



The Light of Truth

MARTIN LUTHER CHRISTIAN UNIVERTSITY
HUMAN RESOURCE POLICY MANUAL
SHILLONG

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Amendments

SI No	Policy / Clause	Content	Effective Date From	Amendment Date	Page No.
1	Promotion Policy	MLCU HR Policy for Appointment, Regularization and Promotion of Faculty	October 9, 2014	October 9, 2014	11-17
2	Promotion Policy 1.b.iii	Terms of Appointment	October 9, 2014	Amended vide 512 th UGC Meeting held on February 4, 2016	11
3	Promotion Policy Clause no:8	Academic Seniority on Administrative Assignment	October 9, 2014	Amended vide Academic Council held on April 20, 2016	14
4	Promotion Policy Associate Professor	A.Administration 5. [Evidence of continuing education ¹] 6. [Effectiveness of teaching ¹]	October 9, 2014	Amended vide Academic Council held on April 20, 2016	16
5	Promotion Policy Professor	A. By promotion from within MLCU or from another academic institution 1.[10 ¹] years of teaching experience in a college or university. Up to two years of professional experience may be counted in the teaching experience 4.[Evidence of continuing education ¹] 5.[Effectiveness of teaching ¹] 6.[Specified number of paper (minimum 10) including recent publications ¹]	October 9, 2014	Amended vide Academic Council held on April 20, 2016	17

SECTION I: INTRODUCTION

1.1 About the University

The pioneering Christian university in Meghalaya, MLCU commits itself to render service to the community and to provide its students with a high-quality education that will enable them to graduate as well-rounded professionals, to serve with purpose, integrity and efficiency anywhere in the world. As global citizens these students will provide the leadership for tomorrow. MLCU is sponsored by the National Lutheran Health and Medical Board (NLHMB), a registered trust established in 1986 and engaged in Health Care, Education, Community Outreach and Disaster Management. With job-oriented academic courses, MLCU is prepared to meet the challenges and requirements of the present-day workplace. MLCU emphasizes Skills and Experiential Learning and offers hands-on development projects for its students, to acquire not only knowledge and skills, but the real-life expertise needed to pursue gainful and fulfilling careers. MLCU recognizes its opportunity and responsibility to contribute to the sustainable development of the region, participating in vocational education, healthcare, information and communication networks, health sciences, environmental protection, disaster education, peace studies, and developmental projects in collaboration with the government, NGOs, communities.

1.2 The Vision Statement

“Christian education and values for the betterment of society, especially its youth and Christian community”.

The Vision of the University has encapsulated the mandate and commitment of the Founders of the University which have been recorded verbatim in the Minutes of the first meeting of the Board of Governors and is extracted as below:

“The role and responsibility of the church is to transform society in a manner that is relevant in today’s context. The process of transformation must come about in such a way that it solves the problems of unemployment among young people, poverty, health, education and development. The university has come at the right time and should help our people to help

1.6 GLOSSORY OF TERMS USED IN THIS POLICY

themselves. Our state has a rich potential in nature and the university should help to tap these resources in a proper way. The university should be rooted in the local culture.”

“The university should help to define the role of the church in this society. It should serve the people of Meghalaya. Historically, the church has provided school and higher education in Meghalaya but the university will be the crown of our educational efforts in Meghalaya. The praxis of faith, grace and scripture is education.”

Mission Statement:

"To contribute to the sustainable development of Meghalaya and Northeast India, by providing knowledge, skills and values that will enable our students to become global citizens, while upholding gender, ethnic and religious equity for all, conserving its bio-cultural heritage and by recognising its Christian legacy and commitment."

1.3 Values at MLCU

- a. **HONESTY:** In accordance with the motto of the University, we dedicate ourselves to always be honest, fair and transparent in all our dealings.
- b. **SUSTAINABILITY:** In keeping with the mission statement of the University, we dedicate ourselves to maintain sustainability in all our development efforts.
- c. **TOLERANCE AND RESPECT:** In keeping with the mission statement of the university, we dedicate ourselves, as global citizens, to respect and honour the customs, traditions and beliefs of all communities.
- d. **QUALITY:** We dedicate ourselves to always to always put sincerity and commitment in our work to ensure quality output at all times.
- e. **PERSEVERANCE:** We dedicate ourselves to persevere in everything that we do until we have achieved our goals.
- f. **HUMILITY:** We dedicate ourselves to practice humility in all our dealings.
- g. **TEAMWORK:** We dedicate ourselves to promote teamwork and ownership in all our endeavours.
- h. **LEADERSHIP:** We dedicate ourselves to promote, and support potential leadership qualities.

Requisition – A request to be executed for hiring a staff.

- i. **ACCOUNTABILITY:** We dedicate ourselves to take full responsibility for our actions irrespective of possible outcomes.
- j. **RECOGNITION:** We dedicate ourselves to giving recognition wherever and whenever it is due, without prejudice.
- k. **CHRISTIAN VALUES :** The university espouses the Christian values of compassion for the marginalised and deprived
- l. **TRIBAL VALUES:** The University upholds the tribal values of harmony with one another and with nature, and a collective responsibility for the wellbeing of all.

1.4 PREAMBLE

Martin Luther Christian University is committed to providing an educational and employment environment which is fair, consistent and supportive to professional and personal growth. The University is committed to protecting the rights of its employees to engage and express ideas in an environment which is free from harassment, discrimination and exploitation.

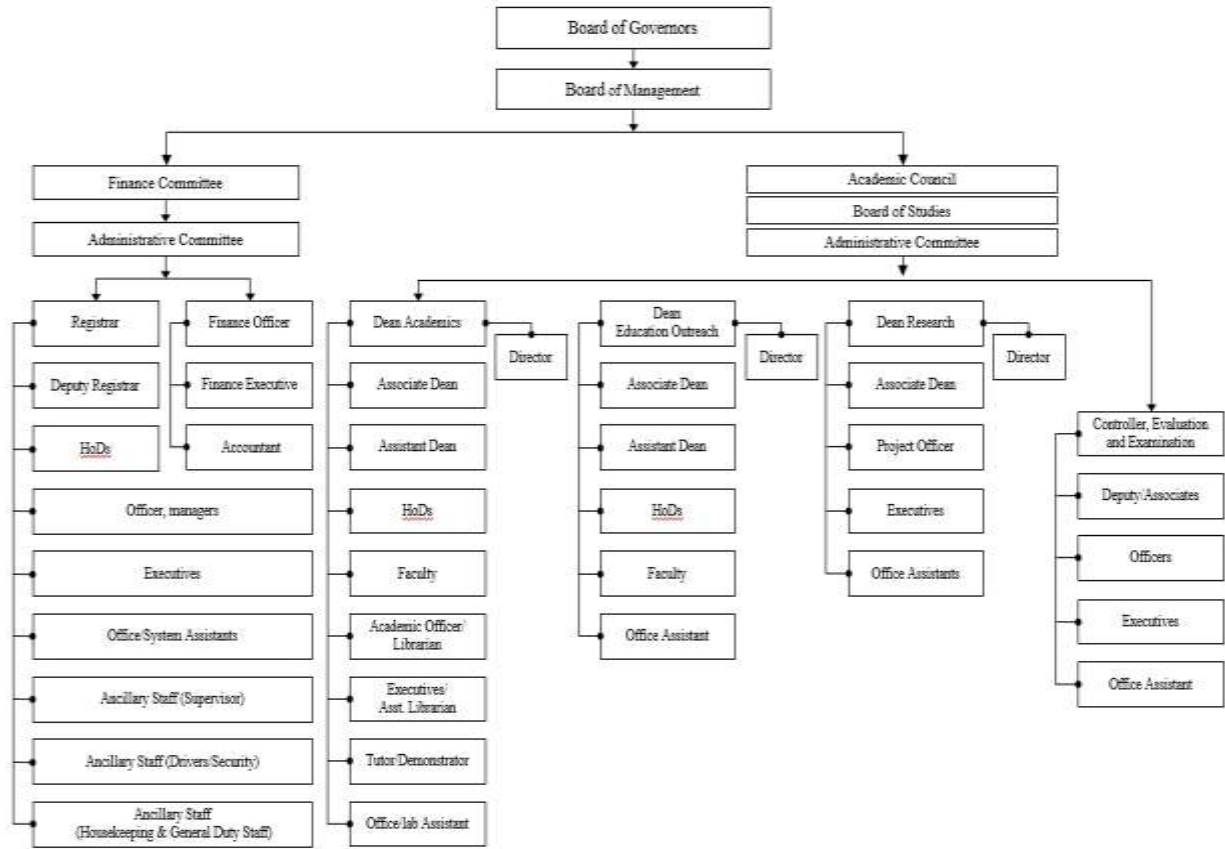
The Human Resource Manual of the University is designed and intended to provide policies and procedures with links to detail information and guidance on the application of university's policies, practices, and procedures. The content of the manual shall be applicable to all employees employed under the University.

The manual will govern the employees involved at different levels for the furtherance of the objectives of the university. These policies and procedures extend from the recruitment of the different categories of employees, defining their roles and responsibilities and positioning them to execute the job they have been recruited for, in compliance with the values of the University. It also defines the terms of employment and conditions of service of employees engaged by the University. The manual covers provisions for improving the performance and effectiveness of each employee by maximizing their efficiency through enhancing their knowledge, skills and attitudes with provisions for appropriate compensation & incentives and comfortable working conditions.

It is also the envisioned objective of this manual to clearly outline the process of the Human Resource Office of the University and ensure a process that is transparent. It emphasizes to institutionalize an organizational culture which respects basic human values and practices that will promote team spirit, shared responsibility, gender equality and participatory functioning.

1.5 ORGANOGRAM:

MARTIN LUTHER CHRISTIAN UNIVERSITY ORGANISATIONAL ORGANOGRAM



Faculty – Academic Staff of various ranks. In MLCU faculty refers to the rank of Assistant Professors (I,II,III), Associate Professors, Professors, Adjunct Professors and Tutors.

Administrative Staff – Officers, Executives, Office Assistants/Executives in MLCU.

Ancillary Staff - Drivers, Housekeeping staff and Security staff

Micro Teaching – A technique/session/demonstration aimed to prepare teacher candidates to the real classroom setting in MLCU.

Research Presentation – A detailed scientific research session involving a sound methodology.

Peer Reviewed – An article/journal (for research or publication) evaluated by a group of experts in the appropriate field.

Academic Seniority – Consideration to faculty on administrative assignment in the University.

Administrative Assignment – Any other assignment besides academic assignment.

Induction/Orientation – Introduction of new employees to the University.

Increment – An increase in an employee's overall basic pay. It represents a portion of an increase to what the employee earns per year.

Confirmation - Confirmation is the successful outcome of probation. Employees after the trial period/probation period subject to satisfactory performance are absorbed as permanent employee of the University.

Tenureship – Granting permanency in a position on successful attainment/completion of prescribed criteria for the position.

Concession – A special fee reduction for MLCU employees.

Gross Misconduct – An unacceptable or improper behavior of a very serious nature by an employee.

SECTION 2: RECRUITMENT & APPOINTMENTS

2.1 Objectives & Scope

The objective of recruitment at Martin Luther Christian University is to source the best talent and to manage the departments and the offices. In order to find the most appropriate personnel to fill the positions, it is crucial that potential candidates are drawn from a wide pool of applicants and equal opportunities are ensured for all candidates.

