



PML SD
Business
School
Chandigarh

[AICTE Approved]

HR POLICY

PML SD Business School

[Signature]
29/01/2025
Director

PML SD Business School, Chandigarh
HR Policy

Table of Contents

1. Working Hours and Attendance.....	3
2. Personal Records.....	3
3. Orientation for a "New Hire"	3
4. Working Days :	4
5. Login System / Out of PML SDBS campus on duty:	4
6. Payment of Salary	4
7. Holidays	4
8. Leave Rules.....	4
9. IT Policy.....	9
10. Disciplinary Rules.....	10
11. Performance Management System (PMS).....	11
12. Academic Discipline (For Faculty Members).....	11
13. Work Outside PMLSDBS.....	11
14. Social Media Policy	11
15. Faculty and staff career progression policy	10
16. ANNEXURE I — ILLUSTRATIVE FACULTY PROMOTION SCORECARD	25
17. ANNEXURE II — STAFF PROMOTION APPLICATION CHECKLIST	26
18. ANNEXURE III — ILLUSTRATIVE STAFF GRADE-PROGRESSION SCORECARD.....	27
19. ANNEXURE IV — JOINING REPORT	28

1. Working Hours and Attendance

- PMLSD BS campus promotes a 24 X 7 learning culture.
- Working days will be intimated by the Director, Chair Academics, and Administrative Officer and may change depending upon the requirement of the Institution. However, if the B-School requires services of any teaching staff on any off days/holidays, they are required to be available for duty.
- Lunch time is fixed according to the teaching schedules.
- Minimum number of working hours is 40/48 hours per week. However, emphasis is placed on meeting the responsibilities assigned to the position rather than on working a specified number of hours.
- A system of recording leave and absence is maintained through a leave management system for record purposes.

2. Personal Records

It is important that the personnel records of PML SDBS be accurate and always updated. PML SDBS urges employees to promptly notify appropriate personnel representatives of any change in name, home address, telephone number, marital status, number of dependents, or any other pertinent information necessary. The address as confirmed by the employees is deemed to be correct for sending any communication. Every communication addressed to the employees at the given address is deemed to have been served upon the employees.

3. Orientation for a "New Hire"

On the Day of Joining

The following is a list of action items to be taken care of on the day of joining PMLSD BS:

- **Joining Documents:** New hires are required to submit following documents/ certificates within 3 (three) days from the date of joining, followed by verification.
 - Copy of appointment letter with the salary annexure / salary certificate / pay slips of last three months from the last employer.
 - Copy of joining report.
 - Copy of birth certificate.
 - Copy of educational certificates from Class XII onwards.
 - Copy of experience certificates from first job onwards.
 - Copy of the relieving certificate / NOC from all organizations worked prior to joining PMLSDBS.
 - PF, Family Declaration forms, Nomination form, Declaration of Address.
 - Copy of medical certificate / background verification report (if any).

- Copies of Aadhar Card / Pan Card / Cancelled Cheque / Copy of passbook mentioning bank details.
- Copy of Police Verification report (in case of Office Assistant / Security Staff).
- **Employee ID:** You will be issued a unique employment identification number which will be used for all B-School processes and communication.
- **Seating Arrangement:** The Administration staff will help you with the seating arrangement on the day of joining.
- **Biometric Records, Library Accounts, Email ID & Website Profile:** These profiles and system accounts would be created seamlessly on the day of joining.

4. Working Days:

- Office hours: 8 hours between 8:30 am to 6:30 pm (Except Office Assistant and Security) with half an hour lunch break.
- Not completing 8 hours will lead to half day leave or LWP.
- Monday to Saturday (Two Saturdays off)

5. Login System / Out of PML SDBS campus on duty:

Employees are required to log in their presence in the bio metric attendance system and log out when leaving the office / campus. In case of on tour or outside duty or to leave during the office hours, employees are required to have written permission from the Director.

6. Payment of Salary

Employees' salaries are credited to their bank accounts on the 1st Day of the Month. For this purpose, they are required to open a bank account in the bank designated by the institution within a week of joining. After getting your account opened, you are required to intimate your account number to the Accounts department.

7. Holidays

National Festival and Declared holidays as allowed are published before the beginning of the year and will be communicated to all the employees at PML SDBS.

8. Leave Rules

- Leave is not a right but a privilege to be taken a planned manner with prior permission of the competent authority. Any type of leave shall be at the sole discretion of the Competent Authority.
- For Leave Rules Academic year (July to June) shall be followed.
- Leave is granted according to the exigencies of service. If so required, the Institute may refuse or revoke leave at any point of time in the interest of the Institute.

- In case an employee has to go out of station, his/her outstation address should be mentioned in the leave application and charge should be handed over to another member of the staff in the manner directed by the Competent Authority. No member of the staff is allowed to leave station at any time without prior written permission of the Authority concerned.
- Application for leave is submitted on ERP and sanction for the same should be taken before proceeding on leave.
- Leave is planned in such a way that the services of the employees are available during off-peak periods in between the semester as far as possible.

