MUSALIAR COLLEGE OF ENGINEERING & TECHNOLOGY STAFF HAND BOOK

Musaliar Education Trust

The Musaliar Education Trust (MET), a charitable trust, was founded in the year 2001 by a group of well settled educationalists and technocrats having vast experience in the Educational, Engineering, Administration and Management fields. The main objective of the Trust, derived from the vision of the dedicated, enlightened and farsighted members is:-

- ➤ To uplift the educational and technical skills of future generations by establishing and operating institutions with focus on professionalism and result oriented approaches.
- ➤ To define and impart quality education to practice and survive the levels of competition put forward by the changed global competitive professional scenario.
- ➤ To impart actions for the upliftment of the socially, educationally and economically challenged sections of society.

The above objectives, the Trust started an Engineering Institution, 'Musaliar College of Engineering and Technology' on a scenic hillock with unique teaching-learning environment in Pathanamthitta in 2001. Later on more Institutions were added to the Trust so also the number of staff. Hence it has become a necessity to formulate guidelines for the code of conduct, privileges, facilities etc for the staff.

As the Institutions are of different category, an effort has been made to formulate and compile rules and regulations in accordance with the provisions of AICTE, Universities and Government specifically for Musaliar College of Engineering and Technology, Pathanamthitta. The Hand Book is named as Staff Handbook. The Managing Committee of the Trust is the final authority for taking decisions on matters not covered in this Hand Book.

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SECTION 1

MUSALIAR COLLEGE OF ENGINEERING & TECHNOLOGY

The Campus

- 1.1 The Musaliar College of Engineering and Technology (MCET) is ideally located in a sprawling campus within the town limits of Pathanamthitta Municipality. Located along the Pathanamthitta Malayalappuzha road, the campus is easily accessible by road (about 10 Minutes drive from the Civil Station, Pathanamthitta). Frequent private and KSRTC buses provide cheap and easy accessibility to the campus.
- 1.2 The college campus is spread over 15 acres of land and consists of many well designed multistoried buildings which have all the state-of-the-art infrastructural facilities like Computer Centers, Electronics and Digital Laboratories, well equipped Mechanical and Electrical Workshops, Survey Lab and a well furnished Library with more than 10,000 recent volumes of engineering books and journals. The class rooms, drawing halls, seminar halls etc are spacious and well designed to meet international standards for the academic activities.
- 1.3 The college is approved by AICTE/ Government of Kerala and affiliated to Mahatma Gandhi University, Kottayam as well as Kerala Technological University.

Vision

1.4 To develop into a world class pacesetter with distinct identity and character to meet the demands of a changing global technological competitive scenario with a societal thrust.

Mission

- 1.5 To attain the vision, the following missions are formulated: -
 - (a) To impart quality Education in Engineering & Management by providing state of the art teachinglearning methods.
 - (b) To foster innovation in Technology and its application for meeting global Challenges.
 - (c) Inculcate global awareness, communication skills, team building and ethical values.
 - (d) To collaborate with industry and R & D organization for developing knowledge and sustainabletechnologies.
 - (e) To facilitate Research and Innovation in various fields of Engineering and Management.

Focus

1.6 The primary focus of the institution is to expose the young minds to the world of technology, instilling humanity, ethical social responsibilities and confidence as experts in the field of Engineering to face new challenges that enables them to excel in their chosen fields. The college inculcates the development of all facets of the mind culminating in an intellectual and balanced

personality. Our team of dedicated and caring faculty strives to widen the student's horizon of learning thereby achieving excellent results for every student.

Organisation

1.7 Musaliar College of Engineering & Technology has well-crafted Organisational structure. The Organograms are attached.

SECTION 2

CODE OF CONDUCT: STAFF

- 2.1 MET expects its staffs to achieve and maintain a high standard of ethics, professional conduct and work performance to ensure the Institution's reputation with all internal and external stakeholders.
- 2.2 Adherence to the following need to be ensured: -
 - (a) All Staff members should be present inside the campus during the college working hours. Biometric attendance marking is compulsory as the same is reference for salary calculation. Late arrivals and early departures may result in loss of pay/disciplinary actions.
 - (b) Staff members who wish to move out for a short time from the campus during working hours should obtain permission from the HoD & Principal and make entries with time in the movement register kept with Dean (Administration). Leave needs to be taken for absence more than 3 hours.
 - (c) All staff should display their ID cards while they are inside the campus.
 - (d) Avoid carrying mobile phones while engaging classes/Lab and in examination halls.
 - (e) All staff members should get their leave sanctioned after making substitute arrangement for their duties before availing it. On emergency situations if any staff members could not get prior sanction for the leave, the matter should be informed to the HoD and Principal at the earliest on telephone. In any case leave application should be submitted immediately on reporting for duty.
 - (f) All applications / requests to be forwarded through proper channel.
 - (g) Any work assigned to the staff members by the Principal / Dean/ HoD should be carried out without fail.
 - (h) There should be strict compliance to the decisions taken by the Academic Council/Principal/HoD.
 - (i) All the staff members should take extra care to ensure that decisions are to be conveyed to students only if you are instructed to do so. Loose/casual talk with students should be avoided.
 - (j) Be punctual in engaging classes. Faculty should wait for the next teacher to arrive before leaving the class unless he/she has a class in the next period.

- (k) Student's attendance be marked correctly and transferred to corresponding documents and portal on the same day.
- (l) All staff members should consider the implementation of campus rules& regulations as their personal responsibility. If any student is noticed violating any college regulations regarding uniform, use of mobile phones or general discipline, appropriate action should be taken. If anybody is found to show any laxity, it will be treated as a serious lapse of duty on their part.
- (m) Department labs should be kept well maintained and requirements should be reported well in advance.
- (n) All staff members should extend full cooperation to all college and department activities.
- (o) If any matter detrimental to the institutional health is noticed, it may be reported to the HoD/Deans/Principal/Management without delay.
- (p) Innovative works like publications, conduct of seminars, paper presentation, workshop, conference, placement activities etc. may be undertaken by the faculty and will be rewarded suitably.
- (q) The salaries of the staff members who have not submit leave application in time will be withheld without further notice.
- (r) Proxy in making attendance will be seriously viewed and disciplinary action will be taken against such persons.
- (s) The staff members whose salaries are credited in the Bank Account will sign the pay roll before 5th of every month.
- (t) Demonstrations, strike and political activities cannot be tolerated in the college campus. All the staff members must make note of this and take maximum care in maintaining peace and harmony in the college.
- (u) The HoDs will supervise the functioning of classes. In the absence of HoD, senior most faculty member should discharge the duties of HoD.
- (v) All employees shall maintain absolute integrity, sincerity, devotion and loyalty to their duties and shall do nothing that would tarnish the image or reputation of the Musaliar institutions or adversely affect its interests.
- (w) Carry out duties and responsibilities assigned to his post and shall also carry out any other duties

