JANSONS SCHOOL OF BUSINESS

PEOPLE POLICY MANUAL

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Director **Vice Chairman**

1. INTRODUCTION

Jansons Foundation, the philanthropic arm of Jansons Group, envisioned building a business school that would have a world-class infrastructure and state-of-the-art campus. And it is this vision of **Rtn. MPHF. T.S. Natarajan, Chairman of Jansons Group** that transformed itself into Jansons School of Business (**JSB**) located near Karumathampatti, on the Coimbatore – Chennai Highway, 16 kms from Coimbatore airport.

JSB is a world class B School which envisions developing competent and committed managers and entrepreneurs driven by values and aims to take the corporate stronghold by our zeal and passion. During the last 21 years of existence in the realm of management higher education, **JSB** has produced over 2000 managers of high calibre and values, and have been placed in reputed companies in India.

As an **AICTE approved Management School**, JSB is an autonomous institution affiliated to the Bharathiar University, Coimbatore, and offers **MBA (full-time and residential)** and **Ph. D** programmes.

Key policies and principles of JSB

Vision
To be a quintessentially practical Business School, developing managers and entrepreneurs who would be game changers in management and leadership practices.

Mission
To enrich the learning experience by questioning assumptions, thinking deeply, and by creating avenues for hands-on enquiry, in an atmosphere of mutual respect, with an aim to serve business and society at large.

Quality Policy
Jansons School of Business is committed to provide a learning environment of a high order to students in Management Science and transform them to be Competent, Skillful and Professional in serving the industry worldwide.

Our Commitment
The Management, Faculty, Staff and Students of Jansons School of Business are committed to the principles of professional conduct and behaviour, as defined by the institution.
As a living community in the field of education, we strive continuously to give expression to the constructs of challenge, freedom, respect and fairness in our professional lives.

Core Values

We at JSB uphold the core values presented in table below. These values guide our actions in all walks of our campus life.

JSB CORE VALUES			
Fairness in our standards, procedures and evaluation processes	**Respect** for one another and the educational process	**Freedom** with ownership, responsibility accountability and commitment	Willing to take on **Challenges** that stretch our limits by exploring and experimenting
• Act in accordance with **core values** • Treat everyone **equally** without any discrimination • Provide fair **constructive feedback** while evaluating others • Handle violations with **uniform and fair** procedures • Make **allowances for failures** • Act with **integrity** and **honesty** • Be **open** and **transparent**	• Communicate in a **direct and truthful** manner • Build **trust** by being **objective** and not personalising • Be **humane** by assuming positive intentions of others • Foster **candid** discussions • Easy to **approach** and talk to • Give **feedback with respect** • Act **cohesively** and foster **team spirit** • Maintain **confidentiality** • **Listen** to understand other's perspective	• **Do what we commit** to do • **Own up** our mistakes • Own up the **decisions taken collectively** • Committed to deliver agreed levels of **quality** • Take responsibility for the **outcome** of our actions • Plan **proactively** considering possible contingencies • **Open to feedback** from others on strength and weaknesses • Willingly **share** information, ideas and experience for development	• Foster **creativity** and **innovation** • Use strategic and **critical thinking** • Committed to **excellence** in all actions • Work **necessary hours** to complete tasks • Act with **dynamism** and spirit of **competition** • **Inspire** others with a sense of realistic possibilities • Take smart **risks** and accept the consequences • Pursue with **passion** growth and change for **continued improvement**

1.1 Purpose of the Manual

This Manual contains all major people policies and procedures that are currently in force in Jansons School of Business (JSB). The Manual is intended to serve as a reference guide to full-time employees on the human resources policies and procedures of JSB as well as the rationale and principles of how they should be implemented and enforced. The provisions stipulated in this Manual shall be subject to change from time to time at the discretion of JSB.

The terms in this Manual shall apply to all teaching and administrative staff of JSB, unless mentioned otherwise.

This Manual is to be read along with the JSB HR Manual which contains the additional guidelines and procedures to operationalise these policies.

1.2 Definitions

The members of staff of JSB shall be classified as:

Academic – which term shall include Professor, Associate Professor, Assistant Professor, Adjunct Professor, Placement and Training Officer, Visiting Faculty, Research Assistant, Librarian, Deputy Librarian and such other academic posts as may be decided by the Management. All teaching staff may also be referred as '**faculty'**.

Administrative – which term shall include Administrative Officer, Accounts Officer, Audit Officer, Stores Officer, Medical Staff, Systems Manager, Wardens and such other administrative and other staff as may be decided by the Management.

Technical – which term shall include Supervisor, Mechanic, Electrician, Horticultural Personnel, and such other technical staff as may be decided by the Management.

Cleaning and other Staff – which term shall include Security Guards, Gardeners, Sweepers, Skilled and Unskilled Attendants, Peons etc. and such other staff as may be decided by the Management.

Support Staff – Administrative, Technical and Cleaning and other staff will be collectively referred as 'support staff'.