Leave Types

- **Non-Teaching Staff**
 - Casual Leaves: 10
 - Sick Leaves: 10
 - Earned Leaves: 15
 - Earned leaves (EL) shall be accumulated on a 4-month basis
 - EL can be prefixed or suffixed with holidays, breaks and weekends.
 - Earned leaves can be accumulated to a maximum of 90 days.
 - Casual Leaves are accumulated on a monthly basis (i.e. .83 per month).
 - Casual Leaves can **ONLY** be prefixed **OR** suffixed with holidays, breaks, vacations or weekends.
 - Casual Leaves **cannot** be **BOTH** prefixed **and** suffixed with holidays, breaks, vacations or weekends.
 - More than 2 Casual Leaves cannot be availed at one go.
 - Casual Leaves cannot be clubbed with Earned leaves.
 - Casual Leaves are valid only during July to June each year and automatically lapse at the end of each financial year (30th June).
 - More than two continuous sick leaves will require medical prescription
 - At the end of SL – when the person resumes work then the copies of valid medical documentation needs to be submitted / documents to be uploaded on ERP to the HR department otherwise it will be considered as paid leave.
 - Finally, leave in case of medical emergency needs to be informed within 48 hours of absence – otherwise days subsequent will have salary deductions.
 - Sick leaves can be cumulative max upto 50 days if the person has completed 05 consecutive years of service at the Institute – however this leave is never cashable but may be carry forward.
- **Teaching Staff**
 - Casual Leaves: 10

- Sick Leaves: 10
- Earned Leaves: 10
- Summer Vacation: 10
- Winter Break: 05
- Special Academic Leaves: 10
- Earned leaves (EL) shall be accumulated on a 4-month basis
- EL can be prefixed or suffixed with holidays, breaks and weekends.
- Earned leaves can be accumulated to a maximum of 90 days.
- Casual Leaves are accumulated monthly basis
- Casual Leaves can **ONLY** be prefixed **OR** suffixed with holidays, breaks, Vacations or weekends.
- Casual Leaves **cannot** be **BOTH** prefixed **and** suffixed with holidays, breaks, vacations or weekends.
- More than 2 Casual Leaves cannot be availed at one go.
- Casual Leaves cannot be clubbed with Earned leaves.
- Casual Leaves are valid only during July to June each year and automatically lapse at the end of each Academic year (30th June).
- More than two continuous sick leaves will require medical prescription
- At the end of SL – when the person resumes work then the copies of valid medical documentation needs to be submitted / documents to be uploaded on ERP to the HR department otherwise it will be considered as paid leave.
- Finally, leave in case of medical emergency needs to be informed within 48 hours of absence – otherwise days subsequent will have salary deductions.
- Sick leaves can be cumulative max up to 50 days if the person has completed 05 consecutive years of service at the Institute – however this leave is never cashable but may be carry forward.

Compensatory Off

- Compensatory Off has to be approved by competent authority.No compensatory off for Associate professor and above.
- It can't clubbed with any other leaves
- Minimum 6 hours of working essential for full day and 4 hours of working for half day Comp-Off.

Leave without Pay (LWP)

Policy:

Leave without Pay (LWP) can be applied by an employee when no other leave is available. During this period, the employee is not entitled for any pay or allowance.

Procedure:

- LWP must be taken with proper justification and prior approval of the reporting authority such as concerned Director before sending the same to the Human Resource Department.
- It's mandatory to submit the documents where applicable by the concerned employee(s) to Justify his / her LWP either at the beginning or at end of Leave to the concerned Director and to the Human Resource department.
- Approved LWP(s) can't be clubbed with summer / winter Vacation else, the same will be sandwiched with each other which may lead more loss of pay (LOP) to the employee(s).

Maternity Leave of Absence**Procedure:**

Reporting pregnancy to employer as soon as the female employee-attending physician confirms the pregnancy, the employee should inform to the concerned Director and Human Resources Department along with a physician certificate of explaining work restriction if any, should give a reasonable time frame as to the latest date as prescribed by the physician to allow the employee to work.

Maternity Leave of Absence

- A pregnant employee may continue to work until such time as her physician feels that continued performance of her responsibilities will endanger her health.
- Maternity leave of absence will be granted up to 6 months
- Maternity leave of absence will be granted twice during the employment, but not in a single academic year.
- No pay shall be due or payable in lieu of unavailed maternity leave.

Returning from Maternity Leave

- Upon delivery, the employee concerned should inform the Director and Human Resources Department of her availability to return to work along with physician's certificate.
- If the employee does not return to work upon expiration of her maternity leave and certification by her attending physician that she is physically and mentally capable to work, employment will be deemed to have terminated without notice.

Policy Amendment / Declaration:

The regulations and procedures in this policy / annexure are subject to change without prior notice, if necessary. The Management reserves the sole discretion to make exceptions, change rules and other requirements as it may deem fit from time to time

Short Leave(s) for Teaching & Non-Teaching Staff

Purpose of Short Leave

Confirmed teaching & non-teaching staff may avail the short leave only in case of his / her genuine emergency / private work without notice. Short leave at any circumstances can't be used as a planned arrangement or Official Work and should not be considered in lieu of OD.

Policy (for eligible teaching & non-teaching employees):

- In a month each employee is allowed two short leaves provided he / she works for the standard / normal working hours for the institute.
- A short leave is ONE HOURS of leave either in the morning or evening.
- More than two short leaves used in a month add up to One Half Day leave from that employee's quota automatically— either from his /her CL or EL.
- Employee(s) coming to campus/ leaving on half day period should not be Considered / merged as on short leave.
- Approval from the Reporting Officer concerned and must be applied / approved on mail/ERP.
- Any Short leave (un availed) by the employee(s) can't be accumulated /carried forward or encashed at any circumstances.
- Clauses mentioned in this policy are not applicable for Drivers/ Security Guards/ Office Attendants.

General

- Leave record shall be maintained only by the HR Office.
- All leave applications will be submitted through application only to process the same as per the leave rules of the Institute and obtain the approval of the sanctioning Authority online.
- In case of 4th-tier staff, the concerned supervisor / head of the department shall assist with sanctioning / declining leaves of his / her team members.
- Absenteeism, i.e. absence without approval will be termed as misconduct and will be treated as break in service. Sanction of leave without pay is equally essential failing which will be treated as unauthorized absence.
- For leave during teaching days, the concerned applicant staff shall arrange his/her teaching load adjusted by alternate faculty with consent, for getting their leave sanctioned properly. In case of emergency, during teaching days, the faculty is required to inform the Director/HR/Program Office immediately to specify the alternate arrangement for engagement of his/ her classes. The concerned faculty, on return to the Institute, should compile the information from the concerned Program Office to complete the application and submit it at the HR office through Proper Channel within 2 days from the last leave day.

