ADMINISTRATIVE & HUMAN RESOURCE POLICY

# POLICY OBJECTIVES:

Administrative & Human Resource policy of FCPS aims at larger objectives of achieving administrative discipline through efficient and effective use of human resource for objective decision-making and facilitating a smooth functioning of the Institute to realize its vision.

# Scope:

It deals with all administrative matters including but not limited to such areas as:

1. Hiring, retention and exit of Human Resource (HR).
2. Assets Management System.
3. Procurement of consumables.
4. Petty cash management.
5. Optimal utilization of institutional resources.
6. Conceiving and implementing developmental plans.
7. Character building of students
8. Record keeping and its disposal.
9. Facility management and its maintenance.
10. Maintaining on campus discipline.
11. Hospitality and inspections management.
12. Defining communication channels.
13. Any other matter ancillary to objectives of the Institute.

# CUSTODIAN OFFICE:

Office of the Director Administration & Finance (Referred to as Director, hereinafter) is the principal office responsible for implementation of the policy and to undertake its periodic reviews to ensure its responsiveness to the challenges on ground. His office will be the custodian of all soft and hard record pertaining to administrative matters of the Institute.

Director will be accountable to the Board of Directors through office of the Director who will exercise immediate supervisory functions over working of his office to ensure effectiveness of procedures as in vogue. In discharge of his functions, he will be facilitated by support staff. Specific interventions as enshrined in scope of this policy will be made as per following contents:

# MUTUAL RESPECT:

FCPS is committed to preserving a workplace that is free of all forms of harassment, discrimination and undue distraction or hardship, and in which all individuals are valued, respected and treated with dignity.

The Institute promotes responsibility, respect, civility and professional excellence in a safe work- environment. FCPS considers all complaints seriously. All investigations will be timely, thorough, objective and fair to all affected parties.

Every person has the right to report an incident without fear of reprisal. Any FCPS employee that feels that they have been the victim of, or witnessed workplace harassment or discrimination should report the incident to Director Administration / HR Manager immediately.

# DISCRIMINATION / HARASSMENT:

Discrimination or harassment against any employee on grounds of gender, race, age, color, appearance, ethnic origin, nationality, citizenship, religion, creed, disability, marital status, number of dependents, or social or economic status, will not be tolerated.

# EMPLOYMENT EQUITY:

The goal of employment equity in the workplace will be pursued. Equitable plans and policies will be made to correct proven disadvantages in recruitment, retention, employment, training and promotion experienced by persons with disabilities, members of minorities and women.

# FAMILIARIZATION WITH FCPS:

Staff are expected to be aware of the mission and goals of Nova Institute of Modern Studies and have specific knowledge of the objectives and work of their immediate work environment and general knowledge of all FCPS policies, rules and regulations, programs and activities. The HR Manager / Director Administration will provide orientation on FCPS to all new employees and consultants.

# DIVERSITY POLICY:

FCPS adheres to a strict diversity policy. FCPS encourages the full participation of any ethnic groups as clients, staff, and volunteers of the organization.

# WORKING ENVIRONMENT:

The administrative & personnel regulatory framework set out in this policy document are written in the spirit of establishing a working environment which will encourage and develop efficiency and teamwork among staff in the pursuit of the vision and goals of FCPS.

# TERM EMPLOYEE (FULL OR PART-TIME):

FCPS staffs are engaged on a full time or part time contract basis. The employment contract will provide for a specific duration of employment and other additional obligations between the parties.

# INDEPENDENT CONSULTANTS OR VISITING FACULTY:

Independent consultants or Visiting Faculty are no party to this Manual and members of staff dealing with independent consultants or visiting faculty shall always protect the best interest of the Employer in all matters. Service contracts signed by the Institute with such faculty; shall determine the mutual contractual obligations.

# REGULAR WORKING HOURS:

The required minimum workday hours are eight (8), normally between 8:00 a.m. to 4:00 p.m. Monday to Friday, allowing one hour for lunch from 1:00 p.m. to 2:00 p.m. Hours may be and are different for drivers, support staff, lecturers, managers, receptionists, cashiers and operations team but a total of eight (8) hours, not including lunch must be worked each workday

# EMPLOYEE BENEFITS & COMPENSATIONS:

A regular employee may be eligible for employee benefits based on the terms and conditions stipulated in his/her Employment Contract. Set coverage is effective as of date of employment or as stipulated in the Employment Contract. In case of any discrepancy between contents of a contract and relevant policies of the Institute, Policies of the Institute shall prevail.