1.3 People Philosophy

The primary basis of JSB People Philosophy is to treat every employee as an individual and a member of the JSB family. Our People philosophy is guided by our core values of freedom, fairness, respect and challenges that enable us to ethically and effectively develop a strong bond between our employees.

JSB is committed to hiring, developing and retaining the most talented people in order to achieve a committed integrated community of motivated and passionate employees. We strive to be the 'Employer of Choice' by offering fair, equitable and competitive compensation, comprehensive benefits, and extensive career opportunities. The JSB culture ensures that the team possesses a high level of morale through recognition and positive employee relations and inspires employees by offering opportunities for challenging work, personal development and growth. We provide equal opportunities for employees regardless of ethnic and cultural background, religion, gender, age and sexual orientation.

Our people priorities are:

- Value our faculty and staff for their knowledge, skills, talents, service orientation, flexibility, commitment and the creativity they bring to the institution.
- Nurture an inclusive and congenial environment on campus
- Foster a positive environment that lets faculty and staff feel at home and in the workplace
- Create strategic processes that support school goals and balance compliance with the need for innovation

2. RECRUITMENT POLICY

Appointments of all faculty and staff of JSB, covered by these Rules, will be made by the Management through the Director / on his recommendation.

Every employee, on appointment, shall be required to produce their original degree / diploma certificates along with certificate(s) of experience, if any; with attested photocopies thereof. Original certificates will be returned to the employee after the verification.

2.1 Manpower Planning and Control

The aim of manpower planning of JSB is to ensure that JSB attracts, acquires, develops and retains the optimum number of employees with the required skills, expertise and competence.

The Management in consultation with the Director and the Academic Council, prepares a manpower plan at the end of every academic year, taking into account the structure, resources and requirements of the academic and administrative processes.

In order to optimize human resource utilization and to maintain cost effectiveness, manpower control shall be exercised. Recruitment shall only be carried out in accordance with the bases of academic and operational needs.

Whenever an employee leaves JSB, the Director shall assess the manpower requirement to see if a replacement is necessary. Where a replacement is required, internal transfer or promotion should be considered before pursuing external recruitment.

2.2 Recruitment and Selection

The purpose of recruitment at JSB is to acquire, in a cost effective manner, the optimum number of high quality employees for the operations and development of JSB. In order to appoint the most appropriate persons for the positions, it is crucial that potential candidates are drawn from a wide pool and equal opportunities are ensured for all candidates. The following guidelines seek to ensure transparency and fairness throughout the recruitment process.

Referral is the generally used method for identifying potential candidates. Referral sources may include current employees of JSB and the wider academic network.

Selection Committee: The applications for employment will be screened by the Selection Committee. The Selection Committee will consist of the Vice Chairmen and Director.

Selection Process: The following two sets of selection criteria shall be considered in the recruitment process:

a. Shortlist Criteria

In short-listing candidates for interview, the following factors shall be considered:

- academic, professional and technical qualifications;
- relevant work experience; and
- leadership and management experience.

There shall be no discrimination on the grounds of age, sex, marital status, family status, sexual orientation, disability, race, nationality or religion in any circumstances. All candidates shall be assessed fairly and equally irrespective of the sources they come from.

b. Final Selection Criteria

The final selection criteria are applied to evaluate the evidence gathered through interviews and discussions following the initial shortlist. The final selection criteria shall focus on, inter alia, personal qualities, attributes and competencies, past performance, aspirations, potentials, communication and interpersonal skills, professional and personal integrity.

Remuneration: Remuneration packages shall be negotiated and set on an individual basis.

Letter of Appointment: Although the letters of Appointment / Confirmation will be issued on behalf of the Management, the respective order in writing will be communicated to the employee concerned by / through the Director.

Reemployment: Former employees of JSB, except those whose employment were terminated for cause, may be considered for reemployment in accordance with the guidelines indicated by the Management.

Employment of family members: Employees are permitted to refer their family members for vacant positions if they possess the required qualifications. Such applications shall also be treated at par with applications received through other sources.

3. FACULTY DEVELOPMENT POLICY

Faculties are encouraged to attend seminars/workshops/conferences/training programmes conducted by reputed national and international institutions/professional associations to:

- strengthen the job skills/knowledge of the faculty;
- improve operational efficiency and productivity through innovative pedagogy; and/or to
- develop the potential of faculty for maximizing mutual benefit to individuals and JSB.

Faculty training/development activities can be initiated by the Management or the faculty. In either case, it has to be approved by the Director.

Faculty-initiated training/development activities may include external programs that are organized by external training institutes or by JSB or with other institutes of repute for the general public.

Management-initiated programs may take the form of offering sponsorship for faculties to attend external programs or organizing such programs in-house.

Each faculty is provided with a budgetary allocation of Rs. 1 lakh per year for their personal and professional development activities. On special cases, this limit may be increased on the sole discretion of the Director. Faculties should submit a detailed budget/estimated expense for such programmes and get the same approved by the Director prior to the programme. Approval of sponsorship is at the sole discretion of the Director.