9. IT Policy

Internet/ Email

- The Institute's computers, computer files, the e-mail system, Internet access and the software furnished to employees are the Institute's property and are meant for official work.
- The Institute specifically prohibits the use of computers, handhelds and the e-mail system including Internet access in ways that are disruptive, offensive or harmful to morale. This includes sexually explicit messages, images and cartoons, ethnic slurs, racial comments, off-color jokes or anything that could be construed as harassment, shows disrespect for others, defames or slanders someone, or otherwise harms another person or business.
- Employees may not access the Internet to visit any websites that contain pornographic content, any discriminatory message, or one that disparages any group.
- Employees may not use computers or the e-mail system for commercial messages of any kind or for messages of a religious or political nature, solicitations, gambling or other inappropriate usage. E-mail and Internet access should be used in such a way that all transmissions, whether internal or external, are accurate, appropriate, ethical and lawful.
- Employees of the Institute are permitted to use their email or intranet accounts only for official communication. Sending emails the like of festive greetings, initiating or partaking in unauthorized or inappropriate discussions, sending emails with heavy attachments, or forwarding chain mail, etc. is strictly prohibited.

Software

- Illegal duplication of software or violation of copyright laws by the duplication or sharing of software, installing of pirated software or the distribution of copyrighted material, downloading of non-work related or objectionable files is strictly forbidden. An employee should not misuse a password, access a file or retrieve a stored communication that is not normally accessible to that employee.
- Access is provided to employees for various online software and resources. All data contained therein is property of the Institute and therefore may not be misused, communicated, handed over or passed on in any format and through any medium to anyone other than for whom it is intended by the Institute. Immediate action will be taken against those found guilty of violating this policy.

Measures

In order to enforce these policies, computer, Internet and e-mail usage may be monitored by the Institute, including retrieving and reading e-mail messages and other computer files, and monitoring of Internet traffic. Therefore, e-mail messages and other use of the Institute computers is not confidential, and even though you may be issued a private password or other private access code to log in to a system, you may have little expectation of privacy with regard to your use of the system.

Employees should immediately notify the management of any violation of these policies. Those found guilty of violating these policies will be subject to disciplinary action, suspension of online accounts or if necessary, face termination of employment.

Updates/Revisions

As and when necessary, employees need to comply with system policies, installation of software upgrades, cooperate in the up keep of their systems and online profiles in order to meet the Institute's standards. Management reserves the right to update or modify these policies as and when necessary.

10. Disciplinary Rules

The following acts of omission and commission, which are illustrative but not exhaustive, shall be deemed to constitute

misconduct and will entail disciplinary action. They are:

Minor misconducts: -

- Negligence or failure to perform assigned duties;
- Unauthorized absence / Habitual late/irregular attendance;
- Habitual indebtedness, insolvency;
- Smoking within premises
- Disorderly conduct

Major misconducts: -

- Furnishing false information regarding age, qualifications, marks and previous employment at the time of joining Institute;
- Taking/giving bribe;
- Dishonesty; theft, fraud or damage concerning any business/documents/property of Institute.
- Drunkenness, riotous or indecent or disorderly behavior;
- Gambling within premises of Institute
- Willful insubordination, disobedience, negligence or refusal to accept charge sheet/other communication;
- Commission of any act which amounts to a criminal offence or involving moral turpitude;
- Unauthorized communication of any official document/information of Institute, Lending or borrowing money or accepting expensive gifts from person/firm having official dealing with Institute;
- Conviction by court of law; sexual harassment; threatening or intimidating other employees;
- Possession of illegal/unauthorized weapons or firearms;
- Engaging in business other than that of the organization;
- Holding unauthorized meetings, civic, political or union activities/collection of funds during the working hours in premises of Institute;
- Resorting to or abetting illegal strike/slowdown/distribution of handbills and posters or any



- other act of subversion of discipline;
- Being found in possession of or attempting to punch another employee's attendance card;
- Deliberately spreading false information or rumors;
- Refusal to accept any communication or warning in writing, etc.
- Unauthorized absence beyond 03 days.

Disciplinary Action

For offences, the punishment shall be imposed by the disciplinary authority after enquiry. Punishment shall be based on findings of enquiry, gravity of misconduct and past record of the staff.

11. Performance Management System (PMS)

The Performance Management System (PMS) is being conducted as per AICTE regulations. The PMS cycle is from January to December. The faculty who joins after July is included in the next PMS cycle. The AICTE 360 Degree Faculty Feedback System is available in the Faculty Service Handbook.

12. Academic Discipline (For Faculty Members)

- Timetable is sacrosanct. No classes should be canceled in normal circumstances.
- No delay in evaluation.
- Attendance of students to be recorded timely.
- Strict Adherence to the academic norms circulated from time to time

13. Work Outside PMLSDBS

Faculty or Staff will not be allowed to take any other assignment outside PMLSDBS without prior approval of Competent Authority. There will be a revenue sharing in the earnings from outside work.

14. Social Media Policy

As you are aware, social media is very important vehicle of communication to create Brand Awareness all are requested to write about PMLSDBS or tag PMLSDBS regularly on their social media handle

Following should be avoided

- No controversial post under the name of PMLSDBS
- No Derogatory remarks against Institution/Management/Fellow Colleagues/Students to be posted.

FACULTY AND STAFF CAREER PROGRESSION POLICY

1. PREAMBLE

Institute is committed to academic excellence, effective administration, student service, ethical conduct, professional development and institutional improvement. The School recognises that faculty members and professional, administrative and support staff together enable the institution to deliver quality management education.