# STAFF ASSOCIATION:

FCPS is committed to promoting a healthy work environment, improved productivity, and superior staff morale across its programs. The staff association will serve as bridge between FCPS management and the employees. Meetings will be held regularly to identify challenges, opportunities and issues that affect the staff in particular and the FCPS as a whole. The key mandate of the association will be as follows:

1. Advocating on behalf of FCPS membership towards effective HR Policies, procedures and programs.
2. Planning and organizing social, cultural and educational events and ceremonies.
3. Providing recommendations, inputs and suggestions towards improving the quality of work at FCPS.

# OFFICIAL FIELD TRIPS:

All official trips shall be subject to the following conditions:

1. An employee travelling abroad for official purposes is required to have valid passport. The passport renewal fee or any other related fee will have to be borne by the employee.
2. Any domestic travel has to be strictly a business requirement, a justification for the travel need should be explained to and approved by the Director.
3. Before planning to travel, a Travel Leave Form should be completed and submitted to HR Department. The form can be obtained from HR Department.
4. Staff can request an air ticket to be purchased for their return flights if travel is not possible by road.
5. FCPS will reimburse for the transportation expenses to and from the destination, food costs and local transportation costs only. All other expenses should be strictly business expenditure and should be accompanied with original receipts.
6. FCPS will pay amounting up to Rs.2000 as domestic per diem for all staff on daily basis that covers breakfast, lunch and dinner.
7. Staff can apply for advance cash before travelling, to cover their expenses. In return they should complete the advance declaring form within 3 days of returning to work. All expenses should be reported appropriately and should be accompanied with the original receipts.
8. In case of any delay in declaring expenses, the outstanding amount will be adjusted against their salaries.

**DRESS CODE:**

FCPS receives visitors, and professionals from the public, government and private sectors. Employees are responsible for ensuring their proper formal dress code; appropriate for a professional office environment. Supervisors and Director will enforce the formal dress code across the applicable units and departments.

# EMPLOYEE ID CARD:

As part of an ongoing effort to maintain good security practices, it is mandatory for all FCPS faculty and staff, inclusive of full time or part time, to wear or keep FCPS identity cards while on duty. These cards will be provided to ensure that only authorized staff are on FCPS premises at all times, all employees are required to keep the Employee ID card, display it while entering into the campuses and continue wear or keep it during their duty timings. FCPS security staff on duty is authorized to request any person entering campuses to prove/ show their identity and to wear or keep FCPS Identity Card.

# GRIEVANCE REDRESSAL MECHANISM:

There shall be Grievance Redressal Committee with the mandate to:

1. To determine authenticity of an allegation.
2. Arbitrate all cases of alleged misconduct, brought to its attention.
3. The committee acts with power to investigate and examine any person or record to arrive at fair, unbiased and objective recommendations for consideration of Director or the Board of Directors as the case may be.

The Committee will conduct its business in accordance with provisions of Grievance Redressal Policy of the Institute.

# ASSETS MANAGEMENT SYSTEM:

Maintenance and disposal of assets is yet another area of importance for Administration Department of FCPS.

Following are key components for Assets Management System:

1. Assets may be procured after undertaking detailed need assessment to ascertain its utility.
2. Competitive rates assessment must be done to determine fairness of cost of procurement.
3. It may be procured only after a provision has been made in budget in this regard.
4. Once procured, it must be handed over to some custodian to use and maintain it.
5. Its procurement must be inventoried properly so that it’s not lost.
6. Cost of procurement is properly booked in books of accounts under documentation which indicates the requisitioning office, purpose and administrative authorization to procure.
7. Director may make procurement of any goods and services up to Rs. 50,000 while all procurements up to an amount of Rs. 100,000 will be made with approval of Director. Similarly, any procurement which may cost more than Rs. 100,000 will require approval of the Board of Directors.
8. Assets will be allocated to specific employees on need basis and under a proper record.
9. Allocated assets will be accounted for if lost and / or when the employee concerned has to leave the service.

