

MUSALIAR COLLEGE OF ENGINEERING & TECHNOLOGY

POLICY ON DISCIPLINARY ACTION

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.

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 bodily injury or intimidation to any Management 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.

Note: 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

3. When an offence/misconduct is reported, the Management/Principal shall 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 an opportunity 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 ex-parte. The Enquiry Officer shall submit the findings to the Management/Principal for further action.

4. 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.

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. 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.

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 on probation 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 is 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 meaningfully in 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 sent 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 who attended 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 be on 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' stating that 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.

SI No	Category	Traveling Allowance (maximum permissible limit)	Daily Allowance (Rs. Per day)	
			A&B Class City	Other cities
1	A	1 st Class/ 2 nd AC / Economy Flight	Rs. 400	Rs. 300
2	B	3 rd AC	Rs. 350	Rs. 300
3	C	3 rd AC	Rs. 300	Rs. 250
4	D	Second Class sleeper charge	Rs. 300	Rs. 250
5	E	Second Class sleeper charge	Rs. 200	Rs. 200

Note: 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 at 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.

Sl No	Category	Lodging Allowance per day (Rupees)		
		A Class Cities	B Class Cities	C Class Cities
1	A	3000	2000	1500
2	B	2000	1500	1000
3	C	1500	1000	800
4	D	1000	800	600
5	E	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.

SECTION - 9

SEXUAL HARASSMENT 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 ComplaintCommittee will 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) **Annual.** 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) **Confirmation of Appointment.** Performance Appraisal Reports (PARs) are to be raised for staff on probation for confirmation of appointments.
- (c) **Promotion Boards.** 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 management 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.