This policy establishes a transparent and evidence-based framework for:

1. Promotion and career progression of regular faculty members.
2. Grade progression and promotion of regular non-teaching staff.
3. Selection and appointment to academic and administrative leadership positions.
4. Performance appraisal, staff development, review and appeal.

The policy seeks to reward sustained contribution, competence, integrity, accountability and readiness for greater responsibility. Promotion is not automatic on completion of a service period and remains subject to eligibility, satisfactory performance, an approved position or grade structure, budget and the competent authority's decision.

2. OBJECTIVES

The policy aims to:

- Establish clear, equitable and documented promotion criteria for faculty and staff.
- Recognise teaching, research, student development, service quality and operational performance.
- Encourage professional learning, innovation, collaboration and leadership development.
- Support succession planning and continuity of institutional operations.
- Align individual goals with the School's strategic plan, quality assurance and accreditation commitments.
- Provide consistent appraisal, moderation, approval and review processes.
- Prevent discrimination, favouritism, retaliation and conflicts of interest.
- Maintain an auditable record of decisions and supporting evidence.

3. SCOPE AND DEFINITIONS

3.1 Covered employees

Unless an employment contract or approved service rule states otherwise, this policy applies to regular full-time employees in the following groups:

- A. Faculty:** Assistant Professor, Associate Professor and Professor, and other approved academic designations.
- B. Staff:** Regular non-teaching employees in academic administration, admissions, examinations, placements and career services, finance, HR, IT, library, student affairs, marketing and communications, facilities, security, transport, maintenance and other approved functions.
- C. Leadership:** Academic and administrative positions, including Area Chair/Coordinator, Programme Chair/Director, Associate Dean, Dean, Director/Academic Director, Registrar/Head of Administration, functional heads and other positions approved by the Governing Body.

3.2 Employees not automatically covered

Visiting, adjunct, guest, outsourced, agency, consultant, intern, temporary, fixed-term and contractual personnel are covered only to the extent specified in their contracts or separately approved rules. Nothing in this policy changes contractual terms by implication.

3.3 Definitions

- Promotion: Movement to a higher approved rank, grade or level with greater responsibility, subject to formal approval.
- Grade progression: Movement to a higher staff grade or pay level under the approved staff structure.
- Role assignment: Appointment to a coordination or leadership role that may or may not change an employee's substantive grade.
- Performance appraisal: A documented assessment of results, behaviours, competencies and development needs over a defined period.
- Competent authority: The person, committee or governing body authorised under the institution's governing documents and delegation-of-powers framework.

4. REGULATORY AND LEGAL FRAMEWORK

4.1 The School shall comply with applicable laws, regulations, approval conditions, binding directions and governing documents relevant to its legal form, programmes and employment relationships.

4.2 The applicable framework may include:

- AICTE regulations and the Approval Process Handbook in force for the relevant academic year.
- Applicable rules on faculty qualifications, service conditions and pay, where relevant to the institution and appointment.
- The School's Trust Deed, Society Rules, Memorandum/Articles, statutes, service rules, HR policies and appointment contracts, as applicable.
- Applicable employment, wage, social-security, equality, disability, workplace-harassment, occupational safety and data-protection requirements.
- State Government, affiliating university or other competent-authority requirements, where applicable.
- Approval conditions and binding directions of regulators and competent authorities.

4.3 UGC faculty qualification and Career Advancement Scheme provisions shall apply only where legally applicable to the institution and appointment; they shall not automatically be treated as the mandatory promotion scheme for every standalone PGDM institution.

4.4 Staff promotion and grade progression shall be governed by applicable employment law, contractual terms, approved service rules and the School's approved staffing and pay structure.

4.5 Where this policy conflicts with a binding legal requirement, regulation, governing document or employment term, the higher-order applicable requirement shall prevail. HR shall seek legal or regulatory advice where applicability is uncertain.

4.6 No internal policy shall dilute mandatory qualifications, selection procedures, pay conditions or other statutory requirements.

5. GUIDING PRINCIPLES

All decisions shall follow merit, transparency, consistency, fairness, inclusion, integrity, confidentiality, accountability, evidence-based assessment and avoidance of conflicts of interest. Criteria must be communicated in advance and applied consistently to employees in comparable roles. Reasonable accommodations shall be considered as required by applicable law.

6. CAREER STRUCTURES

6.1 Faculty career structure

The School may use the following structure, subject to applicable rules and approved positions:

- Assistant Professor
- Associate Professor
- Professor

Progression reflects increasing academic independence, teaching effectiveness, scholarship, mentoring, institutional service and leadership.

6.2 Staff career structure

HR, in consultation with functional heads, shall maintain an approved grade and role structure. An illustrative structure is:

Illustrative level	Typical role examples	General expectation
S1 — Support / Entry	Office Assistant, Junior Assistant, Helpdesk or Support Executive	Reliable execution of defined tasks; service orientation
S2 — Executive	Executive, Assistant, Technician, Admissions or Placement Executive	Independent handling of routine responsibilities and accurate records
S3 — Senior Executive / Supervisor	Senior Executive, Senior Assistant, Team Supervisor	Complex work, coordination, quality control and guidance to colleagues
S4 — Assistant Manager / Section In-Charge	Assistant Manager, Section In-Charge, Senior Technical Specialist	Team/process ownership, reporting, problem-solving and service improvement
S5 — Manager / Functional Lead	Manager, Functional Lead, Department Manager	Functional planning, staff supervision, budget/process responsibility and measurable outcomes
S6 — Head / Senior Administration	Head of Function, Registrar or Head of Administration, where approved	Institutional-level coordination, risk control, strategy implementation and governance support

These labels are illustrative, not mandatory designations. HR may consolidate or rename levels to fit the School's size and approved organisational chart. Titles alone do not determine pay, seniority or promotion eligibility.