- (w) No employee shall propagate/indulge in communal or sectarian activity, discriminate against person on the grounds of cast, creed, language, etc. or indulge in/ encourage any form of malpractice.
- (x) Employee shall not possess or be under the influence of intoxicating drink/drug while on duty. Smoking is not allowed in campus, hostels and near the campus.
- (y) No employees shall, except in accordance with any general or special order of the Management/Principal or in the performance of the duties assigned to him, communicate directly or indirectly any official document or information to any outsiders.

Dress Code

- 2.3 Dress choice is a matter of personal discretion. Being a teaching Institution where 'Teachers' are considered as 'Role Models', the work attire will have a direct impact on Institution's image. Hence the following dress codes are to be followed:-
 - (a) <u>Gentleman Faculty.</u> All gentleman staff (Teaching & Lab) to wear Trousers (Formals), Half/Full sleeved shirts preferably tucked in and shoes/strapped sandals. Shoes are a must while handling Labs and Workshops. Jeans/T-Shirts and chappels are not permitted in Academic and Administrative premises. Office staff to maintain a decent dress code, befitting the status of a professional college.
 - (b) <u>Lady Faculty</u>. Saree & Blouse is the prescribed dress for lady teachers. However, Selwar-Kamees also is permitted with Overcoat as a special case.
 - (c) <u>Lab Staff.</u> Proper decent dress befitting an Engineering College and shoes, especially working in Machine Labs and Electrical/ Electronic Labs.
 - (d) <u>Office Staff.</u> The dress should be clean, neat and professionally appropriate and befitting an Engineering College.

Torn, collarless T-shirts, Chappals etc are not permitted. If a staff is found in a work environment with inappropriate clothing he/she may be sent back to change, for resuming work. All staff to display the Identity Card (wear along with the tag) while in campus.

Activities in Social Media

- 2.4 Social media is under scanner now a days and Cyber Security has laid down the Rules and Regulations for use of social media. MCET staff is not expected to indulge in subversive social media activities, detrimental to MCET/MET reputation such as: -
 - (a) Material that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of MCET/MET.
 - (b) Material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, discriminatory, involves the harassment of others or concerns personal relationships.

- (c) Making groups with students and sharing information which would cross the sacred barriers and sanctity of Teacher-Student relationships.
- 2.5 Failure to comply with these instructions is a disciplinary offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staff needs to be continually aware some forms of email conduct may also be open to criminal prosecution.

<u>Internet</u>

- 2.6 The internet is a facility provided for academic use. Limited private use is permitted provided the private use does not interfere with official commitments or distract from a person's work. Management has the right to access the system to determine whether private use is excessive or inappropriate. The following activities, using MCET internet accesses are not permitted: -
 - (a) Attending to personal activities of a business nature using college internet.
 - (b) Viewing, other than by accident, sites of obscene, violent, defamatory and unlawful material.
 - (c) Downloading or printing material as described above.
 - (d) Showing to others, or allowing to be seen by others, items as described above.
 - (e) Introducing computer viruses.
 - (f) Downloading software from the internet or from unauthorized disks and CD ROMs on to the internal network.

SECTION - 3

FACULTY ADVISORS

Role.

- 3.1 The Faculty Advisor's role is of a mentor and the process of advising requires patience and empathy. The Faculty Advisor should be a 'Friend, Philosopher and Guide' to the students to make mentoring more meaningful and effective. The following objectives to be met for each student assigned as a FacultyAdviser: -
 - (a) Help students to define and develop realistic educational career plans through schedule planning for each semester and summer school, if appropriate. Each student should have an up-to-date academic schedule plan through to graduation.
 - (b) Meet fresh advisees during orientation to assist with initial adjustment to college academic life. Special sessions should be planned throughout the first academic year.
 - (c) Meet the continuing students at least weekly to plan for the semester and to review/revise long term academic program schedules.
 - (d) Assist students in planning programs as per their abilities and interests.
 - (e) Monitor progress toward educational/career goals and meet regularly to review the progress toward completing the proposed academic program and to discuss grades and other performance indicators.
 - (f) Discuss and reinforce linkages and relationships between instructional program and occupation/career.
 - (g) Interpret and provide rationale for institutional policies, procedures, and requirements.
 - (h) Follow-up with the advisee on any report of unsatisfactory work (notice for poor attendance, poor academic performance and/or failing grades, incomplete grades from past semester(s), discipline issues etc.). Special attention should be paid to students who are low performers.
 - (i) Approve all designated educational transactions (e.g., pre-registration/registration schedule, drops/adds, withdrawals, graduation requirements, etc.).
 - (j) Try to make informal out-of-class/office contacts to underscore personal interest in the student as an individual.
 - (k) Maintain an up-to-date Advising points with a summary record of performance (grade reports, transcript, requirements completed, etc.), dates of interactions, notation of special circumstances, up-to-date personal information and other details.
 - (l) Inform and, if necessary, refer students to other institutional resources when academic, attitudinal, attendance, or other personal problems require intervention by other professionals. (e.g., HoD, Dean, Principal, ExternalCounselor, etc).

- (m) Proactively contact and be available for student advisees on a regular basis. Office hours should be posted on the advisor's office door and preferably given to the advisee early in the semester. Faculty Advisors should plan for extended hours for advising/mentoring.
- (n) Consult regularly with faculty colleagues in order to have up-to-date information.
- (o) Maintain regular contact with parents/guardian and up-date them on their ward's performance and behavior.