# PROCUREMENT OF CONSUMABLES:

Following procedure is recommended for procurement of consumables:

1. Effort shall be made to take advantage of economies of scale. All consumables shall be identified in last week of a given month in consultation of all concerned. Procurement shall be done in most cost-effective manner and quantities stacked in stores under proper record to be maintained and managed by a designated officer. Quantities shall be sanctioned against a written indent to be issued by requisitioning office and entry will be made to this effect in record concerned.
2. All consumables shall be properly documented to ensure they are not wasted.

# PETTY CASH MANAGEMENT:

The Administration Department shall also maintain Petty Cash Register to record petty cash expenses not amounting to more than Rs. 10,000 with regard to a particular need.

A proper detailed breakdown of all such costs incurred must be provided to the Director at the time of replenishment of the petty cash. Any amount that will have remained unused will be carried

forward into the next month’s petty cash amount. Any expenditure beyond this limit shall be paid by drawing cheque on concerned bank account.

# OPTIMAL UTILIZATION OF INSTITUTIONAL RESOURCES:

Administration Department will develop coordination mechanism with all concerned to ensure that available institutional resources are used optimally and wastages are minimized. A conscious effort shall be made that common use of facilities is coordinated in advance with potential beneficiaries.

If and when required, a monthly coordination meeting with respective principals and Heads of the Departments will be a coordination forum for the purpose. It will be chaired by the Director to ascertain need for common use and coordinate usage optimally. The forum shall also be used to build synergies amongst various on campus players to ensure a comprehensive approach in efforts towards realization of vision of the Institute. Needs will be identified, assessed and addressed aptly.

# CONCEIVING AND IMPLEMENTING DEVELOPMENTAL PLANS:

In consonance with stated objectives of the Institute and in line with its vision, the Administration Department will chalk out its Annual Work Plan (AWP) to spell out its design for improvement in any of the following indicative areas:

1. Quality improvement in educational system.
2. Improvement of efficiency and effectiveness in processes.
3. Automation of procedures.
4. Linkages with other institutions, bodies and organizations; both domestic and international.
5. Intervention to build public image of FCPS.
6. Improvement in infrastructure.
7. Capacity building of employees in field relevant to their area of service.

AWP shall clearly spell out detailed key activities, timelines set for their achievement and also indicate dependencies for achieving the targets if any. AWP shall have its reflection in annual budget of the Institute if the planned activities have any financial implication for the Institute.

There will be a formal mechanism for quarterly review of the same by the Board of Directors.

# CHARACTER BUILDING OF STUDENTS:

FCPS wishes to see its students are groomed as disciplined and responsible citizens of the society. Character building will play a key role towards achievement of this objective.

Hence, Administration Department will; in close consultation with principal of the schools, also develop the following plans for the students in close consultation with respective principals of schools working on the campus:

1. Public speaking sessions.
2. Presentation skills.
3. Soft skills development
4. Personality grooming through interaction with motivational speakers.
5. Any other intervention which aims at making students responsible and useful citizens.

Such plans will be made on annual basis and reflected in respective Annual Academic Calendars. They shall be split on semester basis for the purpose of effective implementation. After seeking approval of the Director, Administration Department shall develop and notify in advance all its interventions to the above effect and shall be responsible for their effective implementation.

Such interventions shall be publicized on Webpage of the Institute as well in addition to maintaining of a digital library of the same.

# RECORD KEEPING AND ITS DISPOSAL:

Administration Department shall be custodian of all official record pertaining to any matter related to operations of FCPS, Primarily it shall maintain records of:

1. Building
2. Affiliations
3. Registrations
4. HR
5. Assets
6. Contracts and agreements.
7. Examinations and results
8. Students’ enrollment and passing out
9. Disciplinary cases whether related to students or employees.
10. Any other record which the Director or the Board deemed appropriate.

All such records shall be maintained both in hard and soft form, safe and secured under all circumstances. Director shall designate and notify a specific officer of his Department to work as custodian of this record which will be handed over to him for the purposes of safe custody under a detailed handing – taking over note, duly countersigned by Director.

Disposal of the record will be done with prior approval of the Board and also in a manner decided by it and not otherwise.

