



INDRAPRASTHA INSTITUTE *of*
INFORMATION TECHNOLOGY
DELHI

**HR Manual 2021
For Administrative/ Support Staff
(Non- Teaching staff)**

**Indraprastha Institute of Information Technology Delhi
Okhla Industrial Estate Phase-III
New Delhi – 110020**

**Phone No: +91-11-26907400-04
Fax: +91-11-26907405**

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Part A

1.1 Objective

To aware employees about the HR policies, procedures and benefits.

1.2 Scope of Manual

This document is meant only for Administrative / Support Staff on IIT-Delhi payroll.

The contents of the Manual are subject to change from time to time. HR department shall update the contents of this Manual from time to time based upon decisions of the Board of Governors or Competent Authority, as the case may be, and communicate to all concerned. The Director has the authority to relax, waive off or approve any exceptions or process deviations, where allowed, to the entitlement/eligibilities as mentioned in this Manual on a case-to-case basis as deemed necessary.

1.3 Types of Employment at IIT-Delhi

- a. Appointment on regular scale (initially for a period of five (05) years)
- b. Appointment on consolidated pay (as per requirement of the Institute, renewable every year, maximum up to 3 years).

1.4 Sections/ Departments

Presently, the Institute is being managed through following administrative wings:

1. Academics & Admissions
2. Corporate Communications
3. Counselling
4. Director's Office
5. Facility Management & Security Services
6. Finance & Accounts
7. Human Resource & General Administration
8. Incubation Centre
9. Library & Information Centre
10. Store & Purchases
11. Placements
12. Construction Project
13. Research & Projects
14. Research Labs
15. Student Affairs
16. Systems & Networking
17. Web Development

Part B

2.1 Process of Recruitment of Administrative Staff:

A. Identification of post/s & Advertising:

- a. On the basis of sanctioned manpower by the BOG & requirement of the section/department a position is identified and placed for approval of Competent Authority.
- b. A draft recruitment advertisement is prepared following the recruitment rules as approved by the BOG.
- c. Number of position/s to be filled and duties and responsibilities to be performed is finalized after consultation with the concerned section/department.
- d. The BOG in its 45th meeting held on 06.06.2019 has approved Rs. 100/- as a non-refundable application fee for recruitment to non-teaching positions in the Institute from General and OBC candidates and no fee from SC, ST and PWD category candidates. Internal candidates, however, will be exempted from payment of the application fee.
- e. Final draft advertisement is send to Competent Authority for formal approval. Up to Junior Management Level, the Director is Competent & for above levels (MM/SM), the Chairman of the Institute is the Competent Authority.
- f. On receipt of the approval advertisement is uploaded on the official website in career section and also published in social media i.e. Facebook page of the Institute, LinkedIn, etc./Naukri.com and in leading newspaper/s, Employment News, Association of Indian Universities etc.
- g. The application process is online through the Institute web portal and normally the last date of filling an application is taken to the 30 days from the date of advertisement.
- h. Before last date of receiving application, HR officer should ensure the quality of application and applications count is sufficient or not for further extension of last date.
- i. In case last date is to be extended, formal approval of the Competent Authority shall be taken in advance.

B. Screening cum shortlisting of Applications:

- a. **Formation of internal Screening Committee:** A Screening committee consisting of 3 or 4 members (domain experts) is constituted with the approval of the Director.
- b. Initial screening of applications is done by the HR department in which irrelevant applications are removed.
- c. Screening Committee recommends candidates to be called for further selection process i.e. test & interview or interview only.
- d. Minutes of the screening committee are recorded & signatures of all the members are taken.
- e. Reason of rejection of any application is also recorded for RTI/query purpose.
- f. In normal case, against one position approx. 15 candidates are shortlisted.

- g. Screening cum shortlisting process preferably is completed within 10 working days from last dated of receiving application.

C. Selection Process:

- a. **Formation of Selection Committee:** Selection Committee is constituted with the approval of the Director. It consists 4-5 members and invitee (if required). Selection Committee members includes-

- The Director (Chairperson),
- External Expert (relevant field),
- The Registrar
- 1 to 2 other members (domain experts).

Selection committee meeting is scheduled within 10 working days from the date of screening, subject to availability of the members.

- b. **Issuance of Call Letters:** All the shortlisted candidates are sent provisional call letters via email for further selection process i.e. test & interview or both.

- c. **Written test & further shortlisting:** A recruitment test is conducted if it was specified in the advertisement or in case number of recommended candidates is large. Written test question papers are prepared by the concerned section/ department head. Written test is conducted & attendance of the candidate is recorded. Evaluation is done by approved committee of the test based on the predetermined criteria. Result is announced on the notice board of the Institute.

d. Document Verification:

- Finally, shortlisted candidates report for the document verification & their attendance is recorded.
- Online application details viz. Name, DOB, Essential qualification/s and experience certificates, NOC etc. are verified with the original documents.
- An undertaking is taken for time bound submission of the remaining documents.
- Any discrepancy is reported to selection committee members to permit/ not to permit a candidate for interview.
- Candidates whose documents are verified successfully & found eligible are permitted to appear for the interview process.

e. Interview Process:

- Eligible candidates interact with the selection committee members.
- Selection committee recommends 3-4 candidates for further interaction with the Director.
- The Director interacts with the recommended candidates.
- Final choice & waitlist is discussed with the committee members.
- Minutes of the selection committee are recorded & signatures of all the members are taken.
- Minutes are also reported in the upcoming BOG meeting.

- Selection committee may recommend a panel of candidates for a position. The panel will remain valid for 1 year, beyond which it can be used by permission from Chairman. If a candidate on the panel is made an offer more than six months after the selection committee's recommendations, then the salary fixation may be revised. Any such change will be recommended by the Director and must be approved by the Chairman.

f. Issuance of Offer letter & its acceptance:

- Note sheet is put up for formal approval of offer of appointment/s. Offer is also to be vetted by the Finance department followed by the approval of the Director.
- Offer is sent to the selected candidate/s.
- Pay & benefits are briefed to the selected candidate/s in case required & acceptance of offer is taken.
- In case extension in joining date is requested by the candidate, approval of the Appointing Authority is to be sought & the same shall be communicated.

D. Pre-joining Activities:

- a. On receipt of acceptance of offer, sitting space is to be identified with the help of space allocation Committee & office set up is to be done, which involves installation of system, printer, extension phone, LAN etc.
- b. Official email Id is also created for the incumbent with the help of IT helpdesk.
- c. Pre-employment health check is arranged of the selected candidate at empaneled lab.
- d. As per written confirmation, candidate reports for joining.

Reference: Minutes of Board of Governors

2.2 Joining the Institute

On the date of joining, the new incumbent completes the following formalities:

- a. Gives a joining letter (in prescribed format)
- b. Submits the dependents and hometown declaration form, and
- c. Undergoes a health checkup from one of the Institute's approved panels of diagnostic centers and submits the medical certificate to HR department, in case handed over by the Centre.

The incumbent completes the following formalities within a week from the Date of Joining:

- a. Medical Insurance formalities (with assistance of Insurance Provider)
- b. Open salary bank account with the Institute's banker with assistance of bank representative
- c. Formalities for issue of ID Card / Visiting Card (if applicable), and
- d. Opening of NPS account.

