

## RECRUITMENT AND APPOINTMENT POLICY

***“Recruitment is the process of seeking out and attempting to attract individuals with potential in the external market, who are capable of and interested in filling job vacancies. Recruitment is an intermediate activity whose primary function is to serve as a link between human resource planning on the one hand and selection on the other hand.”***

### RECRUITMENT POLICY

Recruitment is the joint effort of an individual department and the human resources department to identify and secure the best possible candidate for a particular position.

The Institute encourages hiring talent of the highest quality, combined with an attitude, which will enable the individual to integrate into the culture of the Institute. Each individual, the Institute recruits should fully appreciate and actively support and safeguard the ethical principles, which this Institute espouses.

### RECRUITMENT PROCESS

The process of recruitment would proceed at two levels: -

**Internal:** -Potential candidates would be sought for within the Institute

**External:** - Placement Consultants  
- Advertisements in newspapers, business magazines and web sites  
- Unsolicited applications and references from Company employees

#### 1. Recruitment through internal sources:

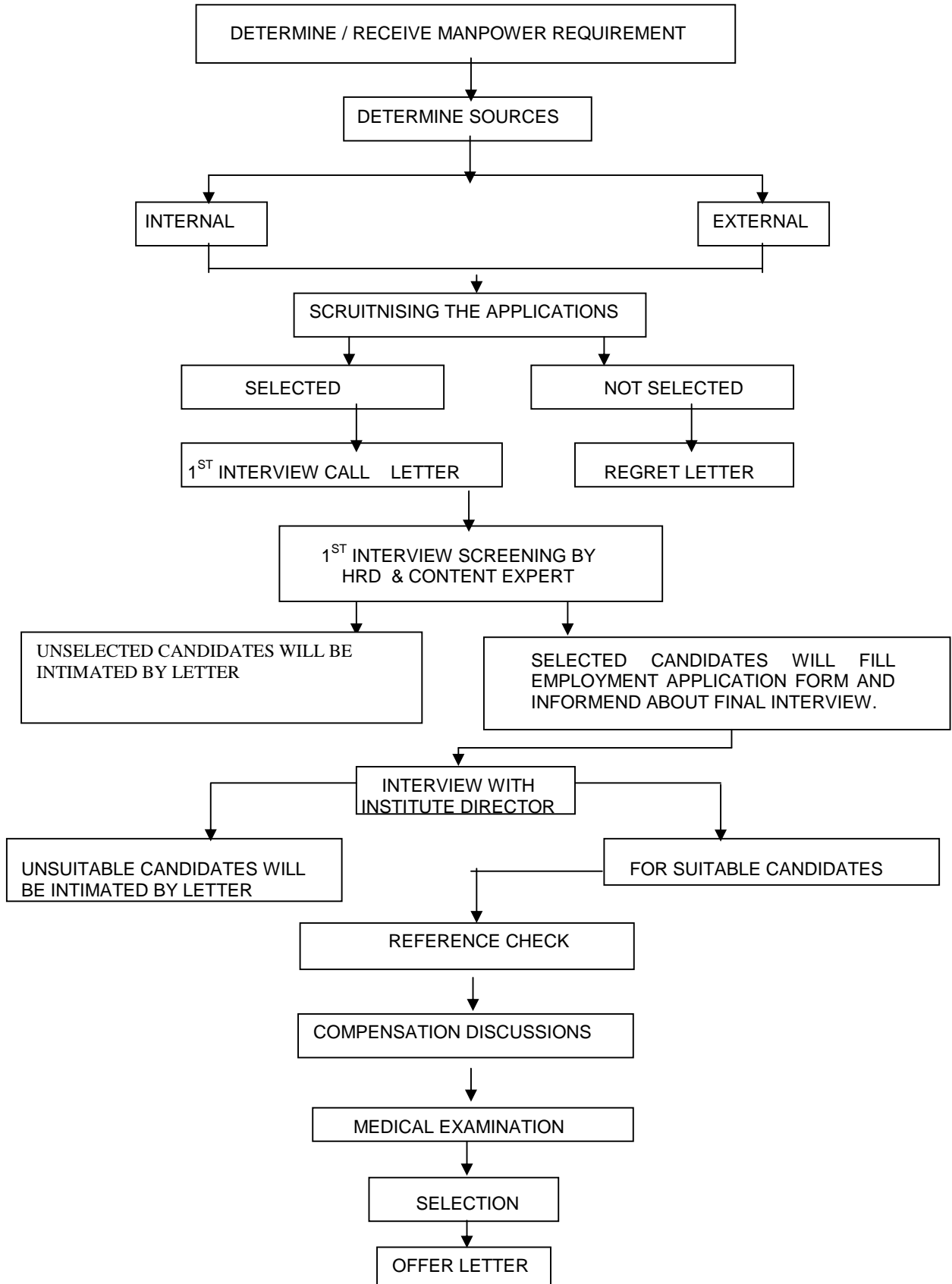
- An endeavor will be made to source candidates from within the institute, provided the employee meets the selection criteria laid for the vacancy. Though, the final approval of the Institute Director will be required.
- If a suitable candidate is not available within the organization, the institute will fill the vacancy through external sources. However, the concerned Department Head, in collaboration with the HR Department will identify the development needs of the individuals in the department, with a view to providing the training inputs necessary to develop potential candidates within the Company. These will be carried out in a time-bound framework so that when vacancies arise in the future, individuals in the department will have the opportunity of being considered for them.

