

# HR POLICY & SERVICE RULES

(Revision 2021)



Indian Institute of Management Jammu  
Old University Campus, Canal Road  
Jammu 180016

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(Revision 2021)

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## Preface

IIM Jammu HR Policy & Service Rules have been prepared after collecting the following inputs.

- a. Thorough study of HR/ Administrative/ Academic Procedure & Manual of IIMs.
- b. IIM Act 2017
- c. Thorough study of DoPT Letters and Office Memorandums on various Administrative Procedures currently in vogue in the Central Government Offices.
- d. Study of various GoI /Ministry of Education, Government of India, Circulars and Guidelines issued from time to time.
- e. Proposals forwarded by the Administrative Reform Commissions from time to time.
- f. Relevant Chapters of GFR 2017.
- g. A close examination of Minutes of BoG and its empowered Committees meetings held since the inception of the Institute and decisions taken therein.
- h. Once the HR Policy & Service Rules is approved by the Board of Governors of IIM Jammu and implemented, this will supersede all previous circulars, policies and rules/ regulations hereafter.

The contents of the final draft were discussed in detail in the Academic Council Meeting as well as in a meeting with the Staff of the Institute.

The updated and revised version of IIM Jammu HR Policy & Service Rules is being released after the approval of the Board of Governors of IIM Jammu.

Any modifications, corrections on these Rules and Regulations will have to go through a process of approval by the Board of Governors, IIM Jammu.

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# 1. Introduction

These Rules will be applicable to all employees of the Institute. They may be supplemented or amended by the Board of Governors (BoG) as and when required.

For any other matter relevant to the service conditions of the employees, not specifically covered in this Manual, the Institute shall be guided by the rules, norms and procedures as prescribed by the Government of India from time to time.

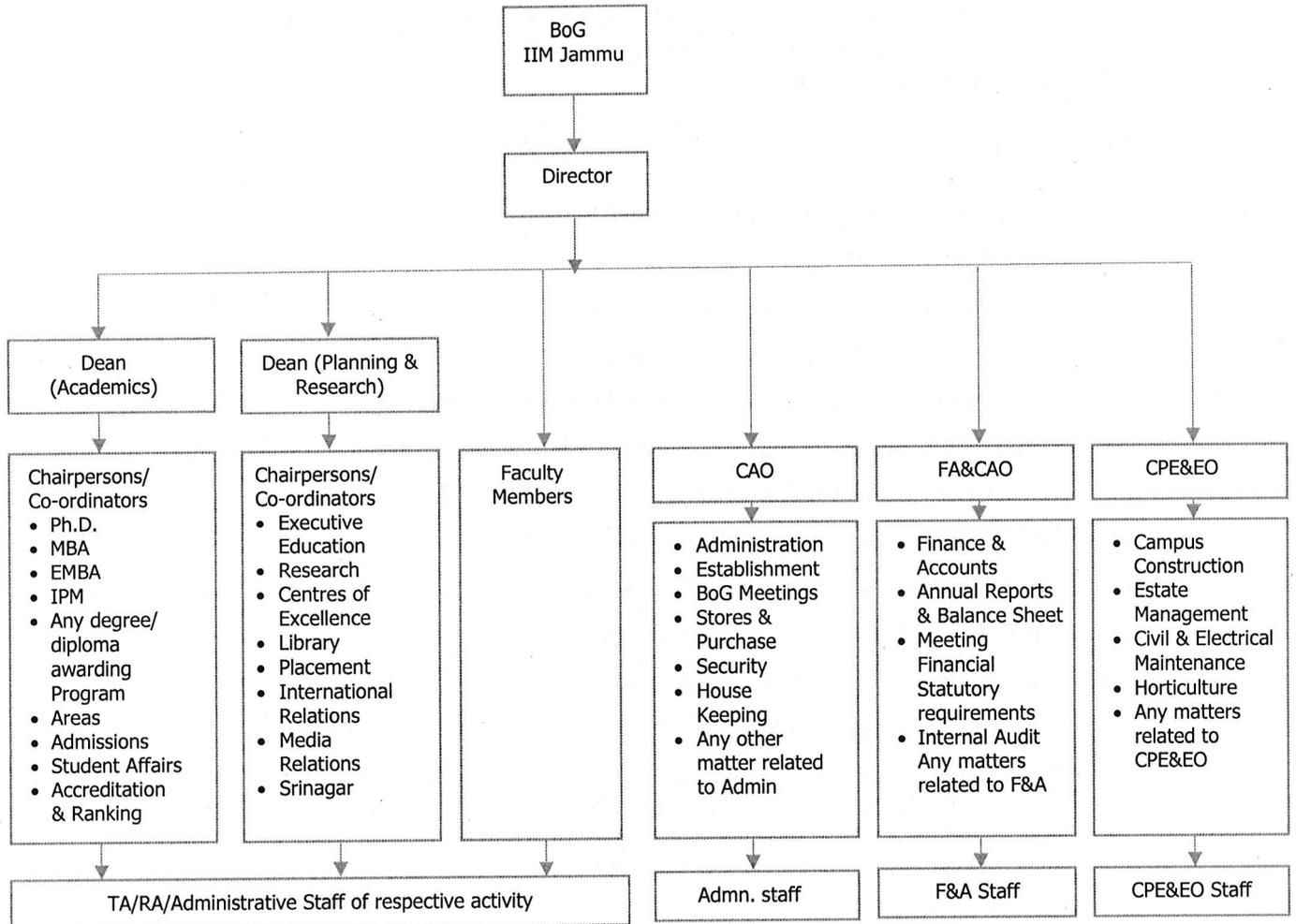
## 1.1 Definitions:

- a. "Institute" means the Indian Institute of Management, Jammu
- b. "Board" means the Board of Governors of the Institute
- c. "Director" means the Director of the Institute
- d. "Faculty" means the Faculty of the Institute
- e. "CAO" means Chief Administrative Officer of the Institute
- f. "FA&CAO" means Financial Advisor & Chief Accounts officer of the Institute
- g. "CPE&EO" means Chief Project Engineer and Estate Officer
- h. "AO" means Administrative Officer of the Institute
- i. "OA" means Office Assistant of the Institute
- j. "PA" means Personal Assistant of the Institute
- k. "JE" means Junior Engineer of the Institute
- l. "RA/TA" means Research Assistant/ Teaching Assistant of the Institute
- m. "Non-Faculty" mean persons serving in the Institute in any capacity other than "Faculty". "Non-faculty" would be referred to as "Staff" for the purpose of this Manual. Non-faculty includes staff members on Probation appointed on regular scale and staff members appointed on contract (consolidated salary). This does not include staff members appointed from manpower agencies working with the institute.
- n. "Employee" means anybody who has been employed by the Institute. Trainee, Academic Associates and any other trainee appointees are not treated as employees of the Institute.
- o. "Headquarters" means Institute's offices at the Institute campus at Jammu
- p. "Government" means the Central Government unless the context otherwise requires.
- q. "Area" means the various functional Academic Areas of the Institute



## 2. Organisation Chart

The organisation structure of IIM Jammu is given below:



## 3. Faculty Recruitment Policy

### 3.1 Faculty Recruitment

Faculty members may be appointed as Assistant Professor, Associate Professor or full Professor on a regular or contract, as a Professor of Practice, as an Adjunct Professor or as a Visiting Professor. Retired Professors may be appointed as Professor Emeritus or Honorary Professor.

Foreign Professors may be appointed on short-term or long-term contract as Adjunct Professor from Universities/Institutions across the globe.

As per the Ministry of Education, Government of India, the ratio of faculty and students will be 1:10.

#### 3.1.1. Creation of Posts

The Institute shall recruit for Faculty positions as per the guidelines issued by MoE, GoI i.e. Faculty: Student ratio of 1:10. The Board of Governors can create faculty positions as per the IIM Act 2017.

- All appointments to the faculty positions would be made by the Director on the recommendation of the Faculty Selection Committee and approval of the BoG.
- Five year faculty requirement is given below:

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
No. of MBA Students	125	203	340	480	480
No. of Ph.D. Students	-	-	10	20	30
No. of Faculty Required for PG Program (1/10 of student's strength)	13	21	34	48	48
Total No. of IPM Students	-	-	-	60	120
No. of Faculty Required for UG Programs (1/15 of student's strength)				4	8
Total No. of Faculty Required for PG and UG Program	13	21	34	52	56
10% Extra to take care of Faculty Mobility	1	2	3	5	6
<b>Total No. of Faculty Required</b>	<b>14</b>	<b>23</b>	<b>37</b>	<b>57</b>	<b>62</b>

- For any new MBA program, additional faculty will be recruited as per the above norms.

### 3.2 Minimum Qualifications & Experience Requirements for Faculty Positions

For academic positions, the qualification, experience, etc. shall be governed by the Ministry of Education guidelines.

#### **Professor (Level 14A):**

Ph.D. in the appropriate branch with first class or equivalent (in terms of grades, etc.) in the preceding degree, with a very good academic record throughout. Minimum 10 years of Post-Ph.D. teaching/ research/ industrial experience of which at least 4 years post Ph.D. experience should be at the level of Associate Professor in IITs, IIMs, IISc Bangalore, NITIE Mumbai and IISERs or at an equivalent level in any such other Indian or foreign institution/ institutions of comparable standards. He/ She should have high research, training and consulting credentials.

- Ph. D. with 10 years of post-Ph.D. experience in teaching/research/industrial experience out of which 4 years should be at the level of Associate Professor in IITs, IIMs, IISc Bangalore, NITIE Mumbai and IISERs or at an equivalent level in any such other Indian or foreign institution/ institutions of comparable standards.
- First-class (Min 60%) or equivalent grade in Master's and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master's and Bachelor's degree.
- Minimum Two Papers in A\*/A\*\* Category Journals or Four Research Paper in "A - Category Journals" or Eight in "B – Category Journals"
- Preference for FPM/Ph.D. guidance.

#### **Associate Professor (Level 13A2):**

Ph.D. in the appropriate branch with first class or equivalent (in terms of grades, etc.) in the preceding degree, with a very good academic record throughout. Minimum of 6 years of experience of which at least 3 years post Ph.D. experience should be at the level of Assistant Professor, and ability to interact with a diverse student body and executives, and ability to undertake research independently. Candidates from Industry (Government/ PSU/ Research Organization) having experience of 6 years at the level equivalent to Assistant Professor.

- Ph.D. with six years of post-Ph.D. experience out of which 3 years should be as Assistant Professor at Level-12 or equivalent / Candidates from Industry (Government/ PSU / Research Organization) having of post-Ph.D. experience of 6 years at the level equivalent to Assistant Professor.
- First-class (Min 60%) or equivalent grade in Master's and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master's and Bachelor's degree.
- Minimum One Research Paper in A\*/A\*\* Category Journals or Two Research Papers in "A - Category Journals" or Four Research Papers in "B – Category Journals"
- Preference for FPM/Ph.D. guidance.

#### **Assistant Professor Grade I (Level 12):**

Ph.D. in the appropriate branch with first class or equivalent (in terms of grades, etc.) in the preceding degree, with a very good academic record throughout. Minimum three years of post-Ph.D. teaching/research /industrial experience. Candidates from Industry (Government/ PSU/ Research Organization) having experience of 3 years at the level equivalent to Assistant Professor.

- Ph.D. in the appropriate branch with three years post-Ph.D. experience/ Candidates from Industry (Government/ PSU/ Research Organization) having experience of 3 years of post-Ph.D. experience at the level equivalent to Assistant Professor.
- First-class (Min 60%) or equivalent grade in Master's and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master's and Bachelor's degree.
- Minimum Two Research Papers in "B – Category Journals" or One Research Paper in "A – Category Journals" or above.
- Preference for FPM/Ph.D. guidance.

#### **Assistant Professor Grade II (Level 11):**

Ph.D. in the appropriate branch with first class or equivalent (in terms of grades, etc.) in the preceding degree, with a very good academic record throughout. Minimum one year of post-Ph.D. teaching/research/industrial experience. Candidates from Industry (Government/ PSU/ Research Organization) having experience of 1 year at the level equivalent to Assistant Professor.

- Ph.D. in the appropriate branch with more than one year of post-Ph.D. experience/ Candidates from Industry (Government / PSU/ Research Organization) having experience of more than

one year of post-Ph.D. experience at the level equivalent to Assistant Professor.

- First-class (Min 60%) or equivalent grade in Master's and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master's and Bachelor's degree.
- Minimum one Research Paper in "B – Category Journals" or above.

#### **Assistant Professor Grade II (Level 10):**

Fresh Ph.D. in the appropriate branch with first class or equivalent (in terms of grades, etc.) in the preceding degree, with a very good academic record throughout. Candidates from Industry (Government/ PSU/ Research Organization) having experience of less than 1 year at the level equivalent to Assistant Professor. The candidate who has given the viva voce with the provisional award of Ph.D. may also apply.

- Fresh Ph.D. in the appropriate branch with less than one year of post-Ph.D. experience. The candidate who has given the viva voce with the provisional award of Ph.D. may also apply.
- First-class (Min 60%) or equivalent grade in Master's and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master's and Bachelor's degree.
- Candidates with publication in Quality Journals will be preferred

### **3.3 Faculty Recruitment Process**

- a) Advertisement in national newspaper/ IIM Jammu website/other national or international websites of professional bodies.
- b) On-line Applications in the prescribed format (**Annexure -I: Application form for faculty position**) will be sorted out Area-wise. Area-wise Application List will be compiled by the Director's Office.
- c) Summary of applications along with the application form and the screening form will be sent to Application Screening Committee constituted by the Director. The Criteria for shortlisting applications are given in Section – 3.4.
- d) The Application Screening Committee will send back all the applications including accepted and rejected applications along with a covering note, summary of shortlisting made and comment on each application in the prescribed format (**Annexure -II: Application Screening Summary Sheet for faculty position**) duly signed by all the Committee members.
- e) Director will review the recommendations of the Screening Committee and final short-listed candidates will be called for the seminar presentation and interview. Director Office/ CAO will send invitation letters/ e-mails to all short-listed candidates.
- f) All candidates appearing for the faculty research seminar and interview will be required to bring a set of self-attested copies of certificates/degrees in support of their academic qualifications and experience.
- g) All candidates appearing for faculty research seminar and interview will be required to bring a brief one-page summary of their CV in the prescribed format attached as (**Annexure -III: Format of One Page Summary of CV**).
- h) All candidates appearing for seminar and interview will be reimbursed to & fro AC-II or economy class air fare.
- i) Presentation will be made by the short-listed candidates in their respective research areas of interest to Faculty Selection Committee. Faculty Selection Committee will give marks on Research Seminar and Interview Evaluation Sheet on a prescribed format attached (**Annexure -IV: Format of Research Seminar & Interview Evaluation Sheet for Faculty Position**). This will be compiled by the Director's office and same should be made available to the Faculty Selection Committee.

- j) Marks of each member of the Faculty Selection Committee will be compiled in the Final Composite Evaluation Sheet (**Annexure -V: Final Composite Evaluation Sheet for Faculty Positions**).
- k) The composition (for faculty positions) of the Faculty Selection Committee will be as follows:
- a. Director, IIM Jammu – Chairman of the Faculty Selection Committee
  - b. 1 Member from the BoG, IIM Jammu
  - c. 2 External Expert of the rank of Full Professor/Retired Professor from IIMs/IITs/any top institution in the field of specialization.

In each Subject Area, two experts of the rank of Full Professor/Retired Professors of IIMs/ IITs/ any top institution will be invited by the Director in the Faculty selection.

Each Panel Member of the Faculty Selection Committee need to give a declaration in writing in the prescribed format certifying that none of his/her family member/relative/doctoral student is appearing for Faculty Research Seminar and Interview at IIM Jammu before the Faculty Selection Committee for the recruitment of faculty positions. In case one or more applicants are known to any panel member, that panel member will rescue from the Selection Committee for those candidates.

The quorum for the Faculty Selection Committee is three, out of which Director's presence is a must.

- l) Minutes of the decisions of the selection panel will be prepared and will be signed by all members of the Faculty Selection Committee.
- m) Recommendation letters will be obtained in the prescribed format (**Annexure -VI: Format of Letter of Recommendation from referees for Faculty Position**) from the two referees mentioned by the candidates in the on-line application before issuing the offer letter.
- n) Recommendation of the Faculty Selection Committee will be sent by the Director to the Chairman, Board of Governors for his approval. Appointment letters will be issued in duplicate by the Director to the selected candidates. The selected candidates will sign and return the duplicate copy within 7 days indicating their acceptance of the offer of appointment and the date of joining.
- o) The approval of the Chairman, BOG, IIM Jammu will be ratified in the Board Meeting.
- p) Verification process at the time of Joining: The verification process is compulsory for all positions (Regular/ Contract position or/ on consolidated scale). The process includes verification of required documents mentioned in **Annexure -VII: Check List for Verification of Documents at the time of Joining**.

### 3.4 Criteria for Screening of Applications

An Application Screening Committee duly constituted by the Director, will shortlist the applications for faculty positions in IIM Jammu according to the following criteria:

#### **Professor (Level 14A):**

- Ph. D. with 10 years of post-Ph.D. experience in teaching/research/industrial experience of out of which 4 years should be at the level of Associate Professor in IITs, IIMs, IISc Bangalore, NITIE Mumbai and IISERs or at an equivalent level in any such other Indian or foreign institution/ institutions of comparable standards.
- First-class (Min 60%) or equivalent grade in Master's and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master's and Bachelor's degree.

- Minimum Two Papers in A\*/A\*\* Category Journals or Four Research Paper in “A - Category Journals” or Eight in “B – Category Journals”.
- Preference for FPM/ Ph.D. guidance.

**Associate Professor (Level 13A2):**

- Ph.D. with six years of post-Ph.D. experience out of which 3 years should be as Assistant Professor at Level-12 or equivalent / Candidates from Industry (Government / PSU / Research Organization) having of post-Ph.D. experience of 6 years at the level equivalent to Assistant Professor.
- First-class (Min 60%) or equivalent grade in Master’s and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master’s and Bachelor’s degree.
- Minimum One Research Paper in A\*/A\*\* Category Journals or Two Research Papers in “A - Category Journals” or Four Research Papers in “B – Category Journals”
- Preference for FPM/Ph.D. guidance.

**Assistant Professor Grade I (Level 12):**

- Ph.D. in the appropriate branch with three years post-Ph.D. experience/ Candidates from Industry (Government/ PSU/ Research Organization) having experience of 3 years of post-Ph.D. experience at the level equivalent to Assistant Professor.
- First-class (Min 60%) or equivalent grade in Master’s and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master’s and Bachelor’s degree.
- Minimum Two Research Papers in “B – Category Journals” or One Research Paper in “A – Category Journals” or above.
- Preference for FPM/Ph.D. guidance.

**Assistant Professor Grade II (Level 11):**

- Ph.D. in the appropriate branch with more than one year of post-Ph.D. experience/ Candidates from Industry (Government /PSU/Research Organization) having experience of more than one year of post-Ph.D. experience at the level equivalent to Assistant Professor.
- First-class (Min 60%) or equivalent grade in Master’s and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master’s and Bachelor’s degree.
- Minimum one Research Paper in “B – Category Journals” or above.

**Assistant Professor Grade II (Level 10):**

- Fresh Ph.D. in the appropriate branch with less than one year of post-Ph.D. experience. The candidate who has given the viva voce with the provisional award of Ph.D. may also apply.
- First-class (Min 60%) or equivalent grade in Master’s and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.
- 5% relaxation for SC/ST/DAP and 3% relaxation for OBC in Master’s and Bachelor’s degree.
- Candidates with publication in Quality Journals will be preferred

The criteria for screening of applications may be raised from time-to-time based on the requirement.

If a candidate has an exceptionally good academic record from Industry, but falls short in requisite number of research publications, Director may relax the requirement of research publications and may be appointed on Contract.



### 3.5 Designation and Scale of Pay of Faculty Positions

Designations and pay scales for various regular positions as per 7<sup>th</sup> Pay Commission are given below:

Sl. No.	Name of the Post	Pay Scale (7th Pay Commission w.e.f. 1st January 2016)		
		Pay Scale	Level	Entry Pay
1.	Professor	Rs. 1,59,100 - 2,20,200	14A	Rs. 1,59,100
2.	Associate Professor	Rs. 1,39,600 - 2,11,300	13A2	Rs. 1,39,600
3.	Assistant Professor Grade -I	Rs. 1,31,400 - 2,04,700	13A1	Rs. 1,31,400
4.	Assistant Professor Grade - I	Rs. 1,01,500 - 1,67,400	12	Rs. 1,01,500
5	Assistant Professor Grade - II	Rs. 68,900 - 1,17,200	11	Rs. 89,900
6	Assistant Professor Grade - II	Rs. 57,700 - 98,200	10	Rs. 84,700

In addition to the to the basic pay, faculty members at regular positions will get DA, accommodation or HRA, Transport Allowance, NPS, telephone reimbursement, Children Allowance, LTC, Medical Benefits, Gratuity etc. as per IIM Jammu Rules.

After completion of three years at Assistant Professor Level 12 at the regular position, he/she may be considered for the next Level i.e. Assistant Professor at Level 13A1 based on the last three years. The Performance Appraisal will be done by the Committee.

Details on Promotion of Faculty members are enumerated in Section 6.2.

### 3.6 Criteria for final selection of Faculty Positions:

For final selection of faculty positions for different categories, following criteria will be followed as per effective date.

Faculty Selection Committee evaluates performance of the applicants based on Research Seminar and Personal Interview. Total score for the Research Seminar and Interview is 100. If application of an applicant is shortlisted for regular position, he is required to secure minimum score to be selected on regular or contractual positions as per the table given below. If the applicant fails to score minimum score, he will be not selected.

Sl. No.	Category	Regular Position Minimum Score	Contractual Position Minimum Score
1	General	≥ 70	≥ 60 – 70 ≤
2	OBC	≥ 65	≥ 55 – 65 ≤
3	ST	≥ 60	≥ 50 – 60 ≤
4	SC	≥ 60	≥ 50 – 60 ≤
5	DAP	≥ 60	≥ 50 – 60 ≤
6	EWS	≥ 65	≥ 55 – 65 ≤

### 3.7 Faculty Appointments

#### 3.7.1 Regular Appointments

Faculty members appointed as Assistant Professor, Associated Professor or Professor shall meet the above-mentioned criteria.

The Regular faculty of the Institute will be eligible for Dearness Allowance, House Rent Allowance / Accommodation as per Government of India Rules. Regular faculty will also get Medical Benefits, Transport Allowance, Telephone reimbursement, Children Education Allowance, NPS, LTC, Gratuity, etc. as per IIM Jammu rules and sanctioned by BoG from time to time.

The paramount consideration for appointment or promotion of an employee shall be the necessity for securing the highest standards of competence, efficiency and integrity.

Selection of and compensation to the employees shall be made without making any discrimination of race, sex, religion, cast and creed.

### 3.7.2 Contractual Appointments

#### *i. Contractual Appointment on regular scale*

- a) Besides appointments in regular scale, faculty members may be appointed on fixed term contract basis. These appointments will carry a regular salary. Fixed term appointees for two years or more are eligible for proportionate annual vacation/earned leave, casual leave, Medical Benefits, NPS, Telephone reimbursement, Children Education Allowance and LTC. In case a faculty on Contractual position, gets selected against at regular position against the open advertisement (after following the due faculty selection process), he/she will carry forward his/her earned leave available to his/her credit as on the last day of his/her contractual term.
- b) Faculty employed on contract positions shall meet the criteria of academic qualifications as prescribed above for the regular positions and the process for appoint in position will be same as of regular position.
- c) Contractual appointment should be for a maximum period of three years. Initial offer will be made for two years. Contractual appointment should be made by the Director.
- d) On-line applications received for contractual positions will be sent to the Application Screening Committee in the prescribed Screening format attached as (**Annexure II: Application Screening Summary Sheet for faculty position**). The Committee screen the applications and send written comment within 7 days.
- e) Director will review the recommendations of the Committee. If the candidate's credentials are found suitable, he/ she may be offered a contractual position on regular scale after negotiating and finalizing the position and scale.

#### *ii. Contract Appointment on consolidated salary*

- a) Faculty members may be appointed on fixed-term contract basis. A fresh/ less than 3 years teaching experience candidate appointed on faculty position is considered as Contract Appointment. Emoluments for contractual appointments will be fixed based on Basic Pay and current DA prevailing at the time. The consolidated emoluments will be increased by 7% every year. Fixed term appointees for more than one year duration are eligible for proportionate annual vacation/earned leave, casual leave and medical benefits. Fixed term appointees are also eligible for campus housing facility subject to its availability. In case a fixed term appointment gets converted into a regular appointment, he /she will carry forward his / her earned leave and half pay leave available to his / her credit as on the last day of his / her contractual term.
- b) Faculty employed on contract positions shall meet the criteria of academic qualifications as prescribed above for the regular positions and the process for appoint in position will be same as of regular position.
- c) Contractual appointment should be for a maximum period of three years. Initial offer will be made for two years. Contractual appointment should be made by the Director.

- d) Online applications received for contractual positions will be sent to the Application Screening Committee constituted by the Director in the prescribed Screening format attached as (**Annexure II: Application Screening Summary Sheet for faculty position**). The Committee will screen the applications and send written comment within 7 days.
- e) Director will review the recommendations of the Committee. If the candidate's credentials are found suitable, he/she may be offered a contractual position on contract basis after negotiating and finalizing the position and scale

### 3.7.3 Professor of Eminence

- a) "Professor of Eminence" may be appointed in absentia by the Board of Governors, on the recommendation of the Director/ Committee constituted by the Board, who has retired at the age of 65 years and has served as a full Professor at least for a period of minimum 10 years. The Committee will comprise of three Board Members of IIM Jammu.
- b) Appointment of "Professor of Eminence" will be for an initial period of three years which may be extended for another two years till the age of 70 years.
- c) "Professor of Eminence" will get a consolidated salary to be fixed based on his last salary drawn. He will also be entitled for Residential accommodation/ HRA, Medical Allowance and LTC as per IIM rules.
- d) The title of "Professor of Eminence" will be conferred only on scholars and academic administrator who have made outstanding contribution to their subject by their published research work, teaching and institution building.
- e) An "Professor of Eminence" may pursue academic, research work and outreach Programs.
- f) No person shall be appointed or continue as "Professor of Eminence" on attaining the age of 70 years.

### 3.7.4 Professor of Practice

In order to be considered for the Professor of Practice/ Associate Professor of Practice, the individual must have substantial relevant experience (minimum 20 years for Professor of Practice with at least 5 years at a senior level position and minimum 20 years for Associate Professor of Practice) in industry or government with demonstrated understanding of and impact on practice and has the interest and potential to teach Leadership Development Program (LDP) courses as full-time activity.

The Minimum qualification will be as per regular positions of Professor and Associate Professor.

- Ph.D. in the appropriate branch is desirable, but not essential. However, a lack of Ph.D. must be offset by demonstrated domain knowledge, obtained from the 'field'.
- First-class (Min 60%) or equivalent grade in Master's and Graduation Degrees
- First-class (Min 60%) or equivalent grade in Class XII and Class X.

Depending on the relevant years of experience with demonstrated understanding of and impact on practice and has the interest and potential to teach Leadership Development Program (LDP) courses, the candidate could be called either "Associate Professor of Practice" or "Professor of Practice".

Professor of Practice/ Associate Professor of Practice will be appointed initially for a period of one/two years and is renewable every year for a maximum period of up to 5 years based on his performance. In both the cases, the retirement age will be 65 years.

The overall compensation of "Professor of Practice" or "Associate Professor of Practice" will be equivalent to that of regular Associate Professor or Full Professor. Selected candidates will get Consolidated Compensation, Semi-furnished Leased Accommodation/ HRA, Medical Allowance,



Reimbursement of Telephone Bills, Incentive for Research Publications, Faculty Development Fund for attending National Conferences, Membership of Professional Bodies etc. as per IIM Jammu Rules. Faculty members are permitted to pursue MDPs and Management Consulting after meeting the minimum teaching requirements as per IIM Jammu Rules.

### 3.7.5 Honorary Distinguished Professor

1. Any outstanding scholar or Eminent person may be appointed as Honorary Distinguished Professor in absentia by the Director, whose association with the Institute would help furtherance of the academic activities of the Institute. The appointment may be for initial period of two years, which may be extended as per the requirement of the Institute.
2. Honorary Professors will be appointed without any financial implications. They will be paid honorarium for the hours they teach at IIM Jammu to our MBA and Ph.D. students as per IIM Jammu rules.
3. Honorary Professor may be invited to co-guide Ph.D. students. He will help Ph.D. students and faculty members to do joint research with them and publish in top class journals.
4. Honorary Professor may like to help in organising a research-based international conference on the topic of mutual interest.
5. Besides honorarium, IIM Jammu will make necessary arrangement travel and boarding and lodging of the Honorary Professor. The Institute will also reimburse local conveyance paid at their place of residence.
6. Honorary Distinguished Professor may like to conduct MDP/FDP and conduct consultancy services. The honorarium will be governed by IIM Jammu policy.

### 3.7.6 Adjunct Positions

#### **Adjunct Professor from India**

1. Adjunct positions may be considered as Adjunct Professor and Adjunct Associate Professor.
2. Adjunct Professor may be appointed in absentia by the Director based on their academic and research credentials of the Professor without any monthly salary. This appointment will be for initial period of two years, which will be extended as per the requirement of the Institute.
3. Adjunct Professors will visit IIM Jammu once a year for a minimum period of one week. They are required to teach at least one full course of 30 hours or two half courses of 15 hours to MBA and Ph.D. students per year.
4. Besides teaching MBA and Ph.D. students, they will be invited to be co-guide Ph.D. students. He will help Ph.D. students and faculty members to do joint research with them and publish in top class journals.
5. Adjunct Professors will be appointed without any financial implications. They will be paid honorarium for the hours they teach at IIM Jammu to MBA and Ph.D. students as per IIM Jammu rules.
6. Adjunct Professor may like to publish research papers in top class journals jointly with our faculty members. Adjunct Professor will be paid incentive for research publication as per IIM Jammu Rules if IIM Jammu is mentioned as your affiliation in the published paper.
7. Adjunct Professors may like to organise MDP/FPD and conduct consultancy services. They will be paid honorarium and Program Director share as per IIM Jammu Rules.
8. Adjunct Professor may like to help IIM Jammu in organising a research-based international conference on the topic of mutual interest.

9. IIM Jammu will make necessary arrangement for travel (single return air ticket in economy class), boarding and lodging for you. The Institute will also reimburse local conveyance paid at your place of residence.

### **Adjunct Professor from Foreign Universities**

There are many Professors in partner business schools and other business schools in the world, who are excellent academicians and top-rated researchers. Some of the Professors are Editor-in-Chief, Associate Editors, Reginal Editors and Member of the Editorial Team of top-Rated International Journals. It will be in the interest of IIM Jammu to invite such eminent academicians and researchers and appoint them Adjunct Professors, Honorary Professors and Professor Emeritus.

Besides teaching MBA and Ph.D. students at IIM Jammu, they will be invited to guide Ph.D. students as co-supervisors. This will help our Ph.D. students and faculty members to do joint research with them and publish in top class journals.

These Professors will also help in organizing top research-based conference, where top-researchers and Editor-in-Chiefs, Associate Editors, Reginal Editors and Member of the Editorial Team of the top Journals (A\* and A Class Journals – ABDC List) will be invited to interact with Indian as well as foreign delegates. This will help in positioning IIM Jammu not only at national but at international level.