HR department will create the Personal File / Service Book (details given below) and create a Staff ID. HR department issues an office order for the new joining to all the stakeholders (Heads of the Divisions, Finance & Accounts Division, for Office Order file, Personal File, EA

to Director etc.) using the prescribed communication template. This shall include the Staff e-mail ID, location of office, room no. etc.

2.3 Personal File and Service Book

The personal file of an Administrative/Support Staff is created & maintained to keep record of the entire service of the Staff. The service book is a permanent record, which in brief reflects “at a glance/ synopsis” of the Administrative/ Support Staff’s service at the Institute.

The personal file/ service book shall contain:

- a. Appointment letter, joining report, signed CV, recommendation letters (the recommendation letters shall be kept in a sealed envelope),
- b. Personal information – address, family, home town,
- c. Medical fitness certificate, certificate for date of birth,
- d. Copies of degrees, relieving certificate, copies of other employment certificates,
- e. Annual salary information,
- f. Renewal of Contract
- g. Leave record and related documents (except casual leave),
- h. Records relating to yearly review, tenure, and promotion, and any change in salary structure etc.
- i. Copies of Annual Appraisal Reports.

2.4 Probation and Confirmation

- a. All Administrative and Support Staff would be on a probation period of 12 months from the date of their respective joining at the Institute.
- b. 30 days prior to completion of the probation period, HR department shall initiate the probation evaluation process.
- c. Decision on confirmation / extension of probation shall be based on this evaluation & will be taken by the Reporting Supervisor and the Director.
- d. HR department shall issue confirmation letter / extension of probation letter as applicable to the probationer.
- e. Probation can be extended up to 12 months. In case of extension the Reporting Supervisor shall assign specific goals for this period the probationer. Evaluation, post completion of this period, will be same as described above.
- f. Extension of probation would be done for a maximum of 2 times; post which the Reporting Supervisor shall consult the Director for further action.

Probation Evaluation Process involves following steps:

- a. Probationer will share duly filled in self-declaration form & updated CV with HR department.
- b. HR department will share this self-declaration along with Appraisal form to HOD/Reporting Officer and other relevant stakeholders for seeking feedback about the probationer.
- c. Self-declaration, Updated CV & complied appraisal form is shared with the Director for one to one discussion in the presence of HOD /reporting supervisor and Registrar.

- d. Basis on final appraisal report which is signed by the Registrar, probation period is confirmed/extended by issuing confirmation/extension order along with appraisal report.

Appraisal report also includes improvement plans for further evaluation.

2.5 Salary and Increments

The Board of Governors (BOG) shall decide / amend salary and other benefits from time to time. Every year in the month of January/July (as per individual applicability), Basic Pay of an employee will be revised in their respective Pay Level as per Pay Matrix (values of Basic Pay will move to next higher cell). HR department shall inform the new effective amount of Basic Pay to F&A Division for preparation of salary. The F&A Division shall work out the full amount of salary (Gross and Net) to be drawn by the employee for confirmation of the HR department. This is intended to ensure that correct amount of salary is drawn by the new joinee.

2.6 Time and Attendance

Total working hours per day are 8-1/2 which includes 30 minutes of lunch break. The office timings shall be 9:00 A.M. to 5:30 P.M. However there shall be flexibility for the individual to complete daily at least 8-1/2 hours between 8:30 AM to 7:00 PM. For number of hours put in between 6 and 8 on 3 instances, 1/2 day’s CL shall be deducted. This shall be applicable to habitual latecomers. For half days, the presence for at least 4 hours on the day is necessary, beyond that full day CL shall be deducted. The female employees have the flexibility to complete 7 hours per day in office and for remaining 7.5 hours per week, if availed, they will be required to give the justification for working from home for these hours.

For working on holidays (prior approval of Competent Supervisor is required), the compensatory off or reimbursement of honorarium shall be applicable as per Institute guidelines approved by the BoG from time to time. Reimbursement of honorarium should be claimed through a prescribed form.

2.7 Leave Entitlement, Procedure and Encashment:

Type of Leave	No. of Days per Calendar year
Institute’s Holidays	As per list announced by the Institute for the Calendar year
Casual Leave	08
Earned Leave	30 (2.5 days per completed calendar month) Carryover of leaves up to 20 days shall be allowed per year. Of the accumulated leaves, leaves up to 10 days can be en-cashed every year subject to a maximum of 180 days during the service.
Paternity Leave	15 days

Maternity Leave	180 days (as per Government of India Rules)
Medical Leave	Up to a maximum of 10 days. The leave shall be admissible in case of serious illness of self/spouse requiring hospitalization. Director shall be the deciding authority. Institute's Doctor will recommend the no. of days of Medical Leave for the approval of the Competent Authority.

Reference: Office Order No. 237, dated 13th September 2012.

Administrative Staff is allowed leaves as per the guidelines mentioned here. They are expected to take leave in a manner that has a minimal impact on their assigned duties. The leave entitlement shall be calculated on the basis of a calendar year.

Leave shall be applied well in advance at <http://leave.iiitd.edu.in/> or as decided from time to time. Reporting officer will approve the leave considering work exigencies and balance leave in account. Medical leave shall be approved by Director only in case of hospitalization only. HR department shall upkeep this leave portal. Leave Register/excel sheet indicating opening balance, availed leaves and balance leaves at the start of the year shall also be maintained for every employee. This shall serve as a reference for payroll. For preparation of salary, every month, by 25th day of the month, the HR department shall forward to F&A Division the details of number of days for which salary is to be deducted, if any, and any other deductions having bearing on the salary of the concerned. In case no details for the month are required to be forwarded, full salary for each individual is prepared by the Finance & Accounts Division. Unapproved Leaves shall be treated as Leave without Pay and deduction towards same shall be done in the subsequent month.

Casual Leave

A maximum of 8 days' of casual leave each year is permitted. The Administrative/Support Staff should inform the Institute (by email as per prescribed format) about this leave, preferably before the leave is availed. Not more than 5 days' of CL can be availed at a stretch.

Earned Leave (EL)

Administrative/Support Staff is entitled to 30 days' of EL (@ 2.5 Leave per completed Month of service). Carryover of leaves up to 20 days shall be allowed per year. Of the accumulated leaves, leaves up to 10 days can be en-cashed every year.

Medical Leave (ML)

Medical leaves up to 10 days can be availed in case of serious illness of self/spouse requiring hospitalization. Director shall be the deciding authority.

Maternity and Paternity Leave

180 days of Maternity and 15 days of Paternity Leave shall be granted as per Government of India Rules, as amended from time to time.

Compensatory Offs

The staff (other than Senior Administrative staff – Registrar / CoF, GMs, GMs equivalents and above) can claim the compensatory off against working on weekly offs/ holidays. The compensatory offs are to be availed within one month except for exceptional circumstances.

Other Leaves

All other leave requests not falling in one of the categories above shall be applied to the Director, who shall decide on a case-by-case basis.

Leave Encashment:

The Encashment of Earned Leave on separation due to any reason will be as under:

Period of Service	Maximum Earned Leave for Which encashment will be allowed at the time of leaving the Institute (days)
Up to 01 year	No encashment
More than 01 year up to 02 years	20
More than 02 years up to 05 years	50
More than 05 years up to 10 years	100
More than 10 years up to 15 years	150
More than 15 years	180

Reference: Office Order No. 01/2015, dated 23rd March 2015.