# FACILITY MANAGEMENT AND ITS MAINTENANCE:

Administration Department shall be in charge of the campus and all that exists in it. It shall be ensured that:

1. Building and infrastructure remains operational for useful purposes of the Institute at all times.
2. They are reasonably guarded and safe at all times whether being in use or otherwise.
3. Campus is neat and reasonably clean.
4. Students and teaching faculty is duly supported to discharge their due obligations and claim rights.
5. Fire extinguishers are positioned and effectively available on all floors especially near areas which are susceptible to fire.
6. Emergency exist is operational for a safe use and awareness exists amongst all to this effect.
7. IT equipment, libraries, class rooms and learning aids available there in are fully functional.
8. Thematic cafeteria is available and functional.
9. Web-page is regularly maintained and updated.
10. Publicity material like brochures, pamphlets etc are available at front desk for use by visitors.
11. That there is a designated officer to check all facilities are secured, electrical switches turned off and rooms / laboratories locked towards close of the day.
12. Keys to various rooms are secured in safe custody with a designated officer.
13. Assets in laboratories, libraries, Board Room and class rooms are properly interiorized and handed over as such to a responsible employee of the Institute under proper handing – taking over note, countersigned by Director.
14. That consumables are procured and stocked on monthly basis and issued against a formal indent to trace its use.
15. Any other relevant matter.

Director will issue a certificate on monthly basis that all above matters have been taken care of with reasonable care and caution. A template to this effect is given on the next page:

***“Facility management and its maintenance Certificate”***

I have personally verified on this…….. day of ……., 02…. that:

* 1. Building and infrastructure remains operational for useful purposes of the Institute at all times.
  2. They are reasonably guarded and safe at all times whether being in use or otherwise.
  3. Campus is neat and reasonably clean.
  4. Students and teaching faculty is duly supported to discharge their due obligations and claim rights.
  5. Fire extinguishers are positioned and effectively available on all floors especially near areas which are susceptible to fire.
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  14. That consumables are procured and stocked on monthly basis and issued against a formal indent to trace its use.
  15. Any other relevant matter.

Signed by the Director, Administration & Finance

# MAINTAINING ON CAMPUS DISCIPLINE:

Administration Department will develop guidelines to ensure orderly behavior of students while on the campus. The guidelines will focus on following suggestive areas:

1. Jumbling up in corridors should be avoided.
2. Creating noise is not permitted.
3. Culture of tolerance and greetings is promoted.
4. Dress code is adhered to.
5. Cleanliness is encouraged.
6. Any other matter of relevance

Such guidelines will be notified to the students. Similar will be guidelines for employees of FCPS which all will be expected to follow.

Maintenance of discipline also entails ensuring punctuality of students and all employees.

Late coming and early or unauthorized leaving campus will have its key consequences as mentioned below or otherwise notified by the Institute:

* 1. May hamper student’s enrolment for taking examination in addition to other disciplinary implications.
  2. Pay cuts for employees if they cross limit of unauthorized late coming of more than half an hour or leaving campus early unauthorized for over three days in a month.

It would be expected that punctuality factor shall be avoided by obtaining formal written authorization of the Director to this effect.

For the purposes of ensuring discipline and avoiding untoward incidents on campus, Administration Department shall maintain all time contact details of the following:

1. Nearest police station.
2. Fire brigade
3. Ambulance services
4. Hospitals and trauma centers.

# HOSPITALITY AND INSPECTIONS MANAGEMENT:

Administration Department shall be responsible to manage hospitalities in all meetings of the Institute and extend full range of facilitation for the purposes of inspections.

In addition to the aforementioned, Administration Department may be asked to conduct, coordinate and facilitate any other activity which is in line with stated objectives of the Institute. Such directions may be given by the Director or Board of Directors if and when deemed appropriate.

HR function is one of the most important functions of Administration Department of FCPS. Since FCPS believes that strength of the Institute itself is dependent largely on quality of its HR, hiring, retention and objective exist of its HR gains prominence amongst functions of Administration Department.

# HR HIRING

At FCPS, all necessary hiring should be proposed at the start of the academic session (semester). The Director must stay in close liaison with the respective principals and they must inform the Administration Department well in advance should the need for an additional resource arise. It is worthy to mention here that all such requests must be provided in writing to the Administration Department 30 days before the start of a semester/academic year. Moreover, the Administration Department may also keep a check on the overall requirement of the Institute and recommend to the Board any additional HR requirements.