For international and national ranking and accreditation, it is important to have diversity in students and faculty members. Therefore,

1. Adjunct Professor may be appointed in absentia by the Director based on their academic and research credentials of the Professor without any monthly salary. This appointment will be for initial period of two years, which will be extended as per the requirement of the Institute.
2. Besides teaching MBA and Ph.D. students, they will be invited to be co-guide Ph.D. students. He will help Ph.D. students and faculty members to do joint research with them and publish in top class journals.
3. These Professors from abroad will also help in organizing top research-based conference, where top-researchers will be invited to participate in the conference.
4. Professor from abroad who are the Editor-in-Chiefs, Associate Editors or Reginal Editors of the top Journals (A\* and A Class Journals – ABDC List) will also be offered the position of Adjunct Professor.
5. Adjunct Professors will be appointed without any financial implications. They will be paid honorarium for the hours they teach at IIM Jammu to MBA and Ph.D. students as per IIM Jammu rules. Besides honorarium, IIM Jammu will make necessary arrangement travel and boarding and lodging of the Visiting Faculty. The Institute will also reimburse local conveyance paid at their place of residence.
6. The terms of appointment will include the number of courses to be taught/ assignments to be undertaken. Honorarium to the Adjunct Professor may be fixed based on their experience, position, expertise and the number of teaching hours to MBA and Ph.D. students.
7. Over years, this will also help in the International Rankings for MBA and Executive MBA.

### **3.7.7 Visiting Positions**

Faculty members from IIMs/ IITs/ other top business schools/professionals may be invited to teach a full or part of the course as visiting faculty.



## 3.8 Terms & Conditions of Appointment:

### 3.8.1 General Terms & Conditions for all positions

- i. Appointment letter will be issued only if the "Letter of Recommendation" from the two referees, as per (**Annexure -VI: Letter of Recommendation**). Offer may be made to the selected candidate, if recommendations by both the referees are minimum good.
- ii. All appointments are subject to satisfactory medical report from the Government hospital. Expenses of the medical examination shall be borne by candidates.
- iii. Appointment to all types of permanent posts in the Institute shall be made on probation for a period of two years. If the probation is to be extended, the employee would be intimated within three months from the date of completion of two year of the probation period.
- iv. All letters of appointment are subject to the candidate's antecedents and credentials being found genuine and satisfactory. If any discrepancy is found in the credentials at any time, the letter of appointment shall stand cancelled and the employment terminated without notice and without any liability to the Institute. At the time of employment, the concerned candidate must submit photocopies of all certificates and testimonials along with the originals which will be returned after verification.
- v. Acceptance of employment by a candidate means and includes acceptance of these Rules.
- vi. Faculty Members are liable to be posted to any Campus/Office of IIM Jammu as per requirement of the Institute.
- vii. Employee will be governed by provisions of IIM Jammu Conduct Rules/IIM Act 2017 and IIM regulation/ CCS Conduct Rules 1964 & CCS (CCA) Rules, 1965 and Orders issued from time to time to supplement or in modification of these Rules.
- viii. All are to declare the status of applications for jobs made previously before joining IIM Jammu.
- ix. Police Verification: Police Verification of each faculty is a must. If IIM Jammu receives any adverse remarks about any faculty member in the Police Verification, his/her services may be terminated.
- x. During Probation Period, NoC will not be issued for applying for any other position either at IIM Jammu or at any other Institution/ organisation.
- xi. Regular employees may apply for any internal position or outside IIM Jammu positions after confirmation of their probation. Their application may be forwarded through the proper channel and/or will be given NoC not more than two times per year.

### 3.8.2 Contract Position (on a Regular Scale)

Terms & Conditions for appointment of faculty on contract on regular scale will remain same as Regular Position except following resignation/ termination clause:

If a faculty member wishes to resign from the service of the Institute, he/ she is required to give one-month notice to the Institute or corresponding salary in lieu thereof. Except otherwise agreed by the Institute, faculty member is required to complete the teaching schedules, projects or any other assignments before leaving the Institute. In case the time taken to complete the assignments take longer period than the stipulated period of notice, such period of notice will stand extended by the time it will take to complete the assignment.

### 3.8.3 Contract Position (on Consolidated Emolument)

Terms & Conditions for appointment of faculty on contract with consolidated salary will remain same as Regular Position except the following clauses:

- i. Consolidated emolument will be fixed in the 7<sup>th</sup> CPC scale depending upon the offer made with corresponding level. Consolidated emolument will be fixed based on Basic Pay and DA (% of Basic Pay).
- ii. The consolidated emolument will increase by 7% per year.
- iii. In addition, telephone reimbursement, conveyance allowance per month and medical allowances will be given as admissible under IIM Jammu rules.
- iv. Fixed term appointees are also eligible for house rent allowance/campus housing facility subject to its availability as per IIM Jammu Rules.
- v. No other benefits or allowances will be payable except for those indicated in the appointment letter.
- vi. If a faculty member wishes to resign from the service of the Institute, he/she is required to give one month notice to the Institute or corresponding salary in lieu thereof. Except otherwise agreed by the Institute, the faculty member is required to complete the teaching schedules, projects or any other assignments before leaving the Institute. In case the time taken to complete the assignments take longer period than the stipulated period of notice, such period of notice will stand extended by the time it will take to complete the assignment.

#### 3.8.4 Verification process at the time of Joining:

The verification process is compulsory for all joining different faculty positions (Regular/ Contract position on regular scale/ Contract position on a consolidated scale). The process includes verification of required documents mentioned in the **Annexure VII: Check List for Verification of Documents at the time of Joining**.

### 3.9 Adjunct/ Visiting Faculty Compensation Rules

The honorarium to be paid to visiting faculty for teaching a full course will be in two slabs:

#### 1. *For Domestic Faculty:*

Since the inception of IIM Jammu, the Institute is paying an honorarium of Rs. 1,50,000 to Rs. 3,00,000 for a full 3 credit course (30 hours). Director is empowered to decide the terms on case-to-case basis based on the visiting faculty's qualification, experience, expertise, position and affiliating institution.

In case a visiting faculty is teaching fewer classes, he / she shall be paid @ Rs. 7,500 – Rs. 15,000 Per session (90 minutes).

Teaching feedback is mandatory for Visiting Faculty irrespective of the number of sessions conducted.

If Visiting Faculty feedback is less than 3.5 out of 5-point scale, then he/she will not be engaged for future assignment.

IIM Jammu will make necessary travel, boarding and lodging arrangement for the Visiting Faculty from outstation. The Institute will also reimburse local conveyance paid at their place of residence.

#### 2. *For International Faculty:*

International Faculty may be paid an honorarium of Rs. 3,00,000 to 5,00,000 for 3 credit course. Director is empowered to decide the terms on case-to-case basis based on the visiting faculty's qualification, experience, expertise and affiliating institution. For 1.5 credit course, international faculty may be paid proportionately.

In case a visiting faculty is teaching fewer classes, he / she will be paid @ Rs. 15,000 - 25,000 Per session (90 minutes).

Teaching feedback is mandatory for Visiting Faculty irrespective of the number of sessions conducted.

If Visiting Faculty feedback is less than 3.5 out of 5-point scale, then he/she will not be engaged for future assignment.

IIM Jammu will make necessary travel, boarding and lodging arrangement for the Visiting Faculty from outstation. The Institute will also reimburse local conveyance paid at their place of residence.

### 3.10 Faculty Confirmation:

- a. Faculty members, who are on probation for two years and due for confirmation, are required to fill up Annual Faculty Self-Performance Appraisal Form (**Annexure – IX: Annual Faculty Self-Performance Appraisal Form**). Annual Faculty Self-Performance Appraisal (**Annexure – IX**) and Annual Work Plan (**Annexure - VIII**) for two years will be evaluated by the Faculty Performance Appraisal Committee.
- b. The Faculty Performance Appraisal Committee will review the performance of the faculty for last two years
  - Director, IIM Jammu - Chairman of the Faculty Confirmation Committee
  - One BoG Member from HR Committee
  - One External Expert of the rank of full Professor from IIMs/ IITs or any top business School in India
- c. The above Committee will review the performance of the faculty members, who are due for confirmation, based their Annual Work Plan, Annual Faculty Self-Performance Appraisal Form for last two years and any other relevant documents concerning the faculty.

The Committee will evaluate the performance on following five criteria:

- Teaching feedback
- Research, Publications and Conference organized
- MDP& Consultancy Projects carried out
- Contribution in Institution Building
- General conduct, attitude and behaviour in last two years

Weightage for each criteria may be fixed by the Faculty Performance Appraisal Committee.

- d. The Committee will recommend to confirm their services, or to extend their probation, or to dispense with their services.
- e. The recommendation of the Committee will be placed before the Chairman, BoG, IIM Jammu for his approval. Appropriate action will be taken after the approval of the Chairman.
- f. This will be put to the Board for information and ratification.

### 3.11 Superannuation Age:

- i. After confirmation, the appointee shall continue to hold his office till he attains normal retirement age. IIM Jammu follows the superannuation rules and practices as are prevalent in IIMs applicable for Academic Positions and implement the same after seeking the approval of the Board.
- ii. Superannuation age for Academic Positions is 65 years. Beyond the retirement age of 65 years, the faculty may be re-appointed on contract basis not exceeding three years in the first instance and can be further extended for two years as per the requirement i.e. upto the age of 70 years. The contractual appointment will be governed by the regulations for contractual appointment laid out in this manual.

### 3.12 Resignation by Faculty:

A faculty member may resign from his/her post after giving three months' notice for regular and one month for faculty on probation or contract. Except otherwise agreed by the Institute, faculty members are required to complete the teaching schedules, projects or any other assignments before leaving the Institute. In case the time taken to complete the assignments take longer period than the stipulated period of notice, such period of notice will stand extended by the time it will take to complete the assignment.

### 3.13 Reservation Policy for Appointment on Faculty Positions:

IIM Jammu follows the Reservation Policy of Government of India.

## 4. Non-Faculty Recruitment Policy

### 4.1 Non-faculty Recruitment

Non-faculty members may be appointed on a regular position, deputation or on contract basis. The qualification, experience etc. for the non-faculty positions shall be governed by the IIMs particularly new IIMs.

The institute shall recruit for non-faculty position as per the guidelines issued by the MoE, GoI i.e. faculty: non-faculty ratio of 1:1.1.

#### 4.1.1 Creation of Post

- The Board of Governors can create any permanent position as per IIM Act 2017. No approval of MoE, GoI is required.
- The Position, Level, Pay scale, Age Limit, Qualification, Experience and Job profile is given in Annexure X.
- All appointments to the Non-faculty positions would be made by the Director on the recommendation of the selection committee and approval of the BoG.
- Recruitment for non-faculty positions (Level 7 and below) shall be done based on academic qualifications, written test and skill test/ applied test.
- Recruitment for non-faculty positions (Level 8 and above) shall be done based on academic qualifications, experience and interview.
- Five-year manpower requirement is given below:

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
No. of Faculty Required for PG Program (1/10 of student's strength)	13	21	34	48	48
No. of Faculty Required for UG Programs (1/15 of student's strength)	-	-	-	4	8
Total No. of Faculty Required for PG and UG Program	13	21	34	52	56
10% Extra to take care of Faculty Mobility	1	2	3	5	6
<b>Total No. of Faculty Required</b>	<b>14</b>	<b>23</b>	<b>37</b>	<b>57</b>	<b>62</b>
<b>Total No. of Non-faculty Required (1.1 times of Faculty Strength)</b>	<b>15</b>	<b>25</b>	<b>41</b>	<b>63</b>	<b>68</b>

#### 4.1.2 Designation and Scale of Pay of Non-faculty:

Designations and pay scales for various regular positions/levels as per 7<sup>th</sup> Pay Commission are given below.

Sl. No.	Name of the Post	Under 7th Pay Commission w.e.f. 1st January 2016		
		Pay Scale	Level	Entry Pay
1.	<ul style="list-style-type: none"><li>Chief Administrative Officer (CAO)</li><li>Librarian</li><li>Chief Project Engineer &amp; Estate Officer</li></ul>	Rs. 78,800 - 2,09,200	12	Rs. 78,800
2.	<ul style="list-style-type: none"><li>Financial Advisor &amp; Chief Accounts Officer</li><li>Placement officer</li><li>System Manager</li></ul>	Rs. 67,700 - 2,08,700	11	Rs. 67,700

Sl. No.	Name of the Post	Under 7th Pay Commission w.e.f. 1st January 2016		
		Pay Scale	Level	Entry Pay
3.	<ul style="list-style-type: none"> <li>• Administrative Officer (Administration)</li> <li>• Administrative Officer (Academics/ Programs)</li> <li>• Public Relation &amp; Administrative Officer</li> <li>• Finance &amp; Accounts Officer</li> <li>• Administrative Officer (Purchase)</li> <li>• Administrative Officer (Admissions)</li> </ul>	Rs. 56,100 - 1,77,500	10	Rs. 56,100
4.	<ul style="list-style-type: none"> <li>• Assistant System Manager</li> <li>• Assistant Accounts Officer</li> <li>• Assistant Admin Officer (Admin &amp; Hindi Language)</li> <li>• Web Designer</li> <li>• Graphic Designer</li> <li>• Assistant Librarian</li> <li>• Secretary to Director</li> <li>• Assistant Administrative Officer (Academics)</li> <li>• Assistant Administrative Officer (IR)</li> <li>• Assistant Administrative Officer (Placement)</li> <li>• Assistant Administrative Officer (Student Affairs)</li> <li>• Assistant Administrative Officer (Establishment)</li> <li>• Assistant Administrative Officer (Estates and Admin)</li> <li>• Security Officer</li> </ul>	Rs. 47,600 – 1,51,100	8	Rs. 47,600
5.	<ul style="list-style-type: none"> <li>• Office Assistant</li> <li>• Sr. Library &amp; Information Assistant</li> <li>• IT &amp; System Assistant</li> <li>• Store &amp; Purchase Assistant</li> <li>• Accountant</li> <li>• Junior Engineer (Civil)</li> <li>• Junior Engineer (Electrical)</li> <li>• Security Officer</li> </ul>	Rs. 35,400 - 1,12,400	6	Rs. 35,400
6.	<ul style="list-style-type: none"> <li>• Hostel Supervisor (Women)</li> <li>• Hostel Supervisor (Male)</li> <li>• UDC</li> </ul>	Rs. 25,500 – 81,100	4	Rs. 25,500
7.	<ul style="list-style-type: none"> <li>• LDC</li> <li>• Driver</li> <li>• Electrician</li> </ul>	Rs. 19,900 – 63,200	2	Rs. 19,900
8.	<ul style="list-style-type: none"> <li>• Peon</li> </ul>	Rs. 18,000 – 56,900	1	Rs. 18,000

In addition to the basic pay, non-faculty members at regular positions will get DA, accommodation or HRA, Transport Allowance, NPS, telephone reimbursement, Children Education Allowance, LTC, Medical Benefits, Gratuity etc. as per IIM Jammu Rules. Designations and pay scales for new positions/ levels will be fixed by the BoG.

#### 4.2 Appointing Authority:

All permanent appointments to the Non-Faculty positions (Level-8 and above) shall be made on the recommendation of the Selection Committee and approval by the BoG/ Director, IIM Jammu depending upon the levels.

The following will be appointing authority for various categories of employees.

Sl. No.	Pay Scale of Posts	Appointing Authority
1.	Administrative Staff in Level-8 and above	Director
2.	Administrative Staff in Level-7 and below	Chief Administrative Officer*

\* If the position of CAO is not filled, this authority will be delegated to a suitable person in the Institute by the Director. This matter will be placed before the BoG for ratification.

### 4.3 Recruitment of Non-faculty positions on regular or contract positions:

The appointment of Non-faculty positions will be carried out by the following Selection Committee for various categories of employees.

#### a) Officers Category (Level-8 & above)

Appointment of Non-Faculty Selection Committee will comprise the following:

- Director, IIM Jammu – Chairman of Non-Faculty Selection Committee
- One Board Member of IIM Jammu
- One External Expert in the field
- One SC/ST Representation

Each Panel Member of the Selection Committee need to give a declaration in writing in the prescribed format certifying that none of his/ her family member/ relative is appearing for the recruitment of non-faculty positions. In case one or more applicants are known to any panel member, that panel member will rescue from the Selection Committee for those candidates.

The quorum for the Non-Faculty Selection Committee is three, out of which Director's presence is a must.

#### Criteria for final selection for Non-Faculty positions (Level-8 and above):

Non-Faculty Selection Committee evaluates performance of the applicants based on the interview for Level-8 and above. Maximum score for interview is 100. If the application of an applicant is shortlisted for contractual position, he will be considered only on contractual position. However, if the application of an applicant is shortlisted for regular position, he is required to secure minimum score to be selected on regular or contractual positions as the table given below:

Sl. No.	Category	Regular Position Minimum Score	Contractual Position Minimum Score
1	General	≥ 70	≥ 60 – 70 ≤
2	OBC	≥ 65	≥ 55 – 65 ≤
3	ST	≥ 60	≥ 50 – 60 ≤
4	SC	≥ 60	≥ 50 – 60 ≤
5	DAP	≥ 60	≥ 50 – 60 ≤
6	EWS	≥ 65	≥ 55 – 65 ≤

If the applicant fails to score minimum score, he will be not selected.

#### b) Office-Staff Category (Level -7 and below)

As per the Government of India directive, interview process will not be followed for recruitment of Level-6 and below. Recruitment non-faculty positions in Level-7 and below will be done based on following criteria:

- Marks obtained in Final degree for the position (30%)
- Written Test (35%)
- Skill Test (35%)

A committee will be constituted by the Director to conduct the selection process comprising of following members:

- Chairman of the Selection Committee - Director, IIM Jammu will nominate one senior Professor
- One Associate/Assistant Professor of IIM Jammu
- One External Expert in the field
- One SC/ST Representation
- Chief Administrative Officer – Convenor of the Committee

If the application of an applicant is shortlisted for contractual position, he will be considered only on contractual position. However, if the application of an applicant is shortlisted for regular position, he is required to secure minimum score to be selected on regular or contractual positions as the table given below:

Sl. No.	Category	Regular Position Total Minimum Score	Contractual Position Total Minimum Score
1	General	≥ 60	≥ 50 – 60 ≤
2	OBC	≥ 55	≥ 45 – 55 ≤
3	ST	≥ 50	≥ 40 – 50 ≤
4	SC	≥ 50	≥ 40 – 50 ≤
5	DAP	≥ 50	≥ 40 – 50 ≤
6	EWS	≥ 55	≥ 45 – 55 ≤

If the applicant fails to score minimum score, he will not be selected.

Director, Jammu will constitute an Application Screening Committee to screen the applications for different positions based on the qualification and relevant experience prescribed for a particular position.

The Director or his nominee will review the recommendations of the Application Screening Committee of shortlisted applications as per the detailed process given in next section.

All short-term contract appointments (less than one year) at the Non-faculty positions including Academic Associates/ Research Associates/ Trainees would be made by the Director as per requirement.

#### 4.4 Recruitment Process

1. Advertisement will be given in the one national English newspaper, one regional English newspaper and one regional Hindi newspaper.
2. Detailed Advertisement giving details of the qualification, experience and job profile of each position will be posted at IIM Jammu web-site.
3. On-line applications received (**Annexure – XI**) will be sorted out position-wise.
4. Summary of applications along with Application Forms, Application Screening Summary Sheet (**Annexure – XII: Application Screening Summary Sheet for Non-Faculty position**) will be sent to Application Screening Committee duly constituted by Director.

5. **Process for Recruitment of Level-8 and above:**

- a. The Application Screening Committee will prepare a list of short-listed candidates to be called for interview within specified period as per the order.
- b. Director or his nominee will review the recommendations of the Application Screening Committee for Level-8 and above.
- c. Director's Office/Admin. Department will send interview letter through e-mail to all short-listed candidates for the Level-8 and above.
- d. Short Listed candidates for the Level-8 and above will appear for a personal interview before the Non-faculty Selection Committee.
- e. Each Member of the Committee for Non-Faculty Selection will evaluate the performance of each candidate and will assign marks on a prescribed format attached as (**Annexure – XIII: Format of Evaluation Sheet for Non-Faculty position (Level 8 and Above)**).
- f. Final Composite Evaluation Sheet will be prepared based on Evaluation Sheets by each member of the Non-Faculty Selection Committee immediately after the interview duly signed by the Director and all the Selection Committee Members (**Annexure – XIV: Final Composite Evaluation Sheet for Non-Faculty position (Level 8 and Above)**).
- g. Recommendations of the Selection Committee (pertaining to the Level -8 and above) will be placed before the Chairman, BoG for his approval.
- h. In the meantime, IIM Jammu will do the reference check in writing from the referees (**Annexure – XV: Format of Letter of Recommendation from referees for Non-Faculty Position**).
- i. The selection of the candidates will be ratified in the subsequent Board Meeting.
- j. Selected candidates will sign and return the duplicate copy intimating their acceptance of the offer of appointment and the date of joining within 7 days.
- k. If suitable candidate is not available, the candidate may be offered junior position or similar position on contract for one/two years. His contract may be extended based on his satisfactory performance.
- l. Appointment letters will be issued in duplicate by the Director to the selected candidates after getting approval of the Chairman, BoG, IIM Jammu.

6. **Process for Recruitment of Level-7 and below:**

- a. The Application Screening Committee will send the comments along with a list of short-listed candidates for the Level-7 and below, to be called for Written Test and Skill Test.
- b. Written Test and Skill Test will be conducted by IIM Jammu or with the help of Officials from the Central/State Government Institution/ Universities/PSUs/ Organizations or any specified agency.
- c. Recommendations of the Non-Faculty Selection Committee (pertaining to the category of Level-7 and below) will be compiled and placed before the Director for the approval.
- d. Appointment letter will be issued only after obtaining the recommendation letter from the two referees (**Annexure – XV: Format of Letter of Recommendation from referees for Non-Faculty Position**).
- e. Appointment letters will be issued by the Chief Administrative Officer (CAO) in duplicate based on the recommendation of the Selection Committee for Level-7 and below.
- f. Selected candidates will sign and return the duplicate copy intimating their acceptance of the offer of appointment and the date of joining within 7 days.

- g. If suitable candidate is not available, the candidate may be offered junior position or similar position on contract for two years. His contract may be extended based on his satisfactory performance.

#### 4.5 General Terms and Conditions

- a. All appointments are subject to a medical fitness report issued by a Government Hospital to be produced by the candidates at the time of joining.
- b. Appointment to permanent posts in the Institute shall be made on probation for a period of two years from the date of joining the Institute. He/she will be confirmed on the basis of satisfactory performance during the probation period; however, if the performance is unsatisfactory, his/her services will be terminated.
- c. All letters of appointment are subject to the candidate's antecedents and credentials being genuine and satisfactory. If any discrepancy is found in the credentials at any time, the letter of appointment shall stand cancelled and the employment will be terminated without notice and without any liability to the Institute. At the time of employment, the concerned candidate must submit photocopies of all certificates and testimonials along with the originals, which will be returned after verification.
- d. Acceptance of employment by a candidate means and includes acceptance of these Rules and Orders issued from time to time to supplement or to modify these Rules.
- e. Employee will be governed by provisions of IIM Jammu Conduct Rules / CCS Conduct Rules 1964 & CCS (CCA) Rules 1965 or any other rules enforced by the GoI or IIM Act/ Regulations.
- f. During Probation Period, NoC will not be issued for applying for any other position either at IIM Jammu or at any other Institution/ organisation.
- g. Regular employees may apply for any internal position or outside IIM Jammu positions after confirmation of their probation. Their application may be forwarded through the proper channel and/or will be given NoC not more two times per year.

#### 4.6 Verification process at the time of Joining:

The verification process is compulsory for all joining in different non-faculty positions (Regular/ Contract position). The process includes verification of required documents as mentioned in Annexure XVI.

#### 4.7 Probation

- a. When an employee is appointed in a permanent vacancy, he/she shall be deemed to be 'holding' that specifically provided deemed to be on probation.
- b. A post in an officiating capacity, until he/she is confirmed in that post and shall not, unless otherwise employee directly recruited to the Institute's service on regular basis shall be required to be on probation for a period of two years.

#### 4.8 Confirmation:

- a. Non-Faculty members who are on probation for two years and due for confirmation are required to fill up Annual Staff Performance Appraisal Form (Annexure – XVII: Format of Annual Staff Performance Appraisal). Annual Staff Performance Appraisal for two years will be evaluated by a Performance Appraisal Committee as per the procedure given in succeeding paragraphs.

- b. The performance of Level-8 and above will be evaluated by a Committee for recommendation for Confirmation, Extension of probation, termination based on the contribution made by the staff during the probation period and as reported in the Performance Appraisal Report for the said period. The Committee will consist of:
- Director
  - One Dean/Professor to be nominated by the Director
  - One external expert
- c. The confirmation cases of other employees (Level-7 and below) shall be dealt with by a Committee constituted by the Director.
- One Dean/Professor to be nominated by the Director
  - One Professor/Associate Professor to be nominated by the Director
  - One external expert

#### 4.9 Superannuation Age

Superannuation age for Non-Academic positions is 60 years. Superannuation age for CAO, Librarian is 62 years. Beyond the retirement age of 60 years, officer/staff may be re-appointed on contract basis not exceeding two years on need basis after review and specific approval of the Director/BoG.

#### 4.10 Resignation of Permanent Non-Faculty

A permanent member of non-teaching staff may resign from his post after giving one month notice at the time of probation and three months' notice after confirmation, which may be waived or reduced by the Director on the merits of the case.

A contract member of non-teaching staff may resign from his post after giving one-month notice, which may be waived or reduced by the Director on the merits of the case.

#### 4.11 Reservation Policy for Appointment of Non-Faculty Positions:

IIM Jammu follows Reservation Policy of the Government of India.

## 5 Faculty Teaching Hours, Annual Work Plan & Performance Appraisal

### 5.1 Required Teaching Hours for Faculty Members

IIM Jammu has decided that each faculty member will carry out six equivalent courses i.e. 180 hrs of academic work per annum. It was decided that IIM faculty members should teach minimum 150 hours a year excluding research, training, consulting and institution building. Broadly,

#### a) Expectation from Faculty members

Faculty members are expected to perform following activities in any of the IIMs:

- Teaching degree awarding Programs (Graduate, Post-Graduate and Doctoral Programs etc.)
- Research and Publications in classified journals, besides mobilizing funds for research and organising conferences & seminars
- Executive Education (tailor-made and open Programs)
- Consulting
- Institutional building/ academic administration as per the need of the Institute and assigned by the Director from time to time.

#### b) Approved Model

IIM Jammu follows following model:

- The basic philosophy of the proposed model is that an individual faculty member will set one's own road map to grow as a professional keeping in mind the institutional requirements and should receive annual feedback on the extent of achievement on their road map.
- IIM Jammu will follow six equivalent courses model, which is a worldwide practice. Ministry of Education has suggested for minimum 160 hours of teaching per year by each faculty.
- Each faculty member is expected to carry teaching, research & publications, executive education, consulting and institution building/ academic administration.
- Each faculty member will teach 150 hours in degree awarding Programs (MBA/Ph.D.) i.e. five courses per year. Out of which at least 60 hours should be from MBA teaching.
- Remaining 30 hours will come from institutional activities like Admission Test, Admission Interviews for Graduate, Post Graduate and Ph.D. Programs etc.
- In exceptional case, if any faculty member wants to have some more time to complete his/her serious research, writing work or organizing conference and intends to plan less than 150 hours of teaching, the concerned faculty may discuss directly with the Director.
- In order to encourage research at IIM Jammu, a faculty member may be permitted to teach less than **150 hours** in an academic year, if the faculty member publishes research papers in ABDC journals as follow:
  - 120 hrs. plus one research paper published in B- category journal
  - 90 hrs. plus two research papers, first in B and second in A category journal
  - 60 hrs. plus three research papers, first paper in B, Second paper in A and third paper in A\* category journals.
  - Waiver Conditions:

- All the above mentioned applies if he/she publishes as a single author else course waiver will be on proportionate basis.
- If a faculty publishes the research paper in higher than the required category Journal(s), he/she will get research incentive after adjusting the required teaching hours.
- Following activities will attract waiver of full one or part course:
  - Chairperson (Admissions), Chairperson (MBA), Chairperson (Placement) will get waiver of one course for respective activities. In case any activity or specific task is assigned to a faculty member which require considerable amount of time, faculty may be given a waiver as decided by the Director.
  - For Organizing Conferences:
    - International Conference:
 

Should be at least two-day event with minimum 50 research papers from out of which at least 20% of papers should be from overseas delegates.

The waiver of two courses are available only when the conference results into one Special Issue to 'B' category Journal or equivalent and/or a published edited book(s). In case of foreign / joint collaborative conferences, co-chair from collaborative institute shall get one course waiver. In case of two faculty members of IIM Jammu is involved in organizing the conference, each faculty will get waiver of one full course only.
    - National Conference:
 

Should be at least two-day event with minimum 50 research papers. The one course waiver will be given only when the conference results in a published edited book (s). In case two faculty members of IIM Jammu are involved in organizing the conference, each faculty will get waiver of a proportionate number of courses.
- If a faculty falls short of courses, he / she should do more serious research and publish in the journals as classified by IIM Jammu as prescribed above.
- Each faculty member is required to submit Annual Work Plan of their activities for the academic year in a prescribed format in the month of March every year for the forthcoming Academic Year. This work plan will include all the activities to be carried out by the faculty including teaching, research & publication, executive education, consulting institution building, support required from the Institute etc. This will be discussed and moderated in the Area. The Director will discuss and finalize this plan keeping in mind the needs of the individual and the institution. The final plan will then be kept on the personal record of the concerned faculty. When the individual faculty submits the plan for the next year, she/he will also submit Actual Worked Performed against the plan and point out the areas of deviation and reasons thereof. This achievement versus the plan will be then factored together and the Director will offer feedback to the individual in terms of areas that call for improvement. Any deviation will then be factored in to moderate the next year's plan.
- Any incentive for research, executive education, consulting etc. should be given to faculty members subject to meeting the minimum requirement of 180 hours i.e. after completion of six equivalent courses.
- A faculty member may teach a maximum number of five courses so that he gets enough time to do research. However, an activity head cannot ask for additional payment to teach a course in lieu of a course waived against that activity.

- If a faculty member has already taught five courses and wish to teach extra, he can teach maximum one course for which extra payment will be made subject to meeting requirement of 180 hours.
- Research contribution should be accounted only in terms of publication in quality journals. The Board has already approved the incentive scheme for research publications in classified journals.
- Wherever it is not mentioned categorically, Director will have the discretion to waive full or part course equivalent for research and academic administrative activities.

## 5.2 Faculty Annual Work Plan

At the beginning of each academic year, every faculty member would be required to prepare an Annual Work Plan in a prescribed format (**Annexure VIII: Annual Work Plan for Faculty**) and send copies to Director and Area Chair / Coordinator. All the faculty members in the Area will discuss their work plan in the meeting called by the Area Chair / Coordinator. The Area will ensure even workload of teaching, research, training and academic administration to each faculty member of the Area. In addition, Area Coordinator should also ensure the compliance of total research projects and publications and at the same time the number of Conferences they would like to do for that academic year.

Director will finalise the Area work plan in consultation with Area Coordinator and faculty members of the Area. The output of the approved Annual Work Plan shall be shared with Chairperson (MBA) for MBA Program, Chairperson (Doctoral Program) for Doctoral level courses planned, Chairperson (Research) for research plan and Chairperson (EEC) for MDPs and Consultancy planned for the Academic Year.

Director will review the Annual Work Plan of individual faculty and performance of the Area twice a year, one in the last week of December and second one in the last week of June every year. At the end of each Academic Year, faculty members will prepare a report of how successful they have been in achieving their planned work for the year. The work plan and the report on achievements will form an important part of the appraisal.

All faculty members are expected to fulfil the minimum requirement of six equivalent course workload (i.e., 160 hours of work load per annum) during the Academic Year. This may be waived off by the Director in exceptional cases. However, if there is a consistent shortfall of prescribed work units by any faculty member, Director will counsel the Faculty concerned and may take appropriate action.