Scope of the Policy

This policy covers all appointments of in accordance with this policy manual for ensuring the basic values of the University.

2.2 Recruitment Procedure

2.2.1 Faculty/Staff Requisition

- a. Whenever a replacement or additional employee(s) is required, the Head of Department or the Supervising Officer should complete and forward a Staff Requisition Form (*Annexure I: Staff Requisition Form*) to the Human Resource Office to initiate recruitment. The requisition should specify the cadre and job description of the vacant position or required position.
- b. If the request for additional employee(s) is not budgeted and is of urgent nature, the Board of Management's approval has to be sought.
- c. The Head of Department/ Supervising Officer should first consider internal reorganization, transfer/promotion of the work in the department/office before pursuing external recruitment and approve by Dean Academics/ Registrar.
- d. Hiring process shall be initiated by the Human Resource Office and offer to be made to the candidates looking at the scale/grades/salary parity within the department/office and the University.
- e. Where suitable candidates are available within internally, the Vice Chancellor or the Registrar may consider authorizing inter-departmental transfer.

2.2.2 Sourcing Methods: All academic and administrative posts shall be advertised externally e.g newspaper(s), websites and internally through the University's /departmental notice boards. There should be a minimum of 10 (ten) days between the date of publication of the advertisement and the interview.

2.3 Short-listing Process (Faculty)

Once the applications are received the following criteria will be generally used for screening the applications and short listing for the interview by the Selection Committee:

- a. The Head of Department shall go through the applications and select the applicants that have the requisite qualifications. The applications of the qualified candidates with appropriate specialization shall be ranked in the following order:
 - i. PhD holders
 - ii. Master's with NET
 - iii. Master's who are awaiting NET results
 - iv. Master's without NET

The HOD may provide a tabular sheet with comments as to seniority, teaching and research experience, specialization and importance of research studies and publications of the applicants.

- b. The HOD shall forward the ranked list of applicants along with the comments to the Dean.
- c. The Dean, Academics shall prepare the final list of candidates to be invited for the interview.

2.3.1 Interview Evaluation:

- a. Guidelines for interview panel

The selection panel shall evaluate the evidence gathered during interviews and discussions through the prescribed proforma following the initial short listing process above. The final selection shall focus on personal qualities, attributes and competencies, past performance, aspirations, potentials, communication and interpersonal skills, professional and personal integrity. (*Annexure – II*)

- b. Micro teaching and Research presentation

Following the interview, in order to review the teaching skills and capability of the candidate, the micro teaching and research presentation session shall be initiated. The Dean, Academics and a nominated HOD shall evaluate the teaching capability of the candidate.

2.3.2 Weightage on Scores for Interview:

The overall total score for the interview is 100 marks. The weightage on the scoring for a candidate in the interview shall be based on 4 (four) criteria:

a. Qualification & Experience(Total of 70 marks)

Qualification: (30 marks)

- i. Phd (Qualified): 30
- ii. PhD (Results Awaiting): 25
- iii. PhD (Registered): 15
- iv. M.Phil (Completed): 10

Experience: (Teaching/industry): 4 pts per year (20 marks)

Conferences and Publications (20 marks)

- i. Peer Reviewed: 10
- ii. Paper presentation: 3
- iii. Edited a book/chapter in a book: 5
- iv. Articles in newspapers/non peer reviewed/magazines/journals: 2

b. Personal Attributes (Total of 10 marks)

c. Career Preparedness (Total of 10 marks)

d. Microteaching (5 marks) and Research Presentation (5 marks) (Total of 10 Marks)

Total marks to the collated and rank list to be drawn by HR Executive. The Selection of Candidates shall be made ordinarily according to the rank list. Any departure in the selection from the rank list shall have to be approved by the Dean, Academics for which a note of justification will have to be recorded.

2.3.3 Short-term appointments (Faculty)

In unanticipated situations, it may be necessary to appoint faculty for a short period of time (less than one year), such as to cover leave or resignation of another faculty member. For this the following guidelines shall generally apply:

- a. The HOD shall make a request to the Dean, Academics who shall make the appointment from:
 - i. The list of suitable previously interviewed candidates
 - ii. Internal ad or recommendations from the HOD
 - iii. Newspaper advertisement

- b. An ad hoc interview shall be conducted or the candidate appointed without an interview in consultation with the HOD.
- c. If such candidates are to be considered for an extension or a long term appointment (one year or more), the candidate shall be interviewed by the Selection Committee.

2.3.4 Final selection of faculty: The Dean Academics will evaluate the evidence gathered through interviews and micro teaching sessions/research presentation. The final selection shall focus on, aptitude in teaching and research, attributes and competencies, experiences, communication and interpersonal skills, professional and personal integrity, gender & human values, culturally attuned, student-friendly attitudes, responsibility and accountability, sound and positive thinking personality, etc. The validity of appointment of any candidate being selected by the selection committee will be valid for one year after which any vacancy herewith will have to follow the recruitment procedure.

2.4 Policy Appointment, Promotion and Tenure of Faculty Members

1. Eligibility for entry level appointments

a. Assistant Professor

- i. At least a Master's degree or equivalent in the relevant subject.
- ii. A pass in the NET/SET in the relevant subject. Applicants with a professional degree accredited by a statutory body (eg ME/MTech, MSc Nursing, MPharm, MSc Medical Microbiology, MSc Clinical Biochemistry, LLM etc) are exempted from the NET /SET.
- iii. If there is no NET for a particular discipline, the applicant will have to pass the MLCU Eligibility Test (MET).
- iv. Appointees with M. Phil. may be exempted from NET/MET/SET.
- v. Appointees with Ph.D. are exempted from NET/MET/SET.

b. Lecturer

- i. Appointee with a Master's degree but without NET/MET/SET
- ii. Appointee with a Master's degree with NET/MET/SET but with a contract of less than one year.

c. Senior Tutor / Lab Assistant / Field Assistant / Clinical Instructor

A Master's degree in the relevant subject

d. Tutor / Lab Assistant / Field Assistant / Clinical Instructor

At least a Bachelor's degree in the relevant subject.

2. Levels of Assistant Professors by Promotion / Direct Appointment and Efficiency Bar

There are three levels of Assistant Professor as indicated in this section. Faculty who exceed the minimum eligibility qualifications may be promoted to the higher levels of Assistant Professorship and may in addition qualify for the Efficiency Bar. Award of Efficiency Bar will be based on overall accomplishment and granted by the Faculty Appointments and Promotion Committee.

a. Assistant Professor-I

- i. Candidate with the requisite eligibility will be appointed as Assistant Professor-I on an annual contract which may be renewed up to 5 years.
- ii. During this period of annually renewable contracts the faculty member must complete the following milestones in a stepwise manner towards eligibility to attain tenure:
 - a. Satisfactory annual performance evaluations
 - b. Obtaining the in-service teaching-learning certificate
 - c. PhD milestones such as registration, approval of proposal and completion of the PhD
 - d. Research and other scholarly publications
 - e. Progress towards achievement of other requirements for promotion to associate professor
- iii. Renewal of the first contractual appointment and subsequent renewal shall be processed on the basis on completion of the criteria/milestones as laid down in Table I. These criteria/milestones are representative and may vary according to individual contracts.
- iv. The period of five years for renewal of contracts may be extended when maternity leave is availed.
- v. Faculty members on contract may be granted PhD leave on the recommendation of the Research Office, but not more than three months in any annual contract period.

Table I: Year wise milestones and Efficiency Bar for Assistant Professor

Year	General Criteria/Milestones	For Efficiency Bar
Year 1	<ol style="list-style-type: none"> i. Satisfactory Performance Evaluation ii. Attended Teaching-Learning (T-L) Workshop 	<ol style="list-style-type: none"> i. Appear for PhD entrance test and coursework. ii. Attend a workshop (s) on Life Skills, Career Skills

		iii. Attend Academic Integrity Workshop
Year 2	<ul style="list-style-type: none"> i. Satisfactory Performance Evaluation ii. PhD provisional registration iii. Progress in Teaching-Learning certification 	<ul style="list-style-type: none"> i. T-L Certificate ii. Registered for PhD iii. Life Skills/Career Skills Certificate iv. Research and/or other publications v. Attend national or international seminar/ conference
Year 3	<ul style="list-style-type: none"> i. Satisfactory Performance Evaluation ii. Registered for PhD iii. Teaching- Learning Certification 	<ul style="list-style-type: none"> i. Attain additional certificate eg Life Skills, Career Skills ii. Attend national or international seminar/ conference iii. Research and/or other publications iv. Attend national or international seminar/ conference
Year 4	<ul style="list-style-type: none"> i. Satisfactory Performance Evaluation ii. Satisfactory progress of PhD milestones, as approved by Research Office. 	<ul style="list-style-type: none"> a. Research and/or other publications b. Attend national or international seminar/ conference
Year 5	<ul style="list-style-type: none"> i. Satisfactory Performance Evaluation ii. Completion of PhD. iii. Paper publication/ presentation. 	

b. Assistant Professor-II

Candidates may be appointed to Assistant Professor-II directly or by promotion as indicated in Table II.

c. Assistant Professor-III

Candidates may be appointed to Assistant Professor-III by promotion as indicated in Table II.

Table II: Direct Appointment / Promotion to Assistant Professor-II/III and Efficiency Bar

d. Process

- i. Faculty who wish to be considered for the Efficiency Bar may apply for

Designation	Direct Appointment	By Promotion	Efficiency Bar
Assistant Professor-II	With PhD *Direct Appointee to this level shall be entitled to PhD allowance	1. Certificate in teaching learning 2. PhD registration 3. Satisfactory Performance Evaluation	1. Attain additional certificate eg Life Skills, Career Skills 2. Attend national or international seminar/ conference 3. Research and/or other publications
Assistant Professor-III		1. PhD / Equivalent 2. Certificate in Teaching and Learning 3. Satisfactory Performance Evaluation	

promotion to higher levels of Assistant Professorship to the Dean, Academics, who shall scrutinize the application and consider for submission to the Faculty Appointments and Promotion Committee.

- ii. For consideration of renewal of contract the faculty member shall apply to the Dean, Academics through the head of the department towards the end of each year of contract appointment.

3. Appointment and promotion to Associate Professor

a. Direct appointment:

- i. Good academic record with a Ph.D. degree in the concerned/allied/relevant discipline(s).
- ii. A minimum of 8 (eight) years of experience of teaching and/or research in an academic/research position equivalent to that of Assistant Professor in a University, College or Accredited Research Institution/industry
- iii. Research experience, conference presentations and publications

b. By promotion:

- i. General requirements:
 1. Eight years teaching experience with a minimum of three years teaching experience in MLCU (up to 2 years of work experience may be included)
 2. PhD
 3. Satisfactory performance evaluation
 4. Administrative work that involves creation of documents such as policy
- ii. Academic criteria:
 1. Peer reviewed articles in academic journal
 2. Articles in general media
 3. Book or a chapter in a book

4. Creating a new syllabus/resource material
5. Leading or substantial contribution to a major field project
6. Supervisor and Co-supervisor for PhD / Supervisor for UG/PG students for research dissertation
7. Attending all workshop on Life skills, Career skills, Research Methods
8. One certificate in Life Skills/Career Skills/Research Methods
9. Case study
10. External research grant
11. Paper presentation at conferences (state level, national, international)
12. Invited as guest lecturer as a resource person at state/national/international level
13. Attend relevant training courses
14. Co-curricular activities: field based activities such as extension work through NSS etc.