2.8 Travel Procedure and Entitlement

Administrative/ Support Staff (and other researchers) may have to travel for professional reasons. It is expected that such travel will have minimal impact on their Administrative/ functional commitments and is therefore pre-approved. It is expected that active efforts are taken to minimize travel and keep each travel for shortest duration possible. In case, an Administrative/Support Staff stays for some extra days due to personal reasons (e.g. weekends or holidays or during winter/ summer), he/she shall not be allowed to claim any DA for these days.

Travel entitlements and Limits are as per institute norms as notified from time to time. Present norms are as below:

Category of Employee	Eligibility	Per Diem (All inclusive)
Sr. Admin.	Air (Economy Class) or equivalent Class by Rail.	Rs.7,500/-
All others (including students)	Air (Economy Class) or 2 nd AC or lower Class by Rail	Rs.4,500/-

For further details, please refer Office Order no.104/2013, dated 23rd October 2013.

Rates of Honorarium for attending office on non-working days:

Category of Employee	Honorarium (Rs.)	Entitlements
Manager & above (MM-1 to SM-2)	Not applicable	Only Conveyance expenses as per approved rates of the Institute
Deputy Manager & below (JM-3 to JM-1)	600 or (Compensatory Leave as approved by HoD)	Conveyance expenses as per approved rates of the Institute

Reference: Office Order No. 158/2019, dated 2nd August 2019.

Following are the rates of honorarium for help in organizing conferences', seminars & workshops (Regular staff & staff hired through outsourced agency):

Work Status	Honorarium (Rs.)
Working Day's	½ day's gross salary
Non-working day's	1.5 days gross salary

- a) Payment of honorarium is subject to deduction of Income Tax as per provisions of the Income Tax Act, 1961.
- b) Prior permission of Competent Authority is required for attending office on non-working days, failing which no honorarium/ compensatory off will be admissible.
- c) Honorarium is required to be claimed on a prescribed format.
- d) To be paid from funds for the activity other than those allocated by the Institute.
- e) Conveyance expenses shall also be allowed subject to availability of funds in the budget/funds of the activity and approval of the coordinating faculty/Project Investigator

References:

- a. Guidelines no. 01/2015 dated 7th April 2015.
- b. Office Order no. 158/2019 dated 02nd August 2019

Local Conveyance for Official Work

Local travel by own vehicle will be reimbursed @ Rs.20 per KM to Faculty / Sr. Admin. and @ Rs.10 per KM to other than Sr. Admin staff. Rs. 8/per KM has been approved for outsourced staff for attending office on weekly offs/ or holidays. The claim form of admin staff shall be approved by the concerned Head of the Department (by Sr. Management only for the delegated divisions) and for Sr. management by the Director)

References:

- a. Office Order No. 104/2013, dated 23rd October 2013.
- b. Office Order no. 158/2019 dated 02nd August 2019

2.9 Leave Travel Support (LTS)

LTS benefit can be availed once in every 2 years commencing from the date of joining of the Institute as Institute staff on scale. LTS is to be claimed in prescribed form with necessary proofs, in case travel is undertaken. LTS amount can also be en-cashed. Up to 90% advance can also be availed before commencing outward journey. The advance is required to be settled within one month against receipts/bills. The current and previous entitlement limits are as follows along with the applicable duration:

Level at the Institute	Previous Entitlement Limits	Current Entitlement Limits
	27.12.2012 to 31.03. 2021	01.04.2021 onwards
Senior Management	Rs.75,000/-	Rs. 1,12,500/-
Middle Management	Rs. 45,000/-	Rs. 82,500/-
Junior Management (JM-II and III)	Rs.45,000/-	Rs. 67,500/-
Junior Management (Grade-III)	Rs. 30,000/-	Rs. 45,000/-
Junior Management (Grade II & I)	Rs. 20,000/-	Rs. 30,000/-

The revised LTS amounts shall be allowed on a proportionate basis at the old and new rates for those having their LTC due in the Financial Year 2021-22 onwards.

References to Leave Travel Concession/Support:

- a. Office Order No. 258, dated December 27,2012
- b. Office Order no. 486/2021 dated March 26, 2021

2.10 Medical Allowance

The Board in its 52nd meeting held on March 02, 2021 has approved the revision in Medical Allowance. The revised limit of Medical Allowance is Rs. 4,000/-(rounded off) per month paid directly along with monthly salary w.e.f. April 01, 2021. The earlier limit of Medical Allowance was Rs. 2,083/- per month.

Reference to Medical Allowance:

a. Office Order no. 488/2021 dated March 26, 2021.

2.11 Health Insurance

In addition to Medical Allowance, for hospitalization expenditure health insurance cover is provided for the Administrative/Support Staff and his/her spouse and up to two children. 90% of the premium amount is paid by the Institute and balance 10% by the staff as a onetime deduction from salary.

The insurance coverage i.e. Sum Assured shall be as per prevailing policy of the Institute which currently is Rs. 6,00,000. This is a family floater policy of Insurer decided by the Institute. Staff shall be provided with a TPA booklet. Staff needs to directly liaise with the TPA for queries /claims. In case of any issue HR can facilitate a resolution. Administrative/Support Staff needs to furnish requisite details and documents as required by the service provider for Health Insurance. Broad features of the Scheme are as below:

Broad Features of the Group Health Insurance Scheme

S. No.	Particulars	Details
1	Coverage (Sum Insured)	Rs.6 Lakh to cover employee and immediate dependents i.e. spouse and 2 children. For exceptional cases beyond 6 lakhs, the Institute, as presently, may reimburse 90% of the amount beyond Rs. 6 lakhs, with a maximum overall limit of Rs. 10 lakhs, i.e., the employees get reimbursed Rs. 6 lakhs from the insurance policy and a maximum of Rs. 3.60 lakhs (90% of 4 lakhs) from the Institute on the production of the bills. The effective date is April 01, 2021.
2	Maximum Allowed Age	80 Years
3	Expenditure Coverage	30 days pre hospitalization and 60 days post hospitalization expenses are covered.
4	Pre-existing Disease Coverage	Covered
5	Room Rent Per Day Allowed	Single AC Room
6	Maternity Coverage	Rs. 50 K for normal delivery/Rs.75 K for C-Section

Note: Employees working on consolidated salary are also eligible for Health Insurance subject to entitlement as per offer of appointment.

Reference:

- a. Office Order No. 20/2013
- b. Office Order No. 492/2021 dated March 26, 2021

2.12 Group Life Insurance

The Group Life Insurance Policy is being availed for office staff and faculty / Sr. Administrators for sum assured of Rs 50 lac and 100.00 lac respectively. 50% of the premium amount is paid by the Institute and balance 50% by the staff as a onetime deduction from salary and in case of Faculty/ Sr Administrators 37.5% of the premium amount is paid by the Institute and balance 62.5% by Faculty/ Sr Administrator as a onetime deduction from salary. Sr. admin/faculty can opt for coverage of 50L instead of 100L.