# NEED ASSESSMENT:

If and when there is need for fresh hiring of an HR, Administration Department would immediately move to constitute required JDs as per procedure aforementioned. Once need for fresh hiring has been identified, the Department will also undertake exercise to assess if required JDs can be effectively managed through suitable amendment in JDs of any of the existing HR for reasons of existing competencies or by improving them through imparting focused trainings.

If it transpires that existing HR can fill in for required roles, trainings shall be arranged if needed.

# POSITION REQUISITION FORM (PRF):

Completion of this document is intended to ensure that all staff recruitment is for the purpose of either to fill the existing vacant and required position or for any additional staff, which is acquired for an additional task order or activity. It enables the HR / Administration Department to gain appropriate authorization from senior management to enable the recruitment process to start.

The process for authorization from senior management is as of following:

1. Any school / department requesting recruitment needs to fill the PRF.
2. The department head will forward the PRF to the HR Department for approval.
3. The HR Department will check all the sections of the PRF and will make sure it is as per the recruitment procedures and policy.
4. The HR will forward the PRF along with his/her remarks to the Director for approval.
5. The Director will check all the fields of the PRF to ensure it is as per the requirements of the program.
6. If the PRF is approved, HR Department will take the appropriate action to advertise the position.

# JOB DESCRIPTION:

HR function entails that for each of the existing position, there is a detailed set of job expectations reflected in Job Description (JD). Such JDs have to be prepared by the Director in close consultation with principal of the respective school or Head of the Department, whichever is relevant. All JDs and amendments if any, would invariably require approval of the Director.

Each job description will contain the following information:

1. The job titles
2. The position the incumbent reports to
3. The broad purpose of the job
4. The responsibilities
5. The required experience, education, language and other qualifications

Each employee will be given a copy of his/her most recent job description. Copies of job descriptions will be retained in the Human Resource Department.

HR deliverables further requires that all employees have a clear understanding of importance and relevance of his JDs to the objectives of the Institute.

# FRESH APPOINTMENT:

However, if it is concluded that fresh HR is to be appointed, Administration Department will develop advertisement in accordance with JDs already developed in close consultation with the concerned. Hiring process shall invariably consist of the following key components:

1. Placement of advertisement in print and electronic media.
2. Head hunting.
3. Preparing data bank of candidates.
4. Short listing of candidates - Development of “Short listing Framework” and its approval by the Director to ensure that required key competencies are not missed while short listing of candidates.
5. Constitution of committee of at least two persons with approval of the Director to undertake actual process of short listing in conformity to short listing framework.
6. Seeking approval of the Director to the terms of appointment against intended position.
7. Constituting Interview Panel with approval of the Director and undertake interviews.
8. Facilitating decision making by the Interview Panel and keeping record of all proceedings.
9. Seeking approval of the Board of Directors to issue offer letter to the candidate recommended by the Interview Panel.
10. Issuance of letter of appointment.

Liaison shall be established with the successful candidate to understand his plans and requirements to join ƒ and to establish a friendly report with him before his actual reporting for duty.

# ROLES AND RESPONSIBILITY OF THE SELECTION COMMITTEE:

The selection committee will at minimum; comprise the HR representative, a representative of hiring unit and a relevant representative from the FCPS other than HR and hiring unit.

The selection committee is expected to strive for ensuring transparency, objectivity, and a bias free hiring/recruitment process. Following are the main roles and responsibilities of the selection committee:

* 1. Develop the questions and interview structure for the selection process
  2. Short-list the ideal candidates based on the criteria
  3. Develop and conduct written test / interview questions ( if applicable) or interview
  4. Determines the venue and date/s for the written test (if any) or interview
  5. Prepares a summary of the written test/interview report
  6. Submit complete and approved paperwork to HR Department for further hiring process and documentation.

# INTERVIEWING:

The interview must be conducted by a panel as notified with approval of the Director. All interviews for one post must be conducted by the same panel.

All candidates will be asked a standard format of questions, which will be decided by the interview panel prior to the interviews. All questions must be related to the job requirements and the candidate’s suitability to undertake the role.

