improvements, patents, patent applications, and patent disclosures, together with all re-issuances, continuations, revisions, extensions, and re-examinations thereof; (ii) all trademarks, service marks, logos, trade names, and corporate names, together with all translations, adaptations, derivations, goodwill, and applications/registrations in connection therewith; (iii) all copyrightable works, copyrights, applications, registrations, and renewals; (iv) all computer software (including data, code, machine code, source code, object code, documentation, graphics, images, designs, logos, programs, layouts, and specifications); (v) all other proprietary rights of whatsoever description whether or not protected; and (vi) all copies and tangible embodiments thereof regardless of form or medium.

1.5 Classified Third-Party Information: The Employee understands that the Employer receives Classified Information and material from third parties under legal or contractual obligations to safeguard confidentiality. The Employee undertakes to respect the security of such Classified Information and accepts a continuing individual responsibility at all times to safeguard it, agreeing never to disclose or release it to any unauthorized person.

2. PROPRIETARY INFORMATION OBLIGATIONS

- **Utmost Diligence & Non-Use:** The Employee shall use their best efforts at all times to exercise utmost diligence to protect and safeguard Proprietary Information (including accounting secrets, cost data, R&D, marketing strategies, sales, technology, system tools, hardware/software details, civil plans, databases, and code). Neither during employment nor thereafter for a period of five (5) years shall the Employee, directly or indirectly, use for themselves or another, or disclose to an unauthorized person, any Proprietary Information, except as required in connection with their official employment or as consented to in writing by the Employer.
- **Return of Materials upon Separation:** The Employee shall, upon request by the Employer at any time, including upon termination or resignation, promptly deliver to the Employer, without retaining any copies, notes, digital backups, or excerpts thereof, all memoranda, journals, notebooks, diaries, notes, records, plates, sketches, plans, specifications, blueprints, or other documents and materials (whether printed or stored on computer media/cloud servers) relating directly or indirectly to Proprietary Information.
- **Customer & Partner Obligations:** The Employee expressly agrees that all confidentiality obligations apply equally to proprietary information belonging to the Employer's corporate partners, recruiters, contractors, and clients.
- **Third-Party Ongoing Obligations:** The Employee confirms they shall honor ongoing confidentiality obligations owed to prior employers or third parties and shall not bring onto the Employer's premises or use for the Employer's benefit any third-party proprietary information.

3. NON-COMPETITION & RESTRICTIVE COVENANTS

- **Non-Competition (12 Months):** When the Employee ceases to be employed by the Employer, or if employment is terminated for any reason whatsoever, the Employee hereby agrees that they will not, at any time during a period of twelve (12) months from and after the date of separation, directly or indirectly as principal, agent, owner, employer, employee, representative, stockholder, partner, consultant, adviser, part-time or full-time, enter into or engage in any business or institution offering management education, PGDM/MBA programs, or competing training of the kind conducted by the Employer anywhere in India.

- **Non-Solicitation & Non-Misuse (12 Months):** The Employee expressly agrees that during employment and for a period of twelve (12) months after termination or cessation of employment for whatever cause, they shall not:
 - a. Engage directly or indirectly in any business or activity using Classified or Proprietary Information that would compete with the business of the Employer.
 - b. Canvas or solicit, directly or indirectly, any customer, client, corporate recruiter, university partner, or vendor of the Employer.
 - c. Canvas, entice, solicit, or induce any faculty member, trainer, or administrative employee of the Employer to leave their employment.
 - d. Take up employment with any competitor using the Employer's proprietary frameworks or trade secrets.

