

# Human Resource Manual



## Sri Shakti

Institute of Engineering & Technology  
Coimbatore – 641 062



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## SECTION: 1

### 1.1. About the organization

Sri Shakthi Institute of Engineering and Technology (SSIET) was established in the year **2006** with the approval of the All India Council for Technical Education (AICTE), New Delhi, and is affiliated with Anna University, Chennai. The primary vision of the institute is to impart technical knowledge and skills to the students in accordance with the needs of the industry by producing technologically superior and ethically strong engineers to transform life as a whole.

The College offers **13 UG courses** leading to **B.E** and **B.Tech** degrees and also **5 PG courses** leading to **M.E** degrees. The College has well-qualified, experienced, and dedicated faculty and supporting staff, state-of-the-art laboratory and workshop facilities, computer facilities, a library and information center, outdoor and indoor games, air-conditioned seminar hall, and round clock Internet facilities & separate hostels for Boys and Girls on campus.

It is a matter of great pleasure and pride that the college is providing an excellent quality of education and mentoring for the students, aspiring to be competent professionals in engineering and technology. Ever since its establishment, the SSIET conglomerate of students, staff, and faculty has endeavored towards creating young and dynamic engineers who will form the crux of the technical workforce of tomorrow.

The college provides facilities for students to take part in co-curricular and extracurricular activities. There is an active National Service Scheme (NSS) unit that organizes several programs related to social service. Different societies and various clubs at the institute is used to inculcate not only the love for social service, discipline, compassion for nature, agility, and awareness of one's rights and duties, but also to make them good human beings and confident leaders.

The College encourages faculty members through incentives and sops to acquire higher degrees, publish textbooks, and papers, and participate in Seminars, Workshops and Conferences that are held not only within our country but also abroad.

With student strength of more than two thousand at SSIET, our efforts are directed to accommodate and address the expectations of every student by the way of enabling them to participate in seminars, workshops in and out of the Institute, apart from educational tours and industrial project works. The College has a full-fledged Placement and Training ((PAT) Centre. This Centre organizes several training programmes related to development of soft skills to our college students. It has enabled our college students to participate in several recruitment programmes of several leading organizations.

## **1.2. Vision, Mission and Philosophy**

### **1.2.1. Vision**

To make the institution one of our nation's numerous engineering schools recognized nationally and internationally for excellence in teaching, research and public service. We endeavor to be the preferred destination for students, practitioners seeking an engineering education, employers hiring engineering graduates and organizations seeking engineering knowledge.

### **1.2.2. Mission**

To implement an encouraging environment to enrich the intellectual capacity, critical thinking, creativity and problem-solving ability of the students.

### **1.2.3. Philosophy**

We strongly believe...

- Achieving 100% pass is only the GATEWAY to success.
- Breeding 100% employable / entrepreneurial engineers is the first MILESTONE.
- Creating 100% confident, contributing and self-realising citizens who will uphold the pride and cultural ethos of our great nation is our DESTINATION.

### **1.3. Quality Policy**

- To provide our students technical knowledge and hands on experience by providing quality education system through Theory and Practical Classes including latest e-learning practices
- To impart necessary training for acquiring the soft skills and aptitude training to make them employable while in campus
- To empower our Faculty and Staff to update their knowledge from time to time for facilitating our students in their learning process
- To achieve excellent results for our students both in academics at the College / University Level and also on Campus Placement
- To continually improve our Quality Education System through customer satisfaction duly monitoring their feedback from time to time.

### **1.4. Human Resource Management Policy**

Human Resource is the heart of an organisation and forms the lifeline and decides its destiny. The realisation of the mission of the organisation rests on the commitment of the personnel engaged for several assignments and tasks.



Motivated and well qualified human resource is necessary to accomplish the goals and objectives of the organisation. SIET is committed to set high standards of personnel management with due place for efficiency and transparency. The management of the team of people who are called upon to assist in the implementation of the programmes and projects requires a comprehensive Human Resource Management Manual covering policies and procedures that will provide a healthy atmosphere for work.