## 5.3 Annual Performance Appraisal:

### *For Regular Positions*

- Those faculty members, who have completed six months or more, are required to fill up Annual Faculty Self-Performance Appraisal Form (**Annexure IX: Annual Faculty Self-Performance Appraisal Form**). Those faculty members who are on probation for two years and due for confirmation will also require to submit Faculty Self-Performance Appraisal.
- The Faculty Performance Appraisal Committee will review the performance of the faculty for last two years in case of probation, otherwise for current Academic Year.
  - Chairman, HR Committee - Director, IIM Jammu
  - One BoG Member of IIM Jammu
  - One External Expert of the rank of full Professor from IIMs/IITs or any senior Professor from top business school in India

- iii. The above Committee will review the performance of the faculty members, who are due for confirmation, based their Annual Work Plan, Annual Faculty Self-Performance Appraisal Form for last two years and any other relevant documents concerning the faculty. The Committee will evaluate the performance on following five criteria:

The Committee discussed the Criteria for evaluation on following five parameters:

- a. Teaching feedback
  - b. Research, Publications and Conference organized
  - c. MDP& Consultancy Projects carried out
  - d. Contribution in Institution Building
  - e. General conduct, attitude and behaviour in last two years
- iv. Depending on faculty performance during his/her two years of probation, the appraisal committee may recommend following actions:
    - a. Good Performance: Confirmed
    - b. Satisfactory: Extension of Probation period (6 months to 1 year)
    - c. Unsatisfactory: Termination of services
  - v. Based on the evaluation of faculty members, the Committee will recommend to the Board to confirm their services, or to extend their probation, or to dispense with their services.

Appropriate action will be taken after approval of the Chairman, BoG.

#### ***For Contractual Positions***

- i. Based on the recommendation of the appraisal committee following steps might be taken for a faculty appointed on contract.
  - If at the end of first year of service, the performance is found to be satisfactory then he/she might be allowed to continue for the second year. However, if the performance is found to be un-satisfactory then he/she might be terminated form the services.
  - If at the end of second year of service the performance is found to be Good, his/her services might be extended for one more year.

This will be put to the Board for information and ratification.

## 6. Faculty's Growth Avenues & Promotion

### 6.1 Growth Avenues for Faculty Members:

- i. *Appointment of Dean (Academics) and Dean (Planning & Research)*  
Any Professor may be appointed as Dean by the Director depending upon his administrative leadership in the academic community and his commitment and interest after consulting the faculty members.
- ii. *Appointment of Area Chairperson*  
Any faculty member may be appointed as Area Chairperson by the Director after consulting the Area faculty members.
- iii. *Presenting Papers in National/International Conferences*  
Faculty members are encouraged to present their papers in National/International level refereed conferences. Following guidelines are applicable for conferences:
  - Faculty member on regular appointment may present paper in one international referred conference once in two years after completion of one year.
  - Faculty member on regular/contract appointment are encouraged present papers in national referred conference annually.
  - For attending any conference, faculty member has to seek prior approval from the Director.
- iv. *Professional Membership*  
Faculty member can use Faculty Development Fund to become member of three International Professional Bodies / Associations.
- v. *Faculty Development Programs*  
Faculty members on regular position are nominated to attend Faculty Development Programs in abroad after completion of one year.
- vi. *Faculty Exchange Programs*  
Faculty gets opportunity to teach and do joint research project with partner institutions/ universities under faculty exchange Program.
- vii. *Research Support Scheme*  
IIM Jammu provides seed money to carry out research projects.
- viii. Many other avenues are available. Details are given in Faculty Development Policy.

### 6.2 Promotion of Faculty Members:

Promotion of faculty members at Associate Professor (Level 13A2) and Professor (Level 14A) will be based on the following criteria:

- i. Any promotion from Assistant Professor (level 13A1) to Associate Professor (Level 13A2) and from Associate Professor (Level 13A2) to Professor (Level 14A) will take place against the open advertisement only.
- ii. Faculty Selection Committee will give due weightage to the contribution made by the faculty members in the area of teaching, research, training, consultancy and institution building.
- iii. Five major areas of contribution by faculty:
  - Teaching feedback
  - Research, Publications and Conference organized (Credit will be given only when publication is with IIM Jammu affiliation)
  - MDP& Consultancy Projects carried out
  - Contribution in Institution Building
  - General conduct, attitude and behaviour

- iv. Basic objectives sought to be achieved:
  - Creating a culture of academic excellence
  - Creating a conducive working atmosphere
  - Encouraging high levels of professional and personal integrity
  - Enhancing ability to be 'Role Models' for young minds
- v. Guiding principles for faculty appraisal and promotions:
  - As the level goes up, the bar has been raised.
  - Tolerance for errors will come down as one reaches higher levels
  - Overall contribution to the institute's growth
  - External and internal equity

#### 6.2.1 Specific Criteria for Promotions:

##### a) *Assistant Professor (Level 13A1) to Associate Professor (Level 13A2)*

- Minimum required period of 3 years at Assistant Professor (Level 12).
- Minimum total no. of years of experience of 6 years (including experience in other organizations)
- Ph. D awarded.
- Minimum of 5 courses per year. Teaching multiple sections will be treated as teaching multiple courses.
- Minimum average feedback score of 3.5 out of 5-point scale.
- Minimum One Research Paper in A\*/A\*\* Category Journals or Two Research Papers in "A - Category Journals" or Four Research Papers in "B – Category Journals"
- Preference for Ph.D. guidance.
- Above average level of involvement in institution building activities
- Satisfactory or higher level of performance in academic administrative activities
- Above average involvement in external interface (inclusive of MDPs)

##### b) *Associate Professor (Level 13 A2) to Professor (Level 14 A)*

- Minimum required period of 4 years in the previous position.
- Minimum total no. of years of experience of 10 years (including experience in other organizations)
- Minimum of 5 courses per year. Teaching multiple sections will be treated as teaching multiple courses
- Minimum average feedback score of 4.0
- Ph.D. awarded. For non-Ph.D. holders, appropriate enhancement factor will be applied in the minimum years of total experience.
- Minimum Two Papers in A\*/A\*\* Category Journals or Four Research Paper in "A - Category Journals" or Eight in "B – Category Journals"
- Preference for Ph.D. guidance.
- Substantial contribution to institution building activities
- Satisfactory performance in administrative activities
- Satisfactory level of external interface (inclusive of MDPs) for persons from the academic background and substantial level of contribution in external interface (inclusive of MDPs) for persons from the industry background

6.2.2 Specific Criteria for Promotions from Assistant Professor Level 10 to Level 11 and from Level 11 to level 12

**a) Assistant Professor (Grade - II) Level - 10 to Assistant Professor (Grade-II) Level – 11 to Assistant Professor (Grade-I) Level -12**

On completion of one year, a faculty member appointed at 'Assistant Professor (Grade - II) at Level-10' may be elevated to 'Assistant Professor (Grade-II) at Level-11' (Rs. 68,900 - Rs. 1,17,200, Entry Pay - Rs. 89,900) subject to the meeting following conditions:

- Required to publish at least one paper in minimum B-Category journal
- Teaching Feedback must be minimum of 2.5 out of 5 points scale
- Contribution in institution building
- Attitude, conduct, and behaviour

On completion of two years at Level-11, you may be elevated to 'Assistant Professor (Grade-I) at Level-12' (Rs. 1,01,500 - 1,67,400, Entry Pay - Rs. 1,01,500) subject to the meeting following conditions:

- Required to publish at least two papers in minimum B-Category journals
- Teaching Feedback must be minimum 3.0 out of 5 points scale
- Contribution in institution building
- Attitude, conduct, and behaviour

If any faculty member, appointed at L-10 or L-11, is not able to meet the above-mentioned criteria at 1 or 2, enough opportunity will be given to him/her to improve during the probation period. However, if he/she fails to meet the above-mentioned criteria, his/her services will be terminated as per IIM Jammu Rules.

**b) Assistant Professor (Level 12) to Assistant Professor (Level 13A1)**

After completion of three years at Assistant Professor Level 12 at the regular position, he/she may be considered for the next Level i.e. Assistant Professor at Level 13A1 subject to:

- Performance Appraisal for Last three years.
- Minimum average feedback score of 3.5 out of 5-point scale.
- Minimum One Research Paper in A Category Journals or Two Research Papers in B Category Journals
- Preference for Ph.D. guidance.
- Above average level of involvement in institution building activities.
- Satisfactory or higher level of performance in academic administrative activities.
- Above average involvement in external interface (inclusive of MDPs).

6.2.3 Specifications for Promotion

Any proven case of compromise on personal or professional integrity will be viewed severely and no increments or promotion will be given irrespective of performance in other criteria.

## 7. Non-Faculty Performance Appraisal, Growth Avenues & Promotion

### 7.1 Performance Appraisal:

- a. At the beginning of each financial year, all employees under the Officers' category or equivalent (Level-8 and above) would be required to fill-in the Annual Performance Appraisal Report (APAR) giving the details of the work to be done by them during the year and the same would be submitted to the Performance Evaluation Committee consisting of Director, Dean / Senior Faculty nominated by Director, one external member and CAO.
- b. APAR of other non-officers' category (Level-7 and below) would be filled-in and completed by their respective Reporting Officer/HoD for onward submission to the Performance Evaluation Committee. All employees are expected to perform above 60% and those evaluated under 60% shall be considered below average and need to be counselled by the Performance Evaluation Committee. The format of Annual Staff Performance Appraisal Report attached (**Annexure XVII: Format of Annual Staff Performance Appraisal**).

### 7.2 Growth Avenues for Non-Faculty

- i) The employees of the Non-teaching positions may be encouraged to attend national/ international programs/ Training Programs/ Computer Training Programs/ Seminars that are relevant to IIM Jammu's growth and development. The relevance of these programs/ training to IIM Jammu would be judged by the Director/ Concerned Dean/ CAO.
- ii) The employees of the Non-teaching positions are also encouraged to develop to their fullest potential and character, capacity, performance and achievements. Though IIM Jammu within its own resources shall help staff to acquire new knowledge and skills, that may not be sufficient and those employees who are willing to take up higher education are encouraged to do so especially if the education so acquired is directly connected with IIM Jammu activities. IIM Jammu will provide the following facilities:
  - a. Reimbursement of 50% of tuition fee
  - b. Flexibility hours of working in the Institute
  - c. Special Casual Leave during the days of examination
  - d. Those who qualify in the final examination be considered for accelerated promotion scheme and pre-requisite experience be relaxed by one year.
- iii) The non-teaching employees must be encouraged to attend short duration capsules conducted by Institute of Public Administration and similar Industries / PSUs which impart training on administrative matters.

### 7.3 Promotion

The internal promotions for Non-teaching Positions will be done based on the Merit-cum-seniority basis and on the recommendations of the Departmental Promotion Committee (DPC) to be constituted by the Director from time to time. The criteria to be followed for considering the cases of promotions by the DPC shall be as per the following criteria:

#### 7.3.1 Promotion to Officers category (Level-8 and above)

The Promotion Committee will consist of:

- Director, IIM Jammu – to serve as Chairman of the Committee
- One Members of BoG
- One External Expert

**Promotion criteria:**

- a) Promotion Committee will give due weightage to the contribution made by an employee as mentioned in his/her Performance Appraisal Report (PAR) duly evaluated by the Performance Evaluation Committee.
- b) Minimum required period of 3 years in the preceding position. The officer should have outstanding rating for two years and one year very good rating during the preceding 3 years of Annual Performance Appraisal Report.
- c) Higher level of involvement in institution building activities.
- d) Higher level of performance in administrative activities.

**7.3.2 Promotion to Non-officers category (Level-1 to Level-7)**

The Promotion Committee will consist of:

- Dean nominated by the Director (in absence of Dean, a Professor may be nominated by the Director)
- One Professor/Associate Professor – to be nominated by the Director
- One External Expert

**Promotion criteria:**

- a) Promotion Committee will give due weightage to the contribution made by an employee as mentioned in his/her Performance Appraisal Report (PAR) duly evaluated by the Performance Evaluation Committee.
- b) Minimum required period of 5 years in the preceding position. The employee should have outstanding rating for two years and three years very good rating during the preceding 5 years of Annual Performance Appraisal Report.
- c) Higher level of involvement in institution building activities.
- d) Higher level of performance in administrative activities.

**7.4 Policy for Increment of Contractual Employee**

IIM Jammu will give 7% (rounded to next rupee) increase to the contractual employees who are on the consolidated emoluments. No Dearness Allowance (DA) will be given to contractual employee on consolidated emolument after annual performance appraisal.

## 8. Faculty Development Policy

IIM Jammu encourages and facilitates its faculty members through a well-structured Faculty Development Policy. This includes creation of a Faculty Development Fund, Incentives for high quality research publication in classified journals, nominating faculty for teaching/ joint research at different business schools across the globe under faculty exchange, nomination of faculty for conferences, FDPs of international repute. The details of the Faculty Development Policy are as follows:

### 8.1 Faculty Development Scheme

#### 8.1.1 Faculty Development Scheme for Regular Appointment

IIM Jammu has created 'Faculty Development Scheme' to take care of research and development of faculty members. This will include following:

- **Research Financial Support Scheme**

The Institute encourages faculty members to carry out high quality research and publish in classified journals. The research support scheme is intended to fund early stage, but well thought out research proposal with well-defined deliverables from regular faculty member of IIM Jammu. It is expected that the research proposal will result in publications in classified journals. Faculty members have to submit a detailed proposal of their research project to avail this fund in the prescribed format. The amount that any specific research project will be allocated will be based on the evaluation of the research proposal submitted.

a) *Research Funding up to Rs.3 Lakhs*

Faculty members, who have completed one year of service on regular position at IIM Jammu, can avail seed money of up to Rs. 3 Lakhs to carry out their research project. Faculty members will have to submit detailed proposal of their research in the prescribed format to the Chairman (Research) to avail this fund. The Research Committee of IIM Jammu will evaluate the proposal and make a recommendation to the Director for approval.

b) *Research Funding more than Rs.3 Lakhs and up to Rs.10 Lakhs*

For proposals between Rs. 3 to 10 Lakhs, two External Experts from IIM Ahmedabad, Bangalore, Calcutta or from IIT Bombay, Delhi, Kanpur, Kharagpur and Madras, will be appointed to blind review the proposal. Faculty members may be asked to make a presentation in front of these experts in an open seminar. The Research Committee will send the recommendation of experts to the Director for approval.

c) *Research Funding more than Rs.10 Lakhs*

If the research proposal is more than Rs. 10 Lakhs, process enumerated in sub-section (b) will be followed. The Research Committee will send the recommendation of experts to the Director. Director will submit the proposal along with experts' report and his comments for approval to the Board of Governors of IIM Jammu.

Seed grant funds from the Institute can be used to pay for salaries of Research Assistants, travel for data collection and interviews, and other miscellaneous expenses such as postal/ fax/ telephone etc.

- **Seed Fund for Case Writing**

Case Seed Grants are intended to fund writing case. It is expected that the case proposal will result in a publishable case in Harvard Case Publishing/ Ivey League Case Publishers/ European Case Clearing House/ Emerald. Faculty members have to submit a detailed proposal of their research project to avail themselves of this fund in the prescribed format. The grant in this case will be limited to Rs.1 lakh.

- **Presenting Papers in International Conferences**

Faculty members can present their research papers in International referred conferences once in two years subject to completion of minimum one year of their service at IIM Jammu.

The Institute will fund the participation fee; TA/DA (as per Institute rules); Visa fee, if any, and the faculty member would be treated on official leave for the duration of the seminar/conference plus journey days.

- **Faculty Development Fund for Regular Faculty**

Regular faculty members will be supported annually with Rs.1.00 lac for the following activities:

**(a) Presenting Papers in National Conferences**

Faculty members are encouraged to present their research papers in national conferences. Expenses for registration fee and payment of TA/DA for presenting a paper in two National Conferences (Refereed) and for the Registration fee only for presenting a paper in an additional one National Referred Conferences (that is the third) organized by IIMs/ IITs/ top Professional Societies/ Bodies. For attending any conference, a faculty member has to seek prior approval from the Director.

**(b) Professional Membership**

Faculty Development Fund may be used for membership of three international professional bodies/ associations.

**(c) Faculty Development Programs**

Faculty members may be nominated to attend Faculty Development Programs in India. Their expenses will be met from the Faculty Development Fund.

**(d) Buying Software/ Hardware:**

- (i) Faculty members can use this fund to buy Software/ Hardware for their research. A faculty can purchase one laptop worth less than Rs. 1 Lakh in 3 yrs. If faculty leaves the institute within three years from the date of purchase of the equipment, the faculty has to pay the amount on a pro rata basis with a depreciation of 25% per year on straight line method. The faculty can retain the hardware after completion of fourth year. The depreciation will be calculated after end of every year.

Year	Value at the end of each year
End of 1 <sup>st</sup> year	75%
End of 2 <sup>nd</sup> year	50%
End of 3 <sup>rd</sup> year	25%
End of 4 <sup>th</sup> year	0%

- (ii) Computer accessories like hard disk, USB drive, speakers, RAM, laptop computer case, remote pointer/ presenter, etc. as and when required. However, any one these items costing more than Rs. 10000/- will be admissible only once in one financial year.
- (iii) Antivirus and AMC for equipment purchased under FDF.
- (iv) IIM Jammu will provide only desktop and a printer. For contractual faculty members, Institute laptop available with the stores will be provided on returnable basis.
- (v) IIM Jammu will provide desktop and a printer in the Office to all faculty members who are working either at regular or contractual position.
- (vi) IIM Jammu will not provide any computer accessories like hard disk, USB drive, speakers, RAM, laptop computer case, remote pointer/ presenter, etc. as and when required.

***(e) Buying Books and Journals:***

Faculty members can buy books and journals upto Rs.10,000/- per annum from Faculty Development Fund.

- (i) Any other Academic/ Research Expenses not mentioned in para 'a' to 'd'.
- (ii) Unused Fund: Any unused fund can be accumulated for a maximum of 2 years only.
- (iii) This provision will be payable to all the regular faculty members. A faculty member who joins the Institute during the year or retires or resigns or goes on EOL during the year, will be entitled for this allowance on pro-rata basis.
- (iv) Any payment under this allowance will be in the form of reimbursement on submission of original receipts/ bills. The claim for reimbursement will be submitted to the Director for approval thereafter be passed to the Finance & Accounts Section for reimbursement to the concerned faculty members.
- (v) Any payment by a faculty member to a party should be done by online bank transfer, debit card, Credit Card only and a copy of the same may be attached along with the claim.
- (vi) Claims are to be filed within 6 months of the date of the receipt/ bill.

Prior approval of Director is required to avail Faculty Development Fund.

**8.1.2 Faculty Development Fund for faculty members on contract**

Faculty members on contract will be supported annually with Rs. 50,000/- per annum for following activities:

*a) Research Support Scheme:*

Seed money will be provided to carry out research project.

*b) National Conference:*

Faculty members are encouraged to present their research papers in national conferences. Expenses for registration fee and payment of TA/DA for presenting papers in refereed National Conferences.

*c) Professional Membership:*

Faculty Development Fund may be used for two international professional bodies/ associations.

*d) Faculty Development Programs:*

Faculty members may be nominated to attend Faculty Development Programs in India. Their expenses will be met from the Faculty Development Fund.

*e) Buying software:*

Faculty members can use this fund to buy software for their research.

*f) Buying Books and Journals:*

Faculty members can buy books and journals upto Rs.10,000/- per annum from Faculty Development Fund.

*g) Any other Academic/ Research Expenses not mentioned in para 'a' to 'f'.*

*h) Unused Fund: Any unused fund can be carried forward for a year only.*

Prior approval of Director is required to avail Faculty Development Fund.

## 8.2 Incentive for Research Publications

A vital element of the IIM Jammu mission is to be known as a business school par excellence for value-based quality education and high-quality research. IIM Jammu's goal is not just to increase the quantity of research but to ensure its impact and position which can elevate IIM Jammu as one of the top business schools in research. Research quality must be recognized by peers in each field and research must appear in peer-reviewed journals with an emphasis on top journals having both a theoretical and a practitioner orientation.

In order to nurture the academic community towards active research, IIM Jammu encourages and promotes faculty members for the publication in the highly rated journals.

The objectives of the IIM Jammu's Incentives Policy are:

- To foster a research culture at IIM Jammu
- To ensure integration of research outputs with the curricula through the teaching-learning process, wherever appropriate.
- To effectively disseminate IIM Jammu's research output for greater visibility amongst our key stakeholders.

Publication of research papers in top-quality journals is a key criterion for recognizing and rewarding academic research. To identify the top-quality journals and to set the quality benchmarks for the faculty publications, categorization of research journals was done. The classification has been divided into four categories A\*\*, A\*, A, and B.

Any discrepancy in categorisation of Journal based on ABDC, ABS and ISI-IF, the lowest score/ rating of the above database will be considered for award of incentive.

This classification has been done based on the Research Incentive policy followed at different older IIMs. The broad objective of the categorization is to encourage research by faculty and to ensure that high-quality research publications by the faculty are recognized. This is also intended to be a guide to faculty members to help them identify high-quality avenues to publish their research. The classification envisages a pyramid structure of classification where publications in category A\*\* and A\* may be limited and the highest number of publications falling into A and B categories. The current classification envisages that faculty members will be inspired to publish in A\*\* and A class journals and thus raising their own research benchmarks. The research incentive structure will also take this perception into account while defining the incentive structure.

### 8.2.1 Journal Classification of IIM Jammu

The following four types of journals category will be taken into consideration for a high-quality research award. An A\*\* publication will be given a cash award of INR 15 lakh. For 'A\*', 'A' and 'B' category publications, cash awards of INR 10 lakh, INR 7.5 lakh and INR 4 lakh will be given respectively.

Category of Publication	Amount of Award (INR Lakhs)
A**	15
A*	10
A	7.5
B	4

The deficit in teaching hours to be compensated with publications incentives by calculating the equivalence.

## 8.2.2 Journal classification and Global Benchmarking

Accordingly, the following universally accepted Journal classifications have been considered while creating the Journal Classification:

- FT-50 containing the top 50 journals in the Financial Times journal list.
- Journal ratings of Australian Business Dean's Council (ABDC).
- Journal ratings of Association of Business Schools (ABS), U.K.
- ISI Thomson Scientifics' Impact Factor (Journal Citation Reports® by Thomson Reuters).

*Notes:*

1. For all categories of publications specified in the policy, the incentives would be shared as follows:
  - a) Single author: 100% to the author
  - b) In the case of jointly authored papers, cash incentives will be divided by 'n', where n: total number of authors.
  - c) The research incentive for publication in top-class journals will also be given to the Adjunct Professors, Honorary/ Distinguished Professors, Professor of Practice of IIM Jammu, if the paper is jointly co-authored by the faculty members of IIM Jammu.
2. For all such papers wherein, a paper is jointly written by a student from IIM Jammu and an IIM Jammu faculty, only the IIM Jammu faculty and Adjunct faculty will get the incentive amount as per the policy mentioned above, if IIM Jammu affiliation is given in the paper published.
3. In case of a paper jointly written by two or more faculty from different institutes, the award of incentives to only IIM Jammu faculty will be made, based on the classification of the publication (as per the above policy).
4. For the accepted papers, IIM Jammu faculty has to give an undertaking stating the acceptance/publication of the paper and also submit a copy of the paper/copyright form along with the acceptance mail/proof, which should indicate the affiliation of the faculty to IIM Jammu.
5. Research Papers which are accepted for publication but have not yet been published can be considered towards Performance Appraisal of the faculty. However, the faculty will receive the associated incentive amount only after the paper has been published.
6. The workload of the faculty members will take into cognizance the research output of the faculty. Faculty members who have at least one A\* or one A + one B Category publication will be required to teach three full credit courses in an academic year. Similarly, faculty members with one B Class publications will be required to teach four full credit courses in the academic year.

## 8.3 Nominating Faculty Members to Faculty Development Program

### 8.3.1 International

IIM Jammu will nominate regular faculty members of IIM Jammu to Harvard Business School (HBS) or school of similar standing for Faculty Development Program.

*i. Process to be followed for nomination:*

Following process is followed for nominating the faculty members to HBS or any top Business School in the World:

- Mail is sent to all regular faculty members
- Interested faculty members may send their willingness in prescribed format through Dean (Planning & Research). In case of unavailability of Dean (Planning & Research), the willingness may be submitted to the Director.
- Selection for nomination to be based on the following criteria:

- Teaching feedback
- Research, Publications and Conference organized
- MDP& Consultancy Projects carried out
- Contribution in Institution building, and
- General conduct, attitude and behaviour in last two years
- A committee comprising of Chairman HR Committee i.e. Director, IIM Jammu, One BoG Member and one external expert of the level of Professor from IIM / IITs will carry out the process.

ii. *General Rules:*

- Faculty member nominated to HBS has to sign a bond for a period of two years. In case he / she leaves the institute within one year, he / she has to refund total expenses incurred in travel, TA/DA/registration fee/salary for that period and any other expenses incurred by the Institute. No prorate policy will apply in this case
- Faculty members is required to submit a detailed report after attending FDP and submit a copy of material to Research Office for official records. They are also required to give a formal presentation to Faculty Council after their return from the Program and share their experience to all the faculty members.
- In case faculty members leave IIM Jammu within one year after attending the Program, they are required to refund all the expenditures incurred by IIM Jammu for the said Program.
- Any faculty member who has already attended an international faculty development program may not be eligible for the program for next five years.

### 8.3.2 National:

Nominating faculty members for Faculty Development Program organized by IIMs/IITs/ other top business schools in India

i. *Process followed for nomination:*

Following process is followed for nominating the faculty members to FDPs at national level:

- Interested faculty members send their willingness through Dean (Planning & Research). In case of unavailability of Dean – Planning & Research, the willingness may be submitted to the Director.
- In case faculty members leave IIM Jammu within one year after attending the Program, they are required to refund all the expenditures incurred by IIM Jammu for the said Program.
- Other rules will be same as described in 8.3.1

## 9. Rules for Online Post-Graduate Certificate Programs

Executive education is one of the vital components of IIMs academic offerings, which is becoming increasingly important to solve the managerial problems by building the specific competencies required at the workplace on the one hand and strengthening the corporate engagement for our flagship program on the other.

IIM Jammu intends to offer a variety of long-term executive education programs – Post-Graduate Certificates - for those who cannot undergo full time management programs. The IIM Jammu faculty members will develop & offer following specialised or general management long-term post-graduate diploma/ certificate programs to cater to the needs of the industry and the Government:

The program fee for the long-term Post-Graduate Certificate Programs to be determined based on the number of hours of teaching, mode of delivery and nature of Diploma and Certificate awarded to the candidates. The program fee will be fixed in such a way to make our program competitive in the industry and will be reviewed annually. The partnership with other institutions/ industry may be explored to make our program valuable for the participants. The revenue sharing with the partner institutions to be done based on the contribution of each partner in the program.

It was proposed in the Academic Council Meeting held on 7<sup>th</sup> April 2020 through online video platform that IIM Jammu should develop and offer a long-term Executive Post Graduate Certificate programs for working executives using a mix of in-campus and online modules of different durations. A team of senior faculty members will finalise programme guidelines and the course structures. A course manual will be developed for each certificate program comprising the genesis of the programme, target group, course structure and hours of teaching, evaluation and certification, alumnus status etc.

The main objective of the executive education is to strengthen our visibility in the corporate world by preparing individuals and organizations for higher levels of decision making. Long-term executive education programs will provide following benefits to the Institute.

- Strengthening of academic offerings to the corporate world to solve various business problems emerging in the dynamic business environment
- Enhancing the corporate engagements essential for promoting our flagship educational program by involving them in curriculum design and delivery, internship and placements.
- Rationalising the utilisation of academic resources of the Institute in effective and efficient manner
- Increasing the visibility of the institute in the corporate world, and
- Enhancing the revenue sources for the institute in timely manner as the government financial support is getting reduced over the years.

### 9.1 Off-line and On-line Long-term Certificate Programs

Certificate Programmes with 3 months to 9 months duration with focus on following domains:

- General Management for working executives
- Domain specific Long-term certificate programs in Business Analytics, Finance, Marketing, Supply Chain Management, HR, Family Business etc
- *Duration:* Certificate courses will be of 3 to 9 months duration with flexibility in completion of the program.
- *Program Structure:* Program will be divided into Modules. The detailed Program Structure will be developed in due course by the IIM Jammu faculty
- *Mode of delivery:* Off-line and/ or On-Line Modes using modular approach

- *Nature of the program:* Evaluation/ Non-Evaluation based courses with compulsory and elective credits
- *Course fee:* Tentatively about Rs.50,000 to Rs. 4 lakhs payable in two/four instalments
- *Eligibility Criteria:* Graduation in any discipline with minimum of 60% marks.

## 9.2 Appointment of Program Chairman/ Coordinator

- The Certificate Course through Online and Off-line mode.
- Program Chairperson/ Coordinator for Certificate Programs will be appointed by the Director.

## 10. Guidelines, Rules and Procedures for Management Development Programs

### 10.1 Broad Understandings

Executive education is one of the vital components of IIMs offerings. Organisations are increasingly recognising executive education as a crucial tool for developing their managers and executives. The underlying assumption is that it can improve managerial decision making, by creating and transmitting knowledge, which in turn has a positive impact on company performance. In terms of faculty delivering executive education programs, IIM Jammu highlight the importance of concerned faculty having relevant knowledge and experience of various business and organizational contexts as a key success factor in executive education. This means that faculty involved in executive education need to develop the capacity not only to apply their own research to the organizational and individual context, but also to create research content that matters to practice. Thus, the production and diffusion of knowledge is not treated as separate realms; instead, their capacity to cross-fertilise each other is more widely appreciated and utilized at IIM Jammu.

Executive Education program of IIM Jammu aims at broadening the horizon of participants and strengthening their skills to prepare them to face the challenges of the global business. IIM Jammu offers programs at the senior and middle management level participants also gain new insights from fellow participants from other organizations. IIM Jammu offers following Programs:

- In-Company Program
- Management Development Program
- Advanced Management Program

### 10.2 In-Company/ Faculty Development Program

The Institute offers tailor made in-company executive development programs for executives for middle and senior level management of different organizations including private sectors, Public sectors and Government.

### 10.3 Management Development Program

IIM Jammu offer Management Development Programs in different area in engagement to reflect the evolving realities of business and management practices. The MDPs will provide an opportunity to participants to exchange ideas and gain insights from a diverse range of peers. There should not be any conflict of interest with the Institute Program

### 10.4 Advanced Management Program

IIM Jammu offer Advance Management Program to amplify their leadership experience and their impact on the organisation in an increasingly uncertain and complex business world.

### 10.5 Broad Guidelines for Offering Executive Education

Excellence in Executive Education not only contributes to the brand recognition of IIM Jammu, but also benefits the Institute in terms of bridging industry academia interface, practitioner's insights to the faculty, attracting good quality faculty, dissemination of rigorous and relevant education to the post graduate students. Only those Programs which provide insights into organizational problems would be considered. This would imply that the Institute will adopt a selective approach as against entertaining every request that comes from a client organisation.

An appropriate balance between teaching, research, training and consulting is to be achieved. Excessive time spent on one of the activities at the cost of any of the other activities would not be desirable, either for the Institute or for individual faculty members. Secondly, consultancy and/or professional activities that may adversely affect faculty involvement in the Institute's education, research, and training activities would not be entertained.

## 10.6 In-Company Programs

IIM Jammu would undertake competency development Programs for different levels of executives including:

- a) Advance Management Program (AMPs) for Top Management Level
- b) Senior Management Programs (SMPs) for Senior Management Level
- c) Executive Development Programs (EDPs) for Middle Management Level

Every year in the month of August, IIM Jammu would jointly identify all the development Programs that need to be undertaken by IIM Jammu for various levels and functions of executives with various client organizations. This would become the basis of systematic plans for execution in the ensuing financial year. IIM Jammu would sign MoU with various organizations for a period ranging from one to five years, outlining the mutually agreed topics and areas.

Director will appoint Key Account Management in consultation with Dean, where a team of 2-3 faculty members to look after the client acquisition, retention and satisfaction.

Clients need assessment is carried out by senior faculty members nominated by Director.

As far as possible and practicable, problem dimensioning exercise would be undertaken prior to sending any detailed proposal for In-company Programmes and the Program should be accepted preferably after organisation agrees to allow IIM faculty to write a case.