4. CONFIDENTIALITY & COPYRIGHT INTEGRITY

- **Protection of Trade Secrets:** The Employee acknowledges exposure to invaluable institutional data. The Employee shall not at any time hereafter, unless mandatorily required to do so by law, divulge to any third-party information regarding the affairs or business matters of the Employer or its clients without prior written approval. Information is not deemed public merely because individual features are generally disclosed.
- **Prohibition on Personal Notes/Data:** The Employee agrees that during and after employment, they shall not make, use, or permit to be used by any other person any note, memoranda, data, or media concerning any matter within the scope of the Employer's business or dealings.
- **Copyright Ownership:** All rights in and to copyrightable material (including computer programs, analyst reports, research papers, case studies, architectural plans, databases, and client profile reports) authored or originated by the Employee pursuant to employment shall be the sole and exclusive property of the Employer.

5. EMPLOYEE INDEMNITY

The Employee hereby confirms that as of the date of commencement of employment, they are not bound by any valid and subsisting agreement with previous employers that restrains them from divulging confidential information acquired during prior employment. The Employee agrees that in the event of any breach of the obligations undertaken herein, the Employee shall be solely and fully responsible, and shall hold the Employer harmless and fully indemnify it for any liability, loss, or damages imposed on the Employer on account of such breach.

6. INFORMATION SECURITY & MISUSE OF EMPLOYER RESOURCES

The Employee recognizes that the Employer's computers, mobile devices, communication networks, and IT infrastructure are monitored and that the Employee is not entitled to privacy protection when using Employer resources.

- **Personal Use Prohibition:** At no time will the Employee use Employer resources for personal benefit or for family/third-party use. "Resources" include property, premises, computer hardware/software, equipment, documentation, records, paper, civil plans, library databases, and information systems. The Employee has an affirmative responsibility to immediately report any irregular business practices or dishonesty observed in other employees.
- **Computing Power Misuse:** Any use of computing power for personal gain or inconsistent with professional conduct is strictly prohibited. This includes accessing

non-work websites, downloading inappropriate material, sending chain letters/mass mailings, or printing/copying information not strictly intended for the Employer's benefit.

- **Software & Downloads:** The Employee shall not install or download software from external sources without express superior permission and shall never install unlicensed software on Employer machines.
- **Physical Shredding & Printing Security:** Any waste copies of Employer Restricted Information, examination question papers, student mark sheets, civil plans, or financial files generated during work must be shredded personally by the Employee. Printers and copiers must not be left unattended when printing restricted information.

7. GENERAL CONDITIONS OF EMPLOYMENT & CONDUCT

7.1. Exclusive Employment & External Activities

The Employee agrees to devote their entire work time, attention, and effort to promoting the interests of the Employer. During their employment, the Employee shall not—directly or indirectly—engage in, undertake, or assist any other business, trade, profession, vocation, or secondary employment (whether for gainful compensation or otherwise) without the prior written approval of the Employer.

7.2. Standards of Personal Conduct & Integrity

The Employee must maintain the highest standards of honesty, fairness, and personal integrity in all dealings with colleagues, clients, vendors, and business partners. The Employee shall consciously conduct themselves in a manner that protects and enhances the reputation, goodwill, and position of trust placed in them by the Employer.

7.3. Financial Integrity & Prohibition of Irregular Business Practices

The Employee's conduct must be exemplary at all times. The Employee shall not engage in, condone, or knowingly permit any form of improper business conduct. This strictly prohibits:

- Bribery, kickbacks, or unauthorized commission sharing.
- Embezzlement or misappropriation of Employer funds, property, or assets.
- Falsification or alteration of company records, financial returns, or reports.
- Plagiarism, unauthorized copying, or misuse of proprietary materials belonging to the Employer or third parties.
- Acceptance of gifts, favours, or commissions from clients or vendors without explicit written permission under company policy.

7.4. Non-Disclosure of Confidential Information

The Employee shall keep strictly confidential and shall not reveal, publish, or divulge to any third party—during or after their employment—any facts, non-public data, trade secrets, formulas, recipes, business plans, designs, client lists, correspondence, or operational details of the Employer.

Permissible Internal Sharing: Nothing in this provision prevents the Employee from sharing confidential information with fellow employees strictly on a need-to-know basis required for the due performance of their job duties.