Reference: 14th Meeting of BoG

2.13 National Pension System (NPS)

In pursuance to the approval of the BOG, the New Pension Scheme (NPS) is mandatory in the Institute to all Administrative/Support Staff. Institute is registered under Central Autonomous Body CAB model. NPS is a contributory pension scheme in which independent fund managers approved by the Pension Fund Regulatory and Development Supervisor (PFRDA) shall manage the contribution by the subscribers. The contribution by the employee shall be minimum @10% of Basic plus DA in Tier-I of the Scheme. This shall be deducted from the date of joining the Institute. Institute's contribution shall be 14% of Basic Pay plus DA w. e. f. 1st April 2019 and remitted to the Fund Manager by 7th day of next month.

Reference: Office Order No. 28/2009

2.14 Children Education Allowance

The Institute shall reimburse the expenditure as per Govt. of India Rules, as notified from time to time. Application needs to be made in the prescribed form with supporting documents. Currently, the amount allowed for reimbursement is Rs.2,250/- per child per month for a maximum of two children.

2.15 Leased Accommodation/HRA:

The Institute will help to lease a suitable accommodation in lieu of HRA, within the limits prescribed by the BOG. The current limits are:

Senior Administrative Officers	Rs.30,000/- p.m.
Assistant Manager to DGM	Rs.15,000/- p.m.
Below Assistant Manager	Rs. 10,000/- p.m.

The Officer shall be required to enter into a tripartite agreement with the Owner and Institute.

House Rent Allowance

The board in its 45th meeting has approved the discontinuations of the grant of HRA from June-2019 onwards to spouse of the employee sharing accommodation provided or leased by the Central government/State Government etc.

In this regard, the undertaking form as annexed to below order needs to be filled and submitted to HR department at the time of joining or as notified.

Reference: Office Order No. 59/2019 dated July 29, 2019.

2.16 Issue of Laptop for Official Usage

1. At joining the Institute, the desktop/laptop to office staff will be issued based on the job profile/requirements as per availability of the same in stock. In case of non-availability, the office staff may opt to buy either desktop or laptop. In case of new desktop/laptop is purchased by the Institute for the office staff, the initially provided desktop/laptop shall be taken back by the IT department.
2. Maximum (all inclusive) cost of the purchase of Laptop shall be Rs. 50,000/- for the Senior Management and Rs. 40,000/- for Junior and Middle management irrespective of level.

There shall be provision of transfer of Laptop to office staff on depreciated value after 3 years. In such a case, the Institute will provide the officer another Desktop/Laptop from the Institute. For all such cases where an officer is granted permission to buy Desktop/laptop and leaves Institute before 3 years, the same has to be purchased by the individual on the then depreciated value of the same.

3. Normally, no office staff (irrespective of cadre) shall be permitted to have more than one system (either Desktop or laptop) unless permitted as per job profile or level. This does not include the machine purchased by the individual on depreciated value.

Reference: Office Order no. 158/2019 dated 2nd August 2019

2.17 Adhoc Bonus

Non-Productivity Linked Bonus (adhoc bonus) per year is admissible to Administrative Staff up to Manager Level as announced by Govt. of India and made applicable to autonomous bodies. Presently, the upper limit is Rs 7000/- per annum.

Reference: Order of Ministry of Finance, Department of expenditure issued from time to time in the connection.

2.18 Professional Development Fund

Entitlement Limits:

Levels	Yearly Allocation	Utilization
Sr. Admin. (GMs / CoF / Registrar)	Rs. 50,000/-	I. Rs. 20,000/- for purchase of mobile phone, once in three years
JM-2 to MM-3	Rs. 35,000/-	I. Rs. 15,000/- for purchase of mobile phone, once in three years.
JM-1 (Gr-I to Gr-III)	Rs. 20,000/-	II. Rs. 10,000/- for purchase of mobile phone, once in three years.

Reference: 31st and 45th BoG Meetings.

The Board in its 52nd meeting held on March 02, 2021 has approved the PDA policy for its optimum utilization as annexed:

Annexure	
Particulars	PDA Rules
Categorization	<p>Utilization of PDA balance shall be divided into 2 categories:</p> <ol style="list-style-type: none"> Professional requirements (60%) Personal / IT requirements / Books (40%)
Professional Categories	<p>Professional Requirements:</p> <ol style="list-style-type: none"> On/off-campus training (in the related core area of interest, self-help, leadership, personality development, language) Online courses / webinars / training programs in above-mentioned subjects Core area professional associations/organizations annual membership fee / registration fee <i>(Prior approval from HoD shall be taken before incurring such expenditure)</i> <p>Following expenses shall be allowed for attending conference/ training/ workshop/ seminar:</p> <ol style="list-style-type: none"> Within Delhi (Registration fee & local conveyance as per rules) Outside Delhi: <ol style="list-style-type: none"> Registration Fee Travel ticket: <ol style="list-style-type: none"> By rail: equivalent to 3rd AC or actual, whichever is lower By air: equivalent to Economy class or actual, whichever is lower By bus: As per actuals For local travel: As per actuals

	Books & Other Subscriptions: 1. Core professional area of interest 2. Self-help / Self-improvement / Personality development / leadership skills / Motivation / health / language learning 3. Biography / Autobiography / Memoir 4. Print and electronic subscription/purchase of Journals/magazines in core professional area 5. Print and electronic subscription/purchase of Newspapers			
Technical / IT requirements	S. No.	Item	Amount	Eligibility
	1.	Over & above value of Laptop provided by the Institute	10000	1/5 years
	2.	Up gradation / Repair of Laptop	As per actual	As per need
	3.	Mobiles Phone	As per the limits defined	1/3 years
	4.	[Mobiles Accessories/Consumables + Repair (Main Screen, Screen guard, cover, battery, charger + USB Cables)]	2000	1/1 year
	5.	Laptop & Mobile Adaptor/Charger/Battery	As per actual	1/1 year
	6.	Web Cam with mic	3000	1/1 year
	7.	Cartridge	5000	1/1 year
	8.	Headphones with Mic / Ear Phones	2500	1/1 year
	9.	Keyboard + Mouse (Wired + Wireless)	2000	1/1 year
	10.	Kindle eBook Reader	10000	1/5 years
	11.	Power Bank (For Mobile, Router etc.)	1500	1/1 year
	12.	Internet Router	1500	1/1 year
	13.	Software (core area with prior approval of the	As per actual	1/5 years
	14.	External Hard Disk	4000	1/1 year
	15.	Laptop Bag (should be provided by the Institute, if not, then through PDA)	1500	1/1 year
	16.	Mask & Sanitizer	As per actual	1/1 year
17.	Air Purifier (50% of the invoice up to an upper limit of Rs.	5000	1/5 years	

Notes:

- All the purchases will be checked by the HR Dept. (Eligibility)
- PDA benefits cannot be availed during Probation period.
- Books may be purchased through Library Dept for quick purchase and better discounts.
- The total available funds in the PDA of each employees till date will be divided into two categories: Professional & IT Requirements based on the percentage of the category

- The above list will be reviewed after 3 years basis.
- In case of non-utilization of PDA, the remaining amount shall be carried forward. There will be no encashment of PDA at the time of leaving the Institute. The remaining amount shall be lapsed.
- All assets (except consumables) purchased through PDA have to be purchased on completion of years defined or during separation, whichever is earlier, on the depreciated value.
- All approvals are taken from the concerned HoD.