## 10.7 Rules for In-Company Programs

The following rules will govern all in-company Programs:

- All the In-Company Programs will be undertaken in the name of the Institute. This will apply to those cases also where the client may approach an individual faculty directly.
- Where the client organization approaches the Institute, the Director, in consultation with the Dean, will nominate a Key Account Management Group comprising of at least two faculty members, to interact with the organization to understand the training need of the organisation.
- A suitable proposal would then be developed by the Key Account Management Group. The Key Account Management Group will forward the proposal to Director/Dean who, after scrutiny, will send the proposal to the client organization. Proforma for budget and expense sheet is attached with **Annexure XXIX: Budget for Management Development Program (In Company)**.
- Once the proposal is accepted by the client organization a MoU will be signed between the client organisation and IIM Jammu. Director or his nominee will sign the MoU on behalf of IIM Jammu
- Each Program will have 2/3 Program Directors

## 10.8 Nomination of Program Directors & Delivery

Director will decide director(s) for each Program in consultation with the Dean. The decision about the Program directors is based upon the following:

- The specific request and requirement of the client
- Faculty expertise in a given area/sector/subject
- Seniority of the participants
- Faculty workload
- Faculty's willingness and interest
- Opportunity is given to new faculty/ faculty with less/ no experience to work with senior/ experienced faculty
- Program Directors are chosen on rotation basis, so that each faculty member gets a fair chance to do the Program

The Program Director(s) have to finalize the Program objectives, contents in consultation with client organization and also finalize reading material, and/or book if any, and handover the same to the nominated Program assistant at least 10 days before the commencement of the Program, so that the book can be procured by the library. The cost of book should not exceed Rs. 500 normally, however in case of AMPs, the cost can be decided in consultation with the Dean.

Program Directors decide on the faculty members who can deliver the Program for various sessions at least fifteen days before the commencement of the Program after getting necessary consent from the concerned faculty. The detailed Program schedule has to be intimated to the Program office at least ten days before the commencement of the Program.

## 10.9 Management Development Programs (Open Programs)

IIM Jammu would offer Management Development Programs (MDPs) for different levels of executives in functional and interdisciplinary areas for:

- Top Management Level
- Senior Management Level
- Middle Management Level

Every year in the month of August, IIM Jammu would jointly identify all the MDPs that need to be undertaken by IIM Jammu for various levels and functions of executives and prepare a comprehensive MDP Calendar. The MDP Calendar will be printed and circulated to minimum 2000 organizations for publicity and seeking nominations.

## 10.10 Who can float MDPs?

- i. Faculty member with proven expertise in the subject
- ii. Open Program can be outcome of a research/project
- iii. Area level decisions are required in following situations:
  - All functional level Programs
  - Any situation where the Program has been traditionally area run and a faculty retires/leaves or any other contingency
  - New emerging areas in a given functional area

## 10.11 How to float an MDP?

- i. Faculty members will submit his proposal giving Program content outlining objectives, pedagogy, target audience, and dates of the Program to Dean in the month of August every year
- ii. The Program name will be included in the Annual Calendar of MDPs
- iii. Covering letter for the Program

## 10.12 Conduct of the Program

The Program Director(s) have to finalize the reading material, and or book if any, and handover the same to the nominated Program assistant at least 15 days before the commencement of the Program, so that the book can be procured by the library. The cost of book should not exceed Rs. 500 normally, however in case of AMPs, the cost can be decided in consultation with the Dean.

A week before the commencement of the Program a detailed Program schedule will be forwarded by the Program Directors to Program assistants for smooth conduct of the Program. Proforma for budget and expense sheet is attached with **Annexure XXVII: Budget for Management Development Program (Open)**.

Program Director should prepare the budget and get it approved by the Dean (Programs)/ Director at least 15 days in advance. Accounts (Income/Expenditure) must be settled within 15 days from the date of completion of the program.

## 10.13 Policy on Postponement/ Cancellation

Under normal circumstances one day before the closing date of nominations, if the number of nominations is less than 8, the MDP office will inform the concerned Program Directors. If the Program Directors feel that the Program should be conducted because of strategic importance of the Program or if they feel confident in terms of getting more nominations the Program will be conducted.

In case of inadequate nominations if the Program Directors feel that the Program be shifted to later date, the same has to be informed to the MDP Office and the Dean. However, in this case of postponement there should be a gap of at least 60 days so that Program can be marketed again.

In case the Program Directors feel that the Program can't be successful after seeing the nominations, Program will be called off, and MDP office will intimate the nominated participants about the same after getting the consent of the Dean.

In the event where there is adequate number of nominations, the Program Directors can't call off the Program and conduct the same as per schedule. However, in case of unforeseen eventuality the Program Directors will inform about alternative Program Directors after getting their consent and send the intimation to the Dean through MDP Office. Alternatively, if the Program is floated through area, area will nominate alternative Program Directors for the Program or otherwise, dean will nominate Program Directors in exceptional circumstances. A Program will be dropped for future in case a Program has failed to take off in three consecutive years.

## 10.14 Program fee

The Program fee will be decided annually and will be announced in month of August for coming financial year.

More fees can be charged if the Program Directors desire so. A rebate/ early bird discount can be given for special cause Program after getting necessary approval of the Dean /Director.

## 10.15 Advanced Management Development Programs (AMPs)

An AMP consists of overseas learning Program (OLP) of two weeks duration and two weeks at campus. OLP will be conducted in tie up with partner institutions abroad, who will facilitate IIM Jammu to organize both the classes as well as visit to industry.

Decisions regarding AMPs are taken by Director. In case of functional AMPs the concerned area forwards its intent to the Dean, and decision is taken up by the MDP Committee.

## 10.16 Budget

The budget for each type of Program will be prepared by the Program Directors in consultation with MDP Office.

Program Director should prepare the budget and get it approved by the Dean (Programs)/ Director at least 15 days in advance. Accounts (Income/Expenditure) must be settled within 15 days of completion of Program.

The amount to be charged should cover the elements of cost as mentioned in Section 10.17 and 10.18:

## 10.17 Expenses to be booked on In-Company Programs

- Minimum professional fee to be charged for In-Company Programs will be Rs.2,00,000/- plus GST per day, with no upper limit on the same. However, in very exceptional cases, the Director may consider charging a lower professional fee rate and/or, institutional overheads, depending on the nature of the assignment.
- Similarly, minimum professional fee to be charged from the State and Central Government/ Organisations will be Rs.1,00,000/- per day plus GST. However, in very exceptional cases, the Director may consider charging a lower professional fee rate and/or, institutional overheads, depending on the nature of assignment.
- Travel expenses (Airfare, TD/DA/Local conveyance, etc.), if applicable.
- GST and statutory levies, if any
- The client would normally be required to pay 50% of the total cost in advance, along with the letter of acceptance of the terms and conditions detailed in the proposal.

## 10.18 Expenses to be booked on the MDPs

- Boarding & Lodging Costs @Rs. 4500/ per day at Jammu on twin sharing basis or actual whichever is less
- Honorarium to the IIM Jammu and Guest faculty @Rs.7500 per session of 90 minutes
- Books, Program kit and stationary @ Rs 1000/ Per participant
- Library/ Computer Lab usage @ Rs 500/- Per participant upto one week Program
- Classroom Charges @ Rs 10,000/- Per day
- Printing, Mailing of brochures and calendar actual or estimated figures in the worksheet whichever is less
- 50% of the Cost of Advertisement estimated figures in the worksheet. Balance 50% of the Advertisement Cost will be booked as part of IIM Jammu brand building exercise.
- Cost of Transportation actual or estimated figures in the worksheet Rs. 10,000 whichever is less)
- Program dinner @ Rs 1500/- Per head or actual whichever is less. No cost if get-together is not organized.
- Program office support @ Rs 3000/- Per Program day
- Photography/ Videography Actual or estimated figures whichever is less
- Miscellaneous Expenditure @ 2% of Total Income

## 10.19 Expenses to be booked on the AMPs

- Boarding & Lodging Costs @Rs.5000/ per day on single sharing basis or actual whichever is less
- Honorarium to the IIM Jammu and Guest faculty @Rs.7500 per session of 90 minutes
- Books, Program kit and stationary @ Rs 3000/ Per participant
- Cost of Blazer to be given to each AMP participant before proceeding to overseas learning Program
- Library/ Computer Lab usage @ Rs 500/- Per participant upto one week Program
- Classroom Charges @ Rs 10,000/- Per day
- Printing, Mailing of Brochures and Calendar actual or estimated figures in the worksheet whichever is less
- 100% of the Cost of Advertisement estimated figures in the worksheet
- Cost of Transportation actual or estimated figures in the worksheet Rs. 10,000 whichever is less)
- Program dinner @ Rs 3000/- Per head or actual whichever is less. No cost if no get together is organized.
- Program office support @ Rs 3000/- Per Program day
- Photography/ Videography Actual or estimated figures whichever is less
- All Overseas Expenses (needs to be elaborated)
- Miscellaneous Expenditure @ 2% of Total Income

## 10.20 Financial Benefits to Faculty Members

### 10.20.1 For In-company Programs/FDP

Any in-company Programs/FDP (negotiated by the Institute), faculty member who is given the responsibility to coordinate the Program, will get a coordination fee per day equivalent to one session of 90 minutes, subject to sufficient surplus made in the Program. If Program is in loss, faculty will not get any coordination fee.

### 10.20.2 For Management Development Programs

Management Development Programs (Open Programs) will be treated as Consultancy to encourage more faculty members to organise and conduct MDPs. the Program Director's share will be equivalent to 2/3rd of the revenue minus total expenses.

Professional fees will be shared with the Institute on the following basis:

Total Professional fees	X
GST @s	X.s
Total Professional Fee including GST	$X+X.s = X(1+s)$
Institutional Charges	0.1 X
Total Expenses	Y
Surplus	$(X-0.1X-Y) = (0.9X-Y)$
Institutional Share	1/3 <sup>rd</sup> of Net
Faculty Share	2/3 <sup>rd</sup> of Net
Net Faculty Share	90% of the Faculty Share

A fund will be created out of 10% of this faculty share, which may be used partly for welfare of the staff and partly to share among non-gazetted staffs.

### 10.20.3 For Advanced Management Programs

In the Advanced Management Programs, the Program Director's share will be equivalent to 1/3rd of the revenue minus total expenses.

Professional fees will be shared with the Institute on the following basis:

Professional fees	X
GST @s	X.s
Total Professional Fee including GST	$X+X.s = X(1+s)$
Institutional Charges	0.1 X
Total Expenses	Y
Surplus	$(X-0.1X-Y) = (0.9X-Y)$
Institutional Share	2/3 <sup>rd</sup> of Net
Faculty Share	1/3 <sup>rd</sup> of Net
Net Faculty Share	90% of the Faculty Share

All the payments will be received in favour of the Institute's name ONLY.

A fund will be created out of 10% of this faculty share, which may be used partly for welfare of the staff and partly to share among non-gazetted staffs.

### 10.21 Difficulty Resolution

In case any difficulty is experienced, or confusions arise on some matters, those may be brought to the notice of Dean for effecting any change/modification that may be necessary from time to time. However, if substantive changes become necessary the same must have the concurrence of the Director.

## 11. Guidelines, Rules and Procedures for Consultancy & Professional Activities

### 11.1 Broad Understandings

At IIM Jammu, consultancy and professional activities are to be encouraged since these form integral parts of education, training and research activities both of the Institute as well as of individual faculty. The objective behind undertaking consultancy and professional activities is to help improve management systems in various work organizations, and there from acquire insights into the knowledge application and problem solving. It is envisaged that learning derived from consultancy and/or professional activities would be made use of in classroom teaching and training sessions, and also in publication and research. At the same time, given the multiple demands on the faculty time, appropriate balance needs to be maintained between various activities so as to ensure that any one task is not performed at the cost of others. Therefore, rules and procedures become helpful to faculty members to plan and budget their time.

Keeping the above in view the following guidelines are developed to facilitate undertaking of various consultancy and other professional activities.

### 11.2 Broad Guidelines

- i. Only those assignments which provide insights into organizational problems would be considered. This would imply that the Institute will adopt a selective approach as against entertaining every request that comes from a client organization.
- ii. An appropriate balance between teaching, research, training and consulting is to be achieved. Excessive time spent on one of the activities at the cost of any of the other activities would not be desirable, either for the Institute or for individual faculty members. Secondly, consultancy and/or professional activities that may adversely affect faculty involvement in the Institute's education, research, and training activities would not be entertained.
- iii. As far as possible and practicable, problem dimensioning exercise would be undertaken prior to sending any detailed proposal and final acceptance of the assignment.

### 11.3 Definitions

All work of the nature of organizational problem solving for which payments are received from the client system would be defined as "*Consultancy*". All foreign assignments (excluding teaching) will be treated as "consultancy assignments".

Casual lecture assignments in various organizations, for which payments are received, would be considered as "*Professional Activities*". Engagements as Guest Faculty in organizations of repute, occasional talks which are remunerative, participation in selection committees etc. will be counted as "*Professional Activities*". However, funded research projects, for which no remuneration will be received, will not come under the purview of either consultancy or professional activities. Also, assignments such as examinership of reputed Institutions or universities will be treated separately.

The assignments of In-House Training Programs accepted by individual faculty members on their own account involving more than four hours of external lectures on a single day, or lectures spanning more than one day, shall be called *Consultancy Training (C.T.)* and shall be treated like consultancy. Such assignments shall not be treated as casual/occasional lectures.

### 11.4 Rules and Operating Procedures

The following rules will govern all consultancy and professional activities.

- i. All consultancy assignment will be undertaken in the name of the Institute. This will apply to those cases also where the client may approach an individual faculty directly.
- ii. In a year a faculty member would be permitted to engage herself/ himself in consultancy/ professional activities up to a total of 52 working days. Beyond 52 days, Director will have the discretion to allow the faculty members to do consultancy upto 70 days subject to fulfilment of all academic, research and administrative requirement of the Institute.
- iii. Where the client organization approaches the Institute, the Dean, in consultation with the Director, will nominate a faculty member or, a group of faculty members, to interact with the organization to understand the dimension of the problem.
- iv. A suitable proposal would then be developed by the participating team. The team leader will forward the proposal to Dean who, after scrutiny, will send the proposal to the client organization.
- v. Once the proposal is sent to the client organization the point of contact for the client organization shall be Dean till such time the proposal is accepted and the necessary advance payment is made by the client.
- vi. On receipt of the advance payment, Dean will intimate the project team, through its leader, and request the team to initiate the work. The team leader shall fill-in the necessary form and forwards the same to the Director through Dean for formal approval. Proforma for budget and expense sheet is attached with **Annexure XXV: Consultancy Budget Approval Form**.
- vii. Upon Director's approval, the Director Office will send the form to the Dean office for assigning a project number. Once the project number is assigned Dean office will send one copy to the account office, one to the project leader, one to the Director's Office, retaining the fourth copy with itself.
- viii. Once the project starts, approval requests relating to any expenses to be incurred out of the assignment, for which provisions exist in the project budget, are to be sent to Dean.
- ix. Retainership type assignments will also be permitted with the provision that the duration of such retainership engagements does not exceed two days per month or, 24 days in a year. Fees chargeable per day for retainership assignment should not be less than Rs.50,000 per day.
- x. For counting the number of days spent on consultancy assignments/professional activities, minimum unit will be half a day, implying that any remunerative assignment (other than those which are exempted from counting) up to 4 hours duration would be treated as half a day, even when the actual involvement may be for a lesser duration.

## 11.5 Budget

- i. The amount to be charged should cover the following elements of cost:
  - a) Professional fee (faculty time in number of days multiplied by the rate to be charged per day).
  - b) Support Staff (Project Associate, Project Assistant, Field Investigator specifically engaged for the project)
  - c) External expert/adviser, if any
  - d) Travel expenses (Airfare, TD/DA/Local conveyance, etc.)
  - e) Data collection (Survey design, questionnaire, other items)
  - f) Communication, Consumables (Printing and Binding, etc.)
  - g) Charges for Secretarial and Administrative Assistance and other Institutional Facilities (10% of the professional fee as per above).
  - h) GST on total Professional fee (at the prevailing rates at the time of each advance/part payment).

- ii. Minimum consultancy fee to be charged from the Corporate will be Rs.1,00,000/- per day plus GST, with no upper limit on the same. However, in very exceptional cases, the Director may consider charging a lower professional fee rate and/or, institutional overheads, depending on the nature of assignment.
- iii. Similarly, minimum professional fee to be charged from the State and Central Government will be Rs.50,000/- per day plus GST. However, in very exceptional cases, the Director may consider charging a lower professional fee rate and/or, institutional overheads, depending on the nature of assignment.
- iv. The client would normally be required to pay 50% of the total cost in advance, along with the letter of acceptance of the terms and conditions detailed in the consultancy proposal document.

## 11.6 Sharing of Professional Fee

- i. The income sharing for consultancy and professional activities such as occasional guest lectures, limited teaching and training involvement at other institutions/ organizations as Visiting Faculty and honorarium received for publications, Seminars/ Conferences and Consultancy etc. altogether up to Rs.5.00 lakhs per annum, will be exempt from sharing and the Faculty Members will be allowed to retain this amount as additional income. For faculty members who have been on the Institute's pay roll for less than a year, this exemption will be on pro-rata basis.
- ii. Professional fees will be shared with the Institute on the following basis:

Total Professional fees	X
GST @s	X.s
Total Professional Fee including GST	$X+X.s = X(1+s)$
Institutional Charges	0.1 X
Total Expenses	Y
Surplus	$(X-0.1X-Y) = (0.9X-Y)$
Institutional Share	1/3 <sup>rd</sup> of Net
Faculty Share	2/3 <sup>rd</sup> of Net

A fund will be created out of 10% of this faculty share, which may be used partly for welfare of the staff and partly to share among non-gazetted staffs.

- iii. The final disbursement of the faculty share of fees will be made on receipt of a formal report by the Dean/Director from the project leader that the consultancy work has been completed to the satisfaction of the client and all the money has been received from the client. The disbursement is subject to the concerned faculty member fulfilling the minimum workload requirement for the academic year, as per the faculty workload norms, and shall be made at the end of the academic year.
- iv. The Dean may permit the final disbursement of the faculty share in advance, provided the concerned faculty member has already fulfilled his/her minimum workload requirement for the academic year and he/she makes a specific request furnishing a proof towards such fulfilment.
- v. For workload equivalence, professional fees of Rs.3,00,000 from consultancy and consultancy training will be treated as equal to one credit. Part amounts shall have pro-rated equivalence.
- vi. The Director may permit payments in advance, up to 25% of total fee, subject to deduction of tax, provided:
  - a) The duration of consultancy is likely to extend beyond 6 months;
  - b) Not less than 50% of the project cost has been received from the client;
  - c) Project funds are available to cover the fee;
  - d) Substantial progress has been made on the project

- e) The concerned faculty member has already fulfilled his/her minimum workload requirement for the academic year.
- vii. In case a consultancy project needs to be terminated before its completion due to inadequate response from the client organisation for a year or more (without the receipt of full consultancy fee), then the allocation of the received consultancy fee shall be done as follows. First, the Service Tax and the budgeted amount of expenditure will be reduced from the total amount received from the client. Next, the Institute overhead shall be reduced in the same proportion as the actual consultancy fee received (for instance if 50% of total consultancy fee has been received, the overhead provided will also be 50% of the budgeted overhead). Next, the balance amount, which is the consultancy fee, shall be allocated in the ratio of 1/3rd : 2/3rd between the Institute and the concerned faculty members.
- viii. All the payments will be received in the Institute's name. Payments, if any, received by the faculty directly should be endorsed in the name of the Institute by the concerned faculty. If for some reason this does not become possible, the amount should be remitted to the Institute without delay, along with the copies of the cheques received from the client.
- ix. The project leader may include overtime payment to support staffs in the expenditure statement in case urgency of work required work to be done beyond normal work hours. But, no honorarium or other payment should be made out of the consultancy budget.

## 11.7 Permissible Consulting Time

- i. The total time allowed to each member of the faculty for consulting (including retainership assignments) and professional activities (participation as guest faculty in training Programs of other Institutes and organizations) is 52 working days per annum.

The following activities are excluded from the above limit of 52 days available towards consulting/professional activities.

- a) teaching in management development Programs organized by IIM Jammu
- b) travel time on consultancy work (if not specifically billed to the client)
- c) travel time associated with occasional guest lectures for external organizations; and,
- d) board membership, paper setting and evaluation, selection committee membership involving short-term commitment of two to three days and attending conferences. However, prior approval and full information on all activities are required in accordance with these guidelines and the guidelines for External Academic Service Activities.
- ii. The accounting year for these activities will be an Academic Year (1st July to June 30).
- iii. Prior approval of Director is required.

## 11.8 Consultancy Report

Normally the consultancy reports of the faculty to a client would be treated in confidence and will not be available to anyone except Dean/Director, for perusal and records. As such, a copy of all project reports should be submitted to the Dean Office.

## 11.9 Accounting and Reporting System

- i. Any direct recoverable expense which may get incurred at the request of the client, but not originally included, may be settled by the concerned faculty member/team leader with the client. However, an intimation of this is to be sent to Dean.
- ii. Team leader of every consulting project would be urged to keep an account of project related expenses as this will facilitate the work of project team.
- iii. The Accounts Department will also keep an account of all disbursements concerning the project.

- iv. All documents relating to the project should clearly state the title of the project and assigned project code number.
- v. The project leader, with the help of Finance and Accounts Officer, should keep a watch on various expenses incurred under specific budget heads of the project.

## 11.10 Professional Activities

- i. The income sharing for consultancy and professional activities such as occasional guest lectures, teaching and training involvement at other institutions/organizations, consultancy in India or abroad as Visiting Faculty and honorarium received is up to Rs.5 lakhs per annum, will be exempt from sharing and the Faculty Members will be allowed to retain this amount as an additional income. For faculty members who have been on the Institute's pay roll for less than a year, this exemption will be on pro-rata basis. Following activities will be treated as professional activities
  - Faculty members may teach a course at IIMs/ IITs/ other Central Government funded Institutions/universities
  - Faculty member teaching under Faculty Exchange Program
  - Faculty member invited to teach in a foreign business school/ universities
  - Guest lectures
  - Teaching in MDP other than offered by academic institutions/training organizations of repute,
  - Sitting fee in a company/institutions Board
  - Any other professional activities
- ii. However, if the total amount earned from professional activities exceeds Rs.5 lakhs, the balance amount will fall within the purview of the consultancy rules in terms of income sharing with the Institute in the ratio of 1/3<sup>rd</sup> to the Institute and 2/3<sup>rd</sup> to the concerned faculty. However, no Institute overhead will be charged for such engagements. The professional fee/honorarium received for participation in consultancy training, long duration recruitment process or publication (if remunerable) will be governed by the consultancy rules as regards income sharing between Institute and the faculty member. Prior permission/approval of the Director would be required for accepting invitations in the teaching/training/recruitment Programs of the other institute and organizations.
- iii. Faculty should not accept assignments of teaching full courses in academic Programs of other Institutes. However, within the IIM/IIT system or centrally funded institutions, the Director may accord permission for such engagements in reputed Institutions, subject to income sharing between the Institute and the faculty members as per clause 10.1, and various other Institutional requirements.
- iv. Requests for teaching assignments of a full or a part course in lesser known and/or non-government institutions will be discouraged.
- v. Teaching assignments abroad shall be treated at par with consultancy assignment. Direct expense in this case will include TA, DA and local conveyance as per Government of India/IIM Jammu Rule.
- vi. A faculty member may accept assignments of in-house training Programs for duration up to 3 days (Consultancy Training). Assignments of in-house training Programs of duration beyond 3 days shall be treated as in-house training assignment of the Institute and may be entertained in consultation with the MDP Chairman and concurrence of Dean. Consultancy Training Assignments, when accepted by a faculty member in individual capacity, will not be undertaken at a fee less than the minimum chargeable for the Institute's in-house MDPs at the client's site. Fee to be charged for assignments of duration up to four hours in one day (casual/occasional lectures) is left to the discretion of individual faculty member.

- vii. All requests for In-company Programs which come in the name of the Institute would invariably be treated as Institute in-company Programs, not individual consultancy. Requests coming to individuals in their own names may be considered as individual assignments, after due authorization. In all such cases request letter(s) received from client organization is/are to be enclosed, while seeking approval for taking up the assignment. Unless the client organization makes a specific request to an individual to act as consultant, it may not be possible to treat such requests as request made to individual faculty members(s).

## 11.11 Difficulty Resolution

- i. In case any difficulty is experienced, or confusions arise on some matters, those may be brought to the notice of Dean for effecting any change/modification that may be necessary from time to time. However, if substantive changes become necessary the same must have the concurrence of the Director

## 12. Non-Faculty Development Policy

### 12.1 Non-Faculty Development Scheme (NFDS)

The Non-Faculty personnel are encouraged to develop to their fullest potential and character, capacity, performance and achievements. Though IIM Jammu within its own resources shall help Non-Faculty to acquire new knowledge and skills, it may not be sufficient and those employees who are willing to take up higher education are encouraged to do so especially if the education so acquired is directly connected with IIM Jammu activities.

Non-Faculty Development Scheme is admissible to all employees on regular and contract for two years or more.

IIM Jammu is committed to support the development of Non-Faculty Members of the Institute through a Non-Faculty Development Policy. The policy includes:

*a) Non-Faculty Development Program:*

The Non-Faculty personnel may be encouraged to attend national level Programs / training Programs / computer training Programs / visit to other IIMs for understanding the administrative system, working and visit abroad for overseas learning Programs seminars that are relevant to IIM Jammu's growth and development. The relevance of these Programs / training to IIM Jammu would be judged and recommended by Dean / CAO to the Director.

*b) Non-Faculty Self-development Programme*

Allowing Non-Faculty Members for higher studies (part-time courses) and professional training.

IIM Jammu will provide following facilities:

- Reimbursement of 50% of tuition fee up to a maximum of Rs. 1.00 lac
- Flexibility hours of working in the Institute
- Special Casual Leave during the days of examination
- Those who qualify the final examination may be considered for accelerated promotion and pre-requisite experience be relaxed by one year.

### 12.2 Policy for Employee Award

There is a scheme of Best Employee Awards for Non-Faculty categories to be conferred on the employees every year on the day before the Convocation who are chosen for the Awards for their outstanding performance during the year. The criteria for governing the Best Employee Awards are evolved by a Committee constituted by the Director, consisting of Dean, one Senior Professor and CAO for Non-Faculty Awards.

### 12.3 Special Incentive:

Staff members assist Faculty members in organising MDPs and help them in consulting. It is, therefore, decided to create a fund out of 10% of net surplus earned by the faculty through MDPs and Consultancy. This fund may be used following purpose:

- 50% Fund may be used for welfare of the staff
- 50% of the surplus fund will be shared among non-gazetted staffs

## 13. Leave, Holidays and Vacation Rules

### Working Hours, Holidays

#### i. Working Hours:

- The working hours in the Institute is 9.30 a.m. to 6.00 p.m. from Monday to Friday with half an hour lunch break between 1.00 p.m. to 1.30 p.m. However, faculty members and academic staff are required to be present as per the class schedule.
- Depending upon the requirement, officers and Staff may be asked to serve in different shifts and on weekdays as per requirements.

#### ii. Holidays:

- During December every year, a circular shall be issued regarding all the holidays for the next year as per Central Government Rules.

### 13.1 Leave

The Faculty/ Non-Faculty of the Institute may be sanctioned leave as prescribed below. This will be subject to the condition that leave cannot be claimed as a matter of right and when the exigencies of the Institute so require, discretion to refuse or revoke leave of any description is reserved to the sanctioning authority. Ordinarily leave will not be granted to the academic staff in the middle of the academic term except on medical grounds/ extreme compassionate grounds.

Leave application should be given in advance (7 days) and is to be routed through the reporting officer only.

### 13.2 Casual Leave (CL)

Casual leave admissible to a Faculty/ Non-Faculty eight days for a calendar year subject to the following conditions:

1. Not more than five days casual leave may be allowed at any one time.
2. Casual leave cannot be combined with leave of any other description.
3. Sundays and Holidays falling during a period of Casual Leave are not counted as part of Casual Leave.
4. Casual Leave can be taken while on tour, but no daily allowance will be admissible for the period.
5. Casual Leave can be taken for half day too.
6. LTC can be availed during Casual Leave.
7. Individuals appointed and joining duty during the middle of a year may avail themselves of casual leave proportionately.
8. Casual leave cannot be accumulated and leave not availed during any particular calendar year shall lapse at the end of that year.
9. CL application form is placed in Annexure XVIII

### 13.3 Restricted Holiday

Faculty/ Non-Faculty are eligible to avail two days Restricted Holiday in a calendar year.

### 13.4 Earned Leave and Vacation Leave

- i. Faculty members will normally be entitled to vacation of 60 days instead of earned leave in following two spells:

- Summer Vacation of 45 days from 21<sup>st</sup> April to 4<sup>th</sup> June
  - Winter vacation of 15 days from 16<sup>th</sup> December to 30<sup>th</sup> December
- ii. Faculty members will be considered not to have availed themselves of the vacation only if they are required by general or special order of the Director to forgo such vacation or portion of a vacation. The vacation period not availed by the faculty will be converted into EL as per the formula given below:
- 02 Vacation Days = 01 Earned Leave
- e.g.* If a faculty member has availed themselves of 35 days during the Summer Vacation, the balance 10 days summer vacation will be credited as 05 days Earned Leave in his / her Leave account.
- iii. 'Year' means twelve months of actual duty and not as 'calendar year'
- iv. For new entrants to the faculty the quantum of vacation will be proportionate to the period of service preceding the vacation.
- v. Vacation may be combined with any other kind of leave. If the vacation is combined with earned leave, the whole spell will be reckoned as earned leave for the purpose of applying the limit up to which earned leave can be taken at a time. For example, in combination with vacation from 21.04.2014 to 04.06.2014, earned leave up to a maximum of 135 days can be granted to an employee in continuation from 05.06.2014 to 19.07.2014.
- vi. Credit – credit will be afforded in advance at a uniform rate of 15 days on the 1<sup>st</sup> January and 1<sup>st</sup> July every year. The credit to be afforded will be reduced by 1/10<sup>th</sup> of extraordinary leave availed and/or period of dies non during the previous half-year, subject to a maximum of 15 days and top the extent of such credit only.
- vii. Accumulation – Earned leave can be accumulated up to 300 days in addition to the number of days for which encashment has been allowed along with LTC
- viii. While limiting the maximum of 300 days, where the balance at credit is 286-300, further advance credit of 15 days on 1<sup>st</sup> January / 1<sup>st</sup> July will be kept separately and set-off against the EL availed of during that half-year ending 30<sup>th</sup> June / 31<sup>st</sup> December. However, if the leave availed is less than 15 days, the remainder will be credited to the leave account subject to the ceiling of 300 days at the close of that half year.
- ix. The credit for the half-year in which an employee is appointed will be afforded at the rate of 2.5 days for each completed calendar month of service which he is likely to render in the calendar half-year in which they are appointed.
- x. The credit for the half-year in which an employee of the institute is due to retire/resign from the service will be afforded at the rate of 2.5 days for each completed calendar month in that half-year up to the date of retirement/resignation.
- xi. The credit for the half-year in which an employee is removed /dismissed from service in service will be afforded at the rate of 2.5 days per completed calendar month up to the end of the calendar month preceding the calendar month in which he/she is removed/dissmised. In the case of death of an employee while in service, credit will be afforded at the rate of 2.5 days per completed calendar month up to the date of death.
- xii. If an employee retires/ resigns/ is removed/ is dismissed/ dies in the middle of a calendar year, the earned leave credited should be reduced at the rate of 1/10<sup>th</sup> of any extraordinary leave taken in that half-year and the leave account regularized.
- xiii. While affording credit of Earned Leave, a fraction of a day shall be rounded off to the nearest day.

- xiv. An employee who resigns or quits service shall be entitled to cash equivalent in respect of earned leave at credit on the date of cessation of service to the extent of half of such leave at his credit subject to a maximum of 150 days.
- xv. Employees re-joining after availing of earned leave/ medical leave etc. should inform the Director/ CAO as the case may be of their re-joining the Institute from leave.
- xvi. EL application form is placed in **Annexure XX**
- xvii. Earned leave can be availed up to 180 days at a time.