7.5. Proper Use of Employer Property & IT Facilities

All property, equipment, technology, systems, and communication channels (including email and internet access) provided by the Employer are intended solely for authorized business

use. The Employee shall not use or permit others to use company assets for personal benefit, personal commercial gain, or third-party advantage without prior written authorization.

7.6. Obligation to Report Prejudicial Activity

The Employee agrees to immediately notify management upon becoming aware of any act of dishonesty, fraud, safety violation, or conduct prejudicial to the interests or reputation of the Employer committed by any other employee, contractor, or partner.

7.7. Disciplinary Consequences & Breach Liability

Any act or omission violating these terms constitutes a material breach of employment. In the event of a breach, the Employer reserves the right to:

- **Summary Termination:** Immediately terminate employment for cause without advance notice or salary in lieu of notice.
- **Financial Offset & Charges:** Withhold or forfeit outstanding payments to the extent permitted by law, and assess penal charges for direct, indirect, explicit, or implicit damages caused by the breach.
- **Legal Action:** Pursue appropriate civil litigation for monetary damages and injunctive relief, or initiate criminal proceedings where warranted.

7.8. Governing Law & Legal Jurisdiction

This Agreement shall be governed by and construed in accordance with the laws of India. In the event of any legal dispute or litigation arising out of or in connection with this employment agreement:

- Primary jurisdiction shall lie with the competent courts located in **Pune, Maharashtra**, where the registered office of the Employer is situated.
- Alternatively, if required by local labour regulations, disputes may be submitted to the courts having jurisdiction over the Employee's official place of posting.

7.9. Legal Costs & Expenses

The Employee shall be fully liable to indemnify and reimburse the Employer for all reasonable costs, expenses, and disbursements—including complete attorney fees and court expenses—incurred by the Employer in successfully enforcing any provision of this Agreement following a default or breach by the Employee.

7.10. Severability & Judicial Modification

The clauses and paragraphs of this Agreement are intended to be read and construed independently.

- If any court of competent jurisdiction finds any provision invalid or unenforceable, such invalidity shall not affect the remaining provisions of this Agreement.
- If a court deems any provision too broad to be enforceable, the parties agree that the court shall reduce the scope or language only to the extent necessary to render it reasonable and legally enforceable, maintaining the maximum protection for the Employer's confidential information.

7.11. Non-Waiver & Entire Agreement

- **No Waiver:** Failure or delay by the Employer to exercise any right, remedy, or privilege under this Agreement shall not operate as a waiver of that right or any future rights.
- **Binding Effect:** This Agreement binds and benefits the Employee's heirs, executors, administrators, successors, and legal representatives.
- **Entirety:** This document constitutes the full and final agreement between the parties regarding non-disclosure and general employment conditions, superseding all prior oral or written understandings.

IN WITNESS WHEREOF, the Parties have set their respective hands and seals on the day, month, and year first written above.

Signature of Employee

Name: _____

Designation: _____

Department / Function: _____

Date: _____

Place: _____

For & On Behalf of Pune Institute of Business Management (PIBM)

Name:

Designation: HR Head

Seal & Stamp:

WITNESSES:

1. Signature: _____
Name: _____
Address: _____
2. Signature: _____
Name: _____
Address: _____

POLICY 5: LEAVE ADMINISTRATION & ATTENDANCE MANAGEMENT POLICY

DOCUMENT CONTROL & ADMINISTRATION

Policy Title	Leave Administration & Attendance Management Policy
Policy Code	PIBM/HR/PLC/005-V2
Policy Version	Version 2.0
Effective Year	2025
Review Frequency	Annual
Process Owner	HR Operations & Leave Sanctioning Authorities
Process Champion	Head – Human Resources
Approving Authority	Principal Director / Chairman
Applicability	All Full-Time Academic Faculty, Trainers, Administrative, Operations & Support Staff
Allied PLCs	PIBM/HR/PLC/003-V2 (<i>Code of Conduct</i>), PIBM/HR/PLC/006-V2 (<i>Employee Welfare</i>)