6.3 Leadership roles

Academic and administrative leadership appointments may be made from eligible internal or external candidates. A role assignment does not automatically confer promotion to a higher substantive faculty rank or staff grade unless explicitly

approved in the appointment order.

7. GENERAL ELIGIBILITY AND SERVICE BENCHMARKS

7.1 General eligibility

A candidate must ordinarily:

- Meet mandatory qualifications and experience requirements for the proposed rank, grade or role.
- Have completed the qualifying service period under applicable rules or the approved internal framework.
- Have completed required annual appraisals for the assessment period.
- Meet the applicable performance threshold and any domain-specific minimum.
- Demonstrate satisfactory professional conduct and compliance with institutional policies.
- Submit a complete application and verifiable supporting evidence.
- Meet role-specific competency requirements.
- Be considered against an approved position, grade or organisational need and the applicable budget.

7.2 Illustrative internal service benchmarks

(f) Subject to legal and regulatory verification, the School may consider the following as normal internal planning benchmarks:

Progression	Illustrative benchmark
Assistant Professor to Associate Professor	Normally 5 years in the relevant rank
Associate Professor to Professor	Normally 5 years in the relevant rank
Staff progression to next grade	Normally 3 years in current grade
Staff progression to supervisory/managerial grade	Normally 3–5 years in current grade, plus evidence of role readiness
Appointment to academic or administrative leadership	Role-specific experience and selection criteria

These are proposed institutional benchmarks only. HR must verify all applicable requirements before implementation. A service benchmark does not guarantee promotion; nor may it replace a mandatory statutory requirement.

7.3 Exceptional consideration

Accelerated progression, equivalence, prior-service credit or relaxation may be considered only where permitted by applicable law and approved rules, with written reasons and competent-authority approval. Mandatory qualifications cannot be waived through this policy.

7.4 Service calculation

Probation, approved leave, deputation, part-time service, prior service and other periods shall be counted according to applicable law, appointment terms and service rules. HR shall document the calculation.

8. PERFORMANCE APPRAISAL CYCLE

8.1 Each employee shall normally have annual goals agreed with the reporting officer at the start of the appraisal cycle.

8.2 The cycle should include:

5. Goal setting and confirmation of key performance indicators (KPIs).
6. Mid-year review and feedback.
7. Employee self-appraisal with evidence.
8. Reporting officer assessment.
9. Reviewing officer moderation, where applicable.
10. Discussion of results and development needs.
11. Final rating and record submission to HR.

8.3 Goals must be relevant to the employee's role, reasonably measurable and within the employee's influence. Changes in responsibilities or institutional conditions should be documented.

8.4 Student feedback, placement outcomes, revenue, enrolment and other indicators shall be interpreted in context and shall not be used as the sole determinant of an individual rating.

8.5 The School may use a five-point rating scale:

- 5 — Outstanding: Consistently and materially exceeds agreed expectations.
- 4 — Exceeds Expectations: Frequently exceeds key expectations with strong evidence.
- 3 — Meets Expectations: Reliably achieves agreed expectations.
- 2 — Partially Meets Expectations: Some important expectations are not met; improvement is required.
- 1 — Doesn't Meet Expectations: Significant and sustained shortfalls against agreed expectations.

HR shall publish rating definitions, evidence standards and any score-to-rating conversion before the appraisal cycle begins.

9. FACULTY PERFORMANCE AND PROMOTION FRAMEWORK

9.1 Illustrative faculty scorecard

Assessment domain	Weight
Teaching effectiveness and student learning	25%
Research, publications and scholarly contributions	25%
Curriculum development and academic innovation	15%
Student mentoring and career development	10%
Institutional service, quality assurance and administration	15%
Industry engagement, consultancy and executive education	10%
Total	100%

The weights are institutional recommendations and not a prescribed AICTE or UGC formula. They may be adjusted by the Governing Body after academic review.

9.2 Teaching effectiveness — 25%

Evidence may include course delivery, attainment of learning outcomes, assessment design, quality of feedback, peer observation, case-based and experiential teaching, timely academic duties and relevant faculty development. Student feedback shall be considered alongside other evidence.

9.3 Research and scholarly contributions — 25%

Evidence may include quality peer-reviewed publications, books and chapters from credible publishers, teaching cases, grants, sponsored projects, patents, intellectual property, conference contributions, research supervision, collaborations and demonstrable research impact. The committee shall assess quality, originality, relevance and individual contribution. Predatory or deceptive publications, duplicate counting, fabricated data and misrepresented outputs shall not receive credit.

9.4 Curriculum and academic innovation — 15%

Evidence may include course and specialisation development, industry-aligned curriculum, analytics and emerging technology integration, simulations, live projects, cases, assessment rubrics, interdisciplinary learning and continuous improvement.

9.5 Student mentoring and career development — 10%

Evidence may include academic and career mentoring, project and internship supervision, student competitions, entrepreneurship, research, employability development, placement preparation and student support appropriate to the role.

9.6 Institutional service and quality assurance — 15%

Evidence may include meaningful committee contributions, accreditation and quality assurance, program coordination, academic governance, institutional reports, faculty mentoring, admissions, academic planning and documented process improvements. Committee membership without meaningful contribution shall not attract substantial credit.

9.7 Industry engagement and executive education — 10%

Evidence may include consultancy, executive education, industry-sponsored research, advisory boards, corporate partnerships, practitioner engagement, internships and applied-learning collaborations.

9.8 Suggested faculty promotion thresholds

- Assistant Professor to Associate Professor: 70/100.
- Associate Professor to Professor: 75/100.
- At least 50% of available marks in teaching and at least 50% in research/scholarly contributions, unless a different approved and lawful rank-specific framework applies.