For all categories of sponsored programmes, sponsorship will include registration fee, travel by train (II / III AC) or air (economy class), food, local transport and accommodation. Sponsorship does not include any other personal expenses.

4. PERFORMANCE INCENTIVES POLICY

JSB believes in providing consummate incentives for the performance of faculty beyond basic expectations. These activities shall be in the form of research publication, conduct of events, acquiring collaborations with industry or institutions of repute, industrial consultancy, etc.

A budgetary allocation of Rs. 50,000/- per faculty per year is set aside for these incentives.

The incentives shall be provided based on the annual performance appraisal.

5. FACULTY PERFORMANCE APPRAISAL SYSTEM

JSB has developed a Performance Development Process which aims at:

- driving JSB to be a high performance and learning focused institution
- aligning individual objectives with JSB's objectives and core values
- encouraging employees to think about and communicate their performance objectives / targets
- focusing on performance improvement
- helping staff to continue adding value to self
- tracking and rewarding high performers

5.1 Key Result Areas

Key Result Areas (KRAs) are identified for the faculty and listed in a prescribed format (As in Annexure 1) with respective weightage for each KRA. Faculty should set their individual goals against these KRAs at the beginning of every semester. Their performance will be measured at the end of every semester based on their level of achieving the goals.

5.2 Performance Management System

Performance Development is a systematic approach to maximizing both individual and organizational performance. Performance is defined as a combination of Results (Achievement of Objectives) plus Behaviours (Competency Development).

Achievement of Objectives

JSB uses a 'cascading objectives' system, which links individual objectives to domain objectives. In turn, domain objectives are linked to JSB's strategic objectives. By linking individual performance to JSB's strategic objectives, JSB ensures that:

- Individuals at all levels will work towards achieving JSB's objectives
- Employees learn how to set their performance objectives in direct support of domain/institutional objectives
- The performance development schedule is aligned with the strategic planning and budgeting schedule

Competency Development

Competencies are observable and applied ***knowledge, skills and behaviours*** *important* for the success of the organization, personal performance and enhanced contribution.

JSB's Competency Model is directly linked to its core values and Vision/Mission. By linking competencies to JSB core values, JSB ensures that employees are focused on the 'right' behaviours.

In summary, the core competencies include:

JSB Core Values	Core Competencies
Fairness	• Judgement and Decision Making • Constructive feedback • Uniform and fair procedures
Respect	• Teamwork and Collaboration • Communication Skills • Interpersonal Skills
Freedom	• Commitment to quality • Ownership and responsibility • Accountability
Challenges	• Innovation / Change Orientation • Initiatives / Motivation • Domain knowledge/skill upgradation

Detailed description of each competency for faculty can be found in the Core Values Rubrics in Section 1 of this Manual.

JSB follows four phases to achieving performance development success: Planning, Leading, Reviewing and Rewarding. Through these phases, JSB follows a systematic approach, from setting overall objectives at the beginning of the year to rewarding employees at the end of the year.

5.3 Rewards and Recognition

In recognition of the central role of the faculty in JSB, the Management presents them with special personalized gifts on every Teacher's Day (September 5th).

6. PROMOTION POLICY

JSB aims to provide career advancement opportunities for employees to develop and utilize their potential whenever possible, while at the same time recognizing their outstanding performance.

The basic principles of promotion in JSB are equal opportunities, non- discriminatory and the best person for the job. Selection for promotion should be based on merit with due consideration of the following factors:

- job knowledge and technical know-how;
- competence and potential;
- performance and quality of work;
- academic/professional/technical qualifications;
- honesty, integrity and commitment to work;
- working attitude and interpersonal skills; and
- personal attributes and tact.

Age, sex, marital status, pregnancy, family status, disability, race, caste, nationality or religion should not be considerations for promotion.

Promotion based on merit provides pathways or potential avenues for employees to aspire for higher grades, so as to maintain a clear and stable career development structure enabling the advancement and retention of quality staff.

7. POLICY FOR SUPPORTING RESEARCH PUBLICATIONS / CONDUCTING RESEARCH

The purpose of the Research Policy is to create a vibrant atmosphere of research among faculty and inculcate research propensity among the students. The policy shall serve as an overall framework within which research activities may be carried out. It also aims to identify thrust areas of research having social relevance and thereby supplementing the Vision and Mission of JSB. The Research policy also emphasizes contribution towards society and to the nation at large.

7.1 Objectives of the Research Policy:

- To create awareness and opportunities in Research and Development among the faculty and students and to create Research and Development atmosphere in every department.
- To kindle the research attitude among the staff members to take up Research projects and improve their knowledge, skills and qualifications.
- To motivate the faculty members to carry out research and development activities in the area of their specialization.
- To encourage staff members and students to publish technical papers in National and reputed International Conferences / Journals.
- To undertake research activities and development projects offered by agencies such as ICSSR, CSIR, DRDO, RCI, DST, AICTE, UGC, TNSCST, etc.
- To assist for applying and getting funds for conducting Seminar/Workshop/FDP from various available funding agencies.
- To facilitate the growth of research activity among the academic community.