Version History & Revisions

Version	Revision Year	Author / Reviewer	Summary of Changes
1	2017	Principal Director / HR	Initial release of institutional leave guidelines and privilege leave rules.
2	2025	Head – HR	Updated Privilege Leave entitlement to 24 days annually (2 PLs/month) with a 6-day carry-forward rule ; integrated 2025 Holiday Calendar; added mandatory national event attendance clause; standard PLC formatting.

1.0 Purpose & Key Principles

The purpose of this policy is to provide reasonable paid leaves to employees to facilitate recreation, personal well-being, address sickness, and support academic research, while ensuring smooth and uninterrupted institutional operations.

1.1 Core Leave Principles

- **Discretionary Sanction:** Leave cannot be claimed as a matter of right. The discretion to grant, refuse, restrict, or revoke leave of any description is reserved exclusively with the sanctioning authority based on institutional exigencies.
- **Academic Term Constraint:** Ordinarily, leave will **not be granted to academic faculty in the middle of an active academic term**, except on verified medical grounds.

- **Leave Year:** The Leave Year runs strictly from **1st January to 31st December**. Leave entitlements are credited on 1st January for the preceding calendar year worked.

1.2 Scope & Applicability Clause

This policy applies universally across Pune Institute of Business Management (PIBM), subject to specific entitlement definitions based on employment status and tenure:

- **Scope of Coverage:**
 - All full-time Academic Faculty and Teaching Staff.
 - All Full-Time Academic and Non - Academic employee

2.0 Categories of Leave & Entitlements

Sr. No.	Leave Category	Applicable To	Entitlement / Duration	Rules & Operational Guidelines
1	Privilege Leave (PL)	Confirmed Employees	24 Days per calendar year (Credited @ 2 PLs per month)	• Max 6 days carry-forward to the next year (balance beyond 6 days lapses on 31st Dec).
				• Strictly no leave encashment permitted.
2	Statutory Maternity Leave	Eligible Female Staff	26 Weeks in accordance with provisions of the Maternity Benefit Act.	• Full PL accumulation continues during normal maternity leave.
				• Must submit supporting medical certificates to HR.
				• Taking up any outside employment during leave is strictly prohibited.
3	Academic & Research Leave	Teaching Faculty	Total 10 Leaves for PHD program	• Subject to approval for Ph.D. coursework, thesis defence, FDPs, MDPs, and research paper presentations at recognized forums.

4	Compensatory Off (Comp-Off) Compensatory Off is a day off granted to an employee for working extra hours or working on officially declared holidays/weekly offs due to business exigencies	Non-Managerial Staff (Excludes Manager Cadre & above)	• 0.5 Day: 4 to 7.9 hrs worked	• Requires prior written approval from HOD.
			• 1.0 Day: 8+ hrs worked	• Must be availed within the same calendar year
				• Cannot be clubbed with Privilege Leave.
5	Leave Without Pay (LWP) / Loss of Pay (LOP)	All Employees	Minimum 1 Day to Maximum 1 Month	• Non-pay status granted upon request when leave balance is exhausted.
				• Subject to sole approval of PIBM Management.
				• Unauthorized absence will lead to direct Loss of Pay (LOP) salary deduction.
6	Bereavement Leave	All Employees	Up to 10 working days per occurrence	Applicable only in the event of the death of an employee's spouse, mother, father, son, or daughter.