Characteristics of Effective FacultyAdvisors

- 3.2 FacultyAdvisors who possess the following characteristics are found most successful with students: -
 - (a) Interested in mentoring.
 - (b) Demonstrates a concerned and caring attitude toward advisees.
 - (c) Exhibits effective interpersonal and communication skills.
 - (d) Available to advisees at any time.
 - (e) Frequent contact with advisees.
 - (f) Intrusive behavior with advisees.
 - (g) Knowledgeable of institutional regulations, policies, offerings, career opportunities and procedures.
 - (h) Monitors student progress closely.
 - (i) Keeps regular contacts with parents.
 - (j) Uses appropriate information sources and refers when necessary.

Duties.

- 3.3 General duties of Faculty Advisor are as below:-
 - (a) Verify student attendance of all the periods regularly and take actions on regular/abnormal absentee.
 - (b) Ensure that the students apply for medical leave, if any, in time (within 2 days after return from leave) and get it sanctioned by the HoD and the Principal.
 - (c) Convey clearly to the students that, if they do not apply for medical leave in time, such leaves will not be considered for eligibility for condonation of attendance. The leave sanction documents should be kept safe with the Advisor as it will be required to apply for condonation.
 - (d) Advise students eligible for duty lave to apply for it in the prescribed format and get it sanctioned through proper channel before availing. Students should keep a copy of the sanction order so that they may present it before their individual subject teachers for claiming attendance.

(e) A consolidated attendance statement will be prepared at the end of each month. It should be displayed on the Department Notice Board. Any shortage in attendance should be intimated to the students and their parents without delay.

DUTIES & RESPONSIBILITIES OF A TEACHER

4.1 Whoever adopts teaching as profession assumes the obligation to conduct himself/herself in accordance with the ideals of the profession. The profession requires a calm, patient and cool temperament in dealing with students, colleagues, parents and society.

Teacher's Responsibilities in General.

4.2 A teacher should: -

- (a) Adhere to responsible pattern of conduct and demeanor expected of them by the community.
- (b) Manage their private affairs in a manner consistent with the dignity of the profession.
- (c) Seek to make professional growth continuous through study and research.
- (d) Express free and frank opinion by participation at professional meetings, seminars, conferences etc. towards the contribution of knowledge.
- (e) Maintain active membership of professional organizations and strive to improve education and profession through them.
- (f) Perform their duties in the form of teaching, tutorial, practical, seminar and research work conscientiously and with dedication.
- (g) Co-operate and assist in carrying out functions relating to the educational responsibilities of the college and the university such as; assisting in appraising applications for admission, advising and counseling students as well as assisting the conduct of university and college examinations, including supervision, invigilation and evaluation etc.
- (h) Participate in extension, co-curricular and extra-curricular activities including community service.
- (i) Be a **role-model** to students.

Teachers and the Students.

4.3 Teachers should: -

- (a) Respect the right and dignity of the student in expressing his/her opinion.
- (b) Deal justly and impartially with students regardless of their religion, caste, political, economic, social and physical characteristics.
- (c) Recognize the difference in aptitude and capabilities among students and strive to meet their individual needs.

- (d) Encourage students to improve their attainments, develop their personalities and at the same time contribute to community welfare.
- (e) Inculcate among students scientific outlook and respect for physical labour and ideas of democracy, patriotism and peace.
- (f) Be affectionate to the students and not behave in a vindictive manner towards any of them for any reason.
- (g) Pay attention to only the attainment of the student in the assessment of merit.
- (h) Make themselves available to the students even beyond their class hours and help and guide students without any remuneration or reward.
- (i) Aid students to develop and understanding of our national heritage and national goals.
- (j) Refrain from inciting students against other students, colleagues or administration.

Teachers and Colleagues.

4.4 Teachers should: -

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

Teachers and Authorities.

4.5 Teachers should: -

- (a) Discharge their professional responsibilities according to the existing rules and adhere to procedures and methods consistent with their profession in initiating steps through their own institutional bodies and/or professional organizations for change of any such rule detrimental to the professional interest.
- (b) Refrain from undertaking any other employment and commitment including private tuitions and coaching classes which are likely to interfere with their professional responsibilities.
- (c) Co-operate in the formulation of policies of the institution by accepting various offices and discharge responsibilities which such offices may demand.

- (d) Co-operate through their organizations in the formulation of policies of the other institutions and accept offices.
- (e) Co-operate with the authorities for the betterment of the institutions keeping in view the interest and in conformity with dignity of the profession.
- (f) Refrain from availing themselves of leave expect on unavoidable grounds and as far as practicable with prior intimation, keeping in view their particular responsibility for completion of academic schedule.

Teachers and Non-Teaching Staff.

- 4.6 Teachers should: -
 - (a) Treat the non-teaching staff as colleagues and equal partners in a cooperative undertaking, with every educational institution.
 - (b) Help in the function of joint staff-councils covering both teachers and the non-teaching staff.

Teachers and Parents/Guardians.

4.7 Teachers should maintain contact with the parents/guardians, their students, send reports of student's performance to the guardians whenever necessary and meet the parents/guardians in meetings convened for the purpose for mutual exchange of ideas and for the benefit of the institution.

Teachers and Society.

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

Please remember that 'Teachers' are constantly under the scrutiny of their students and the society at large.

SECTION – 5

RECRUITMENT POLICY

General Procedure.

Vacancies arising at the institutions are normally advertised in leading newspapers/electronic media. The institution forms a Board with appropriate members for conducting an interview and prepares a rank list. The MET then interviews the short-listed candidates and finalises the appointments. Initially the appointments are on probation and are confirmed subject to satisfactory performance.

Qualifications.

5.2 AICTE norms are followed for appointments to the teaching posts and appropriate qualifications (generally State government prescribed) to the other posts. However, the MET has the right to appoint professionals and others for the wellbeing of the institution.

Remuneration.

5.3 The salary policy is governed by Qualifications, Experience, Capabilities and contributions in academic as well as non-academic fields. AICTE pay scale is followed for the teaching faculties Kerala Government directions for non-teaching and other administrative staff.

Increment.