7.2 Financial Support

In order to promote research and development activities, the institute extends its full support to students and faculty. JSB encourages students and faculty to participate in National / International Conferences, and Training programs.

Full/Partial financial support to the tune of budgetary allocation of Rs. 25,000/- is provided for each faculty per year to promote research and development.

8. WHISTLE-BLOWER POLICY

The objective of 'Whistle Blower Policy' is to ensure highest ethical, moral and business standards in the course of functioning and to build a lasting and strong culture of Institutional Governance within JSB. In terms of Policy, an internal mechanism is established for staff members to report to the Management, concerns about unethical behaviour, actual or suspected fraud or violation of the JSB's Code of Conduct policy.

The Policy is intended to encourage all employees of JSB to report suspected or actual occurrence of illegal, unethical or inappropriate actions, behaviour or practices by faculty and staff members without fear of retribution. The employees can voice their concerns on irregularities, malpractices and other misdemeanours through this policy. It also provides necessary safeguard and protection to the employees who disclose the instances of unethical practices / behaviour observed in JSB.

8.1 Reporting process

Any employee who suspects any demeanour shall write on the reporting misconduct duly addressed to the Director in a sealed envelope specifically superscribed in capital letters 'Disclosure under Whistle Blower Policy'.

The Director shall appoint an Investigating Officer, from within JSB or from outside, on a case by case basis to look into the complaint and recommend suitable action to the Director.

If the complaint is on the conduct of the Director, the same shall be addressed to the Vice Chairman, and he shall constitute the inquiry committee in that case.

8.2 Protection to Whistle Blower

- JSB will protect the confidentiality of the complainants and their names / identity will not be disclosed except as statutorily required under law.
- No adverse penal action shall be taken or recommended against an employee in retaliation to his disclosure in good faith of any unethical and improper practices or alleged wrongful conduct. It will be ensured that the Whistle Blower is not victimized for making the disclosure.
- In case of victimization in such cases, serious view will be taken including on such persons victimizing the Whistle Blower.
- Identity of the Whistle Blower will not be disclosed to the Investigating Officer.
- If any person is aggrieved by any action on the ground that he is being victimized due to the fact that he had filed a complaint or disclosure, he may file an application before the Director seeking redressal in the matter, wherein the Director may give suitable directions to the concerned person or the authority.

8.3 Mechanism for action/reporting on such disclosures

- The Concerned Authority (Director or Vice Chairman as the case may be) shall, on receipt of the complaint, arrange to verify the identity of the Whistle Blower.
- Proper record will be kept of all disclosures received.

- The action taken against each disclosure will be also noted and put up to the Investigating Officer within 7 days of receipt of complaint.
- Only on being satisfied that the disclosure has verifiable information, necessary enquiry / investigation will be done with regard to the complaint. The Investigating Officer will also have the authority to seek the assistance / support from other departments / offices to conduct enquiry / investigation.
- The process of investigation will be completed within 45 days of receipt of the Complaint.
- The identity of the Whistle Blower will not be disclosed to the officials conducting the enquiry / investigation.
- In case additional information is required to be collected from the Whistle Blower, it will be through the Concerned Authority.
- Any inquiry / investigation conducted against any Subject shall not be construed by itself as an act of accusation and shall be carried out as a neutral fact finding process, without presumption of any guilt.
- The inquiry / investigation shall be conducted in a fair manner and provide adequate opportunity for hearing to the affected party and a written report of the findings should be prepared for submission.
- A time frame of maximum 45 days will be permitted to complete the investigation / enquiry. In case the same cannot be completed within the stipulated period, interim report should be mandatorily submitted by the Investigating Officer, giving, inter- alia, the tentative date of completion.
- Depending upon the nature of disclosure and its gravity, the Concerned Authority will take a view to take up investigation on a priority basis and fix shorter time frame for its completion.
- In case the disclosure made does not have any specific and verifiable information, the Concerned Authority will be authorized not to take any action. This would be suitably recorded and filed.
- In case the allegations made in the disclosure are substantiated, appropriate action will be taken against the employee concerned on whose part the lapses are observed.
- The action taken against the employee as stated in the above paragraph will be in addition to any other action or prosecution which may be initiated against said employee under any statute or law in force.

9. POLICY FOR CONDUCT AND DISCIPLINE

This policy sets out the general rules and regulations that employees should observe during their employment with JSB for achieving an orderly and harmonious working environment.

9.1 Staff Record

Employees should inform the Administrative Department of any change in their personal data. All data provided by employees before and during their employment of JSB are recorded in personal files kept at the Administrative Department.

These files are strictly confidential and access is restricted to the employees themselves and authorized personnel only.