*Exception:*

- a) Earned leave exceeding 180 days but not exceeding 300 days at a time may be granted to Group 'A' and Group 'B' Officers, if at least the quantum of leave in excess of 180 days is spent outside India, Bangladesh, Bhutan, Burma, Sri Lanka, Nepal and Pakistan.
- b) Earned leave may be taken at a time up to 300 days as leave preparatory to retirement.
- c) For non-Faculty earned leave of 30 days per year is admissible.

### 13.5 Half Pay Leave

- i. Half pay leave is credited in advance at the rate of 10 days on the 1<sup>st</sup> of January and 1<sup>st</sup> of July every year. The advance credit for the half-year in which an employee of the Institute is appointed will be at the rate of 5/3 days for each completed calendar month of service he/she is likely to render in the half-year in which he/she is appointed.
- ii. The credit for the half-year in which an employee of the institute is due to retire/resigns from the service will be afforded at the rate of 5/3 days for each completed calendar month in that half-year up to the date of retirement/resignation.
- iii. The credit for the half-year in which an employee is removed /dismissed from service or dies in service will be afforded at the rate of 5/3 days for each completed calendar month up to the end of the calendar month preceding the calendar month in which he/she is removed/dissmised/dies.
- iv. Half pay leave can be availed either with or without medical certificate.
- v. Half pay leave can be converted into full pay leave by taking it as commuted leave, if the leave applied for was on medical certificate.
- vi. While affording credit of half pay leave, fraction of a day shall be rounded off to the nearest day.

### 13.6 Commuted Leave

- i. Commuted leave is granted to the Employee of the Institute, whether Regular or Contractual on medical certificate.
- ii. Commuted leave not exceeding half the amount of half pay leave due can be taken on medical certificate
- iii. Commuted leave can be taken without medical certificate –
  - Up to a maximum of 90 days in the entire service if utilized for an approved course of study certified to be in public interest.
  - Up to a maximum of 60 days by a female employee if it is in continuation of maternity leave.
  - Up to a maximum of 60 days by a female employee with less than two living children if she adopts a child less than one year old.



- iv. Commuted leave can be granted only when the leave sanctioning authority is satisfied that there is a reasonable prospect of the employee returning to duty on its expiry. So it cannot be granted as leave preparatory to retirement.
- v. If commuted leave is taken, twice the number of days availed should be debited in the half pay leave account.
- vi. When an employee granted commuted leave quits service voluntarily without returning to duty, the commuted leave shall be treated as half pay leave and the excess leave salary shall be recovered. If the retirement is by reason of ill-health incapacitating him / her for further service or in the event of death, recovery should not be made.
- vii. Commuted leave may be granted at the request of the employee even when earned leave is due to him.

### 13.7 Leave Not Due

- i. Leave not Due may be granted to a regular employee with no half pay leave at credit.
- ii. Contractual employees with minimum of one year service and suffering from TB, Leprosy, Cancer or Mental illness may also be granted Leave Not Due (LND) if the post from which the employee proceeds on leave is likely to last till his return.
- iii. It is granted on medical certificate if the leave sanctioning authority is satisfied that there is a reasonable prospect of the employee returning to duty on its expiry.
- iv. Leave Not Due may be granted without medical certificate –
  - In continuation of maternity leave
  - To a female employee with less than two living children if she adopts a child less than one year old.
- v. The amount of leave should be limited to the half pay leave that the employee is likely to earn subsequently.
- vi. LND during the entire service is limited to maximum of 360 days.
- vii. LND will be debited against the half pay leave that the employee earns subsequently.
- viii. It cannot be granted in the case of 'Leave Preparatory to Retirement'.
- ix. When an employee granted LND resigns from service or is permitted to retire voluntarily without returning to duty, the leave not due should be cancelled. The resignation or retirement will take effect from the date on which such leave had commenced and the leave salary should be recovered.
- x. Where an employee, who having availed himself / herself of LND, return to duty but resigns or retires from service before he has earned such leave, he shall be liable to refund the leave salary to the extent the leave has not been earned subsequently.
- xi. Leave salary will not be recovered if the retirement is due to ill-health, incapacitating the employee for further service or in the event of death or is retired prematurely.
- xii. It can be granted to an officer whose leave account shows a debit balance in consequence of the grant of LND on a previous occasion.

### 13.8 Extraordinary Leave (EOL)

- i. Extraordinary leave is granted to an employee:

- When no other leave is admissible
  - When other leave is admissible, but the employee applies in writing for EOL.
- ii. EOL cannot be availed concurrently during the notice period, when going on voluntary retirement.
  - iii. No leave salary is admissible during the period of extraordinary leave otherwise called 'leave without pay'
  - iv. No leave of any kind can be granted to an employee for a continuous period exceeding five years. Subject to this limitation, any amount of EOL may be sanctioned to regular employee of the Institute.
  - v. The following norms for EOL for the faculty will apply.
  - vi. The leave will be granted by the Director if he is satisfied that there will not be any major dislocation in the Institute's activities and that the Institute is also likely to benefit from the assignment being offered to the faculty.
  - vii. For Faculty, the limit on any occasion is:
    - Faculty with min. of 03 year continuous service: Up to one year
    - Faculty with min. of 06 year continuous service: Up to two years
  - viii. The Director will have the discretion to relax the period of service or of leave by a few months in deserving cases. All such requests for leave will be placed before the HR Committee for a decision.
  - ix. A faculty member who has availed themselves of leave without pay has to be on pay service of the Institute for three years to become eligible for one year leave without pay and six years continuous service to become eligible for two years leave without pay again. Such requests for leave will also be placed before the HR Committee of the Institute for a decision on the request.
    - Two spells of EOL, intervened by any other kind of leave, should be treated as one continuous spell for the purpose of applying the maximum limit.
    - EOL may also be granted to regularize period of absence without leave retrospectively.

### 13.9 Leave Salary

*Earned Leave* – The leave salary will be equal to the pay drawn immediately before proceeding on earned leave

*Half Pay Leave* – Leave salary will be equal to half the amount admissible while on earned leave.

*Commuted Leave* – Leave salary will be equal to the amount admissible while on earned leave.

*Extraordinary Leave* – No leave salary is admissible during the period of extraordinary leave otherwise called 'leave without pay'

### 13.10 Maternity Leave

Admissible to married/unmarried female employees during:

- a. *Pregnancy* - 180 days - Admissible only to employees with less than two surviving children
- b. *Miscarriage/abortion (induced or otherwise)*: Total of 45 days in the entire service. Admissible irrespective of number of surviving children.

Application should be supported by a certificate from AMAs.

- i. The leave is not debited to the leave account. It is granted on full pay. It may be combined with leave of any other kind except casual leave.

- ii. Any leave (including commuted leave up to 60 days and leave not due) may be taken without medical certificate up to one year in continuation except casual leave.
- iii. The leave Counts as service for increments.
- iv. The leave Counts as service for pension.
- v. The leave is not admissible for threatened abortion

### 13.11 Paternity Leave

Male employees of the Institute with less than two surviving children can avail themselves this leave. The important norms of this leave are:

- i. Duration - Fifteen days during the confinement of his wife.
- ii. Leave Salary - Equivalent to last pay drawn.
- iii. Not to be debited to the leave account. May be combined with any other kind of leave except casual leave as in the case of maternity leave.
- iv. Not to be refused normally.

### 13.12 Sabbatical Leave

The following norms will be followed for the grant of Sabbatical leave to the faculty.

- a. A minimum of six years continuous service as faculty is essential.
- b. Maximum period of Sabbatical Leave will be one year inclusive of vacation.
- c. The Sabbatical leave may be granted for any one of the following purposes:
  - to conduct research.
  - to write text books or other related works.
  - any other purposes as approved by the Institute.
- d. The grant of Sabbatical leave would not be automatic but the Institute will have to consider various other aspects before approval of the grant of Sabbatical Leave.
- e. A faculty member while on Sabbatical leave should not accept any other employment outside. However, if he/she wants to spend his/her sabbatical leave in Jammu will be allowed to use the office, provide reasonable secretarial help (normally half of one's regular entitlement) and reimburse medical expenses. Further, if the concerned faculty member desires to participate on a limited basis in teaching Programs while he/she is on leave he/she may be allowed to do so without giving him/her any additional honorarium. Such teaching involvement would however be minimal.
- f. No member of the faculty is permitted to do consultancy while on sabbatical leave.

### 13.13 Study Leave/ Fellowship/ Post-Doc Program/ Training

When an employee applies for study leave to pursue further study/ Fellowship/ Post-Doc Program/ Training, and it is considered that this has a direct bearing on subjects with which the Institute is concerned and the study or training will, as a consequence, serve the interest of the Institute, although not to the extent of placing him on deputation, the employee may be granted this leave under the following terms and conditions:

- i. The Institute will not ordinarily pay for the travel of the employee.
- ii. Study leave will not be debited to the leave account of the employee.
- iii. The leave salary during study leave will be as decided by the Director.
- iv. The total period of the leave so sanctioned should not normally exceed twelve months may be granted only if the employee has rendered more than three years' continuous service. This

condition may be relaxed in special circumstances and a shorter period, in no case less than two years, may be accepted as minimum qualifying service.

- v. Study Leave may be taken in combination with earned leave.

### 13.14 Leave Sanctioning Authority

The sanctioning authority for various categories of employees is as under:

Category	Sanctioning Authority
Faculty/Officers Level-8 & above	Director
Level -7 & Below	CAO/ Respective Activity Heads

No employee shall leave the station of posting without obtaining prior permission from Leave Sanctioning Authority as applicable in his / her case.

### 13.15 Leave Without Pay (LWOP)

An employee who avails themselves of study leave or sabbatical or any other leave other than CL, EL, and ML is required to produce documents/ certificates related to his relieving from the host organizations, subject to the satisfaction of the Director.

### 13.16 Joining Time during Transfer

As per the Government of India rules – Mutatis Mutandis

### 13.17 Absence without Leave and Non-Joining of Duties.

As per the Government of India rules – Mutatis Mutandis

## 14. TA/ DA Rules

Following TA, DA, boarding and loading rules will be applicable in case of domestic and international travel.

### 14.1 Domestic Travel:

Domestic Travel entitlement

Pay Level in Pay Matrix	Travel Entitlement
17 and above	Business Class/Club Class by air or AC-I by train
12 to 16	Economy Class by Air or AC-I by Train
10 and 11	Economy Class by Air or AC-II by Train
6 to 9	AC-II by Train
5 and below	AC-III/AC Chair car by train

In case of faculty members, Officer and staff travel in superior class than their eligibility, prior approval of Director is required.

### 14.2 Boarding, lodging and local conveyance:

Pay Level in Pay Matrix	Reimbursement of Accommodation Rs./day	Reimbursement Local Travel	Rate of D.A without actual bills/ receipts
Director	As per Actual	As per Actual	Actual on production of bills or Rs. 1200/- per day
14 to 16	Rs. 7500/-	As per Actual	Rs. 1200/- per day.
11 to 13	Rs. 4500/-	AC Taxi	Rs. 1100/- per day.
9 and 10	Rs. 4000/-	Non-AC Taxi	Rs. 1000/- per day.
6 to 8	Rs. 2500/-	Non-AC Taxi	Rs. 850/- per day.
5 and below	Rs. 1500/-	Non-AC Taxi – Auto	Rs. 500/- per day.

In case of faculty members, Officer and staff stay in superior class than their eligibility, prior approval of Director is required.

**All the above limits when bills are submitted are exclusive of GST or any other tax.**

i) Hotel accommodation will be reimbursement upon production of bills only.

ii) Local Travel/ Conveyance:

- a) The actual to and fro expense from the airport/railway station/bus terminus to the place of stay by the eligible mode of travel will be reimbursed based on bills of mobile taxies such as Ola/Uber/Meru etc. If the travel is undertaken auto or bus, then a declaration / self-certification by the claimant would be sufficient provided the per km rate does not exceed Rs.16/-.
- b) The local conveyance inside the city/ town per day would be in addition to (a) above and reimbursed against bill of mobile taxies such as Ola/ Uber/ Merru etc subject to a maximum of Rs. 1500/- per day. If the travel is undertaken auto or bus, then a declaration by the claimant would be sufficient provided the per km rate does not exceed Rs.16/-. The per day limit for local conveyance is of Rs.1500/-, however, if it exceeds the limit, special permission of Director is required

- c) Reimbursement of Food charges: There will be no separate reimbursement of food bills. Instead, the lump sum amount payable will be as per table above and, depending on the length of absence from headquarters, would be regulated as per timing mentioned in point no. 2.4 below. Since the concept of reimbursement has been done away with, no vouchers will be required. The lump sum amount will increase by 25 percent whenever DA increases by 50 percent.
- d) Timing restrictions

Length of absence	Amount Payable
If absence from headquarters is <6 hours	30% of Lump sum amount
If absence from headquarters is between 6 to 12 hours	70% of Lump sum amount
If absence from headquarters is >12 hours	100% of Lump sum amount

Note: Absence from Head Quarter will be reckoned from midnight to midnight and will be calculated on a per day

### 14.3 International Travel Entitlement:

Pay Level in Pay Matrix	Travel Entitlement
17 and above	Business Class
16 and below	Economy Class

- a. Prior sanction of the Director is must for all the international travels.
- b. With respect to mode of travel other than air such as train/road/sea in any class subject to the overall limit of travel entitlement fare by air.
- c. Expenses related to the lowest registration fee.
- d. Local conveyance at the conference location to be paid on actuals by the cheaper mode of transport.
- e. Visa charges and/ or visa services charges by the service provider (against bills)
- f. Per Diem
  - i. Per Diem as per GOI Rules from time to time will be paid for the days of actual stay.
  - ii. Per-diem for the number of days of the Conference attended plus maximum of two days travel.
  - iii. The per diem rates include incidental expenses such as laundry, internet charges, phone calls etc. No reimbursements for international calling cards will be made unless specifically approved by the sanctioning authority.
  - iv. In case of stay in two cities on the same day, per diem of the later city will be allowed for the full day.
  - v. In case the host provides boarding or lodging, the eligible per diem will be as follows:

Particulars	Eligible % of per diem
If the host/institute provides lodging only.	35% of the per diem will be paid as incidentals
If the host/institute provides all the meals/boarding, but not accommodation.	65% of the per diem will be paid.
If host/institute provides boarding and lodging.	10% as incidental
If the host/institute does not provide boarding & lodging	100%

- vi. All the above expenses are calculated from the time the person lands/ reaches the final destination and the time he / she leave the final destination.
- vii. Accounts calculate Per diem based on the number of night stay at the place.

#### 14.4 Travel by Road

In case of road travel between places connected by rail/ bus, travel by any means of public transport is allowed, provided the total fare does not exceed the train/ bus fare by the entitled class. If the person wishes to travel by own car/ Taxi, prior approval by the sanctioning authority is required (by clearly mentioning the mode of travel in the travel requisition form). Rate of reimbursement will be the taxi fare on the basis of per KM basis.

#### 14.5 Travel, Boarding, Lodging and Local Conveyance entitlement for BoG members

The travel, boarding loading and local conveyance entitlement for BoG members for attend meetings, interviews or any official Program etc. is as under:

- a. Air Travel – Arranged by Institute in Business Class
- b. Boarding and Loading – Arranged by Institute in decent hotel
- c. Local conveyance – Self/Arranged by the Institute
- d. Incidental Expense – as per actuals

#### 14.6 T.A. on Transfer, TA Entitlement of Retiring Employees

As per the Government of India Rules – *Mutatis Mutandis*.

#### 14.7 International (Conference) Travel for faculty

Norms for the International Conference Travel

- Expenses related to the lowest registration fee
- Lowest Economy round trip travel
- Visa expenses
- Local conveyance at the conference location to be paid on actuals by the cheaper mode of transport.
- Per-diem as per the UN norms for the number of days of the Conference attended plus maximum of two days travel.

#### 14.8 Special Cases

- The above rules would not apply if the travel, local conveyance, boarding and lodging expenses are borne/ reimbursed by the client. It is recommended that while finalizing the terms of the contract/ agreement, care is taken to ensure that it is not lower than what is provided by the Institute.
- Where the project/consultancy has specific budgets for TA/DA, the class of travel and allowances can be higher than those mentioned above, provided that the same is within the budget and approved by the Director / Competent Authority.

#### 14.9 T.A. on Joining

The faculty and staff members will be reimbursed the travel charges for single one-way economy class airfare/train fare at the time of joining as per IIM Jammu rules for self and dependent family members from the mailing address by the shortest route. Actual bills/tickets of the journey (original boarding

pass in case by air) of the journey performed from the mailing address to Jammu or its office/campus. (Dependents will be defined as per GOI Rules).

If the employee leaves the job at IIM Jammu due to any reason before completion of one year, he/she has to refund the entire money paid towards travelling for self, spouse and dependents.

#### 14.10 Reimbursement of Transportation of Personal Effects

The cost of transportation of personal domestic luggage and vehicle may be reimbursed to faculty and staff members on joining from the place of joining to the mailing address by the shortest route. The claim of reimbursement shall be admissible subject to the production of actual receipt of payment and original invoice.

Sl. No.	Level	Maximum reimbursement amount
1.	Faculty Member and Staff (Level -10 and above)	Rs. 1 Lac
2.	Below Level - 10	Rs. 50,000

In case of travel by own car reimbursement will be at Rs. 16/- per km from the mailing address up to the place of joining subject to the production of toll receipts.

If the employee leaves the job at IIM Jammu due to any reason before completion of one year, he/she has to refund the entire money paid towards reimbursement of transportation of personal effects.

#### 14.11 Mileage Points

Mileage Points accruing as a part of the official travel would be the property of the individual employees.

#### 14.12 Travel Advance and Settlement Rules:

*Amount:*

An amount sufficient to cover the official's traveling expenses, not exceeding 90% of the estimated expenditure viz., daily allowance, road/rail/air fares, for journeys both ways.

*Conditions:*

The advance should be adjusted within 5 working days of completion of the tour/ re-joining duty if gone on leave immediately on completion of tour. As second advance cannot be sanctioned until an account has been given of the first except when a second journey is required to be undertaken soon after the completion of the first leaving no time for the employee to prefer his T.A. Bill in respect of the first advance

*Recovery:*

By adjustment from the T.A. Bill submitted after completion of the journey. Unspent balance to be refunded within 5 days after return to the Institute.

*Travel settlement:*

- Faculty/Staff who are travelling on office work would send appropriate Travel Request Form before the travel date for approval. The Travel Request Form should clearly mention the head of account to which the expenditure to be debited. The TA advance form is placed at **Annexure XXII**.
- After the travel is completed, the concerned employee would send the travel allowance form with appropriate supporting documents to Finance &Accounts Department within 15 days to avoid any penalties as per relevant government rules.

- This would be vetted by the Finance & Accounts Department as per the existing norms and certify the expenses.
- The final settlement of the travel would be approved by the Director based on the certification from Accounts.

#### 14.13 Local Conveyance Policy for Official Duty

The local conveyance for official duty outside the institute but within Jammu may be given in case official vehicle not available in campus. Individual travelling on by the eligible mode of travel as provided for domestic travel, reimbursement will be actual based on the bill/receipt for using the eligible mode of travel. If eligible for taxi but uses own car then reimbursement at Rs. 16/- per km or uses two wheelers Rs. 8/- per km. Toll tax and parking charges will be reimbursed against bills. Maximum ceiling is of Rs. 2,000/- (Two thousand only) per month to an individual however, if it exceeds the limit, special permission of Director is required. The above local conveyance norms will not apply when coming to the institute for official work or returning home.

## 15. Reimbursement of Mobile, Internet Charges

Reimbursement of telephone charges of mobile phone, broadband, mobile data, data card as per Pay Levels of the employee:

Sl. No.	Pay Level in Pay Matrix	Limit of reimbursement inclusive of all taxes
1.	Level 17 and above	Rs. 2500/- per month
2.	Level 10 – Level 16	Rs. 1500/- per month
3.	Level 9 and below (On need basis after approval of the competent authority)	Rs. 500/- per month

1. No Sim/ Data card will be provided by office.
2. The amount shall be reimbursed on submission of actual bills/receipt by the concerned employee which should be on the name of the employee.
3. An employee has to declare one mobile no., one data card no., one broad band connection or account no. for which they wish to claim the re-imbusement i.e. claim of multiple numbers or connections are not eligible for re-imbusement.

## 16. LTC Rule (Leave Travel Concession)

Leave Travel Concession (LTC) introduced in 1956 was regulated by orders issued from time to time. These were brought out in the form of CCS (LTC) Rules, 1988.

### 16.1 Admissibility:

LTC Rules are allowed only to those Faculty and Non-Faculty, who have completed one year of service on the date of journey. Faculty and Non-Faculty appointed on regular or contract on regular scale will be eligible for LTC on completion of one year's continuous service if the period of the contract is more than one year. Where the initial contract is for one year but is later extended, the total duration of the contract will be taken into account for this purpose. (Refer Rule 2 (2)).

- a. LTC can be availed during regular/ casual/ study leave/ special leave or
- b. Vacation but it cannot be availed during the weekend any other period of holiday alone.
- c. Employees who are eligible to travel by air must travel by Air India only. In Economy class only, irrespective of entitlement. LTC-80 ticket of Air India only to be purchased.
- d. Air Tickets may be purchased directly from Air India (at Booking Counters / Website of Airline) or by utilizing the services of Authorized Travel Agents viz. M/s. Balmer Lawrie & Company, M/s Ashok Travels & Tours and IRCTC (to the extent IRCTC is authorized as per DoP & T O.M. No. 31011/62002-Estt. (A), dated 2-12-2009)
- e. The travel entitlements of Government servants for the purpose of LTC shall be the same as per TA/DA Rules of IIM Jammu.
- f. The Government employees in the bracket of pay level 14 and above, shall be entitled for air travel in Business/Club class for the purpose of LTC. However, other conditions like rate ceiling of LTC-80 fare and booking of tickets through authorised modes, shall continue to exist.
- g. In case of non-entitled Government servants travelling by air on LTC and claiming entitled rail fare, the condition of booking the air tickets through authorised travel agents viz. 'M/s Balmer Lawrie & Company', 'M/s Ashok Travels & Tours' and 'IRCTC' may not be insisted upon. In rest of the cases, the condition of booking the tickets through authorised modes shall continue to follow.
- h. Other conditions are as per the Government of India Rules – Mutatis Mutandis.

## 17. Medical Policy, Group Medical Insurance and Medical Facility at Campus

### 17.1 Medical Policy for Non-Hospitalisation Cases

One month basic plus DA or consolidated emolument less medical insurance premium per employee for family will pay in the form of allowance equally distributed over 12 months starting from April 1st to 31st March.

This is applicable to all category of employee whether contractual (who are in service for a year or more) or regular. Basic will as on 01<sup>st</sup> April every year. Dependents will be as per GOI rules. In both the cases, tax liability arising out of the either of the scheme would be to the account of the employee.

### 17.2 Group Mediclaim Health Insurance Policy

The Institute has introduced Group Mediclaim Policy for its employees (Regular and Contractual) coverage of Rs. 5,00,000/- per employee and his/her dependent family members (dependent family members is as per CGHS, GOI Scheme). The employees can approach for cash-less treatment in the listed hospitals under the Mediclaim policy or may undergo treatment in any of the non-listed hospitals and they can claim for reimbursement with all the required documents from to the Insurance Company.

In case of hospitalization, no re-imbusement will be made. All hospitalisation expenses will be covered through cashless Mediclaim insurance policy enforced by the Institute.

### 17.3 Medical facilities in the Premises of IIM Jammu

The Institute has its own health centre where facilities are available for the IIM Jammu employees (Regular and Contractual). The health centre is manned by the Medical Consultants appointed by the Institute for medical consultancy & preliminary treatment of students and employees on all working days for 1 (one) hour in the campus.

### 17.4 Tie Up with Hospitals

The institute will try have tie-ups with good hospitals on no financial implications to the institute. The ties up would cover special packages on payment basis by employee and would be for OPS, Diagnostics, treatment on mutually agreed terms.

## 18. Children Education Allowance Scheme

Children Education Allowance will be given as per GOI rules to those employees who are appointed on regular position or contractual position on regular scale which is as under:

- a) The reimbursement of Children Education Allowance/ Hostel subsidy can be claimed only for the two eldest surviving children with the exception that in case the second childbirth results in twins/ multiple birth. In case of failure of sterilization operation, the CEA/ Hostel Subsidy would be admissible in respect of children born out of the first instance of such failure beyond the usual two children norm.
- b) The amount for reimbursement of Children Education allowance will be Rs. 2250/- per month (fixed) per child. This amount of Rs.2250/- is fixed irrespective of the actual expenses incurred by the Employee.
- c) In order to claim reimbursement of CEA, the Employee should produce a certificate issued by the Head of the Institution for the period/ year for which claim has been preferred.
- d) The certificate should confirm that the child studied in the school during the previous academic year. In case such certificate cannot be obtained, self- attested copy of the report card or self-attested fee receipt(s) including e-receipt(s) confirming/ indicating that the fee deposited for the entire academic year can be produced as a supporting document to claim CEA.
- e) Period/ year means academic year i.e. twelve months of complete academic session.
- f) Other conditions are as per the Government of India Rules – *Mutatis Mutandis*

## 19. Housing Rules

The Institute will provide semi-furnished housing facility to the Faculty and Non-Faculty (full time faculty and on contract) upon request subject to availability of houses. The residential units in the campus will be made available to the Faculty and Non-Faculty subject to availability and norms laid out for allotment. However, if there are no vacant residential units, the Faculty and Non-Faculty are required to arrange suitable accommodation on their own. If the Faculty and Non-Faculty makes his/her own arrangements, then applicable HRA will be provided.

- i. For Faculty, all the campus houses are identical in size and are allotted in order of seniority determined by the date of joining of the faculty.
- ii. The campus houses are allotted to Non-Faculty as per the cadre and in order of seniority determined by the date of their joining.
- iii. Out of turn allotment may be made in exceptional situations if, in the opinion of the Director, institutional requirements so demand.
- iv. If an employee does not accept the offer of a house made to him, his name will be shifted to the bottom of the waiting list of Housing Allotment. When an institutional commitment has been made; for such a situation, institutional commitment will have the priority over seniority in the waiting list.
- v. If an employee goes on leave of absence or on deputation for a period not exceeding one year, he/she can either retain the house for the period of his/her leave or can let the Institute use the house (full or part) during his/her absence. In the latter case, the person concerned will have the right to reoccupy the house when he/she returns from leave.
- vi. If an employee goes on leave for a period exceeding one year he/she will have to surrender the house to the Institute from the date the leave commences, but his/her seniority will be kept intact. If a house becomes available and the employee is due to return in a month's time, the same will be retained for allotment to the person provided he/she informs well in advance writing he/she wants campus accommodation. The allotment letter will be issued only when the employee actually returns and re-joins the Institute.
- vii. A faculty member who has exercised the right to reoccupy the house on return from leave (Refer point 19.v.) must spend at least three more years at the Institute after his/her return from long leave before he/she is again entitled to the option specified in point 19.v.
- viii. A house may be allotted for a short, stipulated period on the basis of seniority (that is, time spent in the service of IIM Jammu as a faculty) that exists on the date it becomes available.
- ix. The office concerned which is allotting the campus houses shall monitor the availability of houses periodically and inform the employees concerned accordingly.
- x. Upgrade in Scale of Accommodation may be considered only on availability of accommodation and permitted on a conditional basis with due permission of the Director

### 19.1 General Conditions:

After allotment of house employees will have to sign an agreement with the institute in the prescribed format. In every case, the allottee shall be deemed to be a licensee and not a tenant.

- i. Semi-furnished house will be made available to the employee from Level-10 and above. This rule may be revised as decided by the Institute.
- ii. The allottee will have to enter into an agreement with IIM Jammu for the permissive use of the house allotted to him/her on a non-judicial stamp paper worth Rs.100/-.
- iii. An allottee, whether temporary or permanent shall cease to draw House Rent Allowance from the date of moving into the allotted house, or in case he/she does not accept the offer and there

is no other claimant and an appropriate licence fee will be payable by the allottee to the Institute as stipulated by the Central Government from time to time. The licence fee payable to the Institute will commence from the date of occupation of the house.

- iv. If an allottee dies, the allotment shall be cancelled from the date of death, provided that the Director will have the discretion to extend the period of retention of the campus house by the family of the deceased in appropriate cases for up to 4 months after the death of the allottee. During such occupation the rent last paid by the deceased allottee will be payable to the Institute.
- v. If an allottee retires or resigns or is dismissed or removed from service, the allotment shall be cancelled from the date of retirement, resignation, dismissal or removal, provided that the Director will have the discretion to extend the period of retention in appropriate cases for up to 4 months after the date of retirement, resignation, dismissal, or removal, and on such terms and conditions Director deems fit.
- vi. An allottee who wants to vacate the residence shall give at least thirty days' notice in writing to the Chief Administrative Officer/ Appropriate administrative authority. If he/she does not do so, he/she will be responsible for payment of rent for that period or the number of days by which the notice given by him/her falls short of 30 days.
- vii. The allottee shall not sublet or transfer the residence allotted to him or her, or any portion thereof of the out-houses, apartments thereto, if any. In contravention of this rule, allotment of house to such employee shall be cancelled immediately without any notice and disciplinary action may be initiated
- viii. In deserving cases, permission may be given by the Director to a bachelor employee to share the house allotted to him with other bachelors employed at IIM Jammu. None of such employees shall be entitled for HRA.
- ix. The allottee may entertain guests in his/her house for a period not exceeding three months. If, however, the period exceeds three months, specific approval of the Director needs to be obtained. This restriction will not apply in the case of domestic servants.
- x. The liability for rent shall commence from the date of occupation of the residence.
- xi. The employee to whom the house is allotted shall be personally responsible for the license fee thereof and for any damage beyond fair wear and tear caused thereto or to services provided therein during the period for which the house is under his/her possession.
- xii. The employee to whom the house has been allotted shall take the possession of the house from the concerned department of the Institute. Likewise, at the time of vacating the house he/she shall hand over the house to the concerned department from where the allotment is made.
- xiii. An allottee shall not use the house for any purpose except for residing with his/her family and shall maintain the premises and the compound, if any, attached thereto, in a clean and hygienic condition.
- xiv. There shall be no improper use of any allotted house. For the purpose of this rule, 'improper use' shall include the following:
  - xv. Unauthorised addition to/or alteration of any part of the house or premises;
  - xvi. Using the house/premises or a portion thereof for purposes other than for strictly residential purposes;
  - xvii. Unauthorised extension from electricity and water supply and other service connections or tampering therewith
  - xviii. Using the house or any portion in such a way as to be a nuisance to, or as to offend others living on the campus, or using the house in such a way as to detract from the appearance of the campus.
  - xix. No cattle and poultry shall be kept in the house or in the compound of the house.



- xx. No inflammable materials except cooking gas should be stored in the houses
- xxi. Any improper use of a house could lead to a cancellation of the allotment. In case the residents use the house for any commercial activity, the allotment will be cancelled and possession of the house will be taken over by the Institute forthwith and disciplinary action may be initiated.
- xxii. The allottee shall allow the Estate Staff of the Institute or the workers of authorized contractors to have access to the house at all reasonable hours to inspect the building, the water supply, sanitary or electricity installation, fixtures, and furniture and to carry out such normal repairs thereto as the Estate Officer may consider necessary for the proper maintenance of the house.
- xxiii. The allottee should see that no water is wasted by leakage in the water supply fittings or by careless or extravagant use by the occupants and shall forthwith report to the Estate Staff any damage to or defect in the building, fixtures and fittings, electrical installations or fencing and gates for necessary action.
- xxiv. Any incidence of infectious disease in the house must immediately be reported to the Medical Officer/ Chief Administrative Officer/ Appropriate administrative authority of the Institute, and all precautions must be taken to prevent the spread of the infection.
- xxv. The allottee will be responsible for all residents of the house including servants abiding by these rules.
- xxvi. The license fee payable by an employee for any type of campus house occupied by him/her is decided by the Institute from time to time. There will be additional charges for actual electricity consumption and services like conservancy, water supply, road and street lighting and government education cess, municipal tax etc. These charges will be deducted from the salaries of the occupants each month as per the Government of India Rules.
- xxvii. On any question of interpretation of these rules, the Director's decision will be final.
- xxviii. The Institute shall have the authority to modify these rules at any time.