- Annual increment according to the scale applicable shall be granted after every year of service if the work and the conduct of the employee are reported to be satisfactory as per the Appraisal Report. In the case the employee is on a consolidated pay (probation/contract etc) and not on a scale of pay, ad-hoc lump sum increment may be given after the end of every year at the discretion of management, provided the employee's work and conduct are satisfactory. Probation period of an employee is not considered for calculation of increment.
- 5.5 Special increment/Miscellaneous Allowancesmay be granted to an employee in exceptional cases or for outstanding work by the Management. The annual increment may be withheld as a disciplinary measure if an adverse report is received against the employee and it is decided by the management after necessary enquiry. In all cases, the employee concerned would be informed regarding the withholding of the increment for a particular period with or without cumulative effect. In the case of increment withheld for a particular period with cumulative effect, he will be entitled to get increment immediately after completion of the particular period.

Probation Period& Confirmation.

5.6 Initially the selected candidate will be on probation for a period of 6 to 24 months, after which the performance of the appointee will be reviewed for regularization of the appointment. If the performance is satisfactory, the employee will be confirmed in the service of the Institution after completion of the probationary period. In case of the performance is not up the desired standard, the employee may be terminated or probation period may be extended further as per the discretion of the management.

Transfers.

- 5.7 All employees are liable for the transfer/deputation from one institution to another of the 'Musaliar Group of Institutions' at the sole discretion of the management. Also, all employees are liable for being shifted from one discipline/function, department, section, branch, etc., to another of the 'Musaliar Group of Institutions', provided that such transfer does not adversely affect the nature of duties as per terms of appointment and the salary of the individual concerned except in case of transfer requested by an employee for his personal reasons and granted by the Management.
- 5.8 In the event of refusal to accept a transfer/deputation, the employee shall be considered absent from duty without leave and shall not be eligible for any salary for that period. Such an employee shall also be liable for disciplinary action including termination of service. The management may grant special scale or allowance on transfer/deputation depending on the merits of the case.

Retirement

5.9 Every teaching and non-teaching staff of the institution will retire from services on completing 65 years of age. Persons who are physically fit and whose services are considered necessary and beneficial to the institution by the management may be appointed on contract for a specified period. The contract tenure can be extended by the management considering the continued contributions to the institution. The management reserves the right to appoint a retired person on suitable terms on contract. In any case, retired persons will not be given extension as regular staff after the age of 70 as per AICTE guidelines.

<u>Note:</u> In case where the date of retirement of an employee fall on a holiday, the employee may be allowed duty pay for the holiday.

Resignation

5.10 If an employee desires to resign, he must give notice of resignation in writing to the Head of the Institution through proper channel (HoD/Section-in-charge – Dean (Administration) - Principal - Management). As a general rule, the member of the teaching staff shall not be permitted to resign from their posts during the midst of an academic year/semester. Any member of the faculty in permanent service shall give three months' notice in case he/she desires to be relieved from the services. Alternatively, he/she shall pay three months' salary in lieu thereof. No service certificate, testimonials, etc., are to be issued until his/her accounts are settled and relieved. The end benefits will be materialized after the normal procedure of Institution.

Termination of Service

- 5.11 The services of an employee are liable to be terminated with or without a notice in the event of insubordination, dereliction of duty, professional misconduct and other undesirable activities, as per the disciplinary procedures. One month's pay in lieu of the notice period may be sanctioned at the discretion of the management.
- 5.12 The service of a temporary employee is liable to be terminated at any time without assigning any reasons whatsoever.

Deserter

5.13 If an employee remains absent for more than 7 consecutive working days, without prior sanction of leave he shall be deemed to have abandoned the employment voluntarily from the date on which the absence exceeded 7 consecutive working days and he is also liable for disciplinary action at the discretion of the management.

Documentation

- 5.14 All personnel on joining the institution should submit the copies certificates of qualifications, Resume, Aadhar, PAN, experience (if any) etc as required.
- 5.15 A service file shall be maintained in respect of each employee of the college where all his/her particulars and documents will be available.
- 5.16 Performance Appraisal reports would be raised annually for maintaining the records.

SECTION - 6

DISCIPLINARY ACTION

6.1 Disciplinary action is a process for dealing with job-related and behavioral aspects that does not meet the expected and communicated performance standards/norms. The primary purpose for discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists and the employees reach the required standards-both in conduct and competence while discharging their duties. The process features efforts to provide feedback to the employees so that they can correct themselves. The goal of discipline is to improve employee performance.

Misconduct.

- 6.2 Violation of any of the conduct rules shall lead to disciplinary action for misconduct. Without prejudice to the general meaning of the term 'Misconduct', the following acts of omission shall be treated as 'misconduct', in respect of an employee: -
 - (a) Willful in-subordination or disobedience of any lawful and reasonable order of his official superiors.
 - (b) Commission of any act subversive or good behavior, dishonesty, fraud, impersonation.
 - (c) Participation of any strike/demonstration, gherao and or any other kind of agitation of abetting and inciting such agitational activities against the interests of Musaliar institutions.
 - (d) Theft, fraud, dishonesty, embezzlement, misappropriation in connection with business/the property of the Musaliar Institutions.
 - (e) Willful damage to the property or loss property or loss or damage to the property owing to negligence or unethical practices causing damage to the reputation of the Musaliar Institutions.
 - (f) Accepting or offering bribes or any illegal gratification for personal gains.
 - (g) Accepting service for any consideration in any other establishment/institution or under any person without the prior approval of the management.
 - (h) Drunkenness or disorderly behavior in the institution premises and public places, affecting the reputation of the Musaliar Group.
 - (i) Distribution or exhibiting hand-bills, pamphlets or posters inside the Musaliar college premises without prior permission of the management.
 - (j) Attending or holding any unauthorized meeting within the Musaliar College premises.
 - (k) Unauthorized disclosure of information about the business or affairs of the Musaliar Group of Institutions.
 - (l) Gambling within the Musaliar College premises.