2.19 Reimbursement of Mobile / Residential Telephone Expenses

Keeping in view the job requirement and nature of work for the reimbursement of telephone/ broadband expenses the following limits have been kept:

Senior Administrative Officers	Rs.2,500/- p.m.
Assistant Manager to DGM	Rs.1,500/- p.m.
Junior Manager (Grade-III)	Rs. 750/- p.m.
Junior Manager (Grade II & I)	Rs.500/- p. m.
Emp. On Consolidated Salary	Rs. 500/-p.m.

The unspent balance after reimbursement of bills shall be kept accumulated to the individual's account so that the same can be reimbursed in succeeding months but within the current financial year. Thereafter the balance shall lapse.

2.20 Salary Advance

The Board of Governors in their 20th Meeting held on May 7th, 2012, has approved the grant of salary advance as per conditions/details below:

Eligibility	1. Those who have contract validity remaining for 1 year from the date of application for Salary Advance, and 2. Does not have any loan /advance outstanding in his /her name
Amount of Salary Advance	Equivalent to a three months' salary (Basic+ DA+ HRA)
Periodicity	Twice in five years
Purposes for Salary Advance	1. Illness of Self/Family members 2. In case of educational needs 3. Marriage of self / sibling, daughter/son 4. Car Down payment 5. House Deposit & Brokerage for Leased Accommodation 6. Housing Loan Down payment
Recovery	In 10 equal Installments from monthly salary. Priority over other payments. A time lag of one month will be kept between release of advance and commencement of recovery from salary e.g.,

	recovery of advance released on 15 th June will commence from the salary of August only.
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The Board in its 25th meeting held on December 09, 2013 has decided to grant salary advance only twice in a total period of 05 years.

The Board in its 45th meeting held on June 06, 2019 has extended the grant of salary advance to those, who have been granted contract till superannuation with the same applicability.

The Board in its 52nd meeting held on March 02, 2021, has approved that in exceptional circumstances, the recovery of salary advance can be deferred for 2-3 months, with the prior approval of the Director.

References to Grant of Salary advance:

- a. Office Order No. 211, 127/2014
- b. Office Order no. 158/2019 dated August 02, 2019
- c. Office Order No. 487/2021 dated March 26, 2021

Process for availing salary advance:

- a. An employee, interested to take salary advance, fill up the advance form and submit the same to the HR department along with the necessary proof, for any one of the mentioned purposes.
- b. The HR department will verify the details and other conditions, issued from time to time and recommend the same to the F& A department.
- c. The Finance & Account department will verify the outstanding amount, if any. If no outstanding amount is found, then they will seek approval of the Director and once approved, will disburse the Salary Advance amount and keep the record of the same.
- d. The Finance and Accounts department will also intimate the release of salary advance to the employee concerned and the HR department via email.

2.21 Gratuity

Eligibility:

Gratuity is payable to an employee (nominee – in case of death of employee) who has rendered continuous service of five years or more on his termination of employment, superannuation, retirement or resignation. Completion of continuous service of five years is not necessary where the termination of employment is due to death or disablement due to accident or disease.

Determination of amount:

- a. For every completed year of service or part thereof in excess of six months, the gratuity will be applicable at the rate of fifteen days' wages based on the rate of wages last drawn by the employee concerned.

- b. The Gratuity is paid in lump sum for 15 days' salary for each year of completed service is contributed (around 4.17%). Salary here means sum of Basic Pay and DA at the time of separation, irrespective of yearly contribution.

2.22 Critical Care Illness

In addition to Mediclaim Policy, there is Critical Care Policy in IIIT-Delhi from M/s Bharti axa Private Limited and covers minimum 20 most critical illnesses with minimum sum assured of Rs.25 Lakh per employee. The 20 Critical diseases covered under this policy are:-

The 20 major critical illnesses covered by Bharti AXA are:

- a. Cancer
- b. First heart attack
- c. Coronary artery disease
- d. Coronary artery bypass surgery
- e. Heart valve surgery
- f. Surgery to aorta
- g. Stroke
- h. Kidney failure
- i. Aplastic anemia
- j. End stage lung disease
- k. End stage liver failure
- l. Coma
- m. Major burns
- n. Major organ/bone marrow transplantation
- o. Multiple sclerosis
- p. Fulminant hepatitis
- q. Motor neurone disease
- r. Primary pulmonary hypertension
- s. Terminal illness
- t. Bacterial meningitis

This policy covers employee only and is on indemnity basis. Total premium is borne by the Institute.

2.23 Performance Review

Objective

The objective of employee performance appraisal is to provide a fair assessment and feedback to the employee on how his/her performance has been with respect to expectations in different aspects of his/her work, and also provides inputs on areas in which he/she needs to improve.

Appraisal Process, Instructions and Guidelines

Process

This is a yearly activity to be carried out in the month of August/September. Appraisal will be done by a Committee of Registrar, COF, Senior Faculty, supervisor (s) including any dotted-line managers, external expert, and any other member nominated by Director. Feedback from

student representatives can also be sought. Composition of the Committee will be informed well in advance. The Committee will fill the Appraisal Form (attached as Annexure-“A”).

The appraisal process starts with the officer, being appraised, filling the Annual Performance Appraisal Report. The Designated Committee will be given the (i) APAR, (ii) the monthly reports of the officer, (iii) relevant audit reports, (iv) results of the user surveys on administration and other areas, and (v) any other relevant information. The Committee will do the appraisal and record the outcome in the Appraisal Form. The outcome of the appraisal will be discussed with concerned officer in a 1:1 meeting with the Director. An officer who is not satisfied with the outcome of the appraisal can give his / her representation to the Director.

2.13.1 Overall Administrative Feedback

Performance appraisal is applicable to all the senior Administrative officers heading the different sections of managers such as for the Registrar, COF, GMs etc. Developing a useful assessment plan is not an easy task; therefore, the primary purpose of this process is to see how efficiently the overall team is performing under the guidance of Senior Administrative Officer and is not focused at individual capabilities.

Process:

- Group of customers like students, faculty, superior and subordinate officers will be asked to fill the online survey as per the form.
- The survey will be open for 10 days, the customer’s group identity such as student, and faculty will also be captured.
- The report will be prepared for the overall support and the level of support to different customers group.

2.24 Promotion/ Extension of Contract

Appointment of an administrative officer at any level can be done through two means – direct appointment through Selection Committee, or through promotion, following the process as given below. This document gives the promotion policy for administrative staff. It also gives the eligibility for different levels, as well as eligibility for direct recruitment, promotion process, etc.

Levels and Scales

There are three Management Levels – Junior Management, Middle Management, and Senior Management. In each level, there are two to three scales, each with a basic-pay-scale. An employee can be at one of these scales.