## **2. Recruitment through external sources**

The recruitment and selection process will be as follows: -

- The concerned Head of the Department will fill in the Manpower Requisition form and send it to the HR department.
- The Human Resources Department will co-ordinate with the Head of the Department concerned to complete the initial screening of all job applications for a particular vacancy.
- Shortlisted candidates at the preliminary interview will be requested to fill in the employment application form. If a candidate does not meet the job specifications, his or her application will be returned to the databank for future consideration, and the candidate will be informed accordingly.
- Candidates who are found suitable after the preliminary interview, conducted by the Human Resources Department along with Content Expert (concerned departmental Head), will be called for an interview with the Institute Director.
- Candidates not found suitable by the Institute Director will be informed accordingly, by the Human Resources Department
- The Human Resources Department will carry out the reference check for selected candidates. After reference check the HR Department will invite the candidate to discuss the compensation package. Once this has been successfully negotiated, the HR Department will make an offer of appointment.
- Once the selection process is complete, the candidate and the HR Department will jointly decide on a date of joining. When the candidate presents himself or herself on the agreed date, the Letter of Appointment and Employment Contract will be handed over. These will explain in detail the terms and conditions governing the employment. In addition, the newly recruited employee will also be given a personal letter welcoming her or him to the Company.

# PROCESS FLOW CHART



### **3. TRAVEL AND OTHER EXPENSES FOR OUTSTATION CANDIDATES**

The Company's first endeavor will be to find suitable candidates locally. However, if the best applicants are located outside Chandigarh/ Punjab, the Company will reimburse all travel expenses to enable a candidate to travel to the CIIS. The reimbursement offered would be commensurate with the entitlement of the grade/level of the post for which the candidate is being considered. For all candidates from outside Chandigarh, CIIS will make arrangements for board and lodging.

An outstation candidate will be informed of the mode of travel to which she or he is entitled, and requested to fill out a travel clearance amount format approved by the Human Resources/Accounts Department. The amount will be reimbursed immediately after the interview, on producing a return ticket and other vouchers for expenses as specified by the Accounts Department.

### **4. INDUCTION IN THE COMPANY**

The process of induction will begin on the first day of joining, as soon as the joining formalities are completed. All new joiners would be put through a detailed New Employee Orientation programme.

An induction manual will also be provided. This will consist of the following: -

- An introduction to CIIS
- The Vision Statement of the Institute
- A Organizational structure of the Company
- A note outlining Company objectives, policies, practices and regulations
- A note on the terms and condition of service
- Social benefits (insurance, PF, gratuity etc.) and welfare facilities
- Opportunities, policy for promotion and suggestion schemes

The Departmental Head would ensure that a new employee: -

- Has been introduced to all the members of his or her department
- Clearly understands his or her reporting relationship
- Has a clear understanding of the functions of the department
- Is fully aware of his or her job description and responsibilities
- Is absolutely clear about his or her level of financial authority and responsibility
- Is aware of the process of decision-making in the Company and in his or her department in particular.
- Understands the potential for advancement.

## **5. PROBATION PERIOD AND CONFIRMATION IN SERVICE**

All new entrants to the Company will be on probation for an initial period of 6 (six) months, from the date of joining. Though for Faculty, this period will be 4 (four) months. On successful completion of the probation period, the employee will be informed in writing and will continue to be governed by the terms and conditions mentioned in the employment contract, signed separately at the time of joining.

## **6. EXIT POLICY**

Should an employee decide to leave the employment, the following procedure is to be followed: -

1. The employee will hand over a letter of resignation to the Department Head/Program Coordinator/HR for processing and approval.
2. The resigning employee will give the Company notice as per the employment contract or salary in lieu thereof. Unused earned leave will be adjusted against the notice period by mutual consent.
3. Employees on probation may terminate their service or have their service terminated under the rules of probation.
4. HR Deptt. will forward it to the Institute Director with their comments and the same will be effective from the date on which the Institute Director gives his decision. Account and Administration Department will be informed immediately by HR in writing. Salary of the individual will be put on hold in consultation with Institute Director, if so required.
5. It will be the responsibility of the employee to ensure that all office equipment, official papers and other items belonging to the Institute are handed over in good condition. The Departmental Head will designate a person to take over charge from the resigning the employee.
6. An employee will be expected to obtain a full and final clearance in a prescribed format, from all relevant departments.
7. The resigning employee is expected to clear all his outstanding if he fails to do so his salary will be put on hold and no relieving letter will be issued to him.
8. A full and final payment will be made to the employee by the Accounts Department within fifteen days of the individual being relieved on submission of the clearance from all.
9. The Human Resources Department will hold an Exit Interview with the employee, before he or she leaves the employment of the Company. The purpose of this interview is to elicit from the employee his or her reasons for leaving the employment and to understand his or her views of the strengths and weaknesses of the Institute.