9.2 Staff Identity Card

Employees will be issued an identity card with access control function upon commencement of service with JSB. They are required to carry their identity card while discharging duties in JSB's premises or at JSB's functions. They should be able to produce it for inspection when requested.

Loss of identity card must be reported immediately to the Administrative Department for cancellation. In addition, employees should apply for a replacement card.

The identity card is the property of JSB and is not transferable. It must be returned to the Administrative Department on the employee's last working day.

9.3 School Property

School property includes but not limited to:

- Office furniture, computer, printer, mobile phone, pager, stationery, staff card, medical card, corporate card, telephone card and other office equipment and facilities;
- Company records and documents including memos, correspondences, forms, Board/Committee papers and minutes, library reference materials, company accounts, client related information, contacts, etc. in paper, tape, diskette or electronic form.

Employees should take good care of and avoid waste when using school property. It is employees' responsibility to safeguard the company property being used by them from damage and loss. They are liable for the replacement cost of damaged or lost items. Upon termination of employment, they should return all company property in their possession to their Heads of Division/Department, the Administration Department, the Exchange Library and/or the Human Resource Department as appropriate.

9.4 Use of Computer and Telephone

Employees should be aware of the IT system security standards and guidelines established and communicated by IT Systems Division, especially those relevant to their daily work on PC and various computer application systems. Employees shall observe the following institutional policies and standards regarding the use of JSB's computer hardware, software and related system services.

9.4.1 Proprietary or Licensed Software/Hardware

- Must not bring in any illegal/unauthorized software and/or hardware;
- Must not install any special computer software/hardware for testing or evaluation purposes without obtaining prior approval from the Director;
- Must never disassemble, add or alter the hardware configuration of their assigned computer;
- Must not make unauthorized copies of JSB's software by whatever means; and
- Must ensure their software is properly licensed and only used in accordance with the rights of the software licensing conditions and agreements.

9.4.2 System Security

- Should have responsibility for protecting and maintaining integrity of JSB's information and data resided on their computers;
- Should ensure that virus checking programs are always active on their desktop
- Computers and scan all import data files to ensure they are free from virus;
- Must not develop, write, generate, copy, propagate, execute or be involved with introducing virus or malicious code;
- Should change their PC, LAN, e-mail and system passwords at least once every 3 months and should not use passwords, which can be easily guessed. The password length should have at least 6 characters;
- Should ensure that their passwords are kept confidential and not known to others;
- Should not connect dial-up modems to computers on the LAN;
- Should logoff their computers after work; and
- Should activate a screen saver with password protection when he/she is away from the machine for a long time (more than 15 minutes).

9.4.3 Data Backup

- Should backup their PC data regularly to minimize data loss due to hard disk failures

9.4.4 PC/LAN Usage and Control

- Should not use their office PC to do personal work not relevant to their company job duties. All data and files are sole properties of JSB; and
- Should report any irregularities on their computer hardware and software to the Systems Department.

9.4.5 Use of E-Mail

JSB provides e-mail to its employees for the purpose of conducting academic activities. It is important to note that any misuse of e-mails or use of improper statements in the e-mails may expose the employee and the school to liabilities and result in disciplinary action being taken against the employee. It is therefore considered necessary to establish some general guidelines on the use of e-mail.

Beware of what is said in the e-mail. Improper statements (including sexually offensive statements, abusive or defamatory messages) may expose the employee and the school to liabilities and result in disciplinary action being taken against the employee.

Avoid sending sensitive or confidential message through e-mail.

As no guidelines can cover all possible issues that may arise in handling e-mail communication, employees should exercise their good judgement in protecting the best interest of JSB in handling such matters. The most essential criterion is that the piece of information to be transmitted by e-mail should never cause any embarrassment or inconvenience to JSB.

9.4.6 Use of Internet

Internet access is provided for the purposes of research, keeping up-to-date on work related information and other work-related assignments.

Employees are not permitted to display, download or distribute defamatory, discriminatory, offensive or obscene materials. JSB Internet access must not be utilized to communicate information that may infringe any intellectual property rights or violate the terms of any applicable laws or regulatory requirements. Visits to unlawful or inappropriate web sites and chat rooms are strictly prohibited.

9.4.7 Non-compliance to the PC Usage Policies and Standards

Non-compliance to the PC usage policies and standards may result in disciplinary action such as reprimand, warning, suspension or summary dismissal as circumstances and severity may require.

9.4.8 Use of Telephone

Telephones are for official use. Employees should minimize private phone calls during working hours for personal interests in order to avoid interruption to the work.

9.5 Use of Photocopying Facility

Central photocopying facility is available in campus. Employees shall take photocopies for academic and administrative purposes without any cost. Copies taken for course material (like handouts, case studies etc.) shall be equally charged into the account of the students who have

opted for the respective courses. Employees shall sign in the prescribed form acknowledging the receipt of the copies.

Employees shall give the material to be copied well in advance to avoid delay.
They shall also take copies for personal usage for which they shall pay the due charges. However, employees are expected to keep this to the minimum.