- (m) Making false statement on matters relevant to his employment or willful suppression of facts at the time of employment or during the course of service in MCET.
- (n) Conviction by a criminal court.
- (o) Attempting or causing bodilyinjury or intimidation to anyManagement member/employee of the Musaliar Group of Institutions.
- (p) Refusal to accept a memo or charge sheet or any other communication issued by Disciplinary/Inquiry Authority or Superior.
- (q) Use of foul or abusive language to misbehave with any Management member or employee or visitors in the course of his discharging official duties, even otherwise.
- (r) Carrying on money lending or any other private business within the premises of the Musaliar Institutions.
- (s) Absent without leave or prior permission.
- (t) Habitually late arrival or leaving early or abandonment of place of duty.
- (u) Breach of rule or office order of the MET/MCET.
- (v) Negligence or neglect of work.
- (w) Sleeping while duty.
- (x) Participation in any movement prejudicial to the interests of the MET.
- (y) Habitual indebtedness or insolvency.
- (z) Abetment or attempt to abetment of any act.
- (aa) Damages due to misuse or mishandling any machine, apparatus or equipment.
- (ab) Use of Institutional facilities for personal gains without authority.
- (ac) Blocking employees/officers/superiors of MCET either to enter or come out of the premises of the establishment.
- (ad) Arrest/detention in connection with act of immoral act or any other offence under law of the land.
- (ae) Forging the signature of another employee in the attendance register or other documents.
- (af) Tampering with any of records of the MET/MCET

- (ag) Slowdown in performance of work or victimizing to slowdown or adopting work to rule practices.
- (ah) Acts of immortality the premises Musaliar Institutions.
- (ai) Unauthorized occupation/illegal or immoral use of Hostel/quarters premises.
- (aj) Not wearing Identity Card while on duty.
- (ak) Refusal to work beyond the stipulated period of work or work on holidays when specifically instructed to do so by the management/Principal.
- (al) Organizing or attending any unauthorized meetings during the working hours.
- (am) Violation of any services rules/instructions by the appropriate authority.

<u>Note:</u> The above instance of misconduct are only illustrative in nature but not exhaustive, and any action which can be construed as indiscipline or misconduct will come under purview of the term "misconduct".

Procedure

- 6.3 When an offence/misconduct is reported, the Management/Principalshall order an enquiry to establish the facts of the matter. Any employee found to commit any act of misconduct above shall be served with a charge sheet stating the charges leveled against him. Such an employee shall be given anopportunity to explain and defend the charges leveled against him to an Enquiry Officer/Committee duly appointed by the Management/Principal for this purpose. The employee concerned shall be given an opportunity to lead evidence to the charges and produce witness in his defense and cross-examine witness on whose evidence the charge is based. The concerned employee shall, if so desires, be allowed to be defended by another employee. The statements of the witness shall be recorded by the Enquiry Officer/Committee, who will record his findings and recommendations, based on the statements and evidences. If the concerned employee fails to attend the enquiry it shall proceed exparte. The Enquiry Officer shall submit the findings to the Management/Principal for further action.
- An employee against whom misconduct is alleged may be suspended from duty without pay or allowance, pending enquiry. The order of suspension shall take effect immediately on its communication to the employee. An employee under suspension pending enquiry shall be eligible to a subsistence allowance at the rate of 50% of the wages last drawn by him which shall not be payable for the period of any adjournment or postponement of the enquiry expressly sought for by the employee and granted by the Enquiry Officer.

Punishments.

6.5 An employee found not guilty of misconduct, shall be informed accordingly and will be entitled to receive the difference of the subsistence allowance paid if any and the emoluments otherwise would have received. If an employee is found guilty of misconduct as a result of the enquiry

and awarded punishments, he/she shall not be entitled to any salary/wages during the period of his suspension. An employee found guilty of misconduct after an enquiry duly conducted may be punished by: -

- (a) Warning/ reprimand by an order of the Management/Principal or any authority authorized by the Management.
- (b) Impose a Fine depending on the nature of offence.
- (c) Suspension from duty without salary/wages for an appropriate period.
- (d) Demotion from the current Rank/Appointment.
- (e) Stoppage salary/wages/increment for a period.
- (f) Dismissal from service.
- 6.6 While awarding punishment the competent authority would take into account the gravity of the misconduct, the previous record of the employee, if any, and the reputation of the employee. A copy of such order passed by the management shall be served on the employee concerned.
- 6.7 In case of dismissal, the employee, if he/she thinks it necessary, may appeal to the Appellate Authority whose decision will be final.

SECTION - 7

LEAVE POLICY

- 7.1 Leave is to be treated not as a right, but as a privilege to be availed with restraint. Leave planning is to be done with prior approval of the superiors/HoD concerned so that smooth working of the institution is ensured. Head of the institution is the sanctioning authority for normal leave (Casual Leave, Vacation Leave & Duty Leave) and the management for all other type of leaves. During exigencies, discretion to refuse or revoke leave of any staff is reserved to the sanctioning authority. All employees are expected to be present at all departmental/ Institutional Programs and Staff Meetings. They are expected to apply for leave sufficiently early and can avail leave only after getting sanction. All leaves are to be reckoned with respect to each Calendar Year viz. January to December.
- 7.2 Confirmed employees are eligible for all types of leave but employees onprobation are eligible for only casual leave and vacation leave subject to a continuous service of six months. Employees appointed on contract basis will be eligible for leaves applicable for confirmed employees.

Casual Leave.

- 7.3 This leave granted for certain unforeseen situation or where you are requiring to go for one/ two days leave. The casual leave entitlement will be proportionate to an employee's total authorization and the services rendered. Employees cannot avail casual leave in advance/excess of their entitlement. Following are other details of casual leave: -
 - (a) Employees other than administrative staff are eligible for 15 casual leave in a year.
 - (b) Administrative staff is eligible for 20 days casual leave in a year.
 - (c) Casual leave cannot exceed three consecutive days at a stretch.
 - (d) Casual leaves can be availed for half day also.
 - (e) Casual leave can be combined with Sundays or other declared holidays but such continuous period of absence shall not in any case extend to more than five days at a stretch.
 - (f) The maximum period of casual leave fixed shall not in any way indicate entitlement to avail of the same in full as a routine matter. The entitlement of casual leave will be proportionate to the completed months of service during a year.
 - (g) Any staff availing casual leave must make work arrangement with the approval of the HoD/Section in charge and inform the Head of the Institution, so that the regular functioning of Institution is not affected.
 - (h) If a faculty member due to unavoidable reasons expects to arrive late to the college, it should be intimated personally over phone to HoD or section in charge at least half an hour before the commencement of the forenoon or afternoon sessions.
 - (i) It is the responsibility of the Faculty Member to ensure that working arrangement with another faculty is made with the concurrence of the HoD concerned, beforehand in the event

of such late coming/casual leave, so that the students are engaged meaningfullyin academic work.