## 19.2 Occupation of Campus House beyond the Date of Retirement

One year prior to the actual superannuation of an employee, he/she should be informed, in writing, by the Chief Administrative Officer/ Appropriate administrative authority, as the case may be, the impending retirement and the necessary formalities to be completed before the retirement. One should plan for timely vacation of the campus houses. In case one wants to stay in the Institute house beyond the permissible period of two months, and is granted permission by the Competent Authority, the damage rent will be assessed as per the criteria set out by Directorate of Estate, Government of India, vide their letter No. 3-15/2001 Bldg. dated 16th January 2003.

No retention beyond six months will be allowed.

- i. An employee otherwise entitled to use the Institute telephone facility in his/her residence may be allowed to use the telephone facility only up to two months after retirement.
- ii. In the case of an allottee on resignation, dismissal or removal, the Institute telephone facility would be withdrawn on his last working day in the Institute without prior intimation.
- iii. The Institute would write to the superannuating employees one year in advance about their impending retirement and the formalities they are supposed to complete for getting the retirement benefits like Gratuity etc. They may also be informed about the norms for keeping the campus accommodation beyond superannuation period in case they are occupying such houses. Employees who wish to stay in the Institute houses beyond the superannuation date should write to Chief Administrative Officer/ Appropriate administrative authority quite well in advance.
- iv. The retirement benefits such as gratuity, leave salary etc. should be paid to a superannuated employee only on vacation of the Institute house. The charges for overstay will be recovered from the retirement dues.

## 20. Disciplinary Rules

Faculty / Non-Faculty	Appointing Authority	Disciplinary Authority	Appellate Authority
Faculty	Director	Director	Chairman, HR Committee, Second Appeal to the Chairman, BoG
Non-Faculty			
Level - 8 and above	Director	Director	Chairman, HR Committee, Second Appeal to the Chairman, BoG
Level - 7 and below	CAO	CAO	Director, Second Appeal to Chairman, HR Committee

*Disciplinary Rules will be as per the Government of India CCS/CCA Rules 1965 on Mutatis Mutandis basis*



## 21. Rules of Resignation & Retirement

### 21.1 Rules of Resignation

Resignation should be clear and unconditional. It should be submitted to the Appointing Authority in respect of the service or post in question who is competent to accept it. Resignation from service will be accepted straightaway, except:

- (a) When the employee concerned is engaged on work of importance and alternative arrangements for filling up the post may take time.
- (b) Officials against whom inquiry/ investigation is pending (whether under suspension or not).

In cases covered by (a), resignation should be accepted only when alternative arrangements have been made. In cases covered by (b), resignation will not be accepted if it is in the public interest to pursue the disciplinary case. The Competent Authority may, however, accept the resignation-

- (i) if the case does not involve moral turpitude and public claims, or
- (ii) if the available evidence does not have a base strong enough to lead eventually to dismissal or removal from service, or
- (iii) if further pursuit of the case may get so protracted as to render acceptance of resignation cheaper for the exchequer.
- (iv) After resignation, he/she should not be relieved until all the department dues are fully cleared.

The accepting authority will decide the date from which the resignation should become effective.

A resignation becomes effective not merely when it is accepted by authority concerned, but only when the employee is actually relieved of his duties. An official quitting his post before receiving intimation of acceptance of his resignation is liable to be proceeded against both legally and departmentally.

When a faculty/ staff applies for post in the same or another department through proper channel and on selection he is asked to resign the previous post for administrative reasons-

- the resignation will be treated as a "technical formality"
- the benefit of past service, if otherwise admissible under the rules will be allowed for purposes of fixation of pay in the new post;
- leave at credit will be carried forward; and

Withdrawal of resignation in the following circumstances

- Before acceptance - The resignation will be deemed to have been automatically withdrawn and there is no question of accepting the resignation.
- After acceptance, but before relief - Withdrawal should normally be accepted. If rejected, grounds for such rejection should be recorded and intimated to the concerned faculty / staff.
- After relief (i.e., after it became effective)- The Appointing Authority may permit withdrawal in the case of permanent employees subject to the following conditions.
- The resignation was tendered by the concerned faculty / staff for some compelling reasons which did not involve any reflection on his integrity, efficiency or conduct.
- The request for withdrawal has been made as a result of material change in the circumstances which originally compelled him to tender the resignation.

- The resignation was not tendered with a view to take up an appointment in a private commercial company or under a corporation, company, body, controlled or financed by the Government.
- The period of absence from duty between relief on resignation and resumption of duty, is not more than 90 days.



## 22. Superannuation Benefits

Upon attaining the age of superannuation, employees of Academic & Non-academic positions are entitled for the following superannuation benefits:

### 22.1 Gratuity

- The employees of the Institute are entitled to the Gratuity after completion of 5 years continuous qualifying service as per Central Government Rules applicable to IIMs.
- The Gratuity admission shall be equal to one fourth of the emoluments for each completed six monthly period of qualifying service subject to a Maximum benefit of 16-1/2 times of the emoluments (i.e. Basic + DA) or Rs. 20.00 lacs, whichever is less.
- Gratuity payable will be computed on the basis of Rule of 26 days in a month.

### 22.2 Leave Encashment

- Encashment of earned leave at the time of retirement subject to a maximum of 300 days calculated on the basis of Basic Pay + DA.
- In case of resignation, the leave encashment will be for half of the number of days earned leave accumulated at the credit of the staff concerned, maximum 150 days. Entitled only after completion of 2 years continuous service on the basis of Basic Pay + DA.

### 22.3 Rules for Return/ Retention Policy for Electronic Gadgets

- In case, an employee has been issued with any electronic gadget, the policy for return and retention will be as per GoI, Ministry of Finance, DoE orders vide F.No. 08(34)/2017-E.II(A) dated 20<sup>th</sup> February 2018, except those already covered under Faculty Development Fund.

## 23. National Pension Scheme (NPS)

As per the Government of India, Ministry of Human Resource Development, the employer contribution for the NPS is 14% of the Basic Pay plus DA w.e.f. 1<sup>st</sup> April 2019 vide F.No. 23011/1/2019 – IF. I dated 3<sup>rd</sup> April 2019. Whereas the employee contribution will be 10% of his Basic Pay plus DA.

IIM Jammu follows the Government of India Rules as applicable from time to time.

## 24. Grievance Redressal

### 24.1 Faculty Grievance Redressal

Faculty Grievance Redressal Cell (FGRC) shall consist of three members with the Director as Chairman, and two members from HR Committee.

Faculty members are advised to approach this committee for grievance (with regard to service matters) redressal if any. After receiving a representation, the cell may hear the faculty in person or decide his/her representation in accordance with the rules applicable and attempt to address the redressal within 30 working days.

- If unsatisfied, the aggrieved faculty member may make a final appeal to the BoG.
- Grievances related to any of the members of the FGRC will be referred to the HR Committee of the BoG directly.
- Depending on the matter under discussion on a case to case basis, if need be, the Director will excuse himself from the meeting to ensure a fair redressal of the grievances.

### 24.2 Non-Faculty Grievance Redressal

Non-Faculty having grievance with regard to the service matters or regarding any other allied matter, may make a representation in writing to the CAO, for appropriate redressal.

Non-Faculty Grievance Redressal Cell (NFGRC) shall comprise Dean as Chairman, One faculty member nominated by Director and CAO.

The staff member, who is dissatisfied with the decision of the aforesaid Cell, may make an appeal to the Director whose decision will be final.

## 25. General Rules

### 25.1 Smoking Policy

Smoking in the Institute is prohibited following the order of the Hon'ble Supreme Court of India. Accordingly, a circular is issued by the Institute notifying that smoking is prohibited in the Institute campus at the following places:

- All rooms in the administration & faculty blocks including classrooms, office rooms and auditorium.
- Library, Computer Centre, Stores, Xerox Centre, Reception, Telephone Exchange, departmental Canteen etc.
- Motor Transport Section, vehicles of the Institute, Electric Substation, Recreation Clubs etc.
- All Hostel messes, dining halls
- All lounges, corridors, passages, toilets and open areas
- Any other place accessible to the public
- Accordingly, only the residential quarters of employees and the living rooms in the Hostels, Guest Houses and open spaces around the institute are excluded from the purview of the said notification.

### 25.2 Administration, Interpretation and Amendments

- The CAO would be the executive authority for proper administration of these Rules
- In case of any dispute, the same will be resolved by the CAO who shall be the Authority for interpretation of these Rules.
- In case an employee is dissatisfied with any decision taken by the CAO, he / she will be permitted to refer his case to the Director who shall take steps to resolve the issue. The decision of the Director shall be final.

### 25.3 Policy for Overseas Exposure:

- Employees of the Institute in Faculty & Non-Faculty categories shall be encouraged to visit abroad to understand procedure, systems and facilities being offered by other Institutions and to implement some of the best practices in IIM Jammu upon return.



## 26. Conduct Rules for the Employees

### 1. Application

The provisions contained in this Schedule shall apply to all the employees of the Institute.

### 2. Definitions

In this Schedule unless the context otherwise requires-

- a) "Competent authority" means: -
  1. "The Board of Governors" in the case of the Director.
  2. "The Director" in the case of all other employees.
- b) "Members of the family" in relation to an employee includes-
  3. the spouse, child or step-child of such employee residing with and dependent, and such other dependants as may be permitted under the Central Government Rules or directive in this regard.
- c) "Service" means service under the Institute.

### 3. General

An employee of the Institute shall devote whole time to the service of the Institute and shall not engage directly or indirectly in any trade or business or any other work which may interfere with the proper discharge of duties, but the prohibition herein contained shall not apply to academic work and Consultative Practice or any Entrepreneurial or any similar activity undertaken with the prior permission of the Institute, which may be given subject to such conditions as regards the acceptance of remuneration and conditions as may be laid down by the Board from time to time.

### 4. Conduct and Behaviour

- a) Every employee shall at all times maintain absolute integrity, devotion to duty, and do nothing that is unbecoming of an employee of Indian Institute of Technology Jammu, and also be strictly honest and impartial in his official dealings.
- b) An employee should at all times be courteous in his dealings with other members of the staff, students and members of the public.
- c) Unless otherwise stated specifically in the terms of appointment, every employee is a whole-time employee of the Institute, and may be called upon to perform such duties, as may be assigned by competent authority, beyond scheduled working hours and on closed holidays and Sundays. These duties shall inter-alia include attendance at meetings of committees to which appointed or required by the Institute.
- d) An employee shall be required to observe the scheduled hours of work, during which must be present at the place of his duty, unless required to be elsewhere on duty.
- e) Except for valid reasons or unforeseen contingencies, no employee shall be absent from duty without prior permission.
- f) No employee shall leave station except with the previous permission of proper authority, even during leave or vacation

### 5. Taking Part in Politics and Election

- a) No employee shall take part in politics or be associated with any party or organisation which takes part in political activity, nor shall subscribe in aid or assist in any manner any political movement or activity.
- b) No employee shall canvass or otherwise interfere or use influence in connection with or take

part in any election to legislative body or local authority: Provided that an employee of the Institute qualified to vote at such election may exercise right to vote but where so does, shall give no indication of the manner in which proposes to vote or has voted.

#### **6. Connection with Media**

- a) No employee shall, except with the previous sanction of the competent authority, own wholly or in part, or conduct or participate in the editing or managing of any newspaper or other periodical publications.
- b) No employee shall, except with the previous sanction of the competent authority or any other authority empowered by it in this behalf, or in the bona fide discharge of duties, participate in any media activity or contribute any article or write any letter either anonymously or in own name or in the name of any other person to any newspaper or periodical:

Provided that no such sanction shall be required if such media participation or when such contribution is of a purely literary, artistic or scientific character.

Note: Subject to the restrictions noted below, members of the staff are at liberty, without any sanction as contemplated above, to publish their original scientific, literary or artistic works.

#### **7. Criticism of the Institute**

No employee shall, in any media activity or in any document published anonymously or in own name or in the name of any other person or in any communication to the media or in any public utterance, make any statement of fact or opinion-

- a) which has the effect of an adverse criticism of any current or recent policy or action of the Institute; or
- b) which is capable of embarrassing the relations between the Institute and of the Central Government or any State Government or any other institute or organisation or members of the public.

Provided that nothing in this paragraph shall apply to any statements made or views expressed by an employee in official capacity or in the due performance of the duties assigned.

#### **8. Evidence before Committee or any other Authority**

- a) Save as provided in sub-paragraph (3) below, no employee shall, except with the previous sanction of the competent authority, give evidence in connection with any inquiry conducted by any person, committee or authority.
- b) Where any sanction has been accorded under sub-paragraph (1), no employee giving such evidence shall criticise the policy or any action of the Institute or the Central Government or any State Government.
- c) Nothing in this paragraph shall apply to-
  - i. evidence given at any inquiry before any authority appointed by the Institute, by Parliament or by a State Legislature; or
  - ii. evidence given in any judicial inquiry; or
  - iii. evidence given in any departmental inquiry ordered by the Institute authorities.

#### **9. Unauthorised Communication of Information**

No employee shall except in accordance with any general or special order of the competent authority or in the performance in good faith of the duties assigned, communicate, directly or indirectly, any official document or information to any person.

## **10. Gifts**

No employee shall, except with the previous sanction of the competent authority, accept or permit spouse or any other member of family to accept from any person other than relations any gift of more than 'trifling value.' The interpretation of the term 'trifling value' shall be the same as laid down in Central Civil Services (Conduct) Rules 1964 as amended from time to time.

## **11. Private Trade or Employment**

No employee shall, except with the previous permission of the competent authority, engage directly or indirectly in any trade or business or any private tuition or undertake any employment outside official assignments. Provided that the above restrictions shall not apply to academic and other related activities mentioned in clause 3 undertaken with the prior permission of the competent authority which may be given subject to guidelines framed by the Board.

## **12. Vindication of Acts and Character of Employees**

No employee shall, except with the previous sanction of the competent authority, have recourse to any Court of law or to the press for the vindication of any official act which has been the subject matter of adverse criticism or an attack of defamatory character: Provided nothing in this rule shall be deemed to prohibit an employee from vindicating private character or any act done in private capacity.

## **13. Marriage**

No employee who has spouse living shall contract another marriage without first obtaining the permission of the Board of Governors notwithstanding that a subsequent marriage is permissible under the personal and religious law for the time being applicable.

## **14. Sexual Harassment**

Any form of Sexual Harassment is not acceptable and will be dealt as per the policy of sexual harassment promulgated.

## **15. Representations**

- a) Whenever an employee wishes to put forth any claim or seeks redressal of any grievance or of any wrong done, must forward case through proper channel, and shall not forward any advance copies of request or application to any higher authority, unless the lower authority has rejected the claim, or refused relief, or the disposal of the matter is delayed by more than three months.
- b) No employee shall be signatory to any joint representation addressed to the authorities for redress of any grievance or for any other matter.

## **16. Punishment, Appeals, etc.**

An employee shall be governed by the provisions of the relevant rules regarding imposition of penalties for breach of any of these rules and preference of appeals against any such action taken.

## **17. Disciplinary action:**

Suspension: The Director may place a member of the staff appointed at the Institute under suspension:

- a) where a disciplinary proceeding against him contemplated or is pending; or
- b) where a case in respect of any criminal offence is under investigation or trial.

18. During the period of suspension, the member of the staff shall be entitled to the payments as per the rules in Government of India in this regard.

**19. Disciplinary proceedings:**

All disciplinary proceedings shall be conducted following the Rules and Orders of the Government of India.

20. **Penalties:** The following penalties may, for good and sufficient reasons and as hereinafter provided, be imposed on any member of the staff:

- a) Censure;
- b) Withholding of increment(s) or promotion;
- c) Recovery from the whole or part of any pecuniary loss caused to the Institute by negligence or breach of orders,
- d) Reduction to lower service, grade or post or to a lower time-scale, or to a lower stage in a time - scale;
- e) Compulsory retirement;
- f) Removal from service which shall not be a disqualification for future employment under the Institute;
- g) Dismissal from service which shall ordinarily be a disqualification for future employment under the Institute.

**21. Imposition of penalty:**

- a) An order imposing on any member of the staff any of the penalties specified at paragraph 19 (i) to (iii) above shall be passed by the Appointing Authority after the member of the staff concerned has been given an opportunity to make a representation to the Appointing Authority.
- b) An order imposing on any member of the staff any of the penalties specified at paragraph 19 (iv) to (vii) above shall be passed by the appointing authority after an enquiry has been held and the member of the staff has been given reasonable opportunity of showing cause against the action proposed to be taken.

22. Notwithstanding the above provisions, it shall not be necessary to follow the procedure mentioned above in the following cases: -

- a) where an employee is dismissed or removed or reduced in rank on the ground of conduct which has led to his or her conviction on a criminal charge;
- b) where the appointing authority is satisfied that for some reason to be recorded by that authority in writing, it is not reasonably practicable to give to that person an opportunity of showing cause;

**23. Appeal**

A member of the staff aggrieved by any order imposing penalty passed by the Director shall be entitled to prefer an Appeal to the Board against the order.

**24. Time limit for filing appeal**

No such appeal shall be entertained unless it is submitted within a period of three months from the date on which appellant receives a copy of the order appealed against:

Provided that the Appellate Authority may entertain the appeal after the expiry of the said period, if it is satisfied that the appellant has sufficient cause for not submitting the appeal in time.

25. The authority with whom an appeal against an order imposing penalty lies may, of its own motion or otherwise call for the records of the case in a disciplinary proceeding, review any order passed in such a case and pass such orders as it deems fit as if the member of the staff concerned had preferred an appeal against such order:

Provided that no action shall be initiated more than six months after the date of the order to be reviewed.

26. Notwithstanding anything contained in this Schedule, the Board may, on own motion or otherwise after calling for the records of the case, review any order which is made under this regulation or is appealable thereunder, and
- a) confirm, modify or set aside the order,
  - b) impose any penalty or set aside, reduce, confirm or enhance the penalty imposed by the order,
  - c) remit the case to the authority which made the order or to any other authority directing such further action or enquiry as considered proper in the circumstances of the case, or
  - d) pass such other order(s) as deemed fit.

Provided that: an order imposing or enhancing a penalty shall not be passed unless the person concerned has been given an opportunity of making any representation against such enhanced penalty.

27. The decision of the Appellate Authority under paragraph 22 or 24 shall, subject to the provisions of paragraph 25, be final.

28. When a member of the staff of the Institute who has been dismissed, removed or suspended is reinstated, the appointing authority or the appellate authority that directed reinstatement shall consider and make a specific order –

- a. regarding the pay and allowances to be paid to the member of the staff of the Institute for the period of absence from duty; and
- b. whether or not the said period shall be treated as a period spent on duty.
  - i. Where such authority holds that the member of the staff of the Institute has been fully exonerated or in the case of suspension, that it was wholly unjustified, the member of the staff of the Institute shall be entitled to full pay and allowances to which he or she would have been entitled had he or she not been dismissed, removed or suspended, as the case may be, and the period of absence from duty shall be treated as a period spent on duty for all purposes.
  - ii. Provided that in case an employee had been placed under suspension due to pendency of disciplinary proceedings and has been imposed any of the penalties specified in clause (i) to (iii) of paragraph 19, the entire period of suspension shall be treated as wholly unjustified and shall be entitled to full pay and allowances and the entire period of suspension shall be treated as duty for all purposes.
  - iii. In other cases, the member of the staff of the Institute shall be given such proportion of such pay and allowances as the authority may prescribe: Provided that the payment of allowances under clause (i) or clause (ii) shall be subject to all other conditions under which such allowances are admissible.

In cases falling under clause (iii), the period of absence from duty shall not be treated as a period spent on duty unless such competent authority specifically directs that it shall be so treated for any specified purpose.

## 29. Interpretation

1. The decision of the Director on all questions relating to the interpretation of these provisions of the schedule shall be final.
2. Wherever the Conduct Rules are silent, the relevant CCS Rules of Government of India Rules shall be followed.

*These Service Rules or any part thereof may be changed or amended from time to time by the Board of Governors, IIM Jammu.*



Indian Institute of Management Jammu  
Old University Campus, Canal Road, Jammu 180016, India  
Tel: +91-191-2585837

Affix your  
Passport Size  
Photograph  
here

### Online Application Form for Faculty Position

1. Name in Full: \_\_\_\_\_
2. Father's/Husband's Name: \_\_\_\_\_
3. Date of Birth: \_\_\_\_ / \_\_\_\_ / \_\_\_\_ Age as on Date \_\_\_\_ yrs. \_\_\_\_ months
4. Mailing Address: \_\_\_\_\_

	Mailing Address	Permanent Address
Address 1:		
Address 2:		
Address 3:		
Address 4:		
City:		
State:		
Pincode:		
Email :		
Fax:		
Mobile:		

5. (a) Position Applied for: \_\_\_\_\_
- (b) Area of Specialization: \_\_\_\_\_
- (c) Did you previously apply for any post in this Institute? Yes \_\_\_\_\_ No \_\_\_\_\_
- If yes, please provide details: \_\_\_\_\_

6. (a) Gender (M/F): \_\_\_\_\_ (b) Marital Status: \_\_\_\_\_ (c) No. of dependents: \_\_\_\_\_
- (d) Details of Family

S. No.	Name	Relation with employee	Age	Profession

7. Nationality: \_\_\_\_\_
8. Category (SC/ST/OBC/DAP/General): \_\_\_\_\_
9. a) Person with DAP: \_\_\_\_\_ (b) Type of DAP: \_\_\_\_\_
- c) Percentage of DAP: \_\_\_\_\_

10. Objectives for applying at IIM Jammu

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11. Subject(s) Currently Teaching at PG/Doctoral level:

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12. Area of Research Interests:

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13. Topic of your FPM/Ph.D. /Equivalent

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14. Educational Qualifications recognized by AIU/UGC/any other statutory body or parity (in reverse chronological order)

Sl. No.	Examination Passed	University/ Institution	Subjects	Year of passing	%age of Marks	Class/ Division
1	FPM/Ph.D.					
2	Master's					
3	Graduation					
4	Class - XII					
5	Class - X					

15. Full time Work Experience (in reverse chronological order)

Sl. No.	Name of the Employer	Period of Service		Position/ Designation	Scale of Pay & Basic Pay	Reason for leaving
		From	To			

(a) Total work experience: \_\_\_\_\_ years

(b) Total Post-Ph.D. Teaching Experience at P.G. level: \_\_\_\_\_ years

(c) Total Work Experience as Assistant Professor/Associate Professor: \_\_\_\_\_ years

16. Details of Publications and Research works (Please attach separate sheet if necessary):

(a) Research Papers Published

S. No.	Co-authors	Year	Title of Paper	Journal	ABDC Journal Category	Vol	No.	pp.

If required, please attach separate sheets if in same format.

(b) Books Authored/edited

S. No.	Name of the Book	Co-authors	Publisher	Year of Publication	Edition

(c) Papers Presented in the Conference

S. No.	Co-authors	Year	Title of Paper	Conference	Organised by.

(d) Research Project Undertaken

S. No.	Name of Research Project	Co-Investigator	Funding Agency/Amount	Status

(e) FPM/Ph.D. Supervised & Degree Awarded:

S. No.	Scholar's Name	Year of Regn.	FPM/Ph.D. Topic	University/Institution	Co-supervisor(s)	Year of Award of Degree

17. MDPs/Workshops/Seminars/Consultancy conducted:

Sl. No.	Topic of MDP	Duration	Dates	Organisation/Place

18. Experience of Administrative Responsibilities in Academic Institutions:

From	To	Administrative Position	Major responsibility

19. Any other information you may wish to add:

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20. Professional References (Two)

E-mail: _____	Email: _____
Mobile: _____	Mobile: _____

21. Declaration:

I declare that the foregoing information is correct and complete to the best of my knowledge and belief and nothing has been concealed/ distorted. If I am found to have concealed/distorted any material information, my application shall be liable to summarily termination without any notice. If offered appointment, I will join on specified date and subsequently take up IIM Jammu's assignment anywhere as and when required.

Date:  
Place:

Signature of the Candidate



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### Application Screening Summary Sheet for Faculty Position

1.	Reference No.					
2.	Post Applied For					
3.	Area					
4.	Name of the Candidate					
5.	Date of Birth					
6.	Category (Please tick mark appropriate box)	Gen	OBC-NC	ST	SC	DAP
7.	Qualifications	Subject	Year of Passing	% of Marks Obtained	Class/ Division	University/ Board
7.1	Ph.D.					
7.2	Post-Graduation					
7.3	Graduation					
7.4	Class XII					
7.5	Class X					
8.	Post Ph.D. Experience					
9.	Total Experience					
10.	No. of Papers published in ABDC Journals	A*	A	B	C	
11.	No. of Candidates being supervised and awarded for Ph.D.					
12.	Any other information					
13.	Shortlisted	Yes			No	

Signature of Screening Committee Members

Date:



**Indian Institute of Management Jammu**  
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### Brief Summary of Faculty CV

1.	Name					
2.	Date of Birth					
3.	Post Applied for:					
4.	Area of Specialisation					
5.	Present Position & Organization					
6.	Salary Structure					
7.	Category (Please tick mark appropriate box)	General	NC-OBC	ST	SC	DAP
8.	Qualifications	Subject	Year of Passing	% of Marks Obtained	Class/ Division	University/ Board
8.1	Ph.D.					
8.2	Post-Graduation					
8.3	Graduation					
8.4	Class XII					
8.5	Class X					
9.	Post Ph.D. Experience					
10.	Total Experience					
11.	No. of Papers published in ABDC Journals	A*	A	B	C	
12.	No. of Ph.D. supervised and awarded					
13.	Subjects taught at P.G. Level	Name of subject		No. of Students	Feedback	
		a.				
		b.				
		c.				
14.	Whether Conducted MDP / Consulting YES /NO	If Yes, please give details				
15.	Two references					
	Name : Designation : Organization Address Email Address: Mobile No.	Name : Designation : Organization Address Email Address: Mobile No.				

Signature of the Candidate



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### Research Seminar & Interview Evaluation Form for Faculty Position

Position: \_\_\_\_\_ No. of Posts \_\_\_\_\_

Please give marks for Research Seminar and Personal Interview separately out of 50 marks each to each candidate.

Sl. No.	Name of the Candidate	Position applied for	Marks Obtained		Total Marks Obtained (100 Marks)	Selected/ Wait Listed/ on Contract/ Not Selected
			Research Seminar (50 Marks)	Personal Interview (50 Marks)		
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						

Remarks, if any

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Signature : \_\_\_\_\_  
Name of the Expert/Member/BOG Member : \_\_\_\_\_  
Position : \_\_\_\_\_  
Organisation : \_\_\_\_\_



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### Composite Evaluation Summary Sheet for Faculty Position

Area: \_\_\_\_\_

Date: \_\_\_\_\_

No. of Positions: \_\_\_\_\_

Sl.	Name of the Candidate	Position Applied for	Marks given by Selection Committee Members				Average Marks Obtained (1+2+3+4)/4	Selected/ Wait-Listed/ on Contract/ Rejected
			1	2	3	4		
			Director	BoG Member	Expert 1	Expert 2		
1								
2								
3								
4								
5								
6								
7								
8								

Remarks if any:

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BoG Member

Subject Expert 1

Subject Expert 2

Director, IIM Jammu



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### Letter of Recommendation from referees for Faculty Position

Name of Applicant: ..... Position Applied for: .....

Area Applied for: .....

1. I have known Dr. .... for ..... Years as:

My research scholar

My colleagues

My personal friend or acquaintance

Other (please specify)

2. Please write Strengths of the candidate

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3. Please write Weaknesses of the candidate

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4. Compared with a typical group of students I have encountered at this institution I would rank him/her as indicated below (please tick as appropriate):

Category	Excellent	Very Good	Good	Fair	Poor	No Basis for
Academic Contributions						
Research Contributions						
Institutional building						
Team work						
Attitude, Behavior and General Conduct						
Motivation						
Overall rating						

5. Comment on the candidate's suitability for faculty position (please use additional sheets if necessary):

Recommender's Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Affiliation: \_\_\_\_\_

Address: \_\_\_\_\_

Mobile No: \_\_\_\_\_ Email: \_\_\_\_\_



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### Checklist for Verification of documents for Faculty Position

Name : \_\_\_\_\_  
Position Offered : \_\_\_\_\_  
Area : \_\_\_\_\_  
Date of Joining : \_\_\_\_\_  
Regular / Contract : \_\_\_\_\_

Sl. No.	Items	Yes	No
1.	Copy of accepted of Appointment Letter		
2.	10 <sup>th</sup> Certificate		
3.	10 <sup>th</sup> Mark Sheet		
4.	12 <sup>th</sup> Certificate		
5.	12 <sup>th</sup> Mark Sheet		
6.	Graduation Degree		
7.	Graduation Mark Sheet of all years		
8.	Post-Graduation Degree		
9.	Post-Graduation Mark Sheet of all years		
10.	Ph.D. Degree		
11.	Self-declaration of Research Papers, Cases Boos Chapters and Other Academic Contributions • • •		
12.	Any other qualifications (If yes, please specify) • • •		
13.	Caste Certificate		
14.	Relieving / Lean letter from previous employer		
15.	Certificates of all previous experience mentioned as per Application Form		
16.	Police Verification Certificate		
17.	Personal Data Form		
18.	Medical Certificate (Government Hospital)		
19.	Two Photographs		
20.	PAN Card Copy		
21.	Aadhar Card		
22.	Passport		
23.	Any other: If yes, please specify.		

Please collect Self-attested copies of above mentioned documents.

Date:

Chief Administrative Officer



Indian Institute of Management Jammu  
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Tel: +91-191-2585837

### Annual Work Plan for Faculty

July 20 \_\_\_\_\_ June 20 \_\_\_\_\_

Name of the Faculty: \_\_\_\_\_

Designation: \_\_\_\_\_

Area: \_\_\_\_\_ Date of Joining IIM Jammu: \_\_\_\_\_

A. Teaching in Long Duration Programs										
PLAN						ACTUAL				
Sl. No.	Course	Core/ Elective	Class	Credit	Approx. No. of Students	No. of Section	Term	C/P/N*	Half Yearly Remarks	Yearly Remarks
1.										
2.										
3.										

B. Ph.D. Guidance							
PLAN			ACTUAL				
Sl. No.	Research Topic	Students Name	University/ Co-supervisor	Status	C/P/N*	Half Yearly Remarks	Yearly Remarks
1.							
2.							
3.							

C. Research							
PLAN			ACTUAL				
Sl. No.	Research Project/ Topic	Co-Researcher	Funding Agency / Total Fund	Status	C/P/N*	Half Yearly Remarks	Yearly Remarks
1.							
2.							
3.							

\* C – Completed; P – Partly Completed; N – Not started



**E. Training Programs**

**Open MDP (As Program Director)**

PLAN				ACTUAL			
Sl. No.	Title	Dates/ Duration	Approx. No. of Participants	Program Directors	Half Yearly C/P/N*	Half Yearly Remarks	Yearly C/P/N* Remarks
1.							
2.							

**In-Company MDP (As Program Director)**

PLAN				ACTUAL			
Sl. No.	Title	Dates/ Duration	Approx. No. of Participants	Program Directors	Half Yearly C/P/N*	Half Yearly Remarks	Yearly C/P/N* Remarks
1.							
2.							
3.							

**F. Consulting**

PLAN				ACTUAL			
Sl. No.	Details of Consulting Project/ Client	Approximate Value of Consulting	Approx. No. of Consulting Days	Program Directors	Half Yearly C/P/N*	Half Yearly Remarks	Yearly C/P/N* Remarks
1							
2							
3							

**G. Organizing Conferences/ Seminars**

PLAN				ACTUAL			
Sl. No.	Theme of Conference	Co-Chairs	Dates/ Venue	Approx. No. of Delegates	Half Yearly C/P/N*	Half Yearly Remarks	Yearly C/P/N* Remarks
1.							
2.							
3.							

<b>H. Self Development:</b>			
PLAN		ACTUAL	
Sl. No.	Activity	Remarks	Activity
1.			
2.			

*(Handwritten mark)*

<b>I. Any Other Activity:</b>			
PLAN		ACTUAL	
Sl. No.	Activity	Remarks	Activity
1.			
2.			
3.			