## SECTION: 2

### 2.1. Planning for Human Resource

SIET believes in professional excellence. To this extent SIET believes in employing competent persons for its programmatic and administrative functions. The organisation is to plan the staff requirements sufficiently in new openings to enable the organisation to respond to emerging human needs with estimation of resource requirements. The human resource estimation and the profile of personnel required will be important for estimation of the types of human resources required and the skill requirement. The assessment of the existing resources against the resources required will provide the net addition that needs to be made in the next years. The organisation also needs to take into account the attrition rate of its employees annually based on the turnaround of the personnel in the last five years. The requirements arising out of these also need to be taken into account while planning for the human resources.

### 2.2. Classification of Human Resource

At SIET employees are classified on a functional basis to optimize institutional efficiency, while clearly distinguishing authority and responsibility at each level. Employees are broadly classified as:

- **Teaching Staff:** Professors, Associate Professor, Asst. Professors and Teaching Assistants, Librarian
- **Technical Support Staff:** System Administrator, Computer Programmer, Lab Instructors, Lab Assistants and Lab Attendants

- **Administrative Staff:** Administrator, Director, Principal, Office Manager, Accounts Manager, Office and Accounts staff and Library staff.

## **2.3. Recruitment Policy & Process**

### **2.3.1. Objectives**

To possess in place a qualified staff selected on the principles and practices of equal opportunities with due representation to all sections of people represented by the organization and with no discrimination on the basis of caste, creed, race, or disability. All recruitment will be based on proposed specific positions and competencies. The effectiveness of an institution depends on the competence and quality of its human resources. The objective of this policy is to ensure a streamlined recruitment process in identifying and hiring the best-qualified candidates for all given positions.

### **2.3.2. Job Analysis, Job description**

The effectiveness of an institution depends on the competence and quality of its human resources. The objective of this policy is to ensure a streamlined recruitment process in identifying and hiring the best-qualified candidates for all given positions.

Staff Requirement: All positions in the organization shall be based on a need assessment and work analysis. Each job and position need to be analyzed in terms of job content and broken down into knowledge and skill requirements. The job/position analysis carried out will form the basis for the HR department to document the skill and knowledge profile of each position. The number of persons required for each position will be assessed from the HR requirement plan.

Each position will require a position description and position profile in order to be able to recruit the persons with the right skill and qualifications for carrying out the job expected of that position.

### **2.3.3. Advertising**

Once the job advertisement is ready, the advertisement is posted on the college website ([www.siet.ac.in](http://www.siet.ac.in)), online job portal (Naukri), and at least one of the National or local English newspapers. When placing an external advertisement, the advertisement will specify that all resumes or applications are to be sent to the Principal and that all correspondence refers to the appropriate job position.

Publishing the Advertisement: The advertisement should be published in

1. Newspapers
2. Web site (URL - <https://www.siet.ac.in/faculty-recruitment-form>)
3. Naukri, etc.

### **2.3.4. Shortlisting**

- All applications are scrutinized to ensure that they conform to the minimum requirements of the position
- Persons given as references in the application may be contacted to further refine the shortlist.
- For a single post, from the suitable applications, received, an appropriate number will be called for the interview process.
- Intimation for the interview is sent thereafter.

### **2.3.5. Assessment Process**

The assessment process for Faculty and administrative staff recruitment shall have all or any of the following assessments:

- Written test 80% Technical and 20% Verbal Aptitude)
  1. Technical Questions to test the subject knowledge.
    - a. Ideally, we should expect the candidates to answer some common technical questions and also some questions from their area of interest.
    - b. Instead of having a high volume of questions, we should have a limited number of questions that test the concepts' application ability of the candidates. This will also reduce the volume of time in the evaluation.
    - c. Verbal Questions to assess the language ability/ Could also be assessed with a presentation
  2. Skill Test
    - a. Candidates deliver a 20-minute mock lesson in a classroom setup with faculty and a max of 10 students belonging to the department
    - b. Students should be selected to represent various personalities
  3. Interview

Non-teaching staff shall be recruited based on the assessment of their skills and references.