Note: Item 4 in General and the items under Academics will be considered as a body of achievement by the Faculty Appointments and Promotion Committee or by direct recruitment as per UGC guidelines.

c. Process

- i. Faculty members may apply for promotion to the Dean, Academics on fulfillment of the criteria above, who shall scrutinize the application and consider for submission to the Faculty Appointments and Promotion Committee.
- ii. Direct Appointment / Promotion to Associate Professorship shall be considered for recommendation by the Faculty Appointments and Promotion Committee to the Academic Council.

4. Direct appointment and promotion to professor

a. Direct appointment:

- i. An eminent scholar with Ph.D.
- ii. A minimum of ten years of teaching experience and/or research in a University, College or Accredited Research Institution/Industry and with evidence of having guided doctoral candidates.

or

An outstanding professional, with established reputation in the relevant field, who has made significant contributions to the knowledge in the concerned/allied/relevant discipline to be substantiated by credentials.

b. By promotion from within MLCU or from another academic institution

- i. 10years of relevant teaching experience in higher educational institutions with a minimum of three years teaching experience in MLCU. Up to two years of professional experience may be counted in the teaching experience
- ii. PhD

- iii. Satisfactory performance evaluation
- iv. Teaching-Learning certificate and one certificate in Life Skills/Career Skills/Research Methods
- v. Excellent record of academic accomplishment such as published work and other contributions to academics
- vi. Scholarly articles in peer reviewed articles including recent publications
- vii. Presentations in Conferences/Seminars /Workshops
- viii. Innovations in Teaching and Learning
- ix. Research projects

c. Process:

- i. Faculty members may apply for promotion to the Dean, Academics on fulfillment of the criteria above, who shall scrutinize the application and consider for submission to the Faculty Appointments and Promotion Committee.
- ii. Direct Appointment / Promotion to Professorship shall be considered for recommendation by the Faculty Appointments and Promotion Committee to the Academic Council.

5. Orientation and additional responsibilities

- a. Mentorship: Every new faculty member will be assigned by the Head of Department to a senior faculty member during the first month of employment
- b. Faculty members shall be assigned academic / administrative responsibilities within the department / university.

6. Tenure for Assistant Professor III, Associate Professor and Professor

a. Eligibility: Faculty will be granted tenure based on the following criteria:

- i. Completion of PhD
- ii. Satisfactory annual performance evaluations
- iii. Research and other scholarly publications
- iv. Achievement of other requirements for promotion to associate professor and /or professor
- v. Contribution to institutional administration and growth
- vi. Community engagement
- vii. Clear growth potential for the remainder of the individual's academic career aligned with the shared mission of the University
- viii. Vacancy within the sanctioned strength of the department faculty

b. Process

- 1. Application for tenure by the faculty member with supporting documents to the University through the head of department towards the end of each academic year
- 2. Review by the Dean, Academics in consultation with the Head of Department.

3. Recommendation by the Dean, Academics (subject to availability of sanctioned post) to the Faculty Appointments and Promotion Committee for final decision

7. Regularization of Senior Tutor / Tutor/ Lab Assistant / Field Assistant / Clinical Instructor

- a. Regularization based on Satisfactory performance evaluation, professional development after one year of contractual service
- b. Appointments and promotions shall be within the sanctioned posts.

8. Career development and progress towards to promotion

- a. In general it is expected that all faculty members will progress in their academic career and obtain promotions in due course of time to Associate Professor and Professor.
- b. All promotions shall be within the prescribed sanctioned posts of the university and its departments.
- c. Faculty members that fail to progress towards promotion within the expected time shall be liable for caution, and/or termination.

9. Academic Seniority on administrative assignment

- a. If a faculty member is appointed to a full-time administrative position, she/he will be entitled to continuation of academic experience and seniority if one or more of the following conditions is fulfilled:
 - a) Teaching up to three credits per year
 - b) Assists in academic activities such as field work, study tours, student evaluation, etc.
 - c) Participates as a resource in university academic workshops or other university approved academic activities
 - d) Participates in or conducts research work
 - e) Publishes or presents two academic papers per year
 - f) Attends academic conferences or any capacity building workshop
 - g) Completes an online or distance education course relevant to the faculty member's discipline
- b. The total duration of academic activity should be a minimum of 90 hours to be eligible for one year of academic experience. These hours should be tabulated, self-certified and submitted through the Dean, Academics, to the Registrar at the end of the academic year.

- c. A faculty member maybe appointed to a half time administrative position. He/she will carry half academic responsibility. Additionally he/she will be granted academic seniority.

2.5 Selection of Administrative/Non Teaching Staff:

For administrative positions the non teaching interview assessment form shall be used (*Annexure-III*).

The Registrar will evaluate the evidence gathered through interviews and the Human Resource Office shall proceed with the necessary employment formalities.

For administrative positions, the selection shall be determined by the Non-teaching Staff Appointments& Promotions Committee

2.5.1 Appointment Policy: Non-Teaching Staff

- a. Non teaching staff shall be appointed on probation period of **6 months** after which employment may be regularize/ confirmed based on the satisfactory performance evaluation and the Reporting Officer's recommendation.
- b. Before the end of the probation period every staff will be appraised by the Reporting officer/Head of Department, peers and self evaluation.
- c. Each staff will be appraised based on the Job Description given for each Non Teaching staff.
- d. The Evaluating Officer can extend the probation period for an additional of 6 months or terminate the employment if the employee performance does not reach the expectations. (*Annexure IV: Confirmation Evaluation Sheet*).

2.6 Employment Formalities

2.6.1 Verification of Documents

- a. Prior to the engagement of any staff, the Human Resource Office will ensure that the candidates hold valid necessary documents necessary for the position applied.
- b. Candidates are required to certify their qualifications and work experience by producing the original academic and professional credentials, reference letters from previous employers and other relevant documentation and submit the photo copies of the documents. A police verification certificate shall be submitted within six months' time from the date of appointment.

2.7 Offer of Appointment

When a suitable candidate is identified, the Human Resource Office under the direction of Dean, Academics/Registrar shall prepare the terms and conditions to be offered to the candidate as per the appointment policy and an offer letters detailing the service conditions and pay structure offered should be provided.

2.8 Reporting for duty

a. A day before their first day of employment, new recruits shall be invited to the Human Resource Office to complete the joining procedure and report for duty to the designated department.

b. The employee must also complete and return the Joining Report and submit all relevant documents.

2.9 Induction/Orientation: All newly joined employees shall upon completion of the employment formalities undergo an induction program, intended to familiarize them with the activities and dynamics of the University. The methodology would through interaction with the various departments and offices of the University. The Human Resource Office will schedule and co-ordinate the Induction Process. In recognition of their experience and expertise, senior employees would be asked to participate as facilitators in the Induction Programme, on a need basis. The induction process may be phased over a few days so as not to disrupt the daily work of employees and those conducting the induction. An induction module will be developed and put in place for induction process.

The following shall be the content of the module:

- a. Explain the Vision, Mission and Guiding Principles of the University
- b. Key concept of Teaching on Education
- c. Access to new employee to read the policy documents such as Human Resource Manual/ Prospectus/Policies etc.

2.10 Employee Record

d. The Human Resource Office will maintain a personal file for each employee. Contents of such records are kept in strict confidentiality with access available only to:

- i. The employee upon request through Human Resource Office.
- ii. The current supervisor of the employee or prospective supervisors in case of transfer consideration.

- iii. Appointing authority
 - iv. Human Resource Office personnel.
 - v. Others in connection with legal or other authorized investigation of employment-related matters.
- e. A current or former employee who wishes to see her/his file should contact Human Resource Office. If the request is made to a supervisor, the employee should be referred to the Human Resource Office.
- f. The personal file shall contain the employment application and/or resume, attested copies of certificates/transcripts/experience certificates, performance appraisals, bonds executed in favor of the university, disciplinary notices and employee response to such notices, payroll/increment authorizations, salary certificates, letters of recommendation, copies of additional credentials earned since the time of employment, awards, testimonials, clearance certificates, relieving order and other material concerning the employee's selection and continuation of employment.
- g. Entry of documents into the file is monitored by authorized Human Resource personnel.
- h. Maintenance of data banks/ records.

2.11 Change of Address:

- a. Every employee must inform the Human Resource Office (with copy marked to the head of department/reporting head) in case of any change in the postal address for communication. The intimation must be given in writing within seven days of the change.
- b. All notices, orders and other official communications will be made to the last known address on the personal file of the employee

2.12 Identity Card

- a. Every employee will be given a photo identity card. The employees must wear their identity cards while they are on duty. The security personnel or any other person authorized in this behalf is entitled to verify the identity of employees before they are allowed admittance in areas which are restricted to public or unauthorized persons.

- b. If an employee loses the identity card, the matter must be immediately reported to the Human Resource Office. A duplicate card will be issued on payment of the requisite fee.
- c. The identity card issued to an employee is the property of the university. When an employee ceases to be in the employment, the identity card must be returned.

SECTION 3: TRANSFER, RESIGNATION AND RETIREMENT POLICY

3.1 Transfer between departments

- a. Martin Luther Christian University encourages inter/intra-departmental transfers, wherever feasible, as it gives employees opportunities to widen their exposure and pursue development in other streams of work within the University. It enables the management to deploy employees to areas where they can best contribute to and meet the University's human resource planning and deployment.
- b. The inter-intra departmental transfer also enables the existing employees to move within University departments whenever a suitable job opportunity arises. All things being equal, preference will be given to internal candidates so that employees are provided with opportunities to widen their exposure and further their career development within MLCU.
- c. Employees may be transferred from one position to another or from department to another for career development and/or operational reasons.
- d. Transfer is not a right and shall be approved at the sole discretion of the Management. As and when a requirements arises, staff shall be transferred between different departments, this transfer may be due to:
 - i. Increase of work load of other department
 - ii. Employee skills matching the requirement of that department
 - iii. A vacancy may be internally filled-in by such transfer
 - iv. Promotion requirements etc

Employees will be notified in advance for such transfers, a brief induction of the new job will be given and if required training will be provided.

3.2 Resignation

Martin Luther Christian University sets out the conditions and procedures relating to resignation of employment with Martin Luther Christian University.

3.2.1 Notice Period

- a. A regular or contract employment may be closed/discontinued by either party giving to the other one's month's notice period in writing or payment of one month's basis salary in lieu of notice unless specified otherwise in the letter of employment.
- b. Employees who fail to fulfill the required notice period will have their final payment reduced in proportion to the period of short notice.
- c. Employees who have given notice of resignation/termination are not allowed to use their unused leave or Earned Leave in lieu of resignation notice. Similarly, maternity leave cannot be used as a notice for resignation of employment.