Management Level	Scale	Example Titles/ Positions in this Scale	Pay Scale (Basic)	Initial CTC (appx)
Junior Management	JM-1 (Gr.-I)	Junior Manager	25500-81100	56K
	JM-1 (Gr.-II)	Junior Manager	29200-92300	61K
	JM-1 (Gr.-III)	Junior Manager	35400-112400	71K

	JM-2	Assistant Manager/AE	44900-142400	80K
	JM-3	Deputy Manager/EE	47600-151100	88K
Middle Management	MM-1	Manager/EE	56100-177500	100K
	MM-2	Sr. Manager/SE	67700-208700	123K
	MM-3	DGM/XEN/IE	78800-209200	139K
Senior Management	SM-1	COF/Registrar/ CE/ GM	123100-215900	204K
	SM-2	COF/Registrar/CE/GM	144200-218200	244K

Recruitment and Promotion Policy:

Designation	Level	Method of recruitment	Essential Experience required
Registrar/CoF/CE/GM	SM-2	Direct	External: As per UGC norms Internal: 3 years at SM-1 Age Limit: Max. 55 years
Registrar/CoF/CE/GM	SM-1	Direct	Total of 15 years out of which: External/Internal: (i) 5 years at MM-3 (Level 12 of 7 PC) or equivalent CTC or (ii) 8 years at MM-2 level (Level 11 of 7 PC) or equivalent CTC or (iii) 13 years at MM-1 level (level 10 of 7 PC) of equivalent CTC and total 15 years Age Limit: Max. 55 years
Deputy General Manager	MM-3	Promotional	Internal: 5 years at MM-2 level
Senior Manager	MM-2	Promotional	Internal: 5 years at MM-1 level
Manager	MM-1	Direct	External/Internal: (i) 3 years at JM-3 (Level 8 of 7 PC) or equivalent CTC or (ii) 5 years at JM-2 (Level 7 of 7 PC) or equivalent CTC
Deputy Manager/Sr.	JM-3	Promotional	Internal: 3 years at JM-2

Executive Asstt./Research Engineer			(Level 7 of 7 PC)
Assistant Manager	JM-2	Promotional	Internal: 5 years at JM-1 Gr-III
Junior Manager Gr III	JM-1 Gr III	Promotional/Direct	Internal: a. 3 years at JM- Gr-II External: a. 3 years at Level-5 of 7 PC or equivalent CTC
Junior Manager Gr II	JM-1 Gr II	Promotional/Direct	Internal: a. 3 years at JM- Gr-I External: 3 years at Level-4 of 7 PC or equivalent CTC
Junior Manager Gr I	JM-1 Gr I	Direct	1 year at CTC 3.5 Lakh per annum

Proof of CTC shall be on the basis of LPC and benefits as stated in offer of appointment and certified for amount as CTC referred/claimed.

- At all positions, wherever applicable, the requisite essential experience for the external candidates are explicitly defined with regard to the status of the position and the salary drawn (as given in the attached table).
- In the Junior Management level (at JM-1), the existing three sub levels (JM-1 Gr-I, Gr-II, and Gr-III) are differentiated based on essential experience.
- In the Middle Management level, for consideration for promotion of an individual from MM-1 level to MM-2 level, the essential experience for an internal candidate is reduced from 8 (eight) years to 5 (five) years.
- In the Senior Management level, for the consideration of promotion of an individual from SM-1 level to SM-2 level, the essential experience for an internal candidate is reduced from 8 (eight) years to 3 (three) years. Being a position of Senior Management level, the promotion process for such internal candidates will be through a Standing Selection Committee (the structure of which will be same as that of the Selection Committee and will be constituted on the approval of the Director). An official serving at SM-1 level, who is declined promotion through this process, can only seek promotion after 2 years.

Promotion Policy

Main policies governing promotions are:

- a. Within each Management Level, an employee may be considered for promotion to the next scale, as per the eligibility criteria mentioned above. A person can be considered for promotion after satisfying the minimum number of years specified in the eligibility table, or after the duration that may have been recommended by the Selection Committee for consideration for promotion. A person who is not promoted can be considered for promotion again after a gap of at least 2 years.
- b. An employee can move from one Management Level to another only if there are vacancies at that level. When new posts are available at Middle or Senior Management Level, they will be filled through open selection, and eligible internal candidates can also apply. In a selection, all other factors being similar, internal candidates will be given preference. Also, age limit for internal candidates will not apply.
- c. If a person has served 10 years at JM-3, then the person may be given the scale of MM-1. However, for all future promotion/selection purposes such a person will be considered in at his/her earlier scale and level. This is to avoid early stagnation of salary, and is subject to earlier evaluations being satisfactory and there being no adverse reports.

Promotion Process

- a. Every six months' names of the eligible employees for promotion will be sent by HR to Registrar.
- b. A Promotion Committee of at least four members, which will include at least one external expert, Registrar, and Director (or his nominee) will be constituted by the Director.
- c. The Committee will examine each case on the basis of records of yearly reviews, past promotions, inputs from supervisors, candidate's CV, etc., and interaction with the candidate.
- d. The Promotion Committee will make its recommendation for acceptance by the competent authority.

Selection Process

- a. Selection process is as specified elsewhere – recommendations made by a Selection Committee.
- b. Selection Committee may recommend a panel of candidates for a position. The panel will remain valid for 1 year, beyond which it can be used by the permission from Chairman. If a candidate on the panel is made an offer more than six months after the Selection Committee's recommendations, then the salary fixation may be revised. Any such change will be recommended by the Director and must be approved by the Chairman.

Early accelerated Promotion

While there is early promotion built-in the guidelines above as good performers will get promoted at the minimum eligibility, it is important for the Institute to recognize and reward officers with exceptional performance and promote them at a faster pace. This is needed also

since the minimum eligibility requirement for higher posts for direct entry is typically lesser than the years of experience one will have when he/she becomes eligible for promotion. This policy of “early promotion based on exceptional performance” is to facilitate this.

Consideration for Early Promotion based on Exceptional Performance:

Early promotion should be highly uncommon and only staff members who are clearly exceptional should be considered. A staff member can be considered for early promotion if (i) he/she has served at least two years in the institute at the current level, (ii) has performed exceptionally in the Institute as determined by yearly reviews and feedback from faculty and senior officers, and (iii) is eligible for the higher scale for direct appointment.

Process of Extra Early Promotion:

- a. A staff member may request the Registrar through his/her Reporting Officer (DGM or above, or a Dean) for consideration for early promotion. A Dean (or equivalent/higher) or Registrar can also nominate someone for consideration.
- b. The records of yearly reviews, full CV, inputs from faculty / officers / Deans who have worked with the individual, and other relevant information, will be placed before a Committee to be constituted by the Director. The Committee will make the recommendation on whether or not the individual should be considered for early promotion, as per the policy.
- c. If the Committee recommends that the individual may be considered, then the regular process for promotion may be executed. During the process, in all deliberations (e.g. of Selection/ Promotion Committee) it will be clarified that the case is for an early promotion.
- d. The recommendation of early promotion will be sent to Chairman for consideration for acceptance.

Contractual Framework

Currently, an employee is given a contract with a termination date. Normally, the contract duration is 3 or 5 years. It is proposed that the following may be followed:

- a. Each officer will normally be given an initial contract of 3 or 5 years duration, with probation of one year. For a five (05) years contract, there may be a mid-term review, particularly if some of the yearly reviews are not fully satisfactory. If the mid-term review is not found satisfactory, the contract can be terminated with three months’ notice.
- b. For those on 5 years contract, towards completion of initial contract, a Promotion Committee will evaluate the candidate’s performance and may recommend:
 - Continuation at the same level, with a contract till superannuation.
 - Promotion (if eligible) to the next level, and a contract till superannuation.
 - Open selection for the post, to which the candidate can also apply. In this case, the current candidate’s contract may be extended by 6 months.
- c. For those on 3 years contract, the Committee may offer another contract of 3 or 5 years, or suggest open selection. However, if a second contract is given, after serving 5 years, they may be considered for contract till superannuation, as above.
- d. At any point during the tenure at the Institute, if the performance of the candidate is below the level of “Good” (or equivalent) for two years, the contract can be terminated with three months’ notice.