2.1 Maternity Leave (ML)

- The organization provides continuity of service to woman employees during their absence from work for confinement due to pregnancy by giving maternity leave.
- Female employees covered under the Employees State Insurance Scheme statute shall be governed by the provisions of the Act with regards to maternity benefits. For women employees not covered under the Employees State Insurance Scheme, provisions in line with the Maternity Benefit Act, 1961 shall apply.
- In summary, the woman employee shall make a written application for maternity leave addressed to the approving authority along with a copy of the medical certificate from a Registered Medical Practitioner at least 2 months in advance for the company to make work arrangements in her absence
- **Quantum of Maternity Leaves:**
 - Employees are entitled to a Maternity leave of 26 weeks with full pay.
 - Maternity leave may not commence earlier than 6 weeks prior to the expected date of delivery.
 - Holidays and other weekly off days falling immediately before, after or within the period of Maternity leave shall be counted as part of leave.
 - In case of an unfortunate event of a miscarriage or a medical termination of pregnancy, a leave of 6 weeks shall be granted from such date of miscarriage or medical termination.

- A female employee suffering from illness arising out of pregnancy, delivery, premature birth of child or miscarriage shall, on production of such proof, be entitled to additional maternity leave for a maximum of 30 days.
- For women employees having two or more surviving children, maternity leave entitlement shall be up to 12 weeks of which not more than six weeks shall precede the date of her expected delivery.
- In case where the nature of work assigned to a woman employee is such nature that she may work from home, necessary permission may be granted in writing after availing of the maternity leave/benefit allowing her to work from home for such period and on such conditions as mutually agreed after due approval of the Business HR Head on a case-to-case basis based on merits.
- In case any specific provision is not mentioned in the summary above, then the same shall be applicable in accordance with the provisions of the Maternity Benefit Act, 1961.

3.0 Operational Leave Guidelines & Sanctioning Protocol

- **Sanctioning Authority:** Privilege Leave can be sanctioned by the immediate supervisor / HOD, subject to final HR endorsement.
- **Advance Application Requirement:**
 - Privilege Leave must generally be applied for well in advance.
 - Any leave exceeding **5 days** must be applied at least **7 days in advance**.
- Advance PL is given on case-to-case basis on management discretion

4.0 Institutional Holiday List 2025 & Mandatory Attendance Guidelines

4.1 Mandatory National Celebration Protocol

- **National Respect & Attendance:** As a mark of respect to the nation, the Institute celebrates **Independence Day (15th August)** and **Republic Day (26th January)** with full institutional honour.
- **Mandatory Flag Hoisting Attendance:** **All faculty, trainers, administrative, operations, and support staff members are strictly requested and required to be present on campus for the Flag Hoisting ceremony.** Absence on these national celebration days without prior explicit written sanction from the Chairman / Executive Director will be viewed as a serious breach of duty.

4.2 Official Holiday List – 2025

Sr. No.	Date	Day	Holiday Occasion	Duration
1	26-02-2025	Wednesday	Mahashivratri	1 Day
2	14-03-2025	Friday	Holi	1 Day
3	18-04-2025	Friday	Good Friday	1 Day
4	01-05-2025	Thursday	Maharashtra Day	1 Day
5	07-06-2025	Saturday	Bakri Eid	1 Day
6	27-08-2025	Wednesday	Ganesh Chaturthi	1 Day
7	06-09-2025	Saturday	Anant Chaturdashi	1 Day
8	01-10-2025	Wednesday	Durga Navami	1 Day

9	02-10-2025	Thursday	Gandhi Jayanti	1 Day
10	20 Oct – 22 Oct 2025	Mon to Wed	Diwali	3 Days
11	05-11-2025	Wednesday	Gurunanak Jayanti	1 Day
12	25-12-2025	Tuesday	Christmas Day	1 Day
13	31-12-2025	Wednesday	New Year Eve	1 Day

4.3 General Holiday Conditions

- **Weekly Off Collision:** Any Public Holiday that falls on a scheduled weekly off cannot be claimed again as an additional day off.
- **Work on Public Holidays:** Authorized work rendered on a declared Public Holiday can be claimed under Compensatory Off rules upon prior Department Head approval.