The choice of candidate will be determined by the panel’s majority view based on the candidate’s merit, skill assessment and suitability for the concerned position. A formal offer of appointment is to be made/ confirmed in writing and will be conditional upon receipt of references which satisfy the FCPS’s requirements, reference check, and other appropriate checks, if applicable to the post.

# SALARY:

The salary range for a position will be set considering what is relevant and competitive within the current local market and in accordance with the terms and conditions of the program’s budget(s) or contractual agreements with donors. The salary of a newly appointed employee to Nova Institute of Modern Studies will be based on this person's qualifications and experience in relation to the position and will be agreed to by the employee upon acceptance of the terms and conditions of employment.

The rate and schedule of the employee’s remuneration will be specified in the written Employment Contract upon set of employment.

# EMPLOYEE BENEFITS & COMPENSATIONS:

An employee may be eligible for employee benefits based on the terms and conditions stipulated in his/her Employment Contract. Set coverage is effective as of date of employment or as stipulated in the Employment Contract.

# TERMS AND AMENDMENTS:

Nova Institute of Modern Studies employees will be provided with the precise components of their employee benefits based on their employment status. FCPS reviews its employee benefits annually and reserves the right to modify the terms and conditions of an employee’s benefits plan. Employee benefits will reflect the conditions and budget availability. Employees will be kept informed of changes to the benefits plan.

# JOINING AND ORIENTATION:

Upon joining, the fresh team mate shall be received by representative of the Administration Department and conducted to office of the Director as per pre-scheduled time of meeting. The Director will present service contract to the employee as per terms already settled with him during the course of interview.

Once signed, his joining report will be taken as per formats duly approved by Director for the purposes of fresh entrants, hands over his JD along-with copy of all policies and procedures (alternatively provides web-page link to access the same) and also briefs him on key expectations and norms at the Institute. The briefing session will be followed by physical orientation with the on-campus infrastructure and existing team. This is expected to acclimatize the new comer with all those with whom he has teamed up.

If some moveable asset like computer, hard disk, data transfer and storage chip, compendium of policies & procedures etc. is allotted to a new entrant, it must be done under properly executed document to indicate handing over of the moveable assets to him. Moreover, the selected individual shall be provided with his LMS credentials and a formal training must be allowed to him at the earliest. His Biometric must be added to the Bio-metric machine for attendance on the day of his joining. Any delay in these processes will be attributed to the Administration Department and may invite disciplinary proceedings.

# PERSONAL FILE MANAGEMENT:

Upon formal reporting for duty, Administration Department will open specific personal file for the employee concerned which will contain the following indicative and not conclusive information:

1. Approval for making appointment
2. Joining report
3. JD
4. Duly filled personal information format.
5. Any communication made with the employee subsequent to his joining, including his monthly salary payment bill, will be filed in his personal file and maintained carefully by designated officer of the Administration Department.
6. Signed service contract which shall essentially revolve around the following guiding principles:
   * First 3 months of an employee shall be a probationary period in which either party can terminate/resign without notice.
   * After successful completion of probationary period, service contract shall be signed for a period of 2 years.
   * There shall be no negotiating on remunerations and pay scales during the period of the contract.
   * 1/3 of the pay shall be deducted from the employee for the first 3 months (within probationary period) as a security to the employer which shall be returned to the employee only when the employee concerned leave service with the Institute and clears his dues and formally returns all its property / assets.

# EMPLOYEES BENEFITS:

Nova Institute of Modern Studies employees will be provided with the precise components of their employee benefits based on their employment status. FCPS reviews its employee benefits annually and reserves the right to modify the terms and conditions of an employee’s benefits plan. Employee benefits will reflect the conditions and budget availability. Employees will be kept informed of changes to the benefits plan.

# PROFESSIONAL DEVELOPMENT PROGRAM*:*

1. Nurturing skilled and educated staff is one of the top priorities of FCPS. The Institute shall invest in its employees to develop their capabilities and strive towards the transformation of a progressive and knowledgeable organizational culture.
2. Full-time staff members who obtain admission in any program of FCPS will be given up to 50% discount in tuition fee and 50% discount in admission fee under the FCPS Professional Development Program.
3. This benefit will be available to the top performers at the Institute and after at least one year of full-time service at the Institute. If the employee decides to leave FCPS, the professional development discounts and educational benefits will be immediately cancelled. Normal fees and charges will apply to those employees who are no longer employed by the Institute.
4. Admission to the candidates will be given strictly on merit-basis and as per the standard FCPS admission procedures.
5. The HR Manager will facilitate the application, review and follow up of all the professional development programs with the ultimate approval lying at the Director’s level only.