<b>J. Support Required from the Institute, if any:</b>			
Support Required		Support Provided	
Sl. No.	Remarks	Sl. No.	Remarks
1.		1.	
2.		2.	

Date: \_\_\_\_\_ Signature: \_\_\_\_\_



**Indian Institute of Management Jammu**  
Old University Campus, Canal Road, Jammu 180016, India  
Tel: +91-191-2585837

### Annual Faculty Self-Performance Appraisal Form

Date: \_\_\_\_\_

Name of the Faculty: \_\_\_\_\_ Designation: \_\_\_\_\_

Area: \_\_\_\_\_ Date of Joining IIM Jammu: \_\_\_\_\_

Period: \_\_\_\_\_

Please provide details of work done since last appraisal / date of joining IIM Jammu

**A. Teaching Feedback (both Quantitative & Qualitative) in MBA/EMBA/Ph.D. (Please enclose supporting documents)**

Sl. No.	Course	Core/ Elective	Class	No. of Students	Teaching Feedback

**B. Ph.D. Guided (Please enclose supporting documents)**

Sl. No.	Research Topic	Students Name	University/ Co-supervisor	Year of Award of Degree

**C. Research Projects Completed (Please enclose supporting documents)**

Sl. No.	Research Project	Co-Researcher	Research Funded by	Total Funding Amount	Output of Research

**D. Books Published (please enclose details of **only New Books** published)**

Sl. No.	Name of Books	Co-authors	Publishers	Year of Publication	Whether this a new book/new edition or reprint

**E. Research Papers Published in Referred Journals (Please enclose copy of research papers published)**

Sl. No.	Paper Title	Co-authors	Name of Journals	Vol, No.	Pages	Year of Publication

F. Cases & Teaching Notes Published in **Referred Journals** (Please enclose copy of Cases & Teaching Notes published)

Sl. No.	Paper Title	Co-authors	Name of Journals	Vol,	No.	Pages	Year of Publication

G. Training Programs

Open MDP organised at IIM Jammu (As Program Director)

Sl. No.	Title	Dates/ Duration	No. of Participants	Program Directors	Average Teaching Feedback in MDP

In-Company MDP organised at IIM Jammu (As Program Director)

Sl. No.	Title	Dates/ Duration	No. of Participants	Program Directors	Average Teaching Feedback in MDP

H. Consulting Projects Completed at IIM Jammu

Sl. No.	Details of Consulting Project/ Client	Value of Consulting	No. of Consulting Days	Clients' Feedback

I. Conferences/Seminars Organised at IIM Jammu

Sl. No.	Theme of Conference	Co-Chairs	Dates/ Venue	No. of Delegates

J. Institution Building at IIM Jammu

Sl. No.	Position held	From - To	Contributions Made

K. Any significant achievement not specified above

Sl. No.	Significant Achievement

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

# IIM Jammu Annual Faculty Performance Appraisal Sheet -Year \_\_\_\_\_

Name of Faculty: \_\_\_\_\_  
 Area: \_\_\_\_\_  
 Regular/ Contract: \_\_\_\_\_

Designation: \_\_\_\_\_  
 Date of Joining: \_\_\_\_\_  
 Period of Appraisal: \_\_\_\_\_

S. No.	Parameters/ Criteria						Rating*
<b>1.</b>	<b>Teaching Feedback (35%)</b>						
	Programs	Ph.D.	MBA	EMBA	IPM		
	No. of Courses Taught						
	Average No. of Students/ Class						
	Average Feedback						
	Teaching Feedback Rating	>4.0 5	>3.5 – 4.0 4	>3.0 – 3.5 3	>2.5 – 3.0 2	Less than 2.5 Poor 1	
	Note: For appraisal purpose, feedback of only MBA and IPM will be considered						
<b>2.</b>	<b>Research, Publications &amp; Conference Organized (Credit will be given only if Publication is with IIM Jammu affiliation) (25%)</b>						
	No. of Papers Published in Classified Journal (2B = A, 2A = A*)	A** (Rating 5)		A* (Rating 4)		A (Rating 3.5)	
						B (Rating 3)	
	No. of Co-authors						
	Amount of Research Grant/ Fund Mobilised from	IIM Jammu		National Funding Agency		International Funding Agency	
	Conferences Organised International Conference	No. of Papers	Output: Journal/ Edited Book	Budget	Support from IIMJ	Registration Fee	
						Sponsorship	
<b>3.</b>	<b>MDP &amp; Consultancy Projects Carried out (15%)</b>						
	Projects	MDP/ In-company	No. of Participant	Average Feedback	Total Revenue Generated		
	MDP						
	Consultancy						
<b>4.</b>	<b>Contribution in Institution Building (15%)</b>						
	Positions held:	Contribution:					
	Chairperson (Alumni Committee) – Sep 2020 to Feb 2021	•					
	Chairperson (International Relations) – Oct 2020 Onwards	•					
<b>5.</b>	<b>General Conduct, Attitude and Behaviour in last two years (10%)</b>						
	<ul style="list-style-type: none"> <li>• General Conduct</li> <li>• Attitude</li> <li>• Behaviour</li> </ul>						
	<b>Overall Rating (on a 5-point Scale)</b>						
	<b>Final Recommendation: Good, Focus on Research &amp; Publication, MDP &amp; Consultancy.</b>						

1. Each faculty member is expected to publish at least one Research Paper in at least B Category Journal every year.
2. Each faculty member is expected to do at least one MDP every year.
3. At least one research paper in B Category Journal is required for confirmation.
4. Please indicate rating on a 5-point on each of the above mentioned five parameters scale (Outstanding:  $\geq 4.5$ , Very Good:  $\geq 4.0 - 4.5$ , Good:  $\geq 3.0 - 4.0$ , Average:  $\geq 2.5 - 3.0$ , Below Average:  $\geq 2.0 - 2.5$ , Poor:  $\leq 2.0$ ).
  - Above 3.0: Confirm the service of the faculty / Extend contract for one year or as per provision.
  - If between 2.5 to 3.0: Extend the probation by one year
  - If less than 2.5, dispense from the service

Signature of BoG Member

Signature of Expert

Signature of Chairman of the Committee





Indian Institute of Management Jammu  
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## Position and Level wise Pay Scale, Qualification, Experience and Job Profile

A sample list of positions, level, pay scale, qualification, experience and job profile is given below. A comprehensive Job profile will be prepared for each position and level along with pay scale, required qualification, experience etc.

### 1. Chief Administrative Officer (CAO)

**Level -12**

**Pay Scale: Rs. 78,800 - 2,09,200 Entry Pay: Rs. 78,800**

**Upper Age Limit: 55 years.**

#### **Qualification:**

##### *Essential:*

Post-graduate degree in any discipline with at least Second Class (55% marks) preferably with a post-graduate diploma in management from a reputed University/ Institute or Engineering graduates with a post-graduate diploma in management. Should be excellent in oral and written communication in English. Should be proficient in man-management with excellent interpersonal skills.

##### *Desirable:*

Proficiency in computer operations (MS Windows & MS Office) and Internet.

#### **Experience:**

At least 15 years of post-qualification experience in heading administration of a government department or reputed Management Education Institute/University/ College/ Commercial organization of national/ international repute, out of which at least 10 years in the level of Senior Administrative Officer. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

#### **Job Profile:**

Chief Administrative Officer should be a dynamic, self-motivated professional to provide total administrative support for all the activities of the Institute. The position calls for a person with maturity and integrity and above all a rich experience in similarly placed academic institutions. The CAO is required to lead a team of officers in the Institute and guide them in their day-to-day activities and to coordinate with the academic and administrative activities including personnel, general administration, estate management, engineering, construction, stores & purchase, and contract services. He/She will be responsible for conducting the Board and Society meetings and follow-ups. *He/She must have a thorough knowledge of GeM portal, GFR 2017, FR&SR and relevant Central Government rules & procedures.* He/She will also act as the First Appellate Authority under the RTI Act, 2005.

#### **Note:**

Upper age criteria for Government Officials from CAG, Central/State Government, Defence Services/ PSUs/ IIMs/ IITs/ IISERs/ Government Universities/ institutions may be relaxed on deputation.

Retired senior officer from Central/ State Government, Defence Services/ PSUs/ IIMs /IITs/ IISERs/Government Universities, if selected, will get consolidated emolument as per Government of India Rules i.e. the last pay drawn minus pension plus other perks and benefits as per Government of India Rules. Initial appointment in such case will be for a period of 3 years on contract. The contract may be extended annually. However, the total service period cannot exceed five years.

## 2. Librarian

**Level - 12**

**Pay Scale: Rs. 78,800 - 2,09,200 Entry Pay: Rs. 78,800**

**Upper Age Limit:** 50 years.

### **Qualification:**

*Essential:*

Master's Degree in Library Science/Information Science/ Documentation with at least 60% marks or its equivalent grade and consistently good academic record.

*Desirable:*

M.Phil/ Ph.D degree in Library Science/Information Science/ Documentation/ Archives.

### **Experience:**

Minimum 15 years of relevant experience post-qualification in Group - 'A' post or in analogous posts or grade or 5 years relevant experience in the pay band of Rs. 15,600- 39,100/- (PB-3) with Grade pay of Rs. 6,600/- or equivalent. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

### **Job Profile:**

To set up and manage the library of the Institute, organize electronic resources, softwares, and assist the faculty and students to secure books, articles and other teaching and research materials. To plan and implement the administrative and budgetary functions of library and information services. Liaising with departmental academic staff, external organizations and book suppliers. Any other relevant work assigned by the Competent Authority from time to time.

## 3. Chief Project Engineer cum Estate Officer

**Level – 12**

**Pay Scale: Rs. 78,800 - 2,09,200 Entry Pay: Rs. 78,800**

**Upper Age Limit:** 55 years.

**Tenure:** Initial appointment will be either on deputation/contract for a period of 3 years. The deputation/contract may be extended annually. However, the total service period cannot exceed five years.

**Pay Scale:** 7CPC - Level 12, Pay Scale: Rs. 78,800/ - 2,09,200/ (6CPC PB-3 Rs.15600-39100 plus Grade Pay Rs.7600/-) plus other benefits on deputation or consolidated emoluments as per Government of India/IIM Rules.

For retired senior officer from Departments, Undertakings, and authorities under Government of India in Level-12 (PB-3) scale apply, his consolidated salary will be fixed as per Government of India Rules i.e. last pay drawn minus pension plus other perks and benefits as per Government of India Rules.

**Upper Age Limit:** 55 years. However, upper age criteria for retired Government Officials from Departments, Undertakings, and authorities under Government of India will be relaxed.

**Qualification:** B.E/B.Tech in Engineering (Civil) from a recognized University/Institute with 60% and consistently good academic record.

**Experience:**

*Essential:*

Minimum 15 years of experience in handling of construction projects post-qualification preferably from Departments, Undertakings, and authorities under Government of India.

*Desirable:*

Knowledge of handling computer

**Job Profile:**

- i. Handling projects of Campus Construction at IIM Jammu including planning and execution of civil, electrical and communication engineering, Designing and estimation, contract management, construction management etc.
- ii. Identifying scope of work as per the DPR and requirement at site, preparation of detailed estimate and associated drawings and note sheet, preparation of tender documents, analysis of rates, supervision of those work during the execution, quality checking, checking of the measurements and bills raised by the contractor after the completion of work.
- iii. To ensure completion of project within scope time, cost and resources and maintaining high quality standards.
- iv. Coordination with Architect, Construction Agency, Statutory Authorities for all sorts of compliances on behalf of IIM Jammu.
- v. To check the quantity of work, measured and checked by the construction agency.
- vi. Responsible to protect the interest of IIM including property of the Campus.
- vii. To submit budget, accounts and prescribed returns, etc. on time
- viii. To keep detailed accounts of work, consumption of materials and item-wise work expenditure.
- ix. To submit required progress report regularly for the works under their charge to their superiors, any other function that may be assigned by the Director from time to time.
- x. Completely track the project performance specially to analyse the successful completion of its various stages as per project planning
- xi. Check whether the project have been staffed properly that too people with adequate expertise, knowledge and experience
- xii. Should be adept in eco-friendly projects, solar energy utilisation and landscaping and affiliate connected essential aspects in Campus Construction Planning
- xiii. Organise meetings related to Campus Construction and brief on various aspects related to the Campus Construction.
- xiv. Maintain all records, documents and photographs etc of the project, carryout periodic evaluation of the projects and prepare quarterly project reports.
- xv. Handle all estate related aspects in close coordination with the Administration.

**4. Financial Adviser & Chief Accounts Officer**

**Level – 11**

**Pay Scale: Rs. 67,700 - 2,08,700 Entry Pay: Rs. 67,700**

**Upper Age Limit: 50 years**



**Qualification:**

Chartered Accountant/ Cost Accountant **OR** M. Com preferably with S.A.S or equivalent, with minimum 55% marks or its equivalent grade and consistently good academic record. Proficiency in computer operations like Excel, Data Management, MS Windows & MS Office is a must.

**Experience:**

Minimum 10 years of experience post-qualification as Accounts Executive in industry/ Govt./Public Sector undertaking, having knowledge of Government financial, accounting, taxation & audit rules and procedures. **OR** 5 years relevant experience in the pay band of Rs. 15,600-39,100/- (PB-3) with Grade pay of Rs. 5,400/- or equivalent in industry/Govt./Public Sector undertaking. Familiarity in computerized accounting would be desirable. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Knowledge of Government financial, accounting, taxation & audit rules and procedures is desirable.

**Job Profile:**

To manage the accounting, auditing, budgeting, financial and other related activities of the Institute including reporting to the funding agencies, computerized accounting, budgeting & control systems

**Note:**

Upper age criteria for Government Officials from CAG, Central/State Government, Defence Services/ PSUs/ IIMs/ IITs/ IISERs/ Government Universities/ institutions may be relaxed on deputation.

Retired senior officer from CAG/Central Government/PSUs/ IIMs /IITs/ IISERs/ Government Universities, if selected, will get consolidated emolument as per Government of India Rules i.e. the last pay drawn minus pension plus other perks and benefits as per Government of India Rules. Initial appointment in such case will be for a period of 3 years on contract. The contract may be extended annually. However, the total service period cannot exceed five years.

**5. Systems Manager****Level – 11**

**Pay Scale: Rs. 67,700 - 2,08,700 Entry Pay: Rs. 67,700**

**Upper age limit: 50 years.**

**Qualification:** B.E/ B.Tech in Computer Science or Electronics/ Electrical/ Communication Engineering with specialization in Computers or MCA / M. Sc. in Computer Science with at least 60% marks or its equivalent grade and consistently good academic record.

**Experience:**

Minimum of 10 years of experience of post-qualification in maintaining and supporting large scale networks, hardware, software, Internet, e-mail systems, website, ERP and related services. CCNA/ CCNP-Routing/ Switching/ Redhat/ Linux/ AWS/ Azure (Cloud-Computing), MCSA/ Certifications MCSE/ CCNA- Security or Equivalent will be an extra plus.

**Job Profile:**

To manage the IT infrastructure, Enterprise Data Centre Technologies of the Institute including the hostel. The IT infrastructure will include Large Scale Networking and Security Services Management, Database and Repository Management System, Server and Cloud Computing, ERP and Learning Management Systems and related services.

**6. Placement Officer****Level – 11**

**Pay Scale: Rs. 67,700 - 2,08,700 Entry Pay: Rs. 67,700**

**Upper Age Limit:** 50 years.

**Qualification:**

*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with minimum 55% marks from a reputed University / Institute or its equivalent grade and consistently good academic record.

*Desirable:*

Post-Graduate in Management (PGDM/MBA) with minimum 60% marks. Proficiency in computer operations like Excel, Data Management, MS Windows & MS Office is a must.

**Experience:**

with relevant post-qualification experience of 8 years in placement and career development out of which minimum 5 years' experience in supervisory and executive functions.

**Job Profile:** Interaction with company executives for Summer Internship and Final Placement. Company visit and arrangement of Corporate Talk for students.

**7. Administrative Officer (Academics/Programs)**

**Level – 10**

**Pay Scale:** Rs. 56,100 - 1,77,500 Entry Pay: Rs. 56,100

**Upper Age Limit:** 40 years

*Administrative Officer (Academics)*

**Qualification:**

*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) **OR** Post-Graduate degree in Management (MBA) (10+2+3+2) from a reputed University /Institute with minimum 60% marks or its equivalent grade and consistently good academic record. Proficiency in computer operations like Excel, Data Management, MS Windows & MS Office is a must.

*Desirable:*

Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working with Learning Management System (LMS) will be an added advantage.

**Experience:**

Post-qualification experience of at least 8 years in administration / academic / admission activities out of which 5 years in independently handling these functions preferably in a reputed Academic Institution/ University. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred in the Grade Pay of Rs.4600/Rs.4800 is preferred.

**Job Profile:**

To look after all the administrative/ academic/ admission activities at the Institute. To design, implement and managing academic programs, coordinate with faculty members and students to ensure the timely delivery of academic matters. Any other job as assigned by the higher officials. He / She shall report to Chairpersons of respective activities.

*Administrative Officer (Programs)*

**Qualification:**



*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with minimum 55% marks **OR** Post- Graduate degree in Management (MBA) (10+2+3+2) from a reputed University / Institute with minimum 60% marks or its equivalent grade and consistently good academic record. Proficiency in computer operations like Excel, Data Management, MS Windows & MS Office is a must.

*Desirable:*

Experience of working with Learning Management System (LMS) will be an added advantage.

**Experience:**

Post-qualification experience of at least 8 years in Academic Administration/ Admission Activities/Executive Education/MDP, out of which 5 years in independently handling these functions preferably in a reputed Academic Institution/ University. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred in the Grade Pay of Rs.4600/Rs.4800 is preferred.

**Job Profile:**

To look after all the administrative / academic / admission activities at the Institute. To design, implement and managing academic programs, coordinate with faculty members and students to ensure the timely delivery of academic matters. Any other job as assigned by the higher officials. He/ She shall report to the Chairpersons of respective activity.

**8. Administrative Officer (Public Relation & Administration)**

**Level – 10**

**Pay Scale: Rs. 56,100 - 1,77,500 Entry Pay: Rs. 56,100**

**Upper age limit: 40 years.**

**Qualification:**

*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) **OR** Post-Graduate degree in Public Relations or Journalism or Mass Communication (10+2+3+2) from a reputed University / Institute.

*Desirable:*

Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working various social media platforms will be an added advantage.

**Experience:**

Post-qualification experience of at least 8 years in General Administration, public relations, journalism, mass communication, media management and relations (online, broadcast and print), background in researching, writing and editing publications; out of which 5 years in independently handling these functions at Level-8/ Level-6 (7th CPC). Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

- Organize and oversee PR activities and ensure effective communication with stakeholders, media and the public
- Develop PR campaigns and media relations strategies
- Preparing press releases, keynote speeches and promotional material & publications (brochures, videos, social media posts etc.)
- Building positive relationships with stakeholders, media and the public.
- Should have a creative mind and excellent written and communication skills.
- Confident in public speaking and project management abilities.



- Track media coverage, prepare and submit PR reports.
- Excellent organizational skills and problem-solving aptitude.

## 9. Finance and Accounts Officer

**Level – 10**

**Pay Scale: Rs. 56,100 - 1,77,500 Entry Pay: Rs. 56,100**

**Upper age limit:** 40 years.

### **Qualification:**

#### *Essential:*

M. Com preferably with S.A.S or equivalent with minimum 55% marks or Chartered Accountant or Cost Accountant or its equivalent grade and consistently good academic record.

#### *Desirable:*

Proficiency in computer operations (MS Windows & MS Office), Internet. Should have practical exposure to advanced computer applications in the management of finance and accounts.

### **Experience:**

Minimum 8 years of experience post-qualification as Accounts in industry/ Govt./Public Sector undertaking, having knowledge of Government financial, accounting, taxation & audit rules and procedures or 5 yrs. at Level 8 or above in Central Govt Institution or equivalent in Industry/ Govt/ PSUs. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

### **Job Profile:**

A successful applicant is expected to independently manage the Finance and Accounts Office. Responsible for maintenance of accounts, disbursement, investment, statutory auditing, Handling CAG audit, preparing budget estimates, and tax & other statutory requirements. Knowledge of GFR 2017, Procurement of Consultancy and Other Services 2017, GST/TDS tax compliances, filling of TDS/GST returns is must. Knowledge of Government financial, accounting, taxation & audit rules and procedures is desirable. The candidate should be well versed with General Financial Rules (GFR) and FR & SR of GoI. He/she should have thorough knowledge of updated Tally software.

## 10. Administrative Officer (Purchase)

**Level – 10**

**Pay Scale: Rs. 56,100 - 1,77,500; Entry Pay: Rs. 56,100**

**Upper Age Limit:** 40 years

### **Qualification:**

#### *Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) from a recognised reputed University or Institute

#### *Desirable:*

Additional Degree/ Certificate course in Material Management/ MBA, Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working with ERP will be an added advantage.

### **Experience:**

Post-qualification experience of at least 8 years out of which 5 years in independently handling purchase and store functions in industry/ Govt./Public Sector undertaking. Experience in institutes

of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

To manage the purchase/ store functions of the Institute. Coordinates all Tenders, E- Procurement process, Contracts, AMCs, stores functions, inventory control and administration. Coordinates with vendors, suppliers and other service providers like Printers, Publishers etc. Should have knowledge of Purchase and Contract process as per General Financial Rules (GFR). Knowledge and experience of GFR and Purchase/ Tender/ Contract/ E-Procurement/ GeM procurement function will be essential.

**11. Administrative Officer (Admissions)**

**Level – 10**

**Pay Scale: Rs. 56,100 - 1,77,500; Entry Pay: Rs. 56,100**

**Upper Age Limit: 40 years**

**Qualification:**

*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) from a recognised reputed University or Institute

*Desirable:*

MBA with Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge/ experience of working with ERP/Learning Management System (LMS) will be an added advantage.

**Experience:**

Post-qualification experience of at least 8 years out of which 5 years in independently handling Admissions in academics functions. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

Processing applications for Doctoral, Post-Graduate & Undergraduate programmes, Conducting Common Admission Test (CAT) in coordination with other IIMs, Processing test results, preparing short list for GD and interviews, interview scores, final list of selected candidates, Correspondence with selected candidates in the form of offer of admission letters.

**12. Chief Innovation Officer (CIO)**

**Emoluments: Rs. 1,00,000 - 1,50,000 (Consolidated)**

**Minimum Age: 35 years**

**Qualification:**

*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) from a recognised reputed University or Institute

*Desirable:*

MBA/ Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge/ experience of working with Learning Management System (LMS) will be an added advantage.



**Experience:**

Post-qualification experience of at least 8 years out of which 5 years in independently handling Innovation, Incubation Centers and Entrepreneurship functions in industry/ Govt./Public Sector undertaking. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

Administration of Center for Innovation and Entrepreneurship, Project Management for Incubatees, Documentation and Research.

Must possess an inquisitive and creative mind. Must be independent and self-directed but able to work and lead a team of creative individuals. Superior research and analytical skills to track and predict trends. Must be able to work creatively within a budget and use innovation to find ways of more effectively managing resources. Strong business knowledge, understanding of a variety of business practices, and familiarity with the industry. Must be able to collaborate with executives, creative teams, research and development, and product development teams. Strong business knowledge, understanding of a variety of business practices, and familiarity with the company's industry. Must have excellent interpersonal skills and the ability to persuasively sell ideas. The contract will be initially for two years and extendable on yearly basis depending on the performance and requirement.

**13. Secretary to Director**

**Level - 8**

**Pay Scale: Rs. 47,600 - 1,51,100 Entry Pay: Rs. 47,600**

**Upper Age Limit: 40 years**

**Qualification:***Essential:*

Post-graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) (55% Marks).

*Desirable:*

Post-Graduate Diploma in Management/MBA (10+2+3+2) from a reputed University/ Institute is desirable. Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge/ experience of working with LMS will be an added advantage.

**Experience:**

Post qualification secretarial experience of at least 5 years for Graduation in office work in a reputed organization/Govt. Strong written and verbal communications along with computer skills (MS Office) are essential. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

To perform secretarial and related functions for the Director's office and to assist him in day to day activities. Dealing with enquiries, appointments and planning Director's diary. Organizing and attending meetings; taking note of minutes. Replying the mails, travel arrangements and accommodation when necessary. Organizing and maintain Director's Office system. Any other related works of Director's Office assigned time to time. The candidate should be proficient in office management software with excellent computer skills in MS Office.

**14. Assistant Administrative Officer (Academics)**

**Level -8**

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit:** 40 years

**Qualification:**

*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) from a recognised reputed University or Institute

*Desirable:*

MBA, Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working with ERP/ Learning Management System (LMS) will be an added advantage.

**Experience:**

Post-qualification experience of at least 7 years in Administration, out of which 4 years in independently handling academics and training functions in industry/ Govt./ Public Sector undertaking. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

Assistant Administrative Officer should be a dynamic, self-motivated professional to provide academics support for all the activities of the Institute to the Administrative Officer. The position calls for a person with maturity and integrity and above all a rich experience in similarly placed academic institutions. The Assistant Administrative Officer is required to do day-to-day activities and to coordinate with the academic activities.

**15. Assistant Administrative Officer (International Relations)**

**Level-8**

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit:** 40 years

**Qualification:**

*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) from a recognised reputed University or Institute

*Desirable:*

MBA, Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge/ experience of working with ERP/ Learning Management System (LMS) will be an added advantage.

**Experience:**

Post-qualification experience of at least 7 years in Administration, out of which 4 years in independently handling International Relations functions in industry/Govt./Public Sector undertaking. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Good knowledge of issues relating to the international performance of higher educational institutions. Related experience overseas in the education, policy or business sectors and related knowledge of culture and practice.

**Job Profile:**

Assistant Administrative Officer should be able to lead and manage a range of projects to support the development and maintenance of international partnerships. To liaise with partner Universities in different countries and to identify and build opportunities for partnership activities. To support the documentation of academic and non-academic partnership and the related communication and coordination. Should be able to organize high-profile incoming and outgoing visits linked to the development and maintenance of international partnerships. To monitor and review the performance and value of international partnerships. Should be able to produce analysis of the Institute's performance against international benchmarks or of potential international partners, and produce and coordinate briefing for Institute management. To supervise the International Relations Chairperson for his duties in relation to international partnerships.

#### 16. Assistant Administrative Officer (Placements)

##### Level-8

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit:** 40 years

##### **Qualification:**

###### *Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) from a recognised reputed University or Institute

###### *Desirable:*

MBA, Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge/experience of working with ERP/ Learning Management System (LMS) will be an added advantage.

##### **Experience:**

Post-qualification experience of at least 7 years in Placements, Corporate Interaction and Administration, out of which 4 years in independently handling placement functions in industry/ Govt./Public Sector undertaking. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

##### **Job Profile:**

Assistant Administrative Officer should correspond to prospective companies for interview date and schedule of events. Should be able to arrange for interview facilities at the campus and written test halls. Should provide necessary inputs about the institute and coordinate placement for smooth functioning at various locations. Should be able to collect the appointment letter or correspond to get it as soon as the interview is over, to distribute appointment letter and collect acceptance letters from the students and dispatch to the employers.

#### 17. Assistant Administrative Officer (Student Affairs)

##### Level-8

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit:** 40 years

##### **Qualification:**

###### *Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) from a recognised reputed University or Institute



*Desirable:*

MBA, Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working with Learning Management System (LMS) will be an added advantage.

**Experience:**

Post-qualification experience of at least 7 years in Administration, out of which 4 years in independently handling Student related functions. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

Assistant Administrative Officer should be able to promote and provide opportunities in Institute for development of games and sports activities, extra-curricular activities, literary activities, cultural activities/events. He should be able to create an environment to promote learning through creative self-expression and at the same time offers enjoyment, relaxation, satisfaction and recreation to the students. Organize programs on social and political environment, set up Art of Living/Yoga workshops and conduct activities under its banner. He should be able to establish student network which will interact with professionals for further networking.

**18. Assistant Administrative Officer (Establishment)**

**Level-8**

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit: 40 years**

**Qualification:**

*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) from a recognised reputed University or Institute

*Desirable:*

MBA, Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge/ experience of working with Learning Management System (LMS) will be an added advantage. Knowledge of Legal Aspects.

**Experience:**

Post-qualification experience of at least 7 years in Administration, out of which 4 years in independently handling establishment functions. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

Assistant Administrative Officer should be responsible for Personnel and Establishment functions of the Institute. This includes recruitment, roster preparation, salary & benefits administration, Conduct Rules and disciplinary matters, statutory compliance of various labour laws; compliance of reservation guidelines/ directives pertaining to SC/ST/OBC & Physically handicapped employees; Management of office support services of outsourcing contracts etc.

**19. Assistant Administrative Officer (Estate & Admin)**

**Level-8**

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit: 40 years**

**Qualification:**

*Essential:*

Post-Graduate degree in any discipline (10+2+3+2) with at least second class (55% marks) from a recognised reputed University or Institute

*Desirable:*

MBA, Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge/experience of working with ERP will be an added advantage.

**Experience:**

Post-qualification experience of at least 7 years in Administration, out of which 4 years in independently handling estate handling functions. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

Assistant Administrative Officer should be responsible for Estate management functions of the Institute. This includes Estate Maintenance records, Asset management records, Assist Project Engineer and Estate Officer in his function. Provide overall administrative support to the Estates team. He will be responsible for all Accommodation allotment and housekeeping services of the Institute. The officer will in addition be the Health & Safety Officer.

**20. Assistant Account Officer**

**Level-8**

**Pay Scale: Rs. 47,600 - 1,51,100 Entry Pay: Rs. 47,600**

**Upper Age Limit: 40 years**

**Qualification:**

Chartered Accountant/ Cost Accountant **OR** M. Com preferably with minimum 55% marks or its equivalent grade and consistently good academic record. Proficiency in computer operations like Excel, Data Management, MS Windows & MS Office is a must.

**Experience:**

Chartered Accountant/Cost Accountant with minimum of 4 years' relevant experience or M. Com with minimum of 7 years of relevant experience in Central / State Government Departments / Academic / Research Institutions / other reputed institutes/Industry. The candidates should have experience of dealing with Central Government rules relating to Accounts / Audit / Budget etc. The candidates should also have thorough knowledge of Government financial rules i.e. GFR 2017, FR & SR and relevant Central Government rules & procedures. Knowledge of computer operations and computerized accounting system is essential. Knowledge of GST/TDS tax compliances, filling of TDS/GST returns is must.

**Job Profile:**

To assist the FA & CAO in managing the Institute's accounting, auditing, budgeting, financial and other related activities. Should guide the staff members in the Accounts Department in matters relating to Accounting procedures, Budget and Control systems, computerized accounting system etc. GST/TDS tax compliances such as input tax credit under GST, Reverse charge mechanism, TDS/GST compliance in case for foreign remittance, filling of Statutory returns TDS/GST/Income Tax, working knowledge of various modules in PFMS. Responsible for maintenance of accounts, disbursement, investment, statutory auditing, preparing budget estimates and tax compliances.

**21. Assistant Librarian**

**Level-8**

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit: 40 years**

**Qualification:**

*Essential:*

Master's Degree in Library Science/Information Science/ Documentation with at least 60% marks or its equivalent grade and consistently good academic record.

*Desirable:*

M.Phil/ Ph.D degree in Library Science/Information Science/ Documentation/ Archives.

**Experience:**

Minimum 7 years of relevant experience post-qualification in the library department of a reputed Institute/ University. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred.

**Job Profile:**

To assist the Librarian in offering the library services to the Faculty and the students, to assist the faculty and students to secure books, articles and other teaching and research materials. To assist in acquiring, organizing, managing and distributing library resources and ensuring that library provision meets the needs of all its users. To assist in selecting, developing, cataloguing and classifying library resources. Liaising with departmental academic staff, external organizations and book suppliers. Upkeep of Library records and equipments. The candidate should be proficient in office management software with excellent computer skills in Microsoft Office.

**22. Assistant System Manager**

**Level-8**

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit: 40 years**

**Qualification:**

B.E/ B.Tech in Computer Science or Electronics/ Electrical/ Communication Engineering with specialization in Computers or MCA/ M. Sc. in Computer Science with at least 60% marks or its equivalent grade and consistently good academic record.