5.0 Policy Summary Matrix

Leave Parameter	Policy Standard & Limit
Leave Year	1st January 2025 to 31st December 2025
Annual PL Entitlement	24 Calendar Days
Monthly Availing Limit	2 PLs per Month
Maximum Carry Forward	6 Days (all remaining balance beyond 6 days lapses on Dec 31st)
Leave Encashment	Strictly Not Permitted
Probationer Leave	Pro-rated based on actual earning days worked
Maternity Leave	26 Weeks (Normal) / Up to 6 Weeks (Miscarriage/Complications)
Compensatory Off Expiry	Must be used within the same calendar year worked
Mandatory Campus Events	Independence Day (15th Aug) & Republic Day (26th Jan) Flag Hoisting
LWP Duration	1 Day to Maximum 1 Month (requires Management approval)

POLICY 6: PERFORMANCE MANAGEMENT SYSTEM (PMS)

DOCUMENT CONTROL & ADMINISTRATION

Policy Title	Performance Management System (PMS) Policy
Policy Code	PIBM/HR/PLC/003-V2
Policy Version	Version 2.0
Effective Year	2025
Review Frequency	Annual
Process Owner	Performance Management & HR Team
Process Champion	Head – Human Resources
Approving Authority	Executive Director / Chairman
Applicability	All Full-time Academic Faculty, Professional Staff,
Related Policy	PIBM/HR/PLC/002-V2 (Onboarding & Employee Integration Policy)

Version History & Revisions

Version	Revision Year	Author / Reviewer	Summary of Changes
1	2017	HR Department	Initial drafting of Performance Management System Policy.
2	2025	Head – HR	Updated appraisal cycle to July–June, defined strict 5 to 7 KRA limits, streamlined rating scales.

1. Purpose & Objectives

The purpose of this policy is to outline standard procedures for setting expectations, evaluating annual achievements, driving continuous professional growth, and rewarding performance across the institute.

The primary objectives are to:

- Ensure a transparent, merit-based framework for measuring employee contributions against institutional goals.
- Establish clear Key Result Areas (KRAs) tailored to academic and non-academic roles.
- Align performance reviews with mid-year checks, structured feedback dialogues, and annual appraisal outcomes.
- Establish clear turnaround times (TAT) and operational service levels for all stakeholders managing performance reviews.

2. Scope

This procedure applies strictly to the performance evaluation and overall development of all professional staff across the institute, including:

- Full-Time Academic Faculty (Professors, Associate Professors, Assistant Professors)
- Administrative, Technical, and Operational Support Staff

3. Confidentiality & Governance

- **Confidentiality:** All self-assessment scores, manager evaluations, reviewer adjustments, and final ratings remain strictly confidential to HODs, and senior HR personnel.
- **Appraisal Review Committees:** Evaluation hierarchies are governed by institutional structure (Reporting Managers, HODs, Skip Level Reviewers, Head HR, Executive Director, Chairman).

4. Appraisal Cycle, Eligibility & KRA Framework

Performance is evaluated using a direct, practical KRA system operating on an annual academic cycle.

4.1 Annual Appraisal Cycle

- **Evaluation Period:** July 1 to June 30. Formal annual evaluations take place in July.
- **Monthly Check-ins:** Informal 1 on 1 monthly dialogues between employee and manager to track progress and resolve operational bottlenecks.
- **Mid-Year Check (December/January):** Interim review to assess progress and adjust targets if needed without generating formal rating scores.

4.2 Eligibility Guidelines

- **Annual Increment:** Confirmed employees completing a minimum of 12 months of continuous service within the cycle.
- **Probation Assessment:** Conducted at 6 months from Date of Joining (DOJ) for confirmation evaluation.
- **Pro-rata Rule:** Mid-cycle joiners are evaluated on a pro-rata basis corresponding to their active months.