- (j) Casual Leave for Faculty Members shall be recommended by the concerned HoD and sanctioned by Principal. Sanctioned leave application is to be send to the college office for updating leave records.
- (k) In the case of Lab Instructor/Trades Instructor/Tradesman too, the above procedure will be followed.
- (l) The concerned HoD/ Workshop Superintendent has to ensure that the sanctioned casual leave is as per the leave policy by referring to the leave records at the college office.

Vacation Leave.

- 7.4 Vacation Period is granted for four weeks during an academic year to all permanent teaching, Lab and library staff whoattended to their academic duties for one year. Vacation leave may be sanctioned to staff on probation proportionately. Following need to be observed for vacation leave:-
 - (a) The Vacation period is granted as slots and Faculty Members/Lab staff is entitled to avail the vacation during the earmarked slots only.
 - (b) Days on Loss of Pay leave if any which falls in the vacation period of the academic year will not be treated as loss of pay. However this policy is not applicable for those Faculty Members who are in Loss of Pay Leave for longer periods, higher studies etc.
 - (c) Even if Vacation Leave is granted, the Faculty/Staff Member is bound to attend to any duties assigned by the Head of the Institution for which compensation may be availed.
 - (d) Vacation leave falls during long leaves will not be eligible to avail any compensation.

Duty Leave.

- 7.5 Faculties and staff may be assigned outstation duties like Examination Duty, other assignments engaged by the University, Attending Conferences, workshops & FDPs, consultancy works etc. This is to be recommended by HOD and sanctioned at the discretion of the Head of the Institution. Following are to be observed for Duty Leave: -
 - (a) Duty leave shall be taken in a planned way that will not disturb the academic program.
 - (b) Prior permission from HoD/Principal is mandatory for availing Duty Leave.
 - (c) Leave application with supporting documents must be submitted immediately after availing duty leave, if not submitted earlier.
 - (d) Duty Leave sanction will been the basis of certificate attached.

Loss of Pay Leave.

7.6 Loss of Pay leave (long leave) will be sanctioned only by the Management on individual basis after considering the merits of each requirement.

Medical Leave.

- 7.7 Confirmed employees may be granted medical leave at the discretion of management with proper medical certificate, provided all other leaves are exhausted.
 - (a) Holidays falling within the leave period shall also be included for calculating the number of days of medical leave availed.
 - (b) Holidays can be prefixed or suffixed with medical leave and such continuous period of absence not be exceeding 5 days at a stretch.
 - (c) Medical leave for prolonged illness/major surgery shall be considered case by case at by the management only after exhausting all types of leave including vacation leave. Such leave applications are to be routed through proper channel.

Maternity Leave

- 7.8 All confirmed employees are eligible for maternity leave with pay for a period not exceeding 10 weeks totally viz. with a minimum period of two weeks or maximum period of four weeks preceding the delivery day (including) and a further period of eight weeks or period of six weeks immediately following delivery.
 - (a) Maternity leave with pay is permissible only for those who have completed one year of continuous service in MCET with confirmation.
 - (b) Those who do not complete one year of continuous service have to avail Maternity Leave as Loss of pay Leave. This condition is applicable for all the staff members having break in service after confirmation too.
 - (c) Maternity leave will be granted only on prior written request by employee duly supported by a certificate from the attending doctor and the eligibility will be only for two times.
 - (d) An undertaking in stamped paper stating that the employee would serve the organisation for at least five years after rejoining is mandatory for availing maternity leave with pay.

Study Leave

7.9 Study leave may be granted after a minimum of one year of continuous service after confirmation to pursue a special line of study or research directly related to his/her work in the College or to make a special study of the various aspects of College organization and methods of education. The maximum period of study leave should be for 3 years, but 2 years may be given in the

first instance, extendable by one more year, if there is adequate progress as reported by the Research Guide. Following provisions are there for availing study leave:-

- (a) Study grant for meeting the books and stationery will be provided at the discretion of management subject to executing a 'Bond' statingthat the staff would serve the Musaliar Institutions at least for five years after awarding Higher Qualification/PhD.
- (b) Staff who have got admission for higher studies and not completed one year of confirmed service are not entitled for Study leave. However, such cases will be decided by management according to merit for sanctioning Loss of Pay leave/leave with study grant.
- (c) Faculty who intend to go on study leave has to give at least three months' notice and plan the commencement of such leave with the approval of their HoD, so that academic program is not disrupted midway in a semester.

Research Leave.

7.10 Permanent Faculty Members registered for PhD are eligible for 10 days Research leaves to ensure progress in their doctoral work, co-ordination with guide and such connected academic assignments. This Special leave will be available only within a period of 3 calendar years from the date of registration, subject to a maximum of 30 days. The submission of the registration document with the MET office is a pre-condition for sanction of such leave by the Management. Those availing research leave are bound to continue their service to the Institution for not less than three year from the date of awarding PhD by the concerned University and required to execute a 'Bond' to this effect.

Sabbatical Leave

7.11 Permanent Faculty Members with 10 years of continuous service are eligible for sabbatical leave to undertake research, industrial or social pursuits solely for improving their proficiency/fulfilling social commitments. The duration of leave shall not exceed one year at a time and two years in the entire career of a faculty. Sabbatical leave shall be granted only after five years of continuous service after the faculty resume duty from previous study leave or any other kind of training program involving duration of more than six months or more. Details of program to be undertaken during sabbatical leave shall be submitted along with the application to the management for approval. Approval of sabbatical leave will be at the discretion of the Management.

SECTION - 8

TRAVEL POLICY

General Rules.

- 8.1 Reimbursement of Expenses in connection with traveling and claiming Daily Allowances (DA) and related expenses are allowed only if such traveling is made for official purpose. The traveling must have a prior approval by the Principal/Dean/HoD. Some of the travels for official purposes are as below: -
 - (a) To carry out any official duty which is assigned by College like visiting University, AICTE, UGC and meeting Industry representatives.
 - (b) To visit other colleges, institutions and companies as a representative of College.
 - (c) To escort students in connection with competitions, industrial visits etc.
 - (d) To attend Conferences, Seminars, Faculty Development Programs etc. which are approved by the Institution.
 - (e) To conduct FDP, MDP and Consultancy services.
 - (f) Any other traveling which are required for fulfilling an official activity.