3.2.2 Resignation/Termination Procedure

- a. All letters of resignation must be submitted through the Head of Department /Reporting Officer to the Registrar. Verbal resignations or verbal communication of intention to resign will not be valid nor will it be taken on record.
- b. Upon receipt of the letter of resignation duly approved by the competent authority, the Human Resource Office will communicate the acceptance of resignation and confirm with the employee the last working day and the effective date of her/his resignation with a copy to her/his head of department. The Human Resource Office will also intimate the resigning employee of the process for obtaining Dues Clearance Certificate (*Annexure V: No Due Clearance Form*) from the respective departments and the tentative date by which the full and final settlement will be made by the Finance Office. Copies of the intimation will be sent to the head of department, the employee's reporting officer and to the finance office.

3.2.3 Return of Institutional Property

- a. On the last working day, the employee is required to return/handover to the head of department or designated officer all equipment and other property such as instructional supplies, teaching aids, accounts, contacts, data, record and documents, whether in paper or any electronic storage device, etc related to her/his job. (*Annexure VI: Hand Over Form*)
- b. On return of all departmental property, the employee must get No Dues Clearance Certificate in the prescribed blank duly issued by the designated authority.
- c. Martin Luther Christian University reserves the right to deduct from the resigned/terminated employee's final payment an amount equivalent to the value of any property which is not returned or is damaged and any other amount due to Martin Luther Christian University.

3.2.4 Exit Interview

- a. Employees leaving because of the need to enhance their career and other similar reasons are commendable. However, there may be other reasons for leaving which may have to do with negative feelings about the department, personnel, etc. The reasons may not always be obvious and thus exit interviews are conducted (*Annexure VII: Exit Interview Form*). While the exiting employees are sensitive to interviews, they can provide much information, which may assist in the better management of the university.
- b. The Human Resource Office will normally conduct an exit interview with the resigning employee to obtain a better understanding of her/his reasons and to solicit her/his feedback on Martin Luther Christian University 's policies and practices so as to improve the overall working environment and conditions.
- c. Exit Interviews will form part of the Exit formalities for all employees leaving the University.

3.2.5 Retirement Policy:

a. Retirement age of faculty:

Up to assistant professor: 55 years

Associate professor: 60 years

Professor: 65 years. Beyond 65 years, a professor may be given annual extensions if recommended by the Academic Council because of a shortage of professors.

Policy clauses: An associate professor may be granted annual extensions if recommended by the Academic Council because of a shortage of professors.

b. Retirement age of non-teaching staff: 58 years

Beyond 58 years, a staff member may be given annual extensions if recommended by the Board

Policy clauses:

- i. The retirement age of non-teaching staff shall be 58 years
- ii. Any non-teaching staff who has completed 25 years of service is entitled to take retirement before the age of 58 years with full terminal benefits.
- iii. There shall be a cumulative evaluation of a staff member's record of service which will be completed one year before the due date of retirement.
- iv. A staff member whose services and expertise are deemed necessary for the University may be granted extension of service on a one-year contract which may be renewable.

SECTION 4: SALARY, WELFARE & EMPLOYEES BENEFITS

4.1 Salary

4.1.1 Basic Pay

- a. The basic pay shall be fixed in accordance to designated position appointed for and as per the salary scale of the University. All things being equal the salary promised in the appointment letter shall be paid to all employees with due periodic revision of salary for regular employees.
- b. Total Monthly salary shall be directly deposited into employee's bank account or by cheque payment by the 3rd working day of the following month.
- c. Payments of Monthly Salary shall be made after deductions under statutory provisions, such as Provident Fund, Income Tax, Professional Tax, other deductions as required by law or University from time to time.
- d. Temporary employees shall receive their monthly remuneration as per the terms and conditions of their appointment. The payday of temporary employees shall not be same as that of permanent employees and may vary as per the requirement of the period of employment in the University. The terms and conditions of their remuneration shall be decided separately in each case. Their payday and leave will be governed by the terms of their contract.

4.1.2 Benefits

In addition to the basic pay, employees shall be entitled to the various benefits applicable as approved by the University. The benefits shall include the following:

- i. House Rent Allowance @ 30% of the basic pay.
- ii. Conveyance Allowance @ 10% of the basic pay.
- iii. Administrative/Academic Allowance @ 15% of the basic pay.
- iv. Additional Duty Allowance – Applicable only to faculty members appointed as Head of Department and deputed to Administrative positions.

4.2 Employee Provident Fund

The University is committed to comply with statutory provisions of Employees Provident Fund Deduction will be made from the salary of employees and will be deposited in the respective employee's provident fund accounts along with the contribution of the University as per the provisions of the said Act. Employees must comply with the statutory requirements like nomination and can avail of such ensuing benefits as prescribed by law.

4.3 Increment

- a. All existing faculty / staff regularly appointed shall be awarded increments in the same month annually based on their satisfactory performance evaluation.
- b. An employee with Unsatisfactory performance evaluation (<**2.50**) will not be entitled to any increment.
- c. The increment shall be awarded during the month of **August** of every year.
- d. The cut off period to be eligible/entitled for the current year increment; regular faculty / staff must complete at least 9(nine) months of service.

4.4 Salary/Loan Advance

With a view to assist employees to bridge unanticipated cases, the University provides salary/loan advance benefit to its employees which shall be granted subject to approval by the Management.

A Personal Loan equivalent to one month's salary, may be availed by employees of the University, in exceptional circumstances only, justifying the requirement, in writing.

The Personal Loan will be subjected to the following conditions:

- a. Limited to one month's salary; less statutory deductions.

- b. Available to confirmed employees only.
- c. Recoverable in installments, beginning from the succeeding month's salary/ wage.
- d. A written undertaking to be given by the employee, in the prescribed format, authorizing the recovery from the applicant's salary.
- e. Limited to only one loan per Academic Year.
- f. May be denied without assigning any reason whatsoever.
- g. A nominal interest of 5% will be chargeable on such loans.

4.5 Insurance/Employee State Insurance Scheme (ESI)

For employees other than those who are covered as per the provisions of the Employee State Insurance Scheme, the University shall collaborate with Insurance Agencies to provide health insurance benefits to its employees to provide health care coverage for medical cases.

4.6 Fee Concession Benefits

With the aim to support the direct dependent of the employees, especially those in the lower scale of pay of Martin Luther Christian University to obtain higher education, the University has introduced the fee concession benefit for its employee. With the increasing cost of higher education, this benefit will bring some relief to the employees to access quality education for their ward and direct dependent. An employee can avail this benefit for two (2) direct dependents in a lifetime.

Direct Dependent: Includes own children and legally adopted children and siblings who is directly dependent financially on the employee.

There will be three categories of benefits depending on the employee's level. These are as follows:

80% concession on tuition fee

This concession will only be applicable Non-teaching staff under the office and ancillary staff category. Under this benefit, only 20% of the tuition fee will be applicable. All the other fee viz. Registration fee, Development fee and Study Tour fee (wherever applicable) will remain the same.

50% concession on tuition fee

This concession will be applicable to Non-teaching staff under the Executive, Officers category and all faculty except Associate Professors and above. Under this benefit, only 50% of the

tuition fee will be applicable. All the other fee viz. Registration fee, Development fee and Study Tour fee (wherever applicable) will remain the same.

25% concession on tuition fee

This concession will be applicable to Officers, Deputies and Associate Professors and above. Under this benefit, only 25% of the tuition fee will be applicable. All the other fee viz. Registration fee, Development fee and Study Tour fee (wherever applicable) will remain the same.

Terms and conditions

- a. This benefit can be only availed by confirmed regularized employees of the University.
- b. This benefit is only open to the ward or direct dependent of the employee.
- c. A certificate in support will need to be reproduced by the employee during admission.
 - i. Certificate of Parentage.
 - ii. Legal adoption certificate.
 - iii. Dependent certificate
- d. An employee can avail this benefit only twice in a lifetime.
- e. The fee under this benefit will be deducted from the employee's salary on monthly basis.

The employees availing this benefit therefore, will have to sign an undertaking for fee deduction from their salaries.

4.7 Overtime Policy

Overtime for Ancillary staff

A. Monetary benefit:

Overtime benefit in monetary terms shall be granted to ancillary staff in the University for Additional Work beyond the University office hours.

Applicability: Ancillary staff (drivers, housekeeping staff and security staff)

Additional hours of work put in by an employee beyond 8 hours per day not exceeded 40 hours a week. The staff can claim for overtime only after 1(one) hour onwards after the work timing of the University.

A staff shall not be entitled to claim for overtime prior to the work timings of the University and shall perform any such task/duty assigned accordingly. Overtime shall be applicable only for task/duty performed after the University's work timings.

Method of calculating monetary overtime:

- a. The basic salary shall be the only component for calculating of overtime. The monthly basic is to be divided by 26 days which includes weekly off will equal one day basic (wage). One day wage is to be divided by 8 hours, which is the University working hours and that will amount to one hour wage. Additional hours of work put in by the staff beyond 8 hours are the overtime hours and payable at twice the hourly wage.
- b. It is proposed that the overtime be calculated on a monthly basis and payable monthly. For example the total working hours in a week is 40 and any number of hours exceeding 40 will be treated as overtime.

Process

The staff shall apply to their respective Reporting Heads for overtime (monetary or compensatory time off) on having worked for additional hours. The overtime shall be only approved by the Reporting Head subject to verification of the task/duty perform by the respective staff.

Overtime for Administrative staff (Executives and Office Assistants)

B. Non Monetary / Compensatory Time off benefit:

Overtime benefit in non monetary terms shall be granted to Non-teaching staff in the University for additional Work beyond the University office hours.

Applicability: Administrative staff (Executives and Office Assistants)

Additional hours of work put in by an employee beyond 8 hours. The staff can claim for overtime only after 1(one) hour onwards after the work timing of the University. In case of any duty/task assigned during non working days the above staff shall be granted compensatory time off. The time off can be availed accordingly as per the total number of task/duty performed.

A Staff shall not be entitled to claim for overtime prior to the work timings of the University and shall perform any such task/duty assigned accordingly. Overtime shall be applicable only for task/duty performed after the University's work timings.

Process: The staff shall apply to their respective Reporting Heads for overtime (monetary or compensatory time off) on having worked for additional hours. The overtime shall be only approved by the Reporting Head subject to verification of the task/duty perform by the respective staff.

Terms & Conditions:

1. Overtime for cannot be claimed before office hours and it should be submitted at the last day of the month.
2. Ancillary staff deputed on duty during non working days/holidays will be entitled to only half day overtime claim on monetary basis
3. Ancillary staff should be willing to perform any task/duty assigned during non working days. In case of unavailability, prior intimation with justifiable reasons should be forwarded to the concerned authority.

SECTION 5: LEAVE POLICY, RULES AND PROCEDURES

5.1 Preamble

The purpose of this policy is to set out the University's continued commitment to support the well-being and welfare of the faculty and staff. In particular, through this policy, the University demonstrates its affirmation for gender equity, families and single parents. It is also intended that the Leave Policy will support an optimum work-life balance for employees. The policy also demonstrates the support of the University for the professional and career development of the individual, which will also contribute to the growth and development of the University.

The Leave Policy will enable employees (teaching and non-teaching) to avail leave as applicable within the framework of the policy. This policy explains the different types of leave which are available. For the calculation of leave; the Academic Year (AY) is used.