4.3 KRA Rules

- **KRA Count:** Every employee should preferably have **5 to 7 KRAs** for the academic year.
- **Weightages:** No single KRA may carry less than **10% weightage**. The sum total of all KRA weightages must strictly equal **100%**.
- **Special Initiative Requirement:** At least one KRA must focus on a special task, operational improvement, course design, published research, or process innovation.
- **SMART Criteria:** Every KRA must be Specific, Measurable, Attainable, Relevant, and Time-bound.

4.4 Performance Rating Scale

Rating	Remark	Interpretation
4	Excellent	90% and above of assigned task accomplished
3	Exceeding Expectation	80% of assigned task and remaining 20% is WIP
2	Meeting Expectations	70% of assigned task and remaining 30 % is work in progress
1	Not Meeting Expectations	Less than 70% of assigned tasks

5. Goal Setting & Review Workflow

5.1 Goal Setting & KRA Freeze: Employees collaborate with Reporting Managers to draft 5 to 7 SMART KRAs with designated weightages totalling 100%. Form 1 attached with this policy is submitted to HR for validation.

5.2 Mid-Year Progress Check: In December/January, managers conduct interim reviews to check completion percentages, document achievements, and adjust targets for external shifts without formal rating generation.

5.3 Annual Self-Assessment & Manager Evaluation: In July, employees complete self-ratings in Form 1 backed by verification records. Reporting Managers conduct 1-on-1 performance discussions and submit manager evaluation scores.

5.4 Reviewer Calibration & Final Rating Sign-off: Skip-level reviewers and HR review scores across departments to ensure fairness. Final ratings are submitted for Chairman / Executive Director for his perusal.

5.5 Performance Improvement Plan (PIP):

- **Trigger:** Employees scoring less than 70% in their annual performance appraisal are put into a structured 30/60/90-day PIP within 5 working days post-review.
- **Objective:** To provide structured support, actionable feedback, and clear targets to assist the employee in meeting required performance standards.
- **Process:** HR and the Reporting Manager will draft specific, measurable PIP targets. Bi-weekly progress check-ins will be documented.

6. Service Level Agreement (SLA) Matrix — Performance Management System

Step	Process Step	Customer (Receiver)	Supplier (Provider)	Agreed TAT
1	KRA Template Distribution to all employees & Orientation	All Employees	HR-PMS Team	July 1 (Cycle Start)
2	KRA Draft Submission (5-7 KRAs)	Reporting Manager	Employee	7 working days
3	KRA Finalization & Sign-off	HR-PMS Team	Reporting Manager & Employee	5 working days
4	Mid-Year Progress Review Completion	Head - HR	Reporting Manager	By Jan 15
5	Annual Appraisal Form 2 released to all employees	All Employees	HR-PMS Team	July 1 (Cycle End)
6	Employee Self-Appraisal Submission	Reporting Manager	Employee	7 working days
7	Manager Evaluation & 1-on-1 Review	Skip-Level Reviewer	Reporting Manager	7 working days
8	Skip-Level Moderation & Calibration	Head - HR	Department HOD / Reviewer	5 working days
9	Executive Board & Chairman Approval	Head - HR	Executive Director / Chairman	3 working days

POLICY 7: STAFF WELFARE POLICY

DOCUMENT CONTROL & ADMINISTRATION

Policy Title	Staff Welfare Policy
Policy Code	PIBM/HR/PLC/006-V2
Policy Version	Version 2.0
Effective Year	2025
Review Frequency	Annual
Process Owner	HR Operations & Welfare Management
Process Champion	Head – Human Resources
Approving Authority	Principal Director / Chairman
Applicability	All Full-Time Academic Faculty, Trainers, Administrative, Operations & Support Staff
Allied PLCs	PIBM/HR/PLC/003-V2 (Code of Conduct), PIBM/HR/PLC/005-V2 (Leave Administration & Attendance Management Policy)

Version History & Revisions

Version	Revision Date	Author / Reviewer	Summary of Changes
1	2017	Principal Director / HR	Initial release of institutional staff welfare provisions and employee amenities.
2	2025	Head – HR	Updated Group Medical Cover (GMC) guidelines; replaced monetary Diwali bonus with non-monetary festive gifts; clarified discretionary accommodation rules; integrated Climate Surveys, Exit Interviews, In-House Training, and Bereavement Leave clauses; standard PLC formatting.