Staff Category for travel purpose.

- 8.2 For computation purpose, Staff Members are classified into four categories: -
 - (a) Category A: Principal, Director, Dean, HoD.
 - (b) Category B: Professor, Associate Professor.
 - (c) Category C: Associate Professor (Non cadre), Assistant Professor, Administrative Officer, Accounts Officer and equivalent status staff.
 - (d) Category D: Lab Staff, Non-teaching staff.
 - (e) Category E: Students

Traveling Expenses & Daily Expenses

8.3 TA and DA can be claimed up to the amount mentioned in the given table. Daily Allowance (DA) is for meeting incidental expenses like food and refreshments and can be claimed during traveling time also. There will not be any other reimbursements on the above expenses other than the fixed amount. The concerned staff must settle all accounts within one week of reporting to College after official duty.

Sl		Traveling Allowance (maximum	Daily Allowance (Rs. Per day)	
No	Category	permissible limit)	A&B Class City	Other cities
1	A	1 st Class/ 2 nd AC / Economy Flight	Rs. 400	Rs. 300

2	В	3 rd AC	Rs. 350	Rs. 300
3	С	3 rd AC	Rs. 300	Rs. 250
4	D	Second Class sleeper charge	Rs. 300	Rs. 250
5	Е	Second Class sleeper charge	Rs. 200	Rs. 200

<u>Note:</u> In the absence of rail connectivity, TA admissible is 'Actual Bus fare/RMA as per Kerala Govt' on production of documents.

A Class Cities: New Delhi, Mumbai, Calcutta, Bangalore, Chennai and Hyderabad

B Class cities: All State Capitals (which are not included in A class) and corporations

C Class cities: Places which do not belong to A class and B class cities.

Notes:

- (a) Air Travel is allowed if Journey time is more than 24 hours with the prior approval of MET.
- (b) An employee is free to travel in higher class but maximum reimbursement is up to the stated entitled amount only.
- (c) Actual travelling bills must be submitted for claiming the amount.
- (d) If lodging is required at outstation.
- 8.4 In case of attending Conferences, Seminars, Faculty Development Programs etc. actual amount incurred for lodging,50% of sanctioned amount may be reimbursed the discretion of Management subject to prior approval. The detailed statement supported by original voucher/bills is to be approved by the Head of the Institution for effecting payment.
- 8.5 No TA or DA is allowed: -
 - (a) If journey was for purely personal benefits.
 - (b) For activities like attending university valuation not assigned by institution, offering guest lecture, meeting research guide etc on personal capacity.
 - (c) If TA or DA or accommodation is provided by the organizers.

Lodging Allowance

8.4 Lodging Allowance is for meeting accommodation expenses and prior approval of MET to be obtained. Maximum eligible amounts are at the discretion of MET.

S1	Category	Lodging Allowance per day (Rupees)

No		A Class Cities	B Class Cities	C Class Cities
1	A	3000	2000	1500
2	В	2000	1500	1000
3	С	1500	1000	800
4	D	1000	800	600
5	Е	800	700	500

International Traveling

8.5 If international traveling is for an assigned official duty, the institute will bear all traveling expenses and reimburse all incidental expenses which are required for an international trip. International journey expenses will be treated separately and prior specific approval is to be obtained from Management. If the journey is for attending a conference or seminar or FDP, only half of the actual fare may be allowed provided the Institute is satisfied with the quality of program, quality of the paper and reputation of the organizer. Faculty is free and encouraged to approach funding agencies like AICTE and UGC for financing fully or partly his international journey.

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SECTION - 9

SEXUALHARASSMENT AT WORKPLACE

Commitment

9.1 Our institution is committed to provide a work environment that ensures every woman employee is treated with dignity and respect and afford equitable treatment. Institution is also committed to promote a work environment that is conducive to the professional growth of its women employees and encourage equality of opportunity. Institution will not tolerate any form of sexual harassment and is committed to take all necessary steps to ensure that its women employees are not subjected to any form of harassment.

Scope

9.2 This policy applies to all categories of employees of Organization including permanent employees including managerial staff and workmen, temporaries, trainees and employees on contract at its work place Organization will not tolerate sexual harassment, if engaged in by clients or by suppliers or any other business associates.

Definitions of sexual harassment

- 9.3 Sexual harassment includes any one or more of the following unwelcome acts or behavior (whether directly or by implication) namely.
 - (c) Physical contact and advances; or
 - (d) A demand or request for sexual favors; or
 - (e) Making sexually colored remarks; or
 - (f) Showing pornography; or
 - (g) Any other unwelcome physical, verbal or nonverbal conduct of sexual nature.

Responsibilities regarding sexual harassment

9.4. The responsibilities of each category are defined as below: -

(a) **Employer's liability**

- (i) To provide a safe working environment at workplace.
- (ii) Treat sexual harassment as misconduct.
- (iii) Display at the conspicuous place in the workplace the penal consequence of the sexual harassment.
- (iv) Organize workshops and awareness programs at regular intervals for sensitizing the employees with the provisions of the Act.
- (v) Provide necessary facilities to The Complaints Committee for dealing with the complaints and conduct an enquiry.

(b) **Employee's liability**

- (i) All employees of Organization have a personal responsibility to ensure that their behavior is not contrary to this policy.
- (ii) All employees are encouraged to reinforce the maintenance of a work environment free from sexual harassment.

Complaint mechanism

9.5 Whether or not such conduct constitutes an offence under law or a breach of the service rules, an appropriate complaint Mechanism in the form of "Complaints Committee" has been created in Organization for time bound redressal of the complaint made by the victim.