Definitions

- a. **Academic Year** –The University's annual session from 1st August of the current year to 31st July of the following year.
- b. **Winter Closure** – University's winter holidays as officially declared by the Office of the Registrar.
- c. **Semester Break** –Period of recess following the academic year and winter holidays as officially declared by the Dean, Academics.
- d. **Medical grounds** - Permission granted to an employee under the recommendation of a certified medical practitioner(s).
- e. **Maternity** - Period of pregnancy and post-pregnancy of female employees.
- f. **Paternity** – Period relating to the time when a male employee's child is born.
- g. **Family** –Parents, grandparents, spouses and dependent children.

- h. **Remuneration** –Payment or compensation to employees for services during employment.

General Rules

- i. Leave cannot be claimed as a matter of right.
- ii. Leave should always be applied for and sanctioned before it is taken, except in cases of emergency and for justifiable reasons.
- iii. Employees on leave for an emergency must submit their leave applications after they resume work on the following day. However, on the day of taking emergency leave, it would be appropriate to inform via SMS or email to the competent authority of the University about the leave being taken.
- iv. The leave sanctioning authority may refuse or revoke leave of any kind on the interest of the University.
- v. Leave without proper sanction will be debited against the leave account of the faculty/non-teaching staff.
- vi. Absence from duty after the expiry of leave renders a faculty / staff liable to disciplinary action.
- vii. All sanctioned leave applications must be submitted to the HR office well in time.

Types of Leave

5.2 Casual Leave

- a. Definition: Intended for a short period pertaining to an employee's personal need.
- b. Applicability: All employees, regularly appointed and contractual staff.
- c. Duration: Permissible up to 10 days in an academic year. A maximum of 3 (three) days Casual Leave may be granted at a time. Holidays/weekends falling during a period of Casual Leave are not counted as part of Casual Leave.
- d. Half-day Casual Leave: For availing half-day leave, the employee must ensure that they have completed minimum 4 (four) hours duty before or after availing such a leave.
- e. Notification timeline: Prior leave application is required. In cases of emergency application is to be submitted on the day of resuming office. However, on the day of taking emergency leave, it would be appropriate to inform via SMS or email to the competent authority of the University about the leave being taken.
- f. Process: Application to the HoD/ Reporting Officer and sanctioned leave must be submitted to the HR office through the leave application form.

- g. Approver: HoD/Reporting officer
- h. Treatment of pay: Pay will not be deducted during the period of Casual Leave.
- i. Leave Carried Forward: Casual Leave cannot be carried forward and is not encashable

5.3 Medical Leave

- a. Definition: To undergo treatment on medical grounds.
- b. Applicability: All employees, regularly appointed and contractual staff.
- c. Duration: Leave will be restricted to 5 (five) working days (including gazetted and weekend holidays) and subject to production of authorized certificate.
- d. Notification timeline: Prior leave application is required. In a case of emergency application is to be submitted on the day of resuming office. However, on the day of taking emergency leave, it would be appropriate to inform via SMS or email to the competent authority of the University about the leave being taken.
- e. Process: Application to the HoD/ Reporting officer and sanctioned application for leave must be submitted to the HR office through leave application form.
- f. Approver: HoD/Reporting officer
- g. Treatment of pay: Pay will not be deducted during special casual leave.
- h. Leave Carried Forward: Medical Leave cannot be carried forward and is not encashable.

5.4 Women's Leave:

- a. Definition: Women's leave is generally connected with women's medical conditions
- b. Applicability: All employees, regularly appointed and contractual staff.
- c. Duration: Permissible up to 10 days in an academic year and 1 (one) day women's leave may be granted at a time.
- d. Notification timeline: Prior leave application is ordinarily required. In a case of emergency application is to be submitted on the day of resuming office. However, on the day of taking emergency leave, it would be appropriate to inform via SMS or email to the competent authority of the University about the leave being taken.
- e. Process: Application to the HoD/ Reporting officer and sanctioned leave application must be submitted to the HR office through leave application form.
- f. Approver: HoD/Reporting officer
- g. Treatment of Pay: Pay will not be deducted during the period of Women's Leave.

h. Leave carried forward: Women's Leave cannot be carried forward and is not encashable.

5.5 Earned Leave

- a. Definition: Pertaining to employees' pre-planned leave which can be availed only during the semester break.
- b. Applicability: All employees except for contractual employees, shall be eligible for Earned Leave.
- c. Duration: Permissible up to 10 (ten) days. Earned Leave will be credited at the beginning of every academic calendar year.
- d. Holidays/weekends falling during a period of Earned Leave will be counted as part of Earned Leave.
- e. Notification Timeline: 2 (two) weeks in advance
- f. Process: Application to the HoD/ Reporting officer and sanctioned leave application must be submitted to the HR office through leave application form
- g. Approver:
 - i. HoD/Reporting officer.
 - ii. Earned Leave can be availed during the semester or an emergency subject to the approval of the Vice Chancellor.
- h. Treatment of Pay: Pay will not be deducted during the period of Earned Leave. However, Leave without Pay(LWP) will be effective if faculty fails to join office once Earned Leave is exhausted.
- i. Leave carried forward: 10 days leave per academic year may be carried forward and accumulated up to a maximum of 180 days.
- j. Leave encashment:
 - i. For purposes of leave encashment, only the basic pay is applicable.
 - ii. When Earned Leave exceeds 180 days, the excess leave must be cashed at the end of the academic year.
 - iii. In case of resignation or termination during the academic year, Earned Leave for the current year cannot be en-cashed. Only the leave accumulated in the previous years can be en-cashed.
 - iv. On Retirement/Resignation/ Death, the un-availed leave / accrued earned leave up to 180 days, can be en-cashed. In case of 'Death', the en-cashed

amount would be credited to the 'dependent' of the incumbent as per the service book records only.

- v. Encashment may be made only once, at any time during the year and shall be calculated on the basic pay as on date of encashment.
- vi. Encashment will be subject to budget provision.

5.6 Maternity Leave

- a. Definition: Pertaining to pregnancy or after delivery.
- b. Scope: Maternity leave may also be granted in case of miscarriage including abortion, subject to the condition that the total leave granted in respect of this to a woman employee in her career is not more than 45 days, and the application for leave is supported by a medical certificate. Leave taken in excess of that for miscarriage may be taken from Earned Leave/Casual Leave.
- c. Applicability/Eligibility: All female employees both regularly appointed and contractual.
- d. Duration:
 - i. A total benefit of twenty-six weeks for each child up to two children.
 - ii. A woman having two or more than two surviving children shall be entitled to maternity benefit for a period of twelve weeks.
 - iii. A woman who legally adopts a child below the age of three months or a **commissioning** mother shall be entitled to maternity benefit for a period of twelve weeks.
- e. Holidays and weekends falling during the period of Maternity Leave will be counted as part of Maternity Leave.
- f. Notification timeline: 1 month in advance.
- g. Process: Female employees who wish to proceed on Maternity Leave should forward an application through HoD/Reporting officer to the Dean, Academics for faculty or Registrar for non-teaching staff with a medical certificate.
- h. Approver: Dean, Academics for faculty and Registrar for non-teaching staff.
- i. Treatment of Pay: Pay will not be deducted during the period of Maternity Leave.
- j. Extension: On approval, can be combined with Earned Leave. Leave without Pay will be effective thereafter.

k. Contractual employees: Contractual employees are eligible to avail Maternity Leave provided that they sign a service bond, at the discretion of the University, to serve the balance duration of the contract as per the terms and conditions of the contract.

l. Maternity Leave can be availed during pregnancy by producing a medical certificate from a registered medical practitioner. Employees must give a written application and that leave taken during this period will be adjusted against Maternity Leave.

5.7 Paternity Leave

a. Definition: Pertaining to male employees at the time of a spouse's delivery of a child.

b. Applicability: All male employees staff and up to two children.

c. Duration: Permissible up to 15 (Fifteen) days to be availed within 1 month of child's birth. Holidays and weekends falling during the period of Paternity Leave will be counted as part of Paternity Leave

d. Notification: 1 month in advance.

e. Process: Male employees who wish to proceed on Paternity Leave should forward an application through HoD/Reporting officer to the Dean Academics/ Registrar with a medical certificate.

f. Approver: Dean, Academics for faculty and Registrar for non-teaching staff.

g. Treatment of Pay: Pay will not be deducted during the period of Paternity Leave.

5.8 Family Care Leave:

a. Definition: Family care leaves for employees to care for their children, spouses, parents and grandparents.

b. Applicability: All employees both regularly appointed and contractual.

c. Duration: Permissible up to 5 (Five) days in an academic calendar year.

d. Notification timeline: Prior leave application is required, however in cases of emergency application is to be submitted on the day of resuming office (however, inform the competent authority via SMS or email on the day that leave is availed).

e. Process: Application to the HoD/ Reporting officer and sanctioned leave must be submitted to the HR office through leave application form.

f. Approver: HoD/Reporting officer

g. Treatment of Pay: Pay will not be deducted during the period of Casual Leave.

h. Leave Carried Forward: Casual Leave cannot be carried forward and is not en-cashable

5.9 Family Care leave for Single Parent

- a. Definition: Pertaining to employees with the single responsibility of parenthood.
- b. Applicability: All single employees both regularly appointed and contractual.
- c. Duration: Permissible up to an additional of 5 (Five) days in an academic calendar year.
- d. Notification: Prior leave application is required, however in cases of emergency application is to be submitted on the day of resuming office (however, inform the competent authority via SMS or email on the day that leave is availed).
- e. Process: Application to the HoD/ Reporting officer and sanctioned leave must be submitted to the HR office through leave application form.
- f. Approver: HoD/Reporting officer
- g. Treatment of Pay: Pay will not be deducted during the period of Casual Leave.
- h. Leave Carried Forward: Casual Leave cannot be carried forward and is not en-cashable

5.10 PhD leave

- a. Purpose: Leave pertaining to faculty/ staff for pursuing PhD research work
- b. Eligibility: All employees who are registered PhD candidates and who have been in service with MLCU for a minimum period of two years.
- c. Duration: Six months and can be taken in two portions of three months
- d. Process:
 - i. Faculty/staff to obtain approval of the Dean, Academics on recommendation of the Head of Department
 - ii. Approval of research proposal and ethics approval.
 - iii. Approval by the Supervisor.
 - iv. Clearance certificate of payment of registration and first year tuition fees.
 - v. Calculation of intermittent holidays/weekends: All holidays and weekends falling during the period of PhD leave(s) will be counted as part of PhD Leave.
- e. Remuneration: Faculty/staff on PhD leave will be entitled to Basic Pay only.

5.11 Academic Leave

- a. Purpose: Leave pertaining to faculty attending workshops, conferences, seminars, course work, etc.

- b. Eligibility and duration: 10 working days per academic year for Professor, Associate Professor and Assistant Professor and 5 working days per academic year for Lecturer.
- c. Process:
 - i. Faculty to obtain approval of the Dean, Academics on recommendation of the Head of Department
 - ii. Calculation of intermittent holidays/weekends: All holidays and weekends falling during the period of academic leave(s) will be counted as part of Academic Leave.