1.0 PURPOSE

The purpose of this policy is to establish clear guidelines for staff welfare provisions aimed at fostering a supportive, safe, and motivating work environment. The institution recognizes that employee well-being directly impacts teaching quality, administrative efficiency, and institutional growth. This policy outlines both monetary and non-monetary initiatives designed to support staff physical health, financial security, professional growth, and personal well-being.

2.0 SCOPE

This policy applies to all regular full-time teaching faculty, trainers, administrative, operations, and support staff employed by the Organization. Specific eligibility for certain benefits may vary depending on employment terms, role category (Teaching vs. Administrative), tenure, or discretion as defined in individual clauses.

3.0 POLICY OVERVIEW

The Organization is committed to delivering meaningful employee welfare through a combination of essential health support, daily workplace amenities, professional development opportunities, and feedback mechanisms. While maintaining financial sustainability, the institution prioritizes transparent policies, empathetic staff care, and compliance with applicable workplace standards.

4.0 STAFF WELFARE PROVISIONS

The following may be provided as part of staff welfare:

4.1 Staff Refreshment – Employees may be provided with refreshments during working hours twice a day from Monday to Saturday on working days.

4.2 Gymnasium – For a mentally and physically fit mind and body, the institute manages a full gymnasium with training facility for the students and employees free of cost.

4.3 Accommodation Facility – Employees working at our organization are eligible for Accommodation Facility near by the campus which includes 1BHK flat on twin sharing basis in case of Unmarried and in case of married a semi-furnished 1BHK flat is provided. This is provided free of cost at time of offer negotiations. The accommodation facility is not mandatory, it is given on a case-to-case basis, based on tenure, performance, and salary.

4.4 Food Allowance – All Employees working at our organization are eligible for Breakfast, Lunch and Dinner on 7 days in a Week provided at a subsidized rate / free of cost for a few employees based on work categories and as part of terms and conditions of appointment.

4.5 Transportation Facility – All Employees working at our organization are eligible for Transportation Facility free of cost.

4.6 Child School Fees – School Fees for 2 children is paid by the Organization for Admin staff.

4.7 Diwali Gifts – Diwali gifts like sweet boxes, lunch sets, water bottles, or similar items are provided to Admin staff on a case-to-case basis at management discretion.

4.8 Crèche – We have provided a facility for crèche to those women employees who may wish to avail for their babies or children under two years of age.

4.9 0% Interest Loan – 0% interest Loan is provided to employees on case-to-case basis.

4.10 Research Leaves – Paid Leaves are available to all the teaching staff members for Research purpose on a case-to-case basis.

4.11 Group Medical & Hospitalization Insurance – We provide Group Medical & Hospitalization Insurance to our employees as per institutional policy.

4.12 Workplace Climate Survey & Exit Interview – Periodic anonymous climate surveys are conducted to gather staff feedback for workplace improvement. Exit interviews are conducted for departing employees to understand retention drivers and enhance organizational culture.

4.13 In-House Training - Free in-house skill workshops are conducted for administrative and teaching staff.

5.0 GENERAL TERMS & MANAGEMENT DISCRETION

- **Non-Entitlement:** Benefits specified as "discretionary" or "case-to-case" (such as accommodation, festive gifts, interest-free loans, and research leaves) do not constitute a contractual entitlement and depend on institutional capacity and management approval.
- **Amendments:** Management reserves the right to review, update, or modify any section of this welfare policy based on operational needs, budgetary constraints, or regulatory updates.