Thresholds are screening aids, not automatic entitlements. The committee must review mandatory eligibility, quality and relevance of evidence and applicable selection procedures.

10. STAFF PERFORMANCE AND GRADE-PROGRESSION FRAMEWORK

10.1 Illustrative staff scorecard

Assessment domain	Weight
Achievement of role-specific KPIs and quality of work	30%
Service delivery and stakeholder satisfaction	20%
Process compliance, accuracy and documentation	15%
Teamwork, communication and collaboration	10%
Initiative, problem-solving and process improvement	10%
Learning, skills development and digital proficiency	10%
Professional conduct, reliability and accountability	5%
Total	100%

These weights are internal recommendations. HR and each functional head shall define role-specific KPIs before the cycle begins and may adapt weights to the function, subject to HR approval and consistent treatment.

10.2 Role-specific KPI examples

- Admissions and marketing: enquiry response time, follow-up quality, accuracy of records, application conversion contribution, event execution and compliance with approved communications.
- Placements and career services: employer engagement, internship coordination, student support, data accuracy, event delivery and timely reporting. Placement results should be interpreted in context and not attributed solely to one employee.
- Examinations and academic administration: schedule accuracy, confidentiality, record integrity, timely processing, audit readiness and resolution of student/faculty queries.
- Finance and accounts: transaction accuracy, reconciliation, timely reporting, budget monitoring, statutory compliance and audit observations.
- HR and administration: recruitment turnaround, employee record accuracy, appraisal completion, policy implementation, service responsiveness and compliance.
- IT and technical support: system availability, incident resolution, security compliance, user support, documentation and preventive maintenance.
- Library and learning resources: access and circulation services, resource relevance, user support, records and learning-resource utilisation.

- Facilities, maintenance and support: safety checks, preventive maintenance, response time, cleanliness/service standards, asset records and escalation management.

KPIs must reflect actual duties, available resources and the employee's level of control. No KPI should incentivise unethical practices, inaccurate reporting or manipulation of records.

10.3 Suggested staff thresholds

- Grade progression: normally 70/100 or above across the prescribed appraisal period.
- Progression to supervisory or managerial roles: normally 75/100 or above, plus demonstrated leadership and role readiness.
- Ordinarily, no rating below "Meets Expectations" in integrity/compliance or other designated critical domains should be accepted for promotion without documented review under approved rules.

A score alone does not create a right to promotion. Promotion depends on eligibility, sustained performance, demonstrated capability at the next level, approved grade/position, organisational need and competent-authority approval.

10.4 Competency assessment for higher grades

Candidates for supervisory and managerial grades may be assessed on:

- Planning, prioritisation and delivery.
- Problem-solving and judgement.
- People supervision and coaching.
- Stakeholder and student service.
- Data literacy and digital systems.
- Compliance, confidentiality and risk awareness.
- Process improvement and resource management.
- Communication, integrity and accountability.

The School may use a structured interview, work sample, presentation or case exercise relevant to the role.

11. PROMOTION AND GRADE-PROGRESSION PROCESS

Stage 1 — Annual appraisal

- Employees complete self-appraisal and submit evidence by the notified deadline. Reporting and reviewing officers assess performance against previously communicated goals and criteria.

Stage 2 — Eligibility screening

HR verifies service records, qualifications where relevant, appraisal history, conduct records handled under applicable procedures, position/grade availability and other prescribed conditions.

Stage 3 — Application or nomination

Eligible employees may apply during the notified promotion window. The School may initiate consideration where permitted by service rules. Applications shall include the prescribed form, updated CV or work history, self-assessment, appraisal reports and evidence of achievements.

Stage 4 — Preliminary scrutiny

HR checks completeness and eligibility. Incomplete applications may be returned for correction within a notified period. Ineligibility shall be communicated in writing with the reason, subject to applicable rules.

Stage 5 — Evaluation

Faculty applications are evaluated under Sections 9 and 12. Staff applications are evaluated under Section 10 and the approved job/grade competency framework. Evidence may be verified with the relevant department.

Stage 6 — Structured Interaction

A committee may conduct a presentation, interview or work-related assessment. Comparable candidates shall be assessed using common criteria and documented rating sheets.

Stage 7 — Recommendation

The relevant committee records its recommendation, reasons, any dissent where applicable, and any conditions or development requirements in official minutes.

Stage 8 — Approval

Recommendations are submitted to the competent authority under the governing documents and delegation-of-powers framework. No committee shall exercise approval powers not delegated to it.

Stage 9 — Written communication

HR communicates the decision, designation/grade, effective date, revised remuneration where applicable, reporting arrangements and conditions. Where the request is declined or deferred, the employee shall receive an appropriate written communication consistent with policy and applicable rules.

Stage 10 — Record retention

HR retains applications, appraisal sheets, verification, committee minutes, approvals and communications under the record-retention schedule and applicable law.

12. COMMITTEES AND APPROVAL AUTHORITY

12.1 Faculty Promotion Committee

Suggested composition:

12. Director/Dean or authorised senior academic — Chairperson.
13. Two or more senior faculty members of appropriate rank.
14. External academic expert, where appropriate or required.
15. HR Head or nominee — Member Secretary, ordinarily non-voting unless authorised.

The committee reviews eligibility, teaching and research evidence, institutional contributions, external assessment where relevant, conflicts of interest and consistent application of criteria.

12.2 Staff Promotion and Grade-Review Committee

Suggested composition:

16. Director/Registrar/Head of Administration or authorised nominee — Chairperson.

17. HR Head — Member Secretary.

18. Relevant functional head.

19. One independent senior administrator or cross-functional reviewer.

20. Finance representative, where grade or budget implications require it.

A reporting officer may provide evidence but should not be the sole decision-maker for a contested or senior-grade promotion. The committee shall consider comparable roles consistently and document its reasoning.