5.12 Professional Leave for tenured faculty for field experience

- a. Purpose and outcomes
The purpose of Professional Leave is for mid-level or senior faculty members to engage in and obtain high level professional field experience, especially administrative, academic or community experience. At the end of the period of Professional Leave, the work should published as a case study or in other suitable format for student learning and/or publication.
- b. Eligibility
 - i. Professor, Associate Professor and Assistant Professor III
 - ii. Six years of academic service at MLCU
- c. Duration: 6-12months. A faculty member may take one year of leave combining sabbatical and professional, each of six months duration, or may take one year of either form of leave. In exceptional circumstances, a faculty member may be given an extension without financial implications for the University and execution of a bond.
- d. Process
 - i. Applications should normally be made at least one semester ahead of the proposed period of leave.
 - ii. The application containing the purpose of leave with description of activity (ies) to be pursued and the financial plan, should be forwarded to the Dean, Academics by and with the recommendation of the Head of Department

iii. If the faculty member is the head of the department or on other administrative appointment, a direct application should be made to the Dean, Academics.

iv. After scrutiny of eligibility, procedure and purpose of the professional leave, the Dean will forward the application with comments to the Vice Chancellor for final approval.

e. Remuneration

Ordinarily the faculty member would be entitled to full salary during the period of professional leave. However if the faculty member is receiving partial or full salary from a research grant or from the host organization, the faculty member will receive from the University only the shortfall amount if any.

5.13 Professional Leave for Non-teaching staff

a. Definition: Pertaining to non teaching staff going for further studies or for field experience.

b. Duration: Permissible up to 1 year

c. Applicability: Non-teaching employees who have completed 5 years of service with MLCU

d. Notification: 1 month notice period.

e. Treatment of Pay: Non-teaching staff on Professional leave shall be entitled to full salary. However, if the staff is receiving a partial/full salary from the host organization, they will receive only the short fall amount if any from the university.

f. Process:

i. Recommendation of the Reporting officer.

ii. Approval by the Administrative Committee.

g. Seniority of the staff members will be credited.

h. Requirement: He/she will be required to sign a bond (twice the period for which the leave is availed) with MLCU before leave is granted.

5.14 Sabbatical Leave for tenured faculty

a. Purpose and Outcomes

The purpose of Sabbatical Leave is for senior faculty members to engage in and produce scholarly work of visible and high quality. The period of leave may be utilized for

purposes such as writing a book, pursuing and publishing from a research project, or writing and compiling new syllabi/resource material for a course, especially for new courses. At the end of the sabbatical leave, the work should published.

b. Eligibility

- i. Professor and Associate professor with proven capability (teaching faculty or those on academic administrative assignment)
- ii. Seven years of academic service at MLCU for the first sabbatical leave

c. Duration: 6-12 months. A faculty member may take one year of leave combining sabbatical and professional, each of six months duration, or may take one year of either form of leave. In exceptional circumstances, a faculty member may be given an extension without financial implications for the University and execution of a bond.

d. Process

- i. An application for Sabbatical Leave should contain the following elements:
 1. Purpose of leave with description of academic activity (ies) to be pursued. For a research project, the approved funded research proposal should be enclosed. For a book, the objectives, overview and chapterisation of the book should be provided.
 2. Manner and timeline of publication of research article (s), book or other material to be prepared with a financial plan.
- ii. Applications should normally be made at least one semester ahead of the proposed period of leave.
- iii. The application should be forwarded to the Dean, Academics by and with the recommendation of the Head of Department.
- iv. If the faculty member is the head of the department or on other administrative appointment, a direct application should be made to the Dean, Academics.
- v. After scrutiny of eligibility, procedure and purpose of the Sabbatical Leave, the Dean will forward the application with comments to the Vice Chancellor for final approval.

e. Remuneration: Ordinarily the faculty member would be entitled to full salary during the period of professional leave. However if the faculty member is receiving partial or full salary from a research grant or from the host organization, the faculty member will receive from the University only the shortfall amount if any.

5.15 Professional leave for Teaching and Non-teaching staff on “special assignments”

- a. Definition: Special assignment would mean (i) Consultancy Services; (ii) Faculty Exchange Programme for teaching / research or any activity that will contribute to academic advancement; and (iii) Non-teaching staff assigned to visit other universities/institutions of higher learning for acquiring new skills / knowledge for improving the administrative procedures and practices of the university.
- b. Duration: 1 month in a calendar year or academic year, preferably during the intervening period of semester breaks for category (i) & (ii) under (a) above, and 10 days including journey period for category (iii) under (a) above.
- c. Applicability: Any faculty and/or non-teaching staff who has completed 3 years of continuous service.
- d. Notification: 1 month notice period.
- e. Treatment of pay: Pay will not be deducted.

5.16 Consultancy fees / revenue earned during faculty exchange programme:

(i) 30% of professional fees earned from consultancy / faculty exchange programme will be paid to the University (no payment to the university from any allowances for daily subsistence paid to the individual); (ii) in cases where the University takes up the consultancy services and particular teaching and/or non-teaching staffs are deputed or assigned for the consultancy work, 50% of the fee amount will be paid to the staffs (in case of more than one staff, the amount will be shared on pro-ratabasis).

- a. Process: Recommendation of Reporting Officer / approval of competent authority / administrative committee.
- b. Treatment of leave: Such leave will be treated as Professional Leave (Special Assignment) or Special Professional Leave. No leave will be deducted.

5.17 Leave without pay

Definition: Leave without Pay is a temporary non pay status and absence from duty which maybe be availed based on genuine grounds.

- a.Applicability: Faculty and non-teaching staff, regularly appointed and contractual staff once all the employee's leave have been exhausted.
- b.Duration: Permissible up to 1(one) month in anacademic year.
- c.Notification Timeline: 2 weeks in advance
- d.Process: Application to the HoD/ Reporting officer. On considering the genuine grounds stated the leave may be approved.
- e.Approver: The Vice Chancellor

SECTION 6: PERFORMANCE MANAGEMENT

Martin Luther Christian University considers it very important to assess the performance of each employee against planned results so that it can recognise/appreciate/reward deserving employees, make efforts to bring under-performers to satisfactory levels of result achievements. Assessment of employee's performance is, therefore, appropriate and essential to determine the employee's capabilities, contribution to achieving departmental goals and potential for enhancing quality performance.

Performance appraisal is a systematic process of jointly assisting work related achievements, strength and weaknesses of the individual employees. The purpose of the Performance appraisal is to facilitate and promote the achievement of the University's objectives through the effective management of employee performance. This activity also helps improve transparency during an appraisal by providing performance feedback to individuals and team to ensure that the employees are well informed about the parameters that lead to successful appraisals.

6.1 Self Evaluation

With the growth of the University and its employees it is important to assess the performance of each individual to help them enhance and further contribute to the growth and development of the University.

In regards to the above the University is introducing the “Self Evaluation” approach for its employees in order to help the employees to reflect on their performance to gauge their strengths and work on their weaknesses.

It is very important therefore, that the University wishes to instill a sense of confidence and trust in its employees.

The “Self Evaluation” will give employees an opportunity to evaluate themselves; to become more accountable and take responsibility for their actions in their respective assignments.

6.2 Faculty Performance Evaluation

Each Faculty’s job performance will be reviewed before the end of every **academic year/as applicable**. The evaluation process will be as follows:

- i. HOD on Faculty*
- ii. Faculty on HOD*
- iii. Peer Evaluation*
- iv. Student’s Evaluation*

Subsequently, based on the performance evaluation the Human Resource Office shall initiate actions in accordance to the **Guidelines for Performance Evaluation of Faculty as under section 6.3**.

6.3 Non Faculty Performance Evaluation

Non Faculty staff’s job performance will be reviewed before the end of every **calendar year** through the following:

- i. Reporting Officer on Employee*
- ii. Peer Evaluation*
- iii. Employee on HOD/Reporting Officer*

Subsequently, based on the performance evaluation the Human Resource Office shall initiate actions as per the **Guidelines for Performance Evaluation of Non Teaching Staffas under section 6.4**.

6.4 Guidelines on Performance Evaluation (Faculty)

Presently the performance evaluation of faculty is done by students, head of department and peers. A composite score is obtained on a scale of 0 - 4 which is rated as follows:

=>3.50	Excellent
3.00 – 3.49	Good
2.50 – 2.99	Needs improvement
<2.50	Unsatisfactory

Weightage of performance evaluation

While the principle of 360° evaluation is upheld, the most important evaluation is provided by students.

A. Taking the student feedback score the following steps shall be taken.

These guidelines shall also apply to faculty members on administrative assignment.

1. Faculty with scores < 2.50
 - a. These faculty members shall be counselled by the Dean, Academics in the presence of the HoD, taking into account the scores and comments provided by the students.
 - b. A letter of caution will be given stating that if the score does not improve in the next evaluation, the employment of the faculty member may be terminated.
 - c. The Dean and HoD may suggest remedial steps in writing.
 2. Faculty with scores between 2.50 - 2.99
 - a. These faculty members shall be counselled by the Dean, Academics in the presence of the HoD, taking into account the scores and comments provided by the students.
 - b. A letter of caution will be given stating that if the score does not improve in the next evaluation, further administrative steps may be taken.
 - c. The Dean and HoD may suggest remedial steps in writing.
 3. Faculty with scores between 3.00 – 3.49

“A Letter of Commendation” shall be issued by the Dean.
 4. Faculty with scores =>3.49
 - a. A Letter of Commendation shall be issued by the Dean
 - b. A faculty member who obtains scores =>3.49 for three years shall be given an “Award for Excellence in Teaching”
 - c. Faculty members deputed to administrative positions shall not be eligible for the above award, but they will receive the Letter of Commendation.
- B. Low scores (<2.50) in the evaluation by HoD and/or peers**
- a. These faculty members shall be counselled by the Dean, Academics in the presence of the HoD

- b. A letter of caution will be given stating that if the score does not improve in the next evaluation, the faculty member's employment may be terminated.
- c. The Dean and HoD may suggest remedial steps in writing.
- d. An extremely low score (<2.00) may result in immediate administrative action.

6.5 Guidelines on Performance Evaluation (Non Faculty)

A composite score is obtained on a scale of 0 – 4 which are rated as follows for their performance:

=>3.50	Excellent
3.00 – 3.49	Good
2.50 – 2.99	Needs improvement
<2.50	Unsatisfactory

Weightage of performance evaluation

The principle of 360° evaluation is upheld to evaluate the performance of the Non teaching staff.

A. Taking the performance feedback scores of the Reporting Head the following steps shall be taken.

1. Staff with scores < 2.50
 - a. These staff shall be counselled by the Registrar in the presence of the Reporting Head, taking into account the scores and comments provided by the respective Reporting Head and Peers.
 - b. A letter of caution will be given stating that if the score does not improve in the next evaluation, the employee shall be placed on probation for 6 months.
 - c. The Registrar may suggest remedial steps in writing.
 - d. An extremely low score (<2.00) will be subjected to immediate administrative action which may lead to termination of service.
2. Staff with scores between 2.50 - 2.99
 - a. These staff shall be counselled by the Registrar in the presence of the Reporting Head, taking into account the scores and comments provided by the respective Reporting Head and Peers.
 - b. A letter of caution will be given stating that if the score does not improve in the next evaluation, further administrative steps may be taken.
 - c. The Registrar may suggest remedial steps in writing.
3. Staff with scores between 3.00 – 3.49
 “A Letter of Commendation” shall be issued by the Registrar.
4. Staff with scores =>3.49
 - a. A Letter of Commendation shall be issued by the Registrar.
 - b. A staff who obtains scores =>3.49 for three years shall be given an “Award for Excellence”.