### **2.3.6. The Assessment and Interview Panel**

An Interview Board Members consisting of the Principal, Head of the Department, and a few senior staff members will interview the candidates. There

is at least one Head of the Department / senior faculty member from other departments. The panel will interview the candidates as per norms.

### **2.3.7. Proceeding of Interview**

Detailed proceedings of the interview will be reported to the Chairman by the Interview Board and will be attested by the Interview Board Members.

### **2.3.8. Offer Letter**

Upon finding the references to be satisfactory, the Offer Letter is sent to the selected candidate. Candidates should confirm their acceptance through mail ([principal@siet.ac.in](mailto:principal@siet.ac.in)).

### **2.3.9. Letter of appointment**

The Appointment letter should contain:

- The designation/ title of the job and responsibilities specific to the job
- The letter of Appointment and Job Description (JD) should be signed by the employee as a sign of acceptance.
- Issue of appointment orders by office staff

### **2.3.10. Joining Report**

On joining, the candidate should write the joining letter to Principal and the same should be submitted to the office.

### **2.3.11. Personal File**

A personnel file shall be opened for all employees by office. The personnel file shall contain the following:

1. Application of the candidate
2. Biodata
3. Certificates of education for verification that are to be produced at the time of joining.
4. Appointment letter
5. Joining Report
6. Job Description, Performance & Development Plan
7. Personal details of employees like permanent/current address/blood group- as a single page profile
8. Relieving letter or experience certificate from the previous employer or last employer
9. Letters of annual salary revisions & copies of performance appraisal
10. Resignation letter

## **SECTION: 3 TRAINING AND DEVELOPMENT OF FACULTY**

### **3.1. Induction to staff**

Every newly inducted employee has to undergo a formal orientation session as soon as possible. Orientation sessions provide the necessary information concerning the history, facilities, and major policies of the Institute, staff responsibilities, faculty and staff benefits, etc. The Head of the Department is responsible for providing each new faculty/staff member with the necessary on-job orientation.

A package of training modules will be developed and put in place for the induction process. The following are to find a place in the package.

- Explain the Vision, Mission, and Guiding Principles of SIET
- Describe key office norms and policies, systems, manual of procedures, etc.
- Review the job description with the employee
- To maintain a good rapport and understanding with respect to HODs and peers

### **3.2. Faculty Development Program**

One can be training with the help of external resource persons or agencies for a larger group of personnel. These will be planned from time to time depending on the requirement.



## **SECTION: 4 SALARY / WELFARE MEASURES/ ALLOWANCES**

### **4.1. Salary**

SIET pays adequate salaries to its employees. The salary promised in the appointment letter shall be paid to all employees.

- Total Monthly salary shall be directly deposited into the employee's salary account on the 5th of the month.
- Payments of Monthly Salary shall be made after deductions under statutory provisions, such as Provident Fund, Income Tax, and other deductions as required.

### **4.2. Salary Fixation**

**Faculty:** As a matter of principle, the faculty with prescribed qualifications is appointed with the AICTE/UGC Scales and Academic Grade Pay. Please refer to <http://www.aicte-india.org/> for more details. The Dearness Allowance and HRA are fixed periodically by the Management as per the policy adopted.

**Non-Teaching Staff:** Different Scales of Pay are sanctioned for the Non-Teaching Staff considering their qualification and Grade. Dearness Allowance and HRA are also granted to them more or less on the same principle adopted in the case of Faculty.

**Re-employment of Retired Hands:** Retired hands are appointed on consolidated salary based on their Qualification, Experience, and Grade on which they are appointed. The Grades, Scales, and periodic revision of Dearness Allowance must be approved by the Executive Committee of the Trust and communicated to the Governing Body.

### **4.3. Increment Policy**

In an effort to recognize and reward the performance of employees, it is the organization's philosophy that the principal component to enhance compensation shall be through annual increments based on performance evaluations.

- All regular employees are eligible for yearly increments based on the results of their Performance Appraisal conducted annually.

### **4.4. Provident Fund**

SIET is committed to complying with statutory provisions of the Employees Provident Fund Deduction will be made from the salary of employees and will be deposited to the designated provident fund accounts along with the contribution of the organization as per the provisions of the said Act. Employees must comply with the statutory requirements like the nomination and can avail of such ensuing benefits as prescribed by law.