2.25 Separation

2.25.1 Separation Process initiated by the Staff

- a. During the probation period, extended or otherwise, the contract can be terminated with one-month notice in writing by employee, In the event a shorter notice is given by the employee, a sum equivalent to the salary of the shorter period, shall be payable by the concerned party to the other party subject to acceptance of the Appointing Authority.
- b. Staff needs to give a formal resignation letter to his/her Reporting Supervisor as per the required notice period.
- c. The Reporting Supervisor should have a one on one discussion with the staff to understand the reasons for resignation and put in efforts to retain staff who has been good performer. In case that is not possible the Reporting Supervisor should forward the resignation to the Director for approval mentioning Last Working Day (LWD).
- d. The Director may decide to either have a one on one meeting with the staff from retention perspective or may approve and send the same to HR.
- e. On receipt of the approved and accepted resignation HR will initiate a “No dues” process by issuing a no dues form to the staff. The staff needs to get it filled /signed from relevant sections.
- f. HR on receipt of intimation of an employee’s resignation intimates Finance and Accounts to stop last month salary of such an employee and the same is to be released with the final settlement.
- g. HR is required to update all leave details & other dues, if any, that has been made to the employee concerned to clear off any outstanding dues or advances that has been made to the employee in conformity with Finance and Accounts.
- h. An employee who has resigned and serving his/her notice period will not be entitled to any subsequent salary revision including any benefits that would be applicable with retrospective effect.
- i. Reporting Supervisor to ensure proper handover done – documentation etc. to satisfaction.
- j. HR shall prepare relieving letter & work experience letter and get these approved by the Director. HR shall issue both letters to the staff after recovery of ID card and proper handover done by the staff before the LWD.
- k. HR will put up a note citing LTC encashment, Earned leave encashment and Gratuity (whichever applicable) & deductions if any for full & final settlement. The F&A will do the full and final settlement based on relieving order within 45 days after recovery of advances/outstanding dues, if any.
- l. Exclusion of the employee from website, office group/s, salary & other Institute benefits including Insurances.

2.25.2 Separation Process initiated by the Institute:

- a. **During probation period-** During probation period, extended or otherwise, the contract can be terminated with one-month notice by either side, without assigning any reason.
- b. **After completion of Probation period-Any time after completion of the probation period** the contract can be terminated by giving three calendar months’ notice in writing or three month's salary in lieu of notice without assigning any reason. In the event a shorter notice is given by the Institute, a sum equivalent to the salary of the period, notice period falls short of three months, shall be payable by the Institute to the employee.

The termination of contract after the expiry of the probation will be subject to a review of performance or other standard disciplinary norms as approved by the BOG as applicable from time to time

- c. **Completion of Tenure/Contract/Term-** The HR initiates the process with 45 days' prior intimation to the employee concerned and relieving process shall be initiated as per Institute norms.
- d. **Superannuating-** HR to release Office Order 30 days in advance to day of superannuation which clearly spells requirements' to be accomplished by the employee concerned to get superannuated from his/her position at the Institute. As per the Office Order, the employee is required to complete all formalities (handing over of the assigned charge(s) in conformity with Reporting Authority/ies, No dues as per Institute proforma). **No dues** process gets initiated with the issuance of the Office Order as it remains marked to all concerned sections at the Institute from where the No-dues are to be issued and such offices shall issue pending clearances within 3 working days of issuance of the Office Order with due intimation to employee concerned and HR. The superannuating employee receives relieving letter on last working day and full & final settlement is carried out within 30 days as per Institute norms.
- e. **Death during employment-** the date of death will be constructed as the last date under employment with the Institute for all purposes. The date of death will be as specified on the death certificate.
- f. The last salary drawn & other dues in such a case will be computed up to including the last date of employment and will be credited to the deceased employee's salary account or to his/her nominee's account as available with HR.

Part C

**ANNUAL PERFORMANCE APPRAISAL REPORT
FOR
ADMINISTRATIVE STAFF**

MR. /MRS. /MS.

DESIGNATION.....

DIVISION NAME.....

**ANNUAL PERFORMANCE APPRAISAL REPORT
FOR THE YEAR.....**

Report for the period from to

PART –I

PERSONAL DATA

To be filled in by the Administrative Section Concerned of the office

	Name of the officer (in capital letters)	
1.	Employee I.D.	
2.	Designation	
3.	Whether the official belongs to Scheduled Caste/Scheduled Tribe?	
4.	Date of Birth	
5.	Educational qualifications including professional & technical qualifications	
6.	Date of continuous appointment to the present Level.	
7.	Present Post and date of appointment thereto	
8.	Period of absence from duty (on leave, training etc.) during the year. If he has undergone training, please specify	

PART- II

SELF APPRAISAL

(To be filled in by the Officer Reported upon)

(Please read carefully the instructions given at the end of the form before filling the entries)

1. Brief description of duties

2A. Please specify targets/objectives/goals (in quantitative or other terms) of work you set for yourself or that were set for you, three to five items of work in the order of priority and your achievement against each target.

Target/Objectives/Goals

Achievements

3A. Please state briefly the shortfalls with reference to the targets/objectives referred to the para 2A.
Please specify constraints, if any, in achieving the targets.

3B. Please also indicate items in which there have been significantly, higher achievements and
your contribution thereto.

3C. Any significant additional achievements apart from those mentioned in Column 2.

3D. Training programme attended. Please specify.

Signature of the Officer reported upon

Full Name.....

Designation.....

Date.....

PART –III**(To be filled in by Reporting Officer)**

1. (Please state whether you agree with the self-appraisal of the Officer reported upon as mentioned in Part II. If not, please furnish the factual details.

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2. Assessment of Work Output

Numerical grading is to be assigned by Reporting and Reviewing Authorities on a scale of 1-05 (One-Five), where “1” refers to the lowest and “05” to the highest grade.

Weightage to this Section would be 40 percent.

Sl.	Items	Reporting Authority	Reviewing Authority (Refer Para 2 of Part-IV)	Initial of Reviewing Authority
1	Accomplishment of planned work/work allotted as per subject allotted			
2	Quality of Output			
3	Analytical Ability			
4	Accomplishment of exceptional work/unforeseen tasks performed			
5	Overall Grading on "Work Output"			

3. Assessment of personal attributes

Numerical grading is to be assigned by Reporting and Reviewing Authorities on a scale of 1-05 (One-Five), where “1” refers to the lowest and “05” the highest grade.

Weightage to this Section would be 30 percent.

Sl. No.	Items	Reporting Authority	Reviewing Authority (Refer Para 2 of Part-IV)	Initial of Reviewing Authority
(i)	Attitude to work			
(ii)	Sense of responsibility			
(iii)	Maintenance of Discipline			
(iv)	Communication skills			
(v)	Leadership qualities			
(vi)	Capacity to work in team spirit			
(vii)	Inter-personal relations			
(viii)	Overall bearing and personality			
	(ix) Overall grading on ‘Personal attributes’			

4. Assessment of Functional Competency

Numerical grading is to be assigned by Reporting and Reviewing Authorities on a scale of 1-05 (one-Five), where “1” refers to the lowest and “05” to the highest grade.