12.3 Leadership Selection Committee

The Governing Body or authorised authority shall constitute a committee appropriate to the position. External experts or a search process may be used for senior appointments.

12.4 Quorum and conflicts of interest

The institution shall specify quorum, voting and external-review arrangements in committee terms of reference. Members shall disclose personal, financial, supervisory or other material conflicts and recuse themselves where required. HR shall record disclosures and actions taken.

12.5 Indicative approval matrix

Promotion / appointment	Recommending body	Approval authority
Assistant Professor to Associate Professor	Faculty Promotion Committee	Authority specified in service rules
Associate Professor to Professor	Faculty Promotion Committee; external review where appropriate	Authority specified in service rules
Staff grade progression within approved structure	Staff Promotion and Grade-Review Committee	Director/competent authority under delegation of powers
Staff promotion to department/function head	Leadership Selection Committee or authorised committee	Director/Governing Body delegate, as applicable
Area Chair / Programme Chair	Director/Dean or selection committee	Director or authorised delegate
Associate Dean / Dean	Leadership Selection Committee	Governing Body or authorised appointing authority
Director / Academic Director	Search/Selection Committee, where constituted	Governing Body/Board or legally competent authority
Registrar/Head of Administration or equivalent	Leadership Selection Committee	Governing Body/competent authority under governing

senior staff role		documents
-------------------	--	-----------

This matrix is indicative and must be aligned with the School's legal constitution, governing documents, delegation of powers, applicable regulations and employment contracts.

13. ACADEMIC LEADERSHIP APPOINTMENTS

Leadership appointments are distinct from routine promotion. They are based on institutional requirements, role-specific competencies, eligibility and a documented selection process.

13.1 Area Chair / Area Coordinator

Responsibilities: Coordinate teaching and research in the area; support course allocation and workload planning; review curriculum delivery; encourage research and case development; mentor faculty; support academic planning and industry engagement.

Criteria: Teaching competence, subject expertise, scholarly engagement, coordination and communication skills, and a satisfactory service record.

13.2 Programme Chair / Programme Director

Responsibilities: Coordinate programme delivery and academic calendars; monitor course completion and learning outcomes; coordinate programme reviews; support internships and industry engagement; maintain programme-level quality assurance and reporting.

Criteria: Programme coordination experience, understanding of management education and outcome-based learning, planning and stakeholder management, and evidence of quality improvement.

13.3 Associate Dean / Dean

Responsibilities: Lead academic planning and faculty development; coordinate curriculum, research and partnerships; support accreditation; monitor academic performance and student outcomes; contribute to recruitment, mentoring and resource planning.

Criteria: Relevant qualifications and experience, academic administration, teaching/research record, institutional development, quality assurance and team leadership.

13.4 Director / Academic Director

Responsibilities: Lead academic and operational strategy within delegated authority; drive quality, research and faculty development; oversee programme planning and student development; lead partnerships; coordinate budget and staffing; ensure compliance; report to the Governing Body or competent authority.

Criteria: Qualifications and experience required by applicable rules, proven higher-education leadership, strategy and governance capability, accreditation/quality assurance experience where relevant, ethical judgement and resource management.

13.5 Administrative leadership

Positions such as Registrar, Head of Administration, Head of Admissions, Head of Placements, Finance Head, HR Head or IT Head shall have a written job description, delegated authority, KPIs and role-specific eligibility requirements.

Selection criteria may include relevant qualifications/experience, functional expertise, team leadership, compliance and risk management, service delivery, digital/data capability, communication and integrity.

13.6 Appointment, term and review

The appointing authority may invite applications or nominations, conduct structured interviews and assess leadership presentations. Appointment orders shall specify role, term, reporting line, delegated powers, remuneration if applicable, performance expectations and review arrangements.

A fixed term of three years may be used as an institutional option where consistent with applicable rules and contracts. Renewal or continuation shall be based on documented review and competent-authority approval. Any mandatory or contractual term prevails.

14. OUTCOMES, DEFERRAL AND DEVELOPMENT

The competent authority may approve promotion, decline it with recorded reasons, defer consideration for missing evidence or verification, or seek further assessment where permitted. A deferred decision should identify the outstanding information or procedural step and an expected reconsideration timeline.

Where an employee does not meet the required standard, the School may agree a development plan covering teaching, research, technical skills, systems training, customer service, communication, leadership or other role-specific areas. A development plan does not guarantee future promotion and does not replace formal eligibility and selection.

15. APPEAL AND PROCEDURAL REVIEW

15.1 An employee may request a procedural review within **15 working days** of receiving the decision, or within another period prescribed by applicable service rules.

15.2 Grounds may include:

- Material procedural irregularity.
- Incorrect calculation of service or score.
- Failure to consider evidence submitted by the deadline.
- Undisclosed material conflict of interest.
- Inconsistent application of published criteria.

15.3 Disagreement with professional judgement alone does not automatically establish grounds for reversal.

15.4 Wherever practicable, review shall be undertaken by an authority or committee not materially involved in the original decision.

15.5 The review outcome shall be communicated in writing. Any remedy available under applicable law or service rules remains unaffected.

16. PERFORMANCE IMPROVEMENT AND PROFESSIONAL DEVELOPMENT

The School shall encourage continuous learning for faculty and staff. Development may include:

- Faculty development programmes and teaching/assessment training.
- Research mentoring, grant-writing and publication development.
- Accreditation and quality assurance training.
- Functional, technical, software and digital-skills training.
- Customer service, communication and stakeholder-management training.
- Supervisory, project-management and leadership development.
- Industry exposure, executive education or professional certification.
- Cross-functional assignments and process-improvement projects.