## **7. CONFIDENTIALITY**

All employees are expected to understand and respect the confidentiality of the work they undertake. All information pertaining to the Institute is to be kept within the relevant parameters of the workplace. Employees should not discuss or share by any other means, electronic, or otherwise, any particulars of the work they do. Similarly, they are expected to display utmost discretion in terms of their knowledge of organizational processes, technological know-how, administrative, operational and Institute matters, which may come within their professional purview by virtue of being in the employment of the Institute.

## **CIIS IMPREST POLICY**

This policy is framed to set entitlements of CIIS employees to get Imprest money for administrative / marketing / other official purposes.

The employee will be entitled to get, on one occasion, the maximum imprest amount equal to his / her one time monthly salary. Exception MAY be approved by the Institute Director.

The bills of the same, duly approved by the concerned authority, should be submitted to the Finance Deptt. Within 72 hours of completion of the activity.

In case the bills are not submitted within the stated period, the employee will not be entitled to the second imprest, how so ever urgent it may be, and will not be entitled to the salary till he/ she submits the bills unless otherwise approved in writing by the Institute Director.

### **Employees Leaving CIIS**

- 1) The letter of resignation should be handed over to the Accounts and Administration department as approved by Institute Director.
- 2) Before being relieved the employee has to take clearance from all the departments of CIIS, specially the Finance Deptt.

## EXIT INTERVIEW FORM

Name of the Employee: -----  
Designation & Department: -----  
Date of Appointment: -----  
Date of Resignation: -----  
Relieving Date: -----

1. Employee's perception about the Institute.
2. How was the experience while working for the Institute?
3. Practices of the Institute he/she likes.
4. Practices of the Institute he/she dislikes.
5. His/her perception about: -
  - a) Peers -
  - b) Immediate Supervisor -
  - c) Subordinates -
- 6) What made him decide in favour of a change and why?
- 7) What is his new assignment?
- 8) What corrective practices does he/she feel would prevent employee like him from separating
- 9) Any other observation/ comments
- 10) Interviewer's remark, if any

Signature of the interviewer : -----

Date : -----

# LEAVE POLICY

## **1. OBJECTIVE**

The objective of the Leave Policy for CIIS Educational Services Society is to provide all employees with the opportunity to take time off from the workplace in order to meet personal needs.

## **2. APPLICABILITY**

This leave policy applies to all employees on the rolls of the Institute, including those on probation. It shall however not apply to contract, part time staff and trainees, except if the terms of employment specify otherwise. This policy is effective January 1, 2008 and supersedes all previous policies on this subject matter.

## **3. ADMINISTRATION**

The time frame of the leave policy is the calendar year, i.e. from January 1 to December 31. Important here to note is that the leaves will be credited to individual employee on pro-rata basis, depending upon the date of joining. These leaves will be credited to the individual's leave account on January 1<sup>st</sup> each year.

## **4. ENTITLEMENT OF VARIOUS LEAVES**

### **Earned Leave**

4.1 All the employees (non faculty) on the rolls of the Institute except those on probation are entitled to 18 (eighteen) days of Earned Leave for the working days in each calendar year. For those who join new, the earned leave will be credited to their individual account after they have successfully completed their probation.

4.2 During the non-teaching semester, a faculty member is entitled for 18 days of earned leave, weekends and intervening holidays will be counted in the entitlement. This may be availed in whole or maximum two parts within the duly approved non-teaching semester. The thumb rule is 10 days earned leave for every semester taught and the eligibility criteria is successful completion of 2 consecutive teaching semesters. Earned leave should be planned and must be officially apply for minimum 10 days in advance through proper channel. This must coincide with the planning that Program Coordinators do for their faculty in terms of courses, teaching hours and non-teaching semester for the year ahead. For further details, refer to policy on Non-teaching semester.

4.3 The entire unavailed earned leaves will be carried forward to the next year since earned leave is a leave which an employee earns by the virtue of serving in the company. However no earned leave is earned if there is loss of pay.

4.4 Employees will be allowed to accumulate their earned leave up to maximum of 60 (Sixty) days. Leave accumulation beyond 60 (Sixty) days will be encashed at the end of the relevant calendar year. However at the time of separation/resignation, the accumulated leave balance will be encashed after accounting for the notice period, as specified in the employment contract. This will be done while preparing the statement for full and final settlement.