Weightage to this Section would be 30 percent.

Sl. No.	Items	Reporting Authority	Reviewing Authority (Refer Para 2 of Part –IV)	Initial of Reviewing Authority
1	Knowledge of Rules/Regulations/Procedures in the area of function and ability to apply them correctly			
2	Strategic planning ability			
3	Decision making ability			
4	Coordination ability			
5	Ability to motivate and develop subordinates			
6	Initiative			
7	Overall grading on ‘Functional Competency’			

5. Attitude towards Scheduled Caste/Scheduled Tribe/Weaker Section of Society (please comment on his/her understanding of the problems of Scheduled Caste/Scheduled Tribe/Weaker Sections and willingness to deal with them)

6. **Training:** Please give recommendations for training with a view to further improving the effectiveness and capabilities of the officer.

7. Additional Attributes:

(a) Please comment on his/her relations with the outside organizations / Govt. Departments etc. and ability to elicit co-operation from them.

(b) Please comment on his/her attitude towards redressal of grievances relating to personal claims.

8.State of health:

9.Integrity:

(Please see not below the instruction)

10. Pen Picture by Reporting Officer (in about 50-100 words) on the overall qualities of the officer including area of strength and lesser strength, extraordinary achievements, significant failures and attitude towards weaker sections.

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11. Overall numerical grading on the basis of weightage given in Para 2, 3, and 4 in Part –III of the Report.

Signature of the Reporting Officer

Place.....

Name in Block Letters.....

Date.....

Designation during the period of Report.....

PART IV REMARKS OF THE REVIEWING OFFICER

1.Length of service under the Reviewing Officer:

2.Do you agree with the assessment made by the Reporting Officer with respect to the work output and the various attributes in Part III? In case you do not agree with any of the numerical assessments of attributes please record your assessment in the column provided for you in Part III and initials your entries.

Yes, I agree.	No, I do not agree. I have recorded my assessment in Part III
---------------	---

(Please strike out whichever is not applicable).

3. In case of difference of opinion, please give details and reasons for the same.

4. Comments, if any, on the Pen Picture written by the Reporting Officer. ‘

5. Overall numerical grading on the basis of weightage given in Para 2, 3 and 4 in part-III of the Report.

Signature of the Reviewing Officer

Place.....

Name in Block Letters.....

Date.....

Designation during the period of Report.....

INSTRUCTIONS

1. The Annual Performance Appraisal Report (APAR) is an important document. It provides the basic and vital inputs for assessing the performance of an officer and for his/her further advancement in his/her career. The Officer reported upon the Reporting Authority, the Reviewing Authority and the Accepting Authority should, therefore, undertake the duty of filling out the form with a high sense of responsibility.
2. The Performance appraisal should be used as a tool for human resource development. Reporting officers should realise that the objective is to develop an officer so that he/she realizes his/her true potential. It is not meant to be a fault finding process but a development one. The Reporting officer and the Reviewing officer should not shy away from reporting shortcomings in performance, attitudes or overall personality of the officer reported upon.
3. The items should be filled with due care and attention and after devoting adequate time. Any attempt to fill the report in a casual or superficial manner will be easily discernible to the higher authorities.
4. Answer shall be given in a narrative form. The space provided indicated the desired length of the answer words and phrases should be chosen carefully and should accurately reflect the intention of the officer recording the answer. Please use unambiguous and simple language. Please do not use omnibus expressions like 'outstanding' 'Very good' 'good' 'average' 'below average' while giving your comments any of the attributes.
5. The Reporting Officer shall in the beginning of the year set quantitative/physical targets in consultations with each of the Officer with respect to whom he is required to report upon. Performance appraisal should be a joint exercise between the officer reported upon and the Reporting Officer. The targets/goal shall be set at the commencement of the reporting year. In the case of an officer taking up a new assignment in the course of the reporting year, such targets/goal shall be set at the time of assumption of the new assignment.
6. The target should be clearly known and understood by both the officers concerned. While fixing the targets, priority should be assigned item-wise, taking into consideration the nature and the area of the work and any special feature that may be specific to the nature to the area of the work of the officer to be reported upon.
7. Although performance appraisal is a year end exercise in order that it may be a tool for human resource development the Reporting Officer and the officer reported upon should meet during the course of the year at interval review the performance and take necessary corrective steps.
8. It should be the endeavor of each appraiser to present the truest possible picture of the appraisee in regard to his/her performance conduct, behavior and potential.
9. Assessment should be confined to the appraiser's performance during the period of report only.
10. Some posts of the same rank may be more exacting than other. The degree of stress and strain in any post may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.
11. Aspect on which an appraisal is to be evaluated in different attributes are delineated below each column. The appraiser should deal with these and other aspects relevant to the attributes.

12. The following procedure should be followed in filling up the column relating to integrity:-

- (i) If the officer's integrity is beyond doubt, it may be stated.
 - (ii) If there is any doubt or suspicion, the item should be left blank and action taken up as under:-
- (a) A separate secret note should be recorded and followed up. A copy of the note should also be sent together with the APAR to the next superior officer who will ensure that the follow up action is taken expeditiously. Where it is not possible either to certify the integrity or to record the secret note, the Reporting Officer should state either that he had not watched the officers work for sufficient time to form a definite judgment or that he has heard nothing against the officer as the case may be.
 - (b) If, as a result of the follow up action the doubt or suspicions are cleared, the officer's integrity should be certified and an entry made accordingly in the APAR.
 - (c) If the doubts or suspicions are confirmed, this fact should also be recorded and duly communication to the officer concerned.
 - (d) If as a result of the follow up action the doubts or suspicions are neither cleared nor confirmed the officer's conducts should be watched for a further period and thereafter action taken as indicated at (b) and (c) above.

13. Guidelines regarding filling up APAR with numerical grading:

- (i) Numerical grading are to be awarded by Reporting and Reviewing Authorities for the quality of work output. Personal attribute and functional competence of the officer reported upon. These should be on the scale of 1-05, where 1 refers to the lowest grade and 05 to highest grade.
- (ii) It is expected that any grading of 1 or 2 (against work output or attributes or overall grade) would be adequately justified in the pen-picture by way of specific failures and similarly, any grade of 05 would be justifies with respect to specific accomplishments. Grades of 01 or 05 are expected to be rare occurrences and hence the need to justify them. In awarding a numerical grade the Reporting and reviewing authorities should rate the officer against a larger population of his /her peers that may be currently working under them.
- (iii) APARs grade of 05 "Outstanding". APARs grade of 04 will be rated as "Very Good". APARs grade of 03 will be rated as "Good". APARs grade below 03 will be rates as average (for rating of 02) and poor (for rating of 01).

14. Weightage and Mean:

Weights have been assigned to work output, personal attributes and functional competency. The overall grade on a score of 1-10 will be based on 40% weightage on assessment of work output and 30% each for assessment of personal attributes and functional competency. The overall grading which ought to be rounded off to the nearest complete integer/number at the stage of assessment of work output, personal attributes & functional competency will be based on addition of the mean value of each group of indicator in proportion to weightage assigned.