B. Low scores (<2.50) in the evaluation by Peers

- a. These staff shall be counselled by the Registrar in the presence of the Reporting Head
- b. A letter of caution will be given stating that if the score does not improve in the next evaluation, the staff **may be** placed on probation for 6 months.
- c. The Registrar may suggest remedial steps in writing.

SECTION 7: OFFICE DISCIPLINE & DECORUM

7.1 Work Timings

The purpose of this policy is to provide a standard of attendance and punctuality for all employees. It sets out the employees' professional responsibility towards the university.

Applicability: All payroll employees whether regular or contract are covered under this policy and rules.

Work timings: The University generally follows a 5(five) days work week schedule.

- a. The work timings for all employees is from 9.00 AM to 5.00 PM on all working days.
- b. All employees are expected to adhere to the working timings as specified by the University from time to time.
- c. All employees are to register their clock in and clock out in the Biometric system every working day.
- d. Employees who are engaged in any off- campus and out station duties like attending workshops, study tours, meetings and any other university related matters should inform the HR office with the approval of HOD/ reporting head via email preferably ahead or within 2 (two) working days after the event.
- e. If the machine does not register the attendance at a particular day, employees should inform the same to the HR office at the earliest via email.
- f. If an employee is late 3(three) days in a month, a letter will be sent from the HR Office and placed in the employee's file.
- g. If an employee is late 5 (five) days in a month, he/ she will be liable for disciplinary action.
- h. A cumulative late entry/ early exit will be calculated by the 26th of every month. The following penalties shall be imposed for tardiness:
 - i. Up to 60 minutes – Rs 150/-
 - ii. From 61 minutes to 120 minutes – Rs 250/-
 - iii. From 121 minutes to 180 minutes- Rs 500/-
 - iv. Above 180 minutes – A letter of caution along with disciplinary action shall be taken.

The above amounts shall be deducted from the monthly salary.

7.2 Gender Equality in Employment

The University's commitments to equality, non-discrimination and equal access and participation apply to the University's employment practices and procedures. The policy affects all areas of employment practice including recruitment and selection, training and development, progression, pay, employment conditions and retention.

Gender equality is both an objective and a process that involves:

- a. the University consciously promoting an organizational culture and a working environment that is inclusive and fair to all;
- b. education, professional strategy and incentive schemes designed so that they give qualifying candidates and researchers equal opportunities to develop their talent;
- c. an active recruitment policy that evens out unequal gender selection and indirect discrimination;
- d. that the share of women and men as professors and associate professors and in academic posts reflects the gender distribution in the recruitment base.

SECTION 8: CODE OF CONDUCT

8.1 Dress Code: Employees must ensure that their dress code is appropriate for the situation in which they are working and that they present a professional image and one that reflects sensitivity to society perceptions.

8.2 Harassment

- a. The University not only prohibiting, but also endeavoring to prevent, harassment of any kind including sexual harassment in the workplace.
- b. Harassment includes such unwelcome sexually determined behavior (whether directly or by implication) such as physical contact and advances, demand or request for sexual favors, sexually colored remarks, showing pornography or any other unwelcome physical, verbal or non-verbal conduct of sexual nature.
- c. Harassment of co-employee, student, or any other person(s) including such unwelcome sexually determined behavior (whether directly or by implication).
- d. Any employee who feels that a violation has occurred should immediately report the matter to her/his supervisor.

- e. If that person is unavailable or the employee believes it would be inappropriate to contact her/his supervisor, the employee should contact the Head of Department, the Registrar or the head of the Human Resource Office.

8.3 Act of Misconduct

Misconduct refers to dereliction of duty or unlawful or improper behavior. Conduct may be gross in nature if it is so outrageous that it shocks the conscience. Gross misconduct refers to an employee's behavior resulting in dismissed/termination from service away because of its serious nature. Illegal drug use at work, being drunk while on duty, stealing, sexual harassment etc will entail disciplinary action for gross misconduct.

Besides the above, the following is an illustrative list of acts of which may be construed as indiscipline or misconduct.

- a. Commission of any acts subversive of discipline or good behavior
- b. Forgery, theft, fraud, dishonesty, embezzlement, misappropriation in connection with work/ property of the department
- c. Willful damage to property or loss or damage to property owing to negligence or subversive or unethical practices
- d. Demanding or accepting or giving bribes or any illegal gratification whatsoever
- e. Absence from duty for more than five consecutive days with prior intimation and approval.
- f. Excessive tardiness; habitual late attendance or habitually leaving work before time or absence from the place of work
- g. Accepting service for any consideration inside or outside the department or from any person without the approval of the management
- h. Fighting, riotous, disorderly or indecent behavior in the university premises.
- i. Unauthorized disclosure of information about the business or affairs of the University or its departments. In such cases only authorized personnel of the University shall be permitted to disclose any such obligated information which may be required through an official authorization.

- j. Use of foul or abusive language or misbehavior with any officer, employee, faculty, student, or visitor within the departmental premises
- k. Tampering of the bio metrics system and any university records.

8.4 Disciplinary Proceedings

The University or any other authority empowered by it by general or special order may institute disciplinary proceedings against any employee; or direct a disciplinary authority to institute disciplinary proceedings against, an employee on whom that disciplinary authority is competent to impose any of the penalties specified in the Statutes or Rules.

Where a disciplinary action is warranted, the employee may be issued a show cause notice followed by an enquiry ensuring natural justice.

Composition of the Disciplinary/Grievance Committee: The Committee will consist of the following:

1. *Vice Chancellor: Chairman*
2. *Registrar: Convener*

8.5 Procedure for Enquiry

- a. Any complaint against any faculty or employee shall be submitted to the Registrar in writing. Depending on the gravity of the complaint the Registrar in consultation with the Vice Chancellor may constitute an Enquiry Committee to look into the complaint and to suggest recommendations for action.
- b. Any employee who is found to have committed any act of misconduct will be served with a letter from the Registrar stating the charges leveled against him/her. Such an employee will be given an opportunity to explain and answer the charges leveled against her/him in the Enquiry Committee. The person submitting the complaint may also be required to appear before the Enquiry Committee.
- c. The Enquiry Committee will then submit their findings and recommendations to the Registrar based on the evidence recorded and documents produced during the enquiry.

- d. If the conclusion reached by the Enquiry Committee is not found to be satisfactory by the complainant or by the person against whom the complaint was filed, then an appeal may be made through the Registrar to the *Vice Chancellor*, whose decision will be final.

8.6 Penalties

The following actions/penalties may, for good and sufficient reasons, be imposed on an employee:

a. Minor penalties

- i. Counseling (verbal and/or written)
- ii. Warning or caution (verbal and/or written)
- iii. Withholding/ stoppage of increment with or without cumulative effect
- iv. Withholding of promotion
- v. Recovery from the salary the amount as may be due on account of any pecuniary loss caused to the department by negligence or breach of orders
- vi. Fine not exceeding an amount equivalent to 7 days salary

b. Major penalties

- i. Suspension without salary and allowance for a period up to one month
- ii. Demotion to a lower grade or post or to a lower stage in the scale of pay for a specified period at the discretion of the management or permanent reduction in rank
- iii. Discharge/removal/dismissal/termination of service

NOTE: Removal of Difficulties

If any difficulty arises in giving effect to the above rules and provisions, or their interpretation, the Vice Chancellor may adjudicate and pass such orders as deemed fit, not inconsistent with the above rules and provisions, as appear to be necessary or expedient for the removing the difficulty.

SECTION 9: CRITERIA FOR APPOINTMENT OF ACADEMICS HEAD OF DEPARTMENT & ASSISTANT HODS

Appointment criteria of the Head of Department and Assistant Head of Department

The Head of Department

- a. Shall be responsible for the academic and general administration of the department

- b. Shall be selected from the senior faculty members of the department of the rank of professor/associate professor
- c. He/she shall have at least three years of teaching experience in the University
- d. Should possess PhD or M.Phil and/or NET qualification
- e. The peer evaluation rating as well as student's evaluation rating should be 'good'
- f. Shall hold office for a term of three years and may be appointed for a second or more terms
- g. Ordinarily, the headship of the department shall be by rotation among the eligible faculty
- h. If a department does not have any faculty member of the rank of professor/associate professor, or if there is no faculty member with three years of teaching experience in the University, any faculty member may be appointed as Acting Head for a term as specified in the appointment order
- i. Shall be appointed by the Board of Management on the recommendation of the Administrative Committee
- j. Shall be a member of the Academic Committee, Academic Council and Secretary, Board of Studies.

The Assistant Head of Department

- a. Shall assist the head of department in the academic and general administration of the department
- b. Shall be selected from the senior faculty members of the department of the rank of professor/associate professor
- c. He/She shall have at least three years of teaching experience in the University
- d. Shall hold office for a term of two years and may be appointed for a second or more terms
- e. Ordinarily, the headship of the department shall be by rotation among the eligible faculty
- f. If a department does not have any faculty member of the rank of professor/associate professor, or if there is no faculty member with three years of teaching experience in the University, any faculty member may be appointed as Acting Assistant Head for a term as specified in the appointment order
- g. After discussion in the department, the Head of Department shall recommend a name to the Registrar for the post of Assistant Head, who will forward the name to the Board of Management for consideration of appointment
- h. Shall be a member of the Academic Committee, Academic Council and Board of Studies



The Light of Truth

Martin Luther Christian University
Staff Requisition Form

Department		Date of Request	
Qualification		Job Title	
Experience		No. of staff required	
Other Skills:			

Type of Employment: a) Full Time _____ b) Part Time _____ c) Guest Lecturer _____

Reasons for hiring: a) New _____ b) Replacement _____

If new hire, please provide detail justification including the total credits required to be taken by the new hire

Is there any scope for reorganizing the work in the department so as to avoid additional hiring?

HOD Signature: _____ Date: _____

Comments by Associate Dean, Academics

Comments by Human Resources:

Approval

Registrar _____ Date: _____

Vice Chancellor _____ Date: _____



**Martin Luther Christian University
Faculty Selection
Interview Assessment Form**

Total: 20 marks

Name of the interviewee:		
Position applied for:		
Ratings 2:Good 1:Average 0:Poor		
Personal Attributes (Confidence, Communication & Grooming)		Grade
1	Interviewee's self-description	
2	Ability to verbally express one's thought's	
3	Do you prefer being a team player or a team leader? Please explain your answer.	
4	Body language and eye contact	
5	Personal appearance	
Career Preparedness		Grade
6	Why do wish to have a career with MLCU?	
7	Are you aware of MLCU's philosophy and practices? Please tell us something that you feel is unique about MLCU.	
8	Case Question: (To be designed before the interview)	
9	As a University teacher where do you see yourself 5 years from now?	
10	Question on current trends/issues (To be designed before the interview)	
Total Marks Obtained		

Comments:

Interviewer's Signature: _____

Date: _____



**Martin Luther Christian University
Interview Assessment Form**

Name of the Interviewee:	
Position Applied for:	
Please use the rank table below for grading to the questions	
4=Excellent	3=Good
2=Average	1=Fair
Personality	Grading
How presentable is the candidate?	
How creative is he/she in decision making or solving difficult problems?	
Confidence & assertiveness	
Enthusiasm to learn new ways	
Content	
Very open minded and dedicated to work	
Displays interest and reasons for application of the job	
Have necessary skills and qualification for the job	
Experienced for the job and has enough potential which can contribute to the growth of the University	
Confidence	
How well did he/she maintain eye contact throughout the interview?	
Assertiveness of the interviewee through the session	
Very persuasive and can express well orally	
Briefly summarize the overall performance of the interviewee during the interview	

FINAL RECOMMENDATION (please tick)

() Selected () Waitlisted () Not suitable for the post

Signature of the interviewer: _____

Date: _____

Note: assertiveness refers to maturely express one's own feelings & opinions in spite of disagreement



Annexure-IV

Confirmation Evaluation Sheet

Employee Name:

Designation:

Department:

Date of Joining:

Please select the points which are applicable to employee's performance and rate them on a scale of 1 to 5, 5 being the highest rating and 60 is the highest score of the evaluation.