9.6 Delivery of Speeches or Lectures

Employees should seek the Director's approval or advice before accepting invitations from external parties or organisations to speak or lecture on topics related to their area of specialisation. They should also inform the Director of the date, venue and target audience of the speech or lecture.

Employees are reminded to use their common sense when speaking in public and to say or do nothing to embarrass themselves or JSB.

9.7 Consultancy Assignments

For those employees taking up corporate consultancy, training and/or research assignments for any reward, they should seek prior written approval of the Director. The number of days they can avail such assignments will be governed by the leave rules specified in this manual.

On completion of the assignment, a report in the specified format should be submitted to the Director within a week's time. The fee to be paid to JSB, wherever applicable, shall be paid in cash or by cheque or by bank transfer as soon as the same is received from the client.

9.8 Attire

Employees should dress in an appropriate and presentable way while discharging duties inside or outside the JSB's premises. Except for those who are required to wear uniforms, employees may wear business casual attire to work; however, full business attire, i.e. business suits, shirts and ties for male employees and dresses, saree or salwar kameez for female employees, is required when interacting with external parties or attending formal meetings or events. Following is the business casual attire guideline which is subject to review from time to time:

- For male employees, short or long sleeved shirts with collar (tucked in), full length trousers, shoes with socks; and
- For female employees, saree or salwar/churidar with kameez.

The wearing of casual wear such as jeans, T-shirts, and sports shoes etc. is not permissible except on Saturdays and Sundays if employees are required to report for duty or in special circumstances as approved by the Director. At all times, tank tops, low cut shirts, mini shirts, miniskirts, hot pants, slippers, sleeveless and other inappropriate items should not be worn in the workplace.

Every employee should ensure that they are dressed in an appropriate manner when discharging duties. This would help create a positive and professional image for JSB.

9.9 Punctuality

All employees must be punctual for work every morning and after lunch. Employees who attend office late without justifiable reasons or have a poor attendance record will be subject to disciplinary action.

9.10 Absence

Employees must strictly observe their working hours and should not be absent from work, even for a short while, without the prior approval of the Director.

Employees who cannot attend office for any reason without prior approval should notify the Director at the earliest possible occasion. Employees should submit a Leave Application Form upon return to work.

Absence not approved or without justifiable reasons will be considered unauthorized absence for which salary may be withheld or employees may be subject to disciplinary action.

10. POLICY FOR REVENUE SHARING IN CONSULTANCY / TRAINING ASSIGNMENTS

Revenue from any consultancy project undertaken by the faculty on behalf of JSB, as stipulated in Clause 9.7 above, shall be shared between the respective faculty and JSB in the ratio of 60:40, after all the expenses are accounted for, which includes the travel, stay, food, venue, communication and all expenses incurred with respect to the respective projects.

11. LEAVE POLICY

This policy defines the various types of leave faculty can avail during any academic year, and also the limits for the same.

11.1 Kinds of Leave

Provision exists for the following kinds of leave for Academic staff:

1. Casual Leave (CL)
2. Medical Leave (ML)
3. Leave without Pay (LWP)
4. Duty Leave / On Duty (OD)
5. Sabbatical
6. Maternity Leave ((ML)
7. Vacation Leave (VL)

The rules and norms governing the grant of leave are given below. Any exceptions from these rules due to emergencies or rarest of rare circumstances may be considered by the Director in their sole discretion. The decision of the Director in this regard shall be final and binding.

11.1.1 Casual Leave (CL)

Every employee held on the roster of the school is entitled to one (1) day casual leave for each thirty (30) days block of duty performed by him/her subject to a maximum of twelve (12) days of Casual Leave in one calendar year.

Rules governing availing of CL are as follows:

- A minimum of half (½) day or a maximum of three (03) days of CL can be availed of at one time.
- CL can be pre-fixed/suffixed with all types of holidays / leaves.
- CL will not be carried forward to next calendar year and will lapse at the end of the ensuing calendar year.

11.1.2 Medical Leave (ML)

- Medical leave may be granted in case of sickness of the employee and not his / her dependants. Medical certificate from a Doctor would be required in case of absence of three days or more.
- ML may be combined with other leaves.
- In a year, 8days medical leave may be availed.
- ML will not be carried forward to next calendar year and will lapse at the end of the ensuing calendar year.

11.1.3 Leave with-out Pay (LWP)

- No provision as such exists for the grant of leave without pay. However, for reasons beyond one's control, if any employee must avail leave in excess of authorization, he may be granted, 'Leave without pay' at the discretion of the Director/Management subject to exigencies of service.
- Absence of an employee without sanctioned leave is a case of indiscipline and does not fall under this category.
- Leave without pay shall also be got sanctioned in advance as any other leave.

11.1.4 Duty Leave /On Duty (OD) Leave

An activity of an employee which can bring recognition to the School, or which has to be performed for work of the affiliating University may be considered for grant of this leave. Normally, this leave is not granted for remunerative work. Where remuneration is involved, an employee is expected to take CL for the number of days of remunerative work.