# TRAINING & CAPACITY BUILDING:

In addition to the regular educational programs offered at certificate, diploma, bachelor and master levels, Nova Institute of Modern Studies will design and deliver short-term training and capacity building program for its employees.

Short-term training programs will address the critical skills gap across the Institute and focus on demand-driven areas where critical development is needed. From seminars, workshops and full day retreat programs to introduction of experts and guest speakers, the FCPS will strive to train, educate and maintain some of the most talented and motivated staff at the FCPS.

# HR RETENTION:

FCPS believes in institutional value of its HR with whom it has a shared vision to attain stated objectives of the Institute. Hence, it is desired that valuable HR is retained and it remains performing at its best while in service of FCPS.

Following procedural steps will be followed to achieve this end:

1. *Professional assessment & retention mechanism:*

Administration Department shall develop mechanism to assess professional suitability of an employee for the Institute. Besides other, the mechanism will be prepared in close consultation of the employees as well and once firmed up, it will be presented to the Board for seeking its approval. The approved mechanism shall be notified for information of all concerned. Ideally, the mechanism shall be put in place before start of an academic session and shall revolve around the following guiding principles:

* 1. Assessment should be against easily verifiable parameters.
  2. Should be as objective as possible.
  3. In case of faculty members, it must elicit student’s feedback on educational matters.
  4. Peer ranking may also be included to assess personal traits.
  5. Supervisor’s assessment against stated parameters should be taken into consideration.
  6. To understand his overall usefulness for the Institute, value should be given to his innovative ideas to improve quality of education, stir student’s interest in curricular and extracurricular activities or to improve overall functioning, image and good will of the Institute.
  7. His zeal and dedication to discharge obligations as per JD.
  8. His pen picture written by the principal and Director must also be considered.
  9. Due weightage shall be assigned to each component of the assessment mechanism to help in arriving at conclusion.

# Scoring system for determining suitability:

Annual Scoring System shall be introduced in professional assessment mechanism to have three bands as follows:

* 1. Outstanding – carrying score of 80 % and above.
  2. Satisfactory – with score of 60 % - 79 %.
  3. Unsatisfactory – having score up-to 59 %.

1. Career progression:

Those falling in assessment band of “Outstanding” shall be entitled to receive annual increment of 5 % (Five percent) of their net pay.

The ones who have rested in satisfactory performance band, shall be entitled to receive annual increment of 2 % (Two percent) in their net pay.

1. Exit strategy:

Employees who fall in band of “Unsatisfactory”, other than those who have to be dealt with on disciplinary grounds, shall be assessed further to understand reasons for their unsatisfactory performance. Reason based effort shall be made with their knowledge to improve their performance. They shall be put on probation for one month to see if they have potential for improvement and shall be reassessed against well re-defined parameters, developed in conformity with their disability reasons as approved by Director.

If there is no sign of improvement, concerned HR will be served notice for termination of service as per service contract signed with him. Those held accountable on disciplinary grounds shall be dealt with in accordance with disciplinary procedures, duly approved by the Board.

A clearance mechanism shall be adopted and followed during the notice period to ensure that all moveable assets which exists with the employee, has been retrieved from him. This must be done under receipt to this effect to the concerned employee as well and shall be equally applicable to all those who exit, irrespective of the fact whether the exit is voluntary or otherwise.

Exit of employees shall be conducted in accordance with detailed protocols stipulated in “FCPS Exit Policy for Employees”.

# PERFORMANCE APPRAISAL:

Prior to the conclusion of probationary period, the Supervisor will complete a performance appraisal, discuss it with the employee, and file the report in the employee’s personnel file and a copy to HR Department.

# UNSATISFACTORY PROBATION:

In the event of unsatisfactory probation, the Supervisor will consult the HR Manager or the Director accordingly, complete a performance appraisal, discuss it with the employee and file the report in the employee’s personnel file. Based on this performance appraisal, the employee will be advised before the conclusion of probationary period if the probationary period will be extended or if employment is to be terminated.