## **SECTION: 5 LEAVE ELIGIBILITY**

SIET provides different kinds of leave to meet the various eventualities of its employees. Availing of leave should be with proper notice so that the work of the organization does not suffer. Leave shall not be claimed as a right. Leave sanctioning authorities have to use their discretion in sanctioning the leave so that the effect is the minimum on the normal functioning of the college.

### **5.1. Casual Leave**

- Casual leave is granted 12 days per annum.
- Casual leave is granted on the basis of the calendar year which is from 1<sup>st</sup> January to 31<sup>st</sup> December of every year.
- Casual leave may be availed at a minimum of up to half a day; however, it cannot be combined with any other type of leave. While availing casual leave the absence from duty should not exceed 10 days.
- Casual leave is to be ordinarily applied at least 2 days in advance with classes and other duties, if any, adjusted with other staff. However, if casual leave is taken in any emergency, the same has to be informed to the Principal or HOD at the earliest possible and the casual leave application has to be submitted on the day of resuming duties after their leave.
- As far as possible, all requests for casual leave should be made at least one day in advance with the prior sanction of the Principal. All requests for casual leave should be made in writing an email in the prescribed form to [leavesanction@siet.ac.in](mailto:leavesanction@siet.ac.in). Every employee can avail of 2 days of casual leave consecutively with prior permission. Casual leave will not be combined with any other leave.

## **5.2. Compensatory Leave**

- All employees are eligible for Compensatory Leave for work performed in the field or at the place of duty, on official holidays to complete assigned work within the time frame.
- Prior approval is to be obtained in writing from the Principal or his/her nominee for work on holidays and the same is to be noted in the prescribed register.
- Compensatory leave may be availed within a three months period.
- One-day compensatory leave cannot be split into half days.

## **5.3. Leave on Loss of Pay**

If an employee has no leave available to his / her credit, he/ she may request for leave on Loss of pay under exceptional circumstances. It must be clearly understood that during Leave without Pay, each calendar day shall be recorded as a day without pay. Leave without pay is applicable to all employees.

## **5.4. Vacation leave**

- The staff members who are having more than 2 years and less than 5 years of service in our college are eligible to avail of 15 days of vacation leave. More than 5 years of service at SIET are eligible to avail 20 days. The maximum of summer and winter vacation leave put together is 15 and 20 days only in a calendar year (Jan 2016 to Dec 2016).
- Faculty members who have put in less than 12 months of service are not eligible for any vacation leave and those who put in more than 12 months and less than 24 months of service are eligible for 50% of vacation leave (7 days).

- Out of 15 and 20 days, the staff members should attend FDP / Workshop / Seminar / Conferences, etc. for 5 days conducted at outside colleges. If the staff members not attended any FDP program during the calendar year, 5 days will be deducted from the vacation leave.
- Maximum of only two spells will be permitted. Prefixing and suffixing of holidays are permitted. If the holidays come in between, they will be counted in the eligible leave.
- At any point in time minimum of 50% of teaching staff in a department should be present for examination supervision and attending other duties.
- The staff should attend the exam duty assigned even if they are on vacation leave.
- The staff members, who have already availed Medical Leave against vacation leave, are requested to verify their eligibility before proceeding on vacation leave.
- The faculty members who are pursuing Ph.D. are permitted to avail 10 days of special casual leave out of their vacation leave only in connection with their Ph.D. work including Viva Voce for which they have to obtain authorization from their guide.

### **5.5. Medical leave**

- The minimum of three years of satisfactory service in SIET, those category women employees are entitled to maternity leave for a period of 90 days.
- Application for Maternity leave should be supported by a certificate from the Registered attending Gynecologist starting the date of confinement/the birth certificate of the baby.