OD cannot be availed of unless previously sanctioned/approved by the Director. There is no provision for post facto approval of OD.

Duty leave may be granted for one or more of the following purposes:

- To deliver academic lecture in highly reputed / ranked organizations
- To attend meetings of the BOS, Examination Committees, etc. of the affiliating University.
- To present a research paper in a Conference / Symposium of National / International Level or to attend a Quality Improvement Programs (QIPs) when duly authorized by the Director.
- To attend Selection Committee / Doctoral Committee or other such like committee meetings provided they are convened by a statutory body / University recognized by the Government.
- To inspect academic institutions attached to a statutory body or a University recognized by the Government.
- Any other special case on merit as approved by Management based on recommendation of the Director, for eg. consultancy, corporate training, research etc.

The Duty leave will normally be restricted to a maximum of 30 days during a calendar year but may be extended subject to the approval of competent authority. The leave is subject to the following conditions:

- There exists a written request from the competent authority.
- The paper has been accepted for presentation and communication to this effect received in writing.

Sharing of Remuneration: Remuneration for faculty from consultancy/training/research shall be shared between the faculty and the school on 60:40 ratio, respectively.

11.1.5 Sabbatical

Sabbatical up to period of ONE year may be granted once in every FIVE years for attachment to a research organization or a school of good standing with the sole aim of pursuing research activity.

Although the employee will hold the lien with JSB, yet he/she will not be entitled to draw salary from JSB.

11.1.6 Maternity Leave

Married women employees having more than one-year service at JSB and having no children or at most one surviving child are eligible for grant of maternity leave. A suitable medical certificate from a competent doctor must be attached with the leave application.

Maternity leave can be granted for a period of 90 days at the maximum.

- During the leave period, a medical certificate and progress report from a competent Doctor must be submitted. In the absence of such report, the leave salary shall not be paid.
- The salary for the leave period shall be paid in three equal installments in three consecutive months after the employee joins the duty (on completion of leave period). If the employee joins the duty in first half of the month, then the first installment shall be paid in that month itself. Else, the first installment shall be paid in the next month. Each installment shall be paid along with the salary.

In case of miscarriage, leave up to a maximum period of six weeks on each occasion (up to a maximum of two) may be granted, provided that the application for the leave is supported by a certificate from a competent Doctor. The leave salary shall be paid in three equal installments as per the procedure given above.

11.1.7 Vacation

Teaching staff are vacation staff and will be entitled to vacation leave during summers and winters known as summer vacations and winter vacations. Generally, they are entitled for 20 days of summer vacation and 10 days of winter vacation. The schedule of leave availed by the staff will be decided in consultation with the Director.

If any newly employed member does not complete one year of continuous service, he/ she will not be eligible for summer / winter vacations leave.

11.2 Public Holidays

Generally, the working days and holidays will be as per State Government norms.

11.2 Leave Norms

Availing of leave in JSB is governed by the following norms:

- **Leave is a privilege and not a right**: It may be refused or revoked by the authority empowered to grant it. It would, however, generally be granted unless the exigencies of service demand otherwise.
- **Leave Application**: The application for leave shall be submitted on prescribed form well in advance and shall be got sanctioned before availing of the leave. The faculty members shall make alternate arrangements to keep the students engaged. Classes thus lost shall be compensated on return after leave.

- **No leave can commence unless it has been sanctioned**: Leave/extension of leave other than on medical grounds availed by staff without prior sanction will be treated as absence from duty and may result in disciplinary action and/or loss of pay.
- **Acceptance of alternate employment**/engaging in trade, business etc. causing him/her monetary/personal gain without prior approval is an offence and all employees shall refrain from the same.
- **No leave will be sanctioned on telephone/email/SMS** except in case of extraordinary circumstances/sudden illness etc. This shall however be regularised immediately on joining the duty in writing.
- **Continued absence** of more than six days, or repeated irregularity without intimation of any kind may render an employee liable to disciplinary action including termination of services besides penal deduction.
- Staff members are eligible for all national and festival holidays notified in the School calendar. But it is to be clearly understood that if, on a holiday the Director requires staff member to come to the School to attend a meeting/function or for any other purpose connected with the School, the staff member is expected to cooperate notwithstanding the fact that it is a holiday. For such attendance/working, the staff member will not be entitled to any extra payment or compensatory holiday.

The leave norms are summarized in table below.