Managers shall identify reasonable development needs during appraisal. Training access should be aligned with role requirements, institutional priorities and available resources.

17. ETHICS, INTEGRITY AND PROFESSIONAL CONDUCT

Applicants and reviewers shall provide accurate information and disclose material corrections, retractions, investigations or conflicts relevant to the application. The School shall not credit fabricated data, plagiarism, duplicate outputs, falsified consultancy or KPI claims, misrepresented qualifications or manipulated records.

Any adverse decision based on alleged misconduct shall follow the applicable disciplinary procedure, including required notice and opportunity to respond. An unverified allegation shall not automatically be treated as an established finding.

Promotion decisions shall not be used as a substitute for formal disciplinary procedures.

18. CONFIDENTIALITY, DATA PROTECTION AND RECORDS

Promotion and appraisal records shall be accessible only to authorised persons for legitimate institutional purposes. The School shall secure records, limit disclosure of confidential assessments in accordance with law, communicate decisions appropriately, retain records under the approved schedule and apply relevant data-protection requirements.

19. EQUAL OPPORTUNITY AND NON-RETALIATION

Promotion and grade-progression decisions shall be based on relevant qualifications, evidence, performance and role requirements. The School shall not discriminate unlawfully or retaliate against an employee for raising a good-faith concern or exercising a legal right. Reasonable accommodations and applicable workplace protections shall be respected.

20. TRANSITIONAL PROVISIONS

20.1 Cases initiated before the effective date shall be handled under the applicable rules governing those cases, subject to law and approved transition arrangements.

20.2 The School shall not impose retrospective performance requirements without a lawful and approved basis.

20.3 Existing employment contracts, accrued rights and statutory protections shall be respected.

20.4 Changes in regulatory requirements shall be reviewed by HR and the competent authority, and the policy shall be amended as necessary.

21. POLICY REVIEW AND AMENDMENT

This policy shall be reviewed at least once every three years, or earlier if required by changes in law, regulation, governance or institutional strategy. Amendments shall be recommended by the Director/HR Head, reviewed by the competent authority and approved by the Governing Body or authorised delegate. Revised provisions shall be communicated with an effective date.

ANNEXURE I — ILLUSTRATIVE FACULTY PROMOTION SCORECARD

Domain		
Teaching effectiveness	25	
Research and scholarly contributions	25	
Curriculum and academic innovation	15	
Student mentoring and career development	10	
Institutional service and quality assurance	15	
Industry engagement and consultancy	10	
Total	100	

Mandatory eligibility verified: Yes / No

External assessment completed, if required: Yes / No / Not applicable

Committee recommendation: Approve / Do not approve / Defer

Reasons and observations: _____

Committee Chairperson: _____ **Date:** _____

ANNEXURE II — STAFF PROMOTION APPLICATION CHECKLIST

21. Prescribed application form and updated CV/work history.
22. Current appointment letter, designation, grade and service history.
23. Appraisal reports for the prescribed period.
24. Agreed KPIs and evidence of achievement.
25. Evidence of quality, accuracy, service delivery and process compliance.
26. Details of process improvements, projects and additional responsibilities.
27. Relevant qualifications, training and professional certifications.
28. Evidence of digital/technical skills relevant to the proposed grade.
29. Team leadership, coaching or supervisory evidence, where relevant.
30. Self-assessment against the proposed grade's competency framework.
31. Declaration confirming the accuracy and completeness of the submission.

ANNEXURE III — ILLUSTRATIVE STAFF GRADE-PROGRESSION SCORECARD

Details		
Role-specific KPIs and quality of work	30	
Service delivery and stakeholder satisfaction	20	
Compliance, accuracy and documentation	15	
Teamwork and communication	10	
Initiative and process improvement	10	
Learning, skills and digital proficiency	10	
Professional conduct and accountability	5	
Total	100	

Qualifying service verified: Yes / No

Eligibility and approved grade/position verified: Yes / No

Committee recommendation: Approve / Do not approve / Defer

Development requirements, if any: _____

Reasons and observations: _____

Committee Chairperson: _____ **Date:** _____

✓

ANNEXURE IV: JOINING REPORT

PML SD BUSINESS SCHOOL, CHANDIGARH

JOINING REPORT

Employee ID: _____

Personal Details:

Date of Joining: _____

Name: _____

Date of Birth: _____

S/o / D/o / W/o: _____

Marital Status

Single	Married	Divorced	Widow	Widower
--------	---------	----------	-------	---------

Date of Marriage: _____

Mobile Number _____ Personal Email Id : _____

State of Birth _____ Country of Birth: _____

Nationality _____

Blood Group

☐ A ☐ B ☐ AB ☐ O

Positive/ Negative

Passport Details

(Please tick whichever is applical

Passport Number	
Issuing Authority	
Date of Issue	
Valid upto	
Place of Issue	
Country of Issue	

Signature :__

Date: __/__/__

W

Postal Details

Present Address* (current residential address)

Address	
City	Pin #
Country	Contact No. Landline

Permanent Address* (permanent / native residential address)

Address	
City	Pin #
Country	Contact No. : Landline

Emergency Address* (can be contact in case of emergency)

C/o	
Address	
City	Pin #
Country	
Contact No. Landline	Mobile

Family Details

Relation	First Name	Middle Name	Last Name	DOB (DD/MM/YY)	State of Birth	Nationality

Note: Definition of FAMILY refers to members such as spouse, children, parents, dependent parents-in-law of employee, dependent unemployed brother, dependent unmarried & unmarried sisters & dependent parents of married female employee

I-Card Details

Employee Id	
Name	
Address	
Designation & Department	
Tel No.	
Emergency Contact Details	
Blood Group	

Signature: _____

Date: _____