## **SECTION: 6 PERFORMANCE MANAGEMENT SYSTEMS**

### **6.1. Objectives**

SIET considers it very important to assess the performance of each employee against planned results so that it can recognize/appreciate/reward deserving employees, make efforts to bring under-performers to satisfactory levels of result achievements, and replace non-performers. The SIET Performance Management System (PMS) comprises of performance planning, feedback & counseling system, assessment, recognition, and capacity enhancement mechanisms. Performance assessment shall be against set performance objectives and value-based behavior in job management. It is the policy of SIET to encourage its staff to develop their skills and potential.

### **6.2. Performance Planning**

This involves the selection of achievable and results-based objectives from the short-term organizational plan.

- Performance plan for the year for each employee will be prepared in the April-June timeframe each year specifying realistic objectives and respective results to be achieved. These can be stated as Key Result Areas (KRA) for the Staff. Against these Key Result Areas, indicators should be specified. Working relationships for each area with departments and with other staff vertically and horizontally across committees will be explicitly defined. The organization chart is also expected to provide the required escalation matrix. It would also be important to set these in a time frame. There should be an overall acceptance of the rating system in relation to each of the KRAs.

- This plan is to be worked out in consultation with the HOD and approved by the Principal

### **6.3. Performance Feedback System**

- At least one mid-year feedback on performance is to be provided to staff. A brief note on this review and related counseling provided shall be prepared and signed by both the employee and the HOD/Principal and maintained in the employee's personal file by the HOD. This will facilitate and provide references for annual appraisal.
- HOD/Principal will use the Half-yearly revisit of performance plans to identify weak areas as well as strengths of each employee and provide appropriate feedback in terms of guidance and counseling to encourage and motivate employees to improve their performance and personal growth.
- Concrete observations arising from the review /counseling sessions along with the suggestions made for improvement should be recorded in the employee-related files to assess improvement in the performance of each employee.

### **6.4. Assessment, Recognition, Reward**

- Annual performance appraisal will be conducted at a time fixed by the organization. This is very important as it is during this exercise that the employee's achievements/shortfalls of their performance objectives and results for the year will be critically measured based on the set objectives and the findings of the half-yearly reviews. Each employee will be rated for their performance on a pre-determined common scale.

- The system provides a platform for interaction, discussion, and sharing of the observations/rating of the employee with the Management.
- Rewards, recognition, and penalty will be based on the half-yearly and annual assessment, rating, and personal interview. The employee's job-related behaviour in line with the value system of the organization would also be considered for deciding on rewards including promotion as well as any penalties.
- Performance appraisals and related documentation are treated strictly confidential. Only the HOD will have access to the results.
- Rewards will be given once in a calendar year. This may be appropriately done on the annual day of the Organisation.
- Rewards will be recommended by a HOD/ Principal.

### **6.5. Promotion Policy**

Promotions to higher positions are based on competencies, past performance, and merit. Hence, on promotion, the individual's work profile and responsibility will change. The organization will always consider the AICTE rules and regulations in this matter. SIET will follow certain criteria for determining the promotion. These criteria are listed below:

- Requisite qualification and experience
- Job Knowledge
- Skill requirements/competencies of the job
- Performance history of the past 3-5 years



- Demonstrated leadership qualities and teamwork
- Value-based job-related behaviour in the past.

Promotion is not automatic and cannot be claimed by an employee as a matter of right. Based on the recommendations, the final decision will be taken by the Management. Promoted employees will be given a higher level of salary - Grade/Scale- appropriate to the increased responsibilities but it necessarily does not need to be the same drawn by the person previously occupying the post. Vacancies might be filled with internally and/or externally qualified candidates. Internal candidates will be given equal opportunities to compete with external candidates.

For Non-Teaching staff, time-bound Grade Promotions as stipulated in the Pay Revision will be granted.

#### **6.6. Notice Period**

In the event of resignation, the papers will be entertained only once in a year between Jan15<sup>th</sup> to Jan31<sup>st</sup> of every year, giving 3 months' notice and relieving orders will be issued accordingly

#### **6.7. Exit Interview**

The exiting staff member shall generally be required to participate in a face-to-face exit interview by the Principal. Exit interviews shall be conducted with departing staff before they leave. Exit interviews will provide useful information about the organization, to assess and improve all aspects of the working environment, culture, processes and systems, management and development.