<table>
<tr><th>LEAVE CLASSIFICATION</th><th>SHORT FORM</th><th>ELIGIBILITY – TOTAL PER YEAR</th><th>MAX. AT A TIME</th><th>MIN. AT A TIME</th><th>LAPSE @ THE END OF THE YEAR</th><th>PRIOR APPROVAL</th></tr>
<tr><td>CASUAL LEAVE</td><td>CL</td><td>12 days</td><td>3</td><td>0.5</td><td>Yes</td><td>Yes</td></tr>
<tr><td>MEDICAL / SICK LEAVE</td><td>ML / SL</td><td>8 days</td><td>No Limit</td><td>1</td><td>Yes</td><td>Intimation to Reporting Officer</td></tr>
<tr><td rowspan="3">ON - DUTY LEAVE</td><td>Official</td><td rowspan="3">30 days</td><td rowspan="3">No Restriction</td><td>0.5</td><td>Yes</td><td rowspan="3">Yes</td></tr>
<tr><td>University Related</td><td>0.5</td><td>Yes</td></tr>
<tr><td>Professional Development</td><td>0.5</td><td>Yes</td></tr>
<tr><td rowspan="2">VACATION LEAVE</td><td rowspan="2">VL</td><td>10 days (Winter)</td><td>Nil</td><td>Nil</td><td>Yes</td><td rowspan="2">Yes</td></tr>
<tr><td>20 days (Summer)</td><td>Nil</td><td>Nil</td><td>Yes</td></tr>
<tr><td>COMPENSATION</td><td>Comp Off</td><td colspan="3">Should be taken within 30 days of the worked date</td><td>After 30th day</td><td>Yes</td></tr>
</table>

NOTE:

1. CL will be credited in the beginning of the academic year and it can be left to the discretion of the faculty in availing the leave
2. Heads of the Institutions are exempted from the limit on number of On - duty days.
3. All the leaves are calculated from the commencement of the Academic Year (June – May)
4. Faculty will be eligible for availing vacation leave after confirmation of employment or 1 year of service at JSB, whichever is earlier. Heads are exempted from this.

12. POLICY FOR PREVENTION OF SEXUAL HARASSMENT AT WORKPLACE

This policy is the basis for the JSB's commitment to conform to the law in regard to non-discrimination and maintaining a workplace free from sexual harassment and other unlawful forms of harassment. Discrimination based on factors irrelevant to admission, employment, or program participation violates the School's principles. In keeping with its long-standing traditions and policies, the school does not discriminate on the basis of race, color, religion, caste, sex, sexual orientation, gender identity, national or ethnic origin, age, disability, veteran status, or other protected classes under the law. Such discrimination is unlawful.

12.1 Scope of the Policy

Unlawful harassment includes same sex harassment and peer harassment among students, staff or faculty. Unlawful harassment by a faculty member, instructor, or teaching assistant of a student over whom he or she has authority, or by a supervisor of a subordinate, is particularly serious. JSB is committed to providing a safe work environment for all of its employees and students. To foster this environment, the school has a zero-tolerance policy for any acts of intimidation or threats of violence by any employee, faculty, students etc.

The Policy shall cover complaints by employees against other employee(s) by subordinate against Superior, by a student against the Members of the faculty or non-teaching staff and by a student against the fellow Student.

12.2 Definition and Ambit

'Sexual Harassment', includes any unwelcome sexually determined behavior, direct or by implication, and includes physical contact and advances, a demand or request for sexual favors, sexually coloured remarks, showing pornography, any other unwelcome physical, verbal or non-verbal conduct of a sexual nature. "Sexual Harassment" shall mean and include, but is not limited to the following:

- When submission to unwelcome sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature are made, either explicitly or implicitly.
- When unwelcome sexual advances and verbal, nonverbal, or physical conduct such as loaded comments, remarks or jokes, letters, phone calls, objectionable SMS or MMS or e-mail, gestures, showing of pornography, lurid stares, physical contact or molestation, stalking, sounds or display of a derogatory nature, have the purpose or effect of interfering with an individual's performance or of creating an intimidating, hostile or offensive Institution environment;
- When any form of sexual assault is committed where a person uses, the body or any part of it or any object as an extension of the body in relation to another person without the latter's consent or against that person's will.
- When any such conduct as defined in (i) and (ii) above is committed by a third party or outsider in relation to an employee of the Institution, or vice versa on the premises of the Institution.

13. TRAVEL POLICY

Faculty are authorised to travel for the purposes of any development activities contained in this policy document, such as, research, consultancy, attending FDPs/MDPs etc. Travel includes the main travel, by train/bus/flight/cab, to reach the destination and the required local travel by auto/cab/bus/train/metro etc.

For all authorised on-duty travel, the faculty shall travel by train (II / III AC) or air (economy class) as authorised by the Director. During travel, faculty shall stay at a convenient place of stay such as a 3-star hotel or its equivalent.

Wherever appliable, Administration Department of JSB shall make all the travel and stay bookings, or the case may be, the respective faculty shall make the bookings and present the documents to claim reimbursement of the expenses in actuals. The full amount for travel and stay shall be reimbursed to the faculty on completion of the travel and the respective documents are presented.

14. IMPLEMENTATION

The Director will ensure that the revised Policies as delineated in this manual are known to all employees. A copy of the Policy shall be uploaded in the JSB website.

The Policy will be reviewed every year.

If any change to this policy is warranted consequent upon any change in regulatory guidelines, such changes in the Policy will be approved by the Vice Chairman for incorporation in the Policy.