Internal Complaint Committee

- 9.6 Organization has instituted a Internal ComplaintCommittee(ICC) for redressal of sexual harassment complaint (made by a victim) and for ensuring time bound treatment of such complaints. The Internal ComplaintCommitteewill comprise of the following members: -
 - (a) Chair Person (lady not below an Associate Professor)
 - (b) Welfare Officer.
 - (c) Three other members of which two should be ladies.
- 9.7 The Internal ComplaintCommittee is responsible for: -
 - (a) Investigating every formal written complaint of sexual harassment.
 - (b) Taking appropriate remedial measures to respond to any substantiated allegations of sexual harassment.
 - (e) Discouraging and preventing employment related sexual harassment.
- 9.8 Any employee with a harassment concern may make a formal complaint to the chairperson of the Internal ComplaintCommittee. The complaint has to be in writing, preferably within 30 days from the occurrence of the alleged incident, directly or sent in a sealed envelope. Alternatively, the employee can send the complaint through an e-mail. The employee is required to disclose her name, department, division and location where she is working so as to enable the chairperson to contact her and take the matter forward. Detailed procedures are available with the Chairperson, Internal ComplaintCommittee.

SECTION-10

PERFORMANCE APPRAISAL

Purpose

10.1 The primary purpose of Performance Appraisal is to evaluate and record the performance of all 'Staff' and make use of this data for the optimum utilisation of staff for achieving the organisational objectives. In addition, Appraisal reports are important documents as they form the basis for assessing the training and development needs of a staff and for determining their suitability for promotion, placements, courses, deputation, extension of service etc. Such assessments are of vital importance to the organisation as well as to the appraisee. It is therefore emphasised that these reports be completed with utmost care and attention and in an objective and unbiased manner. Performance Appraisal Reports are to be raised annually for teaching and non-teaching staff separately.

Occasions for Raising the Appraisal Report

- 10.2 Appraisal Reports are to be generally raised for a calendar year (01 January to 31 December). In any case an Appraisal Report will be raised as on 31 December, if a staff has been on strength for the preceding six months. Appraisal Reports are to be raised on the following occasions: -
 - (a) <u>Annual.</u> Performance Appraisal Reports (PARs) are to be raised as on 31 December of every year provided the staff has spent at least six months of effective service.
 - (b) <u>Confirmation of Appointment.</u> Performance Appraisal Reports (PARs) are to be raised for staff on probation for confirmation of appointments.
 - (c) <u>Promotion Boards.</u> Performance Appraisal Reports (PARs) are to be raised for staff empaneled for promotion, if the Promotion Board assembles after Jun, else Annual Performance Reports are considered.
 - (d) On Transfer out /Resigning/ Retirement of the Appraisee. Performance Appraisal Reports are to be raised on transfer / resigning/ retirement of the appraisee is to be raised so as to issue service/experience certificate, relieving orders and releasing the payments due, if any.
 - (e) On the availing long leave. AR on availing long leave for study purpose, research, maternity etc is to be raised if the Appraisee has spent at least six months in the institution.

Procedure to fill Performance Appraisal Report Form

10.3 The appraisee will complete 'Self-Assessment' part and submit to the Section in-charge/HoD/Dean (as applicable) and sign all pages of the Appraisal Form. The Section in-charge/HoD/Dean to verify the self-assessment and endorse their remarks. Further the HoD has to make a numerical assessment on 'Professional' and 'Behavioural' aspect of the appraisee. Once assessed the details will be 'Confidential' and will be accessible to only concerned functionaries. Hence the assessors are to be more objective in awarding numbers and differentiating the staff in Professional and Behavioral aspects. It is mandatory that the appraisee to work under the assessor for a period not less than three months excluding long leave. Guide lines for assessment are issued separately.

Self-Appraisal

10.4 Self-Appraisal in the form of work review has to be recorded by the appraisee in the prescribed format given in the PAR form. Appraisee has to give the details of jobs

undertaken/subjects handled and the result attainment against the targets of the previous two semesters where the results are declared(for teaching staff). Just previous semester is not considered for this purpose as the results are normally not declared at the time of submitting the PAR. Appraisee to mention the various tasks allotted, including professional development/ research activities and achievement of the same during the period of report.

Assessment by Superior

- 10.5 Section in-charge/HoD/Dean to verify the self-appraisal and record comments on each work done by the appraisee. Directives issued on Academic improvements, Administration and on miscellaneous activities must be kept in mind while making the comments on self-appraisal. Also, due importance be given to professional development/career progression activities and the remarks are mandatory. The grading in professional & behavioral attributes and pen picture must commensurate with the comments on the self-appraisal. Pen picture of the appraisee is to be given covering his job performance on duties assigned, human relations and personal characteristics.
- 10.6 Superiors must exercise caution not to get prejudiced by other agencies/person during performance assessment. However expert opinion may be sought on specific cases where the appraiser is not directly monitoring the performance of the appraisee. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee with regard to his performance and potential, keeping in mind the distinction between facts and opinions.
- 10.7 Pen picture of the appraisee should bring out the following aspects: -
 - (a) Performance on primary as well as additional task should cover the quality of the work performed and special achievements and tasks that were not performed satisfactorily. Any seeming series drawbacks in the performance to be highlighted. Performance in additional task is to commence with the nature of the additional tasks assigned and the willingness to undertake the same. Suitability for teaching assignments and research aptitude be mentioned.
 - (b) Paragraph on human relations is to cover the inter-personal effectiveness and the manmanagement aspects. It should highlight the appraisee's style of leadership (authoritarian, democratic, laissez faire etc.) and the way the appraisee interacts and gets along with people at various levels, viz. seniors, colleagues, juniors and students.
 - (c) Paragraph on personal characteristics, is to provide a sketch of appraisee's character and personality. Mention such aspects of the appraisee as temperament, cheerfulness, courage (physical/moral), interest in hobbies/games/sports and participation in various curricular, co-curricular and extracurricular activities. Any rectifiable weaknesses noticed also to be mentioned.
- 10.8 Performance appraisal through confidential reports should be used as a tool for human resource development. Superiors should realize that the objective is to develop a faculty so that he/she realizes his/her true potential. It is not a fault-finding process but a developmental one. The Superiors should not shy away from reporting shortcomings in performance, attitude or overall personality of the staff reported upon.

Performance counselling

10.9 Performance counselling be conducted by the HoD/Dean at least once in a semester. During performance counselling,the strong as well as weak areas and suggestions for improvement be communicated to the appraisee.It would be obligatory on the part of superior (Assessor) to communicate the appraisee's strengths, weakness, shortcomings and directions improvements (if any) while filling the Performance Appraisal Reports. A record of the same be maintained in a counselling register.