# SATISFACTORY PROBATION:

On satisfactory conclusion of probation, the relevant Supervisor will inform the employee in writing with a copy to the employee’s personnel file and HR Department in accordance with the Policy concerned. The HR Manager will provide the employee with a Confirmation of Appointment Letter upon the successful completion of the performance period.

# TRANSFER OR PROMOTION:

Employees who have completed their probationary period will not be subject to probation on accepting another appointment as the result of a transfer or a promotion. However, where it is considered that an employee may not meet all the essential position requirements, the appointment may be made subject to conditions being met by a certain date. The condition (s) will be clearly outlined in the offer of appointment and will include action to be taken should the condition (s) not be met. Such conditional appointments will be subject to the approval of the Director.

# LEAVE PROTOCOLS:

Nova Institute of Modern Studies strongly believes in healthy work-life balance. However, leave cannot be claimed as a matter of right; it’s a concession from the Institute which needs to be used judiciously and with prior sanction.

Following protocols shall be adhered to:

1. *Casual Leave:*
   1. An employee may avail a total of 24 Casual Leaves; only 2 leaves per month.
   2. Leave has to be with prior approval except in such emergencies which can be subsequently supported by a plausible documentary evidence.
   3. If casual leaves are no longer available for a month, deductions would then be made as per leave without pay for every day of absence from duties.
   4. Casual Leaves have to be recommended by the Director and approved by the Director.
   5. While recommending leave, Director shall inter-alia, give detail of leave availed of till a point in time.
   6. Under special circumstances, Casual Leaves of following months may be availed cumulatively but only after prior approval of the Director.
   7. Attendance of the employee shall be strictly monitored by the Administration Staff as this will have a direct relation with the pay and remunerations of the employee. A margin of 15 minutes may be provided for the time of reporting of duty. Any employee who is later than 15 m to their work shall have their casual leaves deducted at a rate of 1/3rd of the total Casual Leaves Available.
   8. Similarly, short leaves may be availed for a total of two working days of a month. It has to be with prior approval of the Director on recommendation of Director Administration & Finance. Further, if employee fails to register their off time on the bio metric machines, they shall have their casual leaves deducted for each violation at a rate of 1/3rd of the total Casual Leaves available.
   9. An exception to the above would be possible for such employees who need short leaves in pursuit of higher learning. However, more than stipulated number of short leaves will be sanctioned as paid leave only if the employee concerned does not have any pressing official engagement at FCPS during the time in which such leave is required.
   10. A newly hired employee; the term of whose employment contract is not less than four months, may benefit from the casual leave proportionate to the term of his/her service.
2. *Maternity leaves:*

Such leave will be allowed to an employee for 3 months who bears her first ever child after joining service at FCPS. Pay will be allowed to the employee at a rate of 33.3% or 1/3rd of her net monthly pay. For any subsequent children, leave without pay will be allowed to the employee.

1. *Professional development leave:*

FCPS will provide selected professional development leave allowing the employees to attend regional and international conferences, educational seminars, and participate in public engagement events that advance the Institute’s mission and strategic objectives.

FCPS’s academic and administrative staff may participate in such events to deliver lectures, present academic papers and represent the FCPS internationally after approval by the Director.

Employees on approved conference leave will not have their leave accounts debited for the period of conference. They will be paid the same remuneration during their absence they would otherwise have earned.

**Note**: Leave other than the above, shall be treated as leave without pay.

# PUNCTUALITY:



**Director**

**Director Admin & Finance**

**Principal**

**Vice Principal**

**Faculty members**

FCPS

Timely and consistent attendance is a pillar of satisfactory performance for FCPS employees. To ensure adequate staffing, superior employee morale, and to meet expected performance standards, employees will be held accountable for their work schedule. In the event an employee is unable to meet this expectation, he/she must obtain approval from their supervisor in advance of any requested schedule changes. This approval includes requests to late arrivals to or early departures from work.

# Communication channels:

Following diagrams will clarify communication channels expected at FCPS:



**Director**

**Director Administration & Finance**

**Principal**

**Vice Principal**

**Student**

For students



**Director**

**Director**

**Employee other than faculty member**

For other employees