Sl.No	Content	Ratings
1	Doing the work within a specified time period	
2	Demonstrates accuracy and thoroughness	
3	Look for ways to improve and promote quality	
4	Is friendly, cooperative, communicates well and a team player	
5	Able to effectively deal with new challenges and applied things learnt while on the job	
6	Want to know and learn new things and is enthusiastic about work	
7	Keen to get new responsibilities and have the ability to handle it	
8	Is punctual, disciplined, honest, polite in behavior and accountability	
9	Maintain good relations with other departments and coordinates among them well	
10	Has potential to do more and should be encouraged new assignments	
11	Handle authority and shows responsibility	
12	Has shown improvement in work and is a quick learner	
	TOTAL	

Area of Strength:

Opportunities for improvement:

Any other comments/feedback:

Note: If scored between:-

0-35= Unsatisfactory:

36-47=Needs Improvement:

48-60= Satisfactory

**MARTIN LUTHER CHRISTIAN UNIVERSITY
NO DUES CERTIFICATE/CLEARANCE CERTIFICATE**

Name:	
Department:	
Date of Joining:	
Date of Resignation Letter:	
Date of Leaving:	

Department Clearance

1. To handover files handled by him/her (soft and hard copies) _____

Signature of Head of Department/ Campus Coordinator: _____ **Date** _____

Library Clearance

1. Books borrowed, if any: _____ 2. Others _____

Signature of Librarian _____ **Date:** _____

Human Resource Department Clearance

1. Earned Leave Balance Encashment _____

2. No. of Days of payment of Salary _____

Signature of HR Coordinator _____ **Date** _____

Accounts Clearance

1. Loans: _____ 2. Others: _____

Signature of Accounts Executive: _____ **Date:** _____

Signature of Employee Leaving: _____ **Date :** _____

Approved By: _____ **Date:** _____

HANDOVER NOTE

Outgoing Officer/Staff with Designation	
Officer/Staff taking Charge with Designation	
Department	
Date of Relieving	

1. Key files and documents under the custody of the Outgoing Officer/Staff

--

2. Duties/Responsibilities/Task of the Outgoing Officer/Staff:

a. Keys Responsibilities	
b. Work Plan for AY 2017-18	
c. Achievements for AY 2017-18	
d. Achievements pending	
e. Work Plan for AY 2018-18	
f. Any other Assignment(s)/Task(s) / information	

Acknowledgement

Outgoing Officer Staff	Officer / Staff taking Charge	Officer / Staff (Witness)
Signature:	Signature:	Signature:
Designation:	Designation:	Designation:
Date:	Date:	Date:



Exit Interview Form

Name:

Department:

Designation:

Last working date:

Date of appointment:

What is your primary reason for leaving?

Did anything trigger your decision to leave?

Are you leaving MLCU to join another university?

What was most satisfying about your job?

What was least satisfying about your job?

Did your job turned out to be as you expected?

Did you receive adequate training to do your job effectively?

Were you satisfied with the quality of training you received?

Did you receive adequate support to do your job?

Did you receive adequate support from your peers & colleagues to do your job?

Did you receive sufficient feedback about your performance between Performance Appraisals?

Were you satisfied with MLCU's Performance Appraisal process?

Do you think that the Performance Appraisal process is transparent & fair?

Did the University help you to fulfill your career goals?

Do you think your Career path was well defined?

Do you think there were adequate opportunities for professional & career growth in the University?

Do you think you were fairly paid for the work you did?

Do you think your salary is comparable to what other universities have to offer?

Did you receive recognition for any outstanding work you may have done during your stay with us?

Did your Superior/HOD appreciate you for any good job you may have done?

Do you think there is adequate team work amongst your colleagues and peers?

Do you think there is a strong feeling of teamwork & cooperation in the University?

What are your views on the work environment in the University?

Do you feel the work environment in the University fosters team work & camaraderie?

Do you feel free to express your thoughts freely even if it is not supported by everybody?

Do you think you have been treated fairly by the University?

Do you think there is groupism in the University?

Do you think you were provided with adequate resources to do your work?

Do you think you were provided with adequate support systems like e-mails & other IT systems to do your work effectively?

Do you think the senior leaders demonstrated strong leadership skills?

Do you think the leaders have a clear vision for the University?

Do you think the University clearly communicates its goals & objectives?

Are you kept well informed of the task & challenges in other departments/programs?

Are you able to balance between work and family life/

Do you think the University's expectations from you are unreasonable?

Are you fully aware of the policies of the University?

Are you aware of the University's 'HR policies'?

Were you at any point during your stay with us discriminated against?

What do you like most about MLCU?

What do you like least about MLCU?

Would you consider working again for MLCU in the future?

Would you recommend working for this university to your family and friends?

What do you think in the present circumstances, will be the future of MLCU?

What do you think MLCU should do to become a preferred place to work in the future?

Can this University do anything to encourage you to stay?

Any other Comments:

Interviewer:

Signature:

Date:



**Martin Luther Christian University
Overtime Claim Form**

1. Employee Name: _____

2. Designation: _____

3. Department: _____

4. Date: _____

5. Overtime worked from(No. of hours) _____ to _____

6. Overtime Claim (Monetary Benefits/Compensatory time Off) _____

7. Detailed explanation why overtime is required:

Employee Signature _____

Supervisor Name: _____

Supervisor Signature: _____

Date: _____

Annexure IX: UGC Code of Professional Ethics

I. Teachers and their responsibilities:

Whoever adopts teaching as a profession assumes the obligation to conduct himself / herself in accordance with the ideals of the profession. A teacher is constantly under the scrutiny of his students and the society at large. Therefore, every teacher should see that there is no incompatibility between his precepts and practice. The national ideals of education which have already been set forth and which he/she should seek to inculcate among students must be his/her own ideals. The profession further requires that the teacher should be calm, patient and communicative by temperament and amiable in disposition.

The teacher should:

- a. Adhere to a responsible pattern of conduct and demeanor expected of them by the community;
- b. Manage their private affairs in a manner consistent with the dignity of the profession;
- c. Seek to make professional growth continuous through study and research;
- d. Express free and frank opinion by participation at professional meetings, seminars, conferences etc., towards the contribution of knowledge;
- e. Maintain active membership of professional organisations and strive to improve education and profession through them;
- f. Perform their duties in the form of teaching, tutorials, practicals, seminars and research work, conscientiously and with dedication;
- g. Discourage and not indulge in plagiarism and other non-ethical behaviour in teaching and research;
- h. Abide by the Act, Statutes and Rules of the University and to respect its ideals, vision, mission, cultural practices and traditions;
- i. Co-operate and assist in carrying out the functions relating to the educational responsibilities of the university, such as: assisting in appraising applications for admission, advising and counselling students as well as assisting the conduct of university and college examinations, including supervision, invigilation and evaluation;
and
- j. Participate in extension, co-curricular and extra-curricular activities, including community service.

II. Teachers and Students

Teachers should:

- a. Respect the rights and dignity of the student in expressing his/her opinions;
- b. Deal justly and impartially with students regardless of their religion, caste, gender, political, economic, social and physical characteristics;
- c. Recognise the difference in aptitudes and capabilities among students and strive to meet their individual needs;
- d. Encourage students to improve their attainments, develop their personalities and at the same time contribute to community welfare;
- e. Inculcate among students scientific temper, spirit of inquiry and ideals of democracy, patriotism, social justice, environmental protection and peace;
- f. Treat students with dignity and not behave in a vindictive manner towards any of them for any reason;
- g. Pay attention to only the attainment of the student in the assessment of merit;
- h. Make themselves available to the students even beyond their class hours and help and guide students without any remuneration or reward;
- i. Aid students to develop an understanding of our national heritage and national goals; and
- j. Refrain from inciting students against other students, colleagues or administration.

III. Teachers and Colleagues

Teachers should:

- a. Treat other members of the profession in the same manner as they themselves wish to be treated;
- b. Speak respectfully of other teachers and render assistance for professional betterment;
- c. Refrain from making unsubstantiated allegations against colleagues to higher authorities; and
- d. Refrain from allowing considerations of caste, creed, religion, race or sex in their professional endeavour.

IV. Teachers and Authorities:

Teachers should:

- a. Discharge their professional responsibilities according to the existing rules and adhere to procedures and methods consistent with their profession in initiating steps through their own institutional bodies and / or professional organisations for change of any such rule detrimental to the professional interest;
- b. Refrain from undertaking any other employment and commitment, including private tuitions and coaching classes which are likely to interfere with their professional responsibilities;
- c. Cooperate in the formulation of policies of the institution by accepting various offices and discharge responsibilities which such offices may demand;
- d. Cooperate through their organisations in the formulation of policies of the other institutions and accept offices;
- e. Cooperate with the authorities for the betterment of the institutions keeping in view the interest and in conformity with the dignity of the profession;
- f. Adhere to the terms of contract;
- g. Give and expect due notice before a change of position takes place; and
- h. Refrain from availing themselves of leave except on unavoidable grounds and as far as practicable with prior intimation, keeping in view their particular responsibility for completion of academic schedule.

V. Teachers and Non-Teaching Staff:

Teachers should:

- a. Treat the non-teaching staff as colleagues and equal partners in a cooperative undertaking, within every educational institution;
- b. Help in the functioning of joint-staff councils covering both the teachers and the non-teaching staff.

VI. Teachers and Guardians

Teachers should:

Try to see through teachers' bodies and organisations, that institutions maintain contact with the guardians, their students, send reports of their performance to the guardians whenever necessary and meet the guardians in meetings convened for the purpose for mutual exchange of ideas and for the benefit of the institution.

VII. Teachers and Society

Teachers should:

- a. Recognise that education is a public service and strive to keep the public informed of the educational programs which are being provided;
- b. Work to improve education in the community and strengthen the community's moral and intellectual life;
- c. Be aware of social problems and take part in such activities as would be conducive to the progress of society and hence the country as a whole;
- d. Perform the duties of citizenship, participate in community activities and shoulder responsibilities of public offices;
- e. Refrain from taking part in or subscribing to or assisting in any way activities, which tend to promote feeling of hatred or enmity among different communities, religions or linguistic groups but actively work for national integration.

Excerpted from University Grants Commission Notification, New Delhi, the 18th July, 2018.
UGC Regulations on Minimum Qualifications for Appointment of Teachers and Other Academic Staff in Universities and Colleges and Measures for the Maintenance of Standards in Higher Education, 2018.