4.4 Earned Leave may be taken in segments of minimum 5 (five) days or more. However, it may not be availed for more than 3 (three) times in a calendar year. Employees must apply for Earned Leave at least 10 days in advance. Only under special circumstances will it be allowed to take minimum 3 days EL but this must be recommended by the HOD and approved by the Director.

4.5 Leave taken beyond the limits (18 days) of earned leave or the accumulated balance of earned leave in the employee's account will be treated as leave without pay only if the said leave period is approved by the Institute Director else it will be unauthorized absence from duty.

### **Casual Leave**

5.1 All employees on joining will be entitled to 6 (six) days of casual leave in a calendar year. Leaves will be credited to individual leave account on pro-rata basis, depending upon the date of joining.

5.2 Casual leave is intended to meet special circumstances that cannot be foreseen or avoided. Ordinarily, prior permission of the superior must be obtained before casual leave is availed but when this is not possible, the superior must be informed as soon as possible.

5.3 Employees who do not avail their casual leave entitlement in a given year will not be allowed to carry forward the balance to the next year. The unavailed casual leave will lapse and the same cannot be encashed either.

**5.4 Employees will not be allowed to club their casual leave with any other type of leave except compensatory off.**

5.5 Employee will be allowed to use casual leave on half-day basis. But in no circumstance will an employee be permitted to avail **more than 3 (three) days** of casual leave in a single stretch. In this case one should apply for earned leave.

5.6 Casual leave can be used as prefix and suffix with the intervening holidays.

### **Medical Leave**

6.1 All employees on joining will be entitled to 6 (six) days of Medical Leave in a calendar year. Leaves will be credited to individual leave account on pro-rata basis, depending upon the date of joining.

6.2 Employees availing medical leave or extension of leave on grounds of illness for more than 3 (three) days will have to furnish a Medical Certificate from a qualified medical practitioner on rejoining of office.

6.3 Medical leave cannot be combined with casual leave. However, the same may be clubbed with maternity leave, earned leave and compensatory off.

6.4 Intervening holidays and weekly offs will be counted while availing medical leave.

6.5 When an employee is on more than 5 days medical leave, the same will be converted to earned leave and the balance in the earned leave account accordingly reduced.

6.6 No employee will be allowed to accumulate or carry forward his/her unused medical leave to next year and there will not be any encashment for the same.

### **Compensatory leave**

7.1 All employees will be entitled for compensatory leave, on account of official work done on a holiday or Sunday, provided such working is pre-approved by the superior.

7.2 Employee may avail the compensatory leave within 2 months of working on a holiday or a Sunday. If not availed within 2 months of its accrual, the same will lapse with no encashment.

7.3 The date when an employee can avail any compensatory leave due to him or her will be at the discretion of the Institute Management alone. Though, it would normally be in consultation with the concerned employee.

#### Maternity Leave

8.1 All female employees are entitled to Maternity Leave under the Maternity Benefit Act, 1961 as amended from time to time.

### **STANDARD OPERATING PROCEDURES**

9.1 Although the Institute encourages all employees to avail their leave, it must be understood that leave is granted at the discretion of the Institute. Leave is a privilege and not a right. Employees must be prepared to adjust their leaves, keeping in view the exigencies of work. Consequently, no employee may claim leave solely at his or her own convenience, as a matter of right.

9.2 It is important that when the faculty member proceeds on leave, they must reschedule their classes in such a way that no teaching hours are lost. This must be in consultation and approval of their respective Program Coordinators.

9.3 When non-teaching staff is proceeding on leave, it must be ensured that the head or the second in command are not availing leave simultaneously. This is to ensure that the office work does not suffer in any way.

9.4 The encashment of Earned Leave comes under the relevant provisions of income tax regulations.

9.5 When an employee is transferred from CIIS to a group concern, the accumulated leave balance will also be transferred to his or her credit in the new company.

9.6 Staying away from work without due authorization will attract disciplinary action.

9.7 In case an employee is unexpectedly constrained to take leave for personal reasons, whether medical or otherwise, it is essential that he/she inform the appropriate authority in the first half of the day.

9.8 When an employee has been obliged to take unplanned leave for unforeseen reasons, he/she is expected to submit a leave application, duly signed by the concerned authorities, to the Administration Department on the day he/she resumes duty, otherwise, it will be treated as leave without pay.

9.9 The accumulated leave balance will be offset with the notice period, as specified in the employment letter during the time of resignation/ separation.

9.10 If the employee has exhausted his/her leave balance and due to any emergency (medical or otherwise) wants to take leave, he/she may do so with the written permission of the head of the department, duly approved by the Institute Director. However, this will be treated as leave without pay.