**Experience:**

Minimum of 7 years of experience of post-qualification in in Large Scale Networking and Security Services Management, hardware, software, Internet, e-mail systems, website, video conference, web conference and related services. Ability to handle network equipment like routers, switches, firewall etc. on CLI mode is essential. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Network Certifications like CCNA, WCNA, CompTIA etc. or equivalent will be an extra plus.

**Job Profile:**

To assist in management of IT Services/ Computer Services, covering networking, hardware maintenance, web/ portal, intranet services besides application development aspects for workflows/ ERP systems. Assists the Systems Manager in maintaining all IT systems and equipment, maintaining hardware, cabling systems, networks, software, campus wi-fi and other technical issues. Provides users basic training support in use of common PC software. Installing equipment and configuring the network, troubleshooting and solving network related issue, improve the resilience of existing setup. Follow directives of management to ensure adherence to all the IT policies by all the IT users of IIM Jammu.

### 23. Graphic Designer

**Level-8**

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit:** 40 years

**Qualification:**

*Essential:*

Graduation in any stream/ Graduation in Graphic Design/ Animation/ Fine Arts from a recognized University or 3-year Diploma courses in Designing from a recognized University/ Institute

**Experience:**

Minimum of 5 years of experience of post-qualification in CorelDraw, Adobe Creative Suite (Illustrator, Photoshop and After Effects). Experience with other creative software, Drawing/ illustration skills, photograph, motion-graphics skills would be an extra plus. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Candidate should share minimum 5 of his/her design portfolio.

**Job Profile:**

Designing specific graphics, managing design content and making design recommendations, providing visual design content that complements various types of written content, should be able to develop Animation Videos, Contents, Posters, Banner etc. Should have working proficiency in software like Adobe Creative Cloud offerings, with expertise in Adobe Illustrator and Photoshop. Working knowledge of 3D Max or other animation software Understanding of best practices in illustration and graphic design ability to work as a cross-functional resource. Strong verbal and written communication skills. Motivated self-starter with a willingness to learn. Preferably has an interest in education and technology. Proficiency with MS Office. Liaising and communicating between teams and management on key information with a sensitivity for detail and timelines.

### 24. Security Officer

**Level-8**

**Pay Scale: Rs. 47,600 - 1,51,100; Entry Pay: Rs. 47,600**

**Upper Age Limit:** 45 years

**Qualification:**

*Essential:*

Post-graduate degree in any discipline (10+2+3+2) with minimum 55% Marks.

*Desirable:*

Proficiency in computer operations (MS Windows & MS Office). Certificate course in Security management will be an added advantage.

**Experience:**

Minimum 15 years of experience in Armed forces/ Para Military Forces at a level of Junior Commissioned Officer in the Army/ Navy/ Air Force/ Paramilitary forces.

**Job Profile:**

To look after all security arrangements in and around the campus. To handle the security personnel of the Institute, supervise their work and submit a monthly report to Chief Administrative Officer. To supervise patrolling around the campus and to prevent and detect signs of intrusions and ensure security of doors, windows and gates. To monitor and authorize entrance and departure of

employees, visitors and other persons to guard against theft and maintain security of premises. To write reports of daily activities and irregularities, such as equipment or property damage, theft, presence of unauthorized persons, or unusual occurrences. To liaise with police/ fire department in case of emergency, such as fire or presence of authorized persons. To look after the house keeping services of the Institute. To carry out the duties assigned by the Director/ Chief Administrative Officer.

## 25. Store & Purchase Assistant

**Level – 6**

**Pay Scale: Rs. 35,400 - 1,12,400 Entry Pay: Rs. 35,400**

**Upper age limit:** 40 years.

### **Qualification:**

*Essential:*

Post-graduate degree in any discipline (10+2+3+2) with minimum 55% Marks.

*Desirable:*

Degree or diploma in Logistics/ Materials Management will have added advantage.

### **Experience:**

Minimum 5 years of post-qualification relevant experience in the purchase department dealing with contracting and tender in a reputed organization/PSU/Central/State Govt. department. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Knowledge of GFR 2017, Procurement of Consultancy and Other Services 2017, Government e-procurement, CPP Portal (Central Public Procurement Portal), Government e-Marketplace (GeM) and other purchase rules and regulations is essential. Knowledge of Computer operations and applications is mandatory. Knowledge and experience in ERP are desirable.

### **Job Profile:**

Execution and monitoring of all regular purchases, inventory control, co-ordination with all user departments and suppliers, detailed knowledge of tendering process, negotiating best pricing deals, Continuous updating of user requirements, Stock control and maintenance of all stock ledgers. To prepare minutes, comparative sheets etc. in tendering process (Tenders, Request for Proposal/ Quotation etc.) To manage the Purchase and stores functions of the Institute, maintain records of goods ordered and received, locate vendors of materials, equipment or supplies, prepare and process requisitions and purchase orders for supplies and equipment, control purchasing department budgets, review purchase order claims and contracts in-line with Institute policy, analyse market and delivery systems in order to assess present and future material availability. Working knowledge of maintaining statutory records related to Store & Purchase. In addition, the person may be assigned any other job as deemed appropriate in the interest of the Institute.

## 26. Sr. Library & Information Assistant

**Level - 6**

**Pay Scale: Rs. 35,400 - 1,12,400 Entry Pay: Rs. 35,400**

**Upper Age Limit:** 40 years

### **Qualification and Experience:**

Master's Degree (10+2+3+2) in Library Science with 5 years of post-qualification experience in the library department of a reputed Institute/University. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Experience in working on library software system is essential.

**Job Profile:**

To assist the Librarian in offering the library services to the Faculty and the students. To assist in acquiring, organizing, managing and distributing library resources and ensuring that library provision meets the needs of all its users. To assist in selecting, developing, cataloguing and classifying library resources. To upkeep Library records and equipment. The candidate should be proficient in office management software with excellent computer skills in Microsoft Office.

**27. Accountant****Level - 6****Pay Scale: Rs. 35,400 - 1,12,400 Entry Pay: Rs. 35,400**

Upper Age Limit: 35 Years

**Qualification and Experience:**

Master Degree in Commerce (10+2+3+2) /MBA (Finance) with 5 years of post-qualification relevant experience. Candidate should be familiar with computerized accounting environment such as Tally/ERP etc. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Experience in working in finance and accounts functions in a reputed organization/PSU/Govt. department and knowledge of General Finance Rules are essential.

**Job Profile:**

Preparation of asset, liability, and capital account entries by compiling and analysing account information, Accountable for various financial functions such as Maintenance of accounts, processing of bills, budgeting, investments and audit coordination etc. Any other relevant work assigned by the Competent Authority from time to time. The candidate should be proficient in accounting management software such as Tally/ERP.

**28. Junior Engineer (Civil)****Level - 6****Pay Scale: Rs. 35,400 - 1,12,400 Entry Pay: Rs. 35,400**

Upper Age Limit: 40 years

**Qualification and Experience:**

Bachelor's Degree in civil engineering with 60% marks or its equivalent grade and consistently good academic record with 5 years with relevant post-qualification experience.

Experience in reputed organization/Govt. department/PSU will be preferred.

**Job Profile:**

Identifying the scope of work as per the requirement at site, preparation of detailed estimate and associated drawings and note sheet, preparation of tender documents, analysis of rates, supervision of those work during the execution, quality checking, checking of the measurements and bills raised by the contractor after the completion of work, Junior Engineers to be responsible for all matters connected with the efficient management of the Section, To conduct careful and timely survey and investigation and preparation of plans and estimates for works entrusted to them, To ensure timely and efficient execution of work entrusted to them and see that the quality and specifications are maintained, To maintain master rolls, record of work charge establishments and imprest cash accounts properly, They will be responsible for keeping account of the measurement books issued to them, To record measurement in measurement books of all works done by contractors or otherwise as well as supplies received from all sources and preparation and submission of bills in prescribed forms for payment, To preserve and take care of tools and plants, stock and other sources kept in their charge, To submit budget, accounts and prescribed returns, etc. in time, To keep

detailed accounts of work, consumption of materials and item-wise work expenditure, To prepare initial designs for components of projects, To submit required progress report regularly for the works under their charge to their superiors, Any other function that may be assigned by the Director from time to time.

## 29. Junior Engineer (Electrical)

**Level – 6**

**Pay Scale: Rs. 35,400 - 1,12,400 Entry Pay: Rs. 35,400**

**Upper age limit:** 40 years.

### **Qualification & Experience:**

*Essential:*

Bachelor's Degree in Electrical Engineering with 60% marks or its equivalent grade and consistently good academic record

*Desirable:*

Proficiency in Computers with MS Office.

### **Experience:**

Post Qualification Five Years' Experience in handling electrical Systems and component of any in industry/ Govt./Public Sector undertaking/ educational Institution. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working with Office Management Software will be an added advantage.

### **Job Profile:**

He/she should be able to: Install, test, and maintain electrical or electronic wiring, equipment, appliances, apparatus, and fixtures, diagnose malfunctioning systems, apparatus, and components, using test equipment and hand tools, to locate the cause of a breakdown and correct the problem. Ensure functioning and repairs of circuit breakers, transformers, or other components.

Inspect electrical systems, equipment, and components to identify hazards, defects, and the need for adjustment or repair, and to ensure compliance with codes. Test electrical systems and continuity of circuits in electrical wiring, equipment, and fixtures, using testing devices such as ohmmeters, voltmeters, and oscilloscopes, to ensure compatibility and safety of system.

Plan layout and installation of electrical wiring, equipment and fixtures, based on job specifications and local codes. Provide assistance during emergencies by operating floodlights and generators, perform management duties such as maintaining records and files, preparing reports and ordering supplies and equipment.

## 30. Office Assistant

**Level - 6**

**Pay Scale: Rs. 35,400 - 1,12,400 Entry Pay: Rs. 35,400**

**Upper Age Limit:** 40 years

### **Qualification:**

*Essential:*

Post-graduate degree in any discipline (10+2+3+2) with minimum 55% Marks.

*Desirable:*

Post-Graduate Diploma in Management/MBA (10+2+3+2) from a reputed University / Institute is desirable. Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working with Learning Management System (LMS) will be an added advantage.

**Experience:**

Minimum 5 years of post-qualification relevant experience in office work in a reputed organization/Govt. department. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Strong written and verbal communication skills are essential.

**Job Profile:**

To assist the concerned officials of the general administration, purchase, personnel, hostel administration and other Institutional activities. Responsible for maintaining office filing and record keeping systems, records, confidential files and other related information for department needs, maintaining of inventory of office supplies and orders as necessary. Any other related works assignment time to time by the competent authority.

**31. IT & Systems Assistant**

**Level: 6**

**Pay Scale: Rs. 35,400 - 1,12,400 Entry Pay: Rs. 35,400**

**Upper Age Limit: 40 years**

**Qualification:** B.E/BTech in Computer Science/ Information Technology or MCA with at least 60% marks or its equivalent grade and consistently good academic record.

**Experience:** Minimum of 5 years of experience of post-qualification in maintaining and supporting networks, hardware, software, Internet, e-mail systems, website and related services.

**Job Profile:** To manage the IT infrastructure, Enterprise Data Centre Technologies of the Institute including the hostel. The IT infrastructure will include Large Scale Networking and Security Services Management, Database and Repository Management System, Server and Cloud Computing, Audio, Video and Learning Management Systems and related services.

**32. Upper Divisional Clerk (UDC)**

**Level – 4**

**Pay Scale: Rs. 25,500 - 81,100; Entry Pay: Rs. 25,500**

**Upper age limit: 35 years**

**Qualification:**

*Essential:*

Graduate degree in any discipline (10+2+3) with minimum 55% Marks.

**Experience:**

Minimum 5 years of relevant post-qualification experience in office work. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working with Office Management Software will be an added advantage.

**Job Profile:**

- Record keeping – filing, documentation, entries of departmental incoming / outgoing documents, indexing.



- Drafting/ Typing MoMs / letters / documents as directed by the Supervisory Officer / HoD
- Handling routine documents / registers
- Preparation of IOC for various approvals and processing monthly bills, rents, claims, reimbursements and advance settlement (if any).
- Statutory compliances (if any)
- Draft communications in accordance with the decision on the file.
- Maintenance of departmental Expenditure control register.
- Service Book and Leave management.
- Preparing and process of vouchers, credit & debit entries, accounts ledgers, Statements, etc.
- Any other work assigned by the supervisory officers of the concerned section and Administrative Officer from time to time

### 33. Hostel Supervisor Male/ Female

**Level – 4**

**Pay Scale: Rs. 25,500 - 81,100 ; Entry Pay: Rs. 25,500**

**Upper age limit: 40 years.**

**Essential:**

A Graduate with minimum 10 years relevant experience in reputed educational institutions. Post qualification experience of Minimum 5 Yrs.

**Work Experience and Skills required:**

- Mature and passionate about students and education
- Experience in handling emotional, psychological issues of students
- Good administrative & operational skills
- Creative, open to learning and willing to work in the team
- Good knowledge of written and spoken English, Hindi.
- Ability to operate a computer and working knowledge of MS Office.

**Job Profile:**

- Providing ideal care by way, counselling and high standards of safety and in the hostel.
- Monitor the quality of food being provided in the messes
- To facilitate their holistic development – physical, mental, and intellectual
- Ensure safety and security of all boarders at all times.
- To ensure maintenance of discipline in and around the Hostel
- To ensure an atmosphere of peace and harmony of all the inmates on campus
- To ensure that no ragging takes place in the hostels and maintain a ragging free Hostel.
- To ensure housekeeping and cleaning of the premises
- Ensure no damage to the hostel furniture and fittings and timely repair and maintenance of the hostel block
- Responsible for addressing medical/social and personal emergencies of all students. Accompany students to the hospital in case of serious illness or injury.
- Be a point of contact with parents, who are kept informed by reports and informal contact
- To issue “Outstation form” to students who are going home etc. Collect the filled up form and hence maintain a record of the absence of the students from the campus.
- Liaise with Student Affairs office for distribution of information and documents to students
- To ensure the completion of maintenance activities in time by interacting with the maintenance division. If required escalating the matter at warden or chief warden based on the requirement
- To ensure that the caretakers are reporting in time and doing the assigned duties

### 34. Lower Divisional Clerk (LDC)

**Level – 2**

**Pay Scale: Rs. 19,900 – 63,200; Entry Pay: Rs. 19,900 (7th CPC)**

**Upper age limit: 35 years.**

**Qualification:**

Graduate degree in any discipline (10+2+3) with minimum 55% Marks.

**Experience:**

Minimum 3 years of relevant post-qualification experience in office work. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working with Office Management Software will be an added advantage.

**Job Profile:**

- Central Dak receipt, maintenance of dispatch diary and dispatch work with maintenance of stamp account.
- Keeping note of movement of files passed by HO & Scrutiny of dak received and allotment of letters to different sections with approval of HO.
- Typing of letters assigned by the department Officer.
- Submission of routine and simple drafts.
- Typing of monthly reports, quarterly reports, annual report/half yearly report/project report required periodically.
- Liaison for appointments, meetings and other engagements
- Duties in respect of recording, indexing, periodical weeding of unwanted papers.
- Preparation, up-keep and maintenance of relevant department registers.
- Any other work assigned by the supervisory officers of the concerned section and Administrative Officer from time to time.

### 35. Electrician

**Level – 2**

**Pay Scale: Rs. 19,900 – 63,200; Entry Pay: Rs. 19,900**

**Upper age limit: 30 years.**

**Educational Qualification:**

*Essential:*

10+2 with 1 Year ITI Course or higher duration in the Electrician Trade or Matric with a minimum of 50% marks also 2 years of ITI Certificate in the Electrician Trade

*Desirable:*

Proficiency in Computers with MS Office.

**Experience:**

Post Qualification three Years Minimum in handling electrical Systems and component of any educational Institute. Experience in institutes of repute like IIMs, IIT, IISER etc. will be preferred. Proficiency in computer operations (MS Windows & MS Office), Internet, Knowledge / experience of working with Office Management Software will be an added advantage.

**Job Profile:**



He/she should be able to assemble, install, test, and maintain electrical or electronic wiring, equipment, appliances, apparatus, and fixtures, using hand tools and power tools. Diagnose malfunctioning systems, apparatus, and components, using test equipment and hand tools, to locate the cause of a breakdown and correct the problem. Connect wires to circuit breakers, transformers, or other components.

Inspect electrical systems, equipment, and components to identify hazards, defects, and the need for adjustment or repair, and to ensure compliance with codes. Test electrical systems and continuity of circuits in electrical wiring, equipment, and fixtures, using testing devices such as ohmmeters, voltmeters, and oscilloscopes, to ensure compatibility and safety of system. Plan layout and installation of electrical wiring, equipment and fixtures, based on job specifications and local codes.

Provide assistance during emergencies by operating floodlights and generators, placing flares, and driving needed vehicles.

Perform business management duties such as maintaining records and files, preparing reports and ordering supplies and equipment.

### 36. Research Associates/ Trainees

#### (A) Research Associate

**Qualification:** Master's degree preferably in Management with minimum 60% marks or its equivalent grade and consistently good academic record. Proficient in MS Office is must.

**Upper Age Limit:** 35 years.

**Experience:** Minimum 3 years of relevant work experience. Research experience in institute of repute and universities will be preferred.

**Job Profile:** To assist the academic and research activities of the Institute.

**Consolidated emoluments:** Rs. 25,000-30,000 depending upon qualification and experience.

#### (B) Library Trainee

**Qualification:** Master's Degree in library and Information Science with minimum 60% marks or its equivalent grade and consistently good academic record

**Upper Age Limit:** 30 years.

**Experience:** 1-2 years of relevant work experience. Experience in institute of repute and universities will be preferred.

**Job Profile:** To assist the Librarian in offering the library services to the Faculty and the students and documentation of library activities.

**Consolidated emoluments:** Rs. 20,000-25,000 depending upon qualification and experience.

#### (C) Management Trainee

**Qualification:** Master's degree preferably in Management with minimum 60% marks or its equivalent grade and consistently good academic record. Proficient in MS Office is must.

**Upper Age Limit:** 30 years.

**Experience:** 1-2 years of relevant work experience. Experience in institute of repute and universities will be preferred.

**Job Profile:** To assist the academic and research activities of the Institute.

**Consolidated emoluments:** Rs. 20,000-25,000 depending upon qualification and experience.

#### (D) Accounts Trainee

**Qualification and Experience:**

Master's Degree in Commerce/ Management (10+2+3+2) minimum with minimum 55% marks or its equivalent grade and consistently good academic record.

**Upper Age Limit:** 30 years.

**Experience:** 1-2 years of relevant work experience. Experience in institute of repute and universities will be preferred.

**Job Profile:**

Should have basic knowledge of accounting such as maintenance of accounts, processing of bills and budgeting etc. The candidate should be proficient in accounting management software such as Tally/ ERP.

**Consolidated emoluments:** Rs. 20,000-25,000 depending upon qualification and experience.

#### General Conditions for Regular Positions:

- Interested candidates may apply online latest by \_\_\_\_\_ furnishing full particulars of qualifications, experience, salary drawn, and salary expected along with names of two referees and paying an application fee of Rs. \_\_\_\_ through online payment system and provide transaction reference number. There is no application fee for SC/ST/DAP candidates. Application fee will not be refunded or readjusted under any circumstances. No other mode of payment will be accepted.
- Candidates applying for more than one post should fill in separate online applications furnishing full particulars of qualifications, experience, salary drawn, and salary expected along with names of two referees and pay separate application fee.
- Candidates working in the Government/ Semi-Government/ Public Sector Undertakings should apply through proper channel and should produce a No Objection Certificate from the present employer at the time of interview, if called for the same.
- The Institute reserves the right to reject/ accept any candidature without assigning any reason.
- In addition to the basic pay, incumbents are also being eligible for allowances as admissible to Central Government Employees.
- Higher start in the pay scale may be considered in case of exceptionally deserving candidates.
- Mere fulfilling of the minimum qualifications and experience will not confer any right to the candidates for being called for interview or/and for his/her selection.
- The candidate may be offered next lower position in case the candidate is found unsuitable for the position he/she applied for.
- Candidate may also be considered to be appointed on contract for one /two years in consolidated salary. Contract may be extended based on performance and requirement of the Institute.
- Cut-off date for determining the age may be kept first day of the month on which the advertisement for the positions is published in the Newspapers / Institute website. If a

candidate is meeting all the requirements for a specific position, Director may relax the age requirement for the same.

### **General Conditions for Contractual Positions:**

- Compensation would not be a constraint for deserving candidates for contractual position.
- Compensation would be commensurate with relevant qualification and professional experience and is negotiable.
- Consolidated salary of retired Government Official will be fixed based on last drawn salary minus pension plus all admissible benefits as per Government of India Rules.

### **Other Conditions:**

- Mere fulfilling of the minimum qualifications and experience will not vest any right in candidates for being called for Interview. Decision of the Institute to call the candidates for interview shall be final.
- Conditions related to qualification and experience may be relaxed in the case of deserving candidates.
- Higher start in the pay scale may be considered for exceptionally deserving candidates.
- Candidates who are shortlisted for final interview but do not merit appointment to the post applied may be considered for next lower post depending upon their suitability for the lower post.
- All Certificates, Degrees, and other documents for educational qualification, professional and technical qualification, work experience and age proof, relevant eligibility proof to avail age relaxation, reimbursement of travel expenses should be produced in original at the time of interview, if called for the same. Failure to produce these original documents may result into ineligibility to appear for the interview.
- Appointments will be governed by the relevant service rules and regulations of the Institute as amended from time to time.
- No correspondence/queries will be entertained from candidates regarding e-mail delays, conduct and result of interview and reasons for not being called for test/ interview.
- In case of any inadvertent mistake in the process of selection which may be detected at any stage even after the issue of appointment letter, the Institute reserves the right to modify/ withdraw/ cancel any communication including appointment offer made to the candidate.
- In case of any dispute/ ambiguity that may occur in the process of selection, the decision of Institute shall be final and binding.
- Preference will be given to DAP candidates if found suitable.
- All outstation candidates called for test(s) / interview for the posts carrying Level-10 and above will be paid shortest II-AC Class Railway Fare from the place of duty/ residence to Jammu except local travel at origin place and Jammu on production of proof of travel.
- For the posts carrying Grade Pay lower than Level-9 and below, outstation, SC/ST candidates called for test(s) and interview will be paid shortest Sleeper Class Railway Fare from the place of duty/ residence to Jammu except local travel at origin place and Jammu on production of proof of travel.
- Mere fulfilling the conditions does not guarantee that the applicant will be shortlisted for test/ interview.
- Applications received after the stipulated last date or incomplete in any respect will not be entertained and no further correspondence will be made in this regard. Age is determined as on the closing date for receipt of applications. Age relaxation will be given to SC/ST/NC-OBC/DAP/Ex-Servicemen candidates as per existing Central Government rules. Candidates



seeking such age relaxation will be required to produce relevant proof of eligibility to avail relaxation at the time of interview, if called for.

- Only **online application form** will be accepted. Hard copy of application form will not be accepted.
- Canvassing in any form will be a disqualification.
- Only short-listed candidates will be contacted.
- No correspondence will be entertained in relation to advertisement.
- For all positions, knowledge of computer applications is essential.
- The Institute shall not be responsible for any postal delay
- The Institute reserves the right to fill or not to fill any of or all the posts.
- The Applicant must ensure whether he/she fulfils all the eligibility conditions for the post applied.
- Candidates with requisite qualifications acquired from recognized Universities/ Institutions only need to apply. Preference will be given to applicants who have acquired educational qualifications through full-time courses.
- Those who have applied in last one year from the date of advertisement need not apply.

#### **Mode of Selection:**

- For posts in Level 8 and above, the selection will be made based on personal interviews.
- For posts in Level 6 and below, the selection will be made based on marks obtained in the prescribed qualification, Written Test and Skill Test.

#### **How to Apply:**

- Fill in the application form online by furnishing all required details and paying the application fee of Rs. \_\_\_\_\_ (as per Latest promulgation) through online payment system.
- Please address all queries regarding the application to [nonfacultyrecruitment@iimj.ac.in](mailto:nonfacultyrecruitment@iimj.ac.in) / Phone No: 0191-2585837.





**Indian Institute of Management Jammu**  
Old University Campus, Canal Road, Jammu 180016, India  
Tel: +91-191-2585837

## Online Application Form for Non-Faculty Position

Post applied for: \_\_\_\_\_

Direction: Use Capital Letters & write clearly. Use separate Forms for applying to two or more posts.

A. Personal				
Name	Mr./Ms.	Surname (Family)	First Name	Middle Name
Sex			Date of Birth	
Father's Name	Mr.			
Mother's Name	Ms.			
Category			Nationality	
Religion			(For Government Statistical Reports Only)	
Parent/Guardian	Mr./Ms.	Surname (Family)	First Name	Middle Name
Emergency Contact Details		Phone		

B. Communication Information		
	Mailing Address	Permanent Address
Address 1		
Address 2		
Address 3		
City/Town		
State		
Pin		
Phone		
Mobile		
Fax		
Email:		

C. Academic					
Degree/Examination	Subjects	Name of Institution & University/Board	Year of Passing	Marks %	Class/Division

D. Work Experience							
Sl. No	Designation	Employer	Pay Scale	Total Emoluments p.m. (Rs)	No. of Years	From	To
1							
2							
3							

**Total number of years of work experience post qualification: \_\_\_\_\_ years**

If required, attach additional table in same format. Please Tick: Attachment: Yes/ No

E. Did you represent India or your State in any Game or Sport? Yes/ No

If Yes, name the Game or Sport \_\_\_\_\_

F. Important Awards, patents, Scholarships, prizes and other distinctions obtained.		
Name of Award & Institution	Year	Reason for Award

G. General

Please write how you can contribute to the IIM Jammu in the formative years (not more than 150 words):

H. Any other information on why you should be considered for the post:

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I. Names & Addresses of two reputed citizens well known to you			
Name:		Name:	
Address:		Address:	
City:	PIN:	City:	PIN:
Phone:		Phone:	
Email:		Email:	

Declaration

I declare that the foregoing information is correct and complete to the best of my knowledge and belief and nothing has been concealed/ distorted. If I am found to have concealed/distorted any material information, my application shall be liable to summarily rejected without any notice. If offered appointment, I will join on specified date and subsequently take up IIM Jammu's assignment anywhere as and when required.

Date:  
Place:

Signature of the Candidate



A. Enclosures with the Application Form

1. Proof of Age
2. SC/ST/NC-OBC/DAP Certificate photocopy, if applicable
3. Photocopies of Degrees & Mark Sheets.
4. Certificate of representing India or State in any Sport or Game

B. Please Note

1. Higher qualification holders will be given preference.
2. Candidates working in the Government/Semi-Government/Public Sector Undertakings should apply through proper channel.
3. Only shorted candidates will be called for interview/Written Test/Skill Test.
4. No Enquiries on the status of Application will be entertained
5. Canvassing in any form by the candidate may lead to disqualification.
6. Original Certificates should be produced at the time of the interview.

Date:

Signature





**Indian Institute of Management Jammu**  
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### Application Screening Summary Sheet for Non-Faculty position

1.	Reference No.			
2.	Post Applied for			
3.	Name of the Applicant			
4.	Date of Birth			
5.	Category Gen/OBC/ST/SC/DAP			
6.	Qualifications:	Year of Passing	% age of Marks	Division
6.1	Post-Graduation			
6.2	Graduation			
6.3	Class XII			
6.4	Class X			
7.	Total Experience post Required Qualification			
8.	Proficiency in Computers			
9.	Any other information			
10.	Shortlisted	Yes	No	

Date

Signature of Screening Committee Members



Indian Institute of Management Jammu  
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### Evaluation Sheet for Non-Faculty Positions (Level 8 and above)

Date.....

Position: .....No. of Posts .....

Please give marks out of 100 marks for each candidate.

Sl. No.	Name	Marks out of 100	Selected/Wait-Listed/on Contract/Rejected
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Signature : \_\_\_\_\_  
Name of the Expert/Member/BOG Member : \_\_\_\_\_  
Position : \_\_\_\_\_  
Organisation : \_\_\_\_\_



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Final Composite Evaluation Sheet for Non-Faculty Positions  
(Level 8 and above)

Date \_\_\_\_\_

Position: \_\_\_\_\_

No. of Posts \_\_\_\_\_

Sl. No.	Name of the Candidate	Marks given by Selection Committee Members				Average Marks obtained (1+2+3+4)/4	Selected/ Wait-Listed/ on Contract/ Rejected
		1	2	3	4		
		Director	BOG Member	Expert 1	Expert 2		
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							

Administrative Office

Director





**Indian Institute of Management Jammu**  
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### Letter of Recommendation from referees for Non-Faculty Positions

Name of Applicant: .....

Position Applied for: .....

1. I have known Ms. \_\_\_\_\_ for \_\_\_\_\_ Years as:

My colleague  My students

My personal friend or acquaintance  Other (please specify)

2. Please write strengths of the candidate

\_\_\_\_\_

3. Please write weaknesses of the candidate

\_\_\_\_\_

4. Compared with a typical group of colleagues, I have encountered at my organization / institution, I would rank him/her as indicated below (please tick as appropriate):

Category	Excellent	Very good	Good	Fair	Poor	No Basis for indication
Institutional building						
Team work						
Attitude						
Motivation						
Overall rating						

5. Kindly comment on the character of the candidate:

6. Comment on the candidate's suitability for the position (please use additional sheets if necessary):

Recommender's Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Affiliation: \_\_\_\_\_

Address: \_\_\_\_\_

Mobile No: \_\_\_\_\_ Email: \_\_\_\_\_



Indian Institute of Management Jammu  
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### Checklist for Verification of documents for Non-Faculty Positions

Name : \_\_\_\_\_  
Position Offered : \_\_\_\_\_  
Area : \_\_\_\_\_  
Date of Joining : \_\_\_\_\_  
Regular / Contract : \_\_\_\_\_

Sl. No.		Yes	No
1.	Copy of accepted of Appointment Letter		
2.	10 <sup>th</sup> Certificate		
3.	10 <sup>th</sup> Mark Sheet		
4.	12 <sup>th</sup> Certificate		
5.	12 <sup>th</sup> Mark Sheet		
6.	Graduation Degree		
7.	Graduation Mark Sheet of all years		
8.	Post-Graduation Degree		
9.	Post-Graduation Mark Sheet of all years		
10.	Ph.D. Degree		
11.	Any other qualifications (If yes, please specify)		
12.	Caste Certificate		
13.	Relieving / Lean letter from previous employer		
14.	Certificates of all previous experience mentioned as per Application Form		
15.	Police Verification Certificate		
16.	Personal Data Form		
17.	Medical Certificate (Government Hospital)		
18.	Two Photographs		
19.	PAN Card Copy		
20.	Aadhar Card		
21.	Passport		
22.	Any other: If yes, please specify.		

Please collect Self-attested copies of above mentioned documents.

Date:

Chief Administrative Officer



**PART – II: Self-Performance Appraisal Form**

Name of the Employee			
Position		Department	
Date of Joining		Date of Birth	
1.	Brief description of your duties:		
2.	Targets set by you		
3	Target achieved to what extent		
4	Reasons for non-achieving the targets		
5	Please List out your achievements		
6.	Further comments if any on the targets / achievements and on additional achievements not reflected in item 5 above. Also comment on your own assessment of the quality of work done by you.		
7.	How do you rate yourself with regard to institute requirement and your contribution?		
8.	Please list out your area where you would like to improve your performance.		
9.	What are your Strengths?		
10.	What are your Weaknesses?		
11.	Any other (please specify)		

Date :

Place:

Signature



**PART – III: Remarks of the Reporting Authority:**

1. Assessment of Personal Attributes: (This assessment should rate the officer vis-à-vis his peers and not the general population. Grades should be assigned on a scale of 1-5, in whole numbers, with 1 referring to the lowest grade and 5 to the best grade. Weightage to this Section will be 30%)

Sl. No.	Attribute	Reporting Officer	Reviewing Authority	Initial of Reviewing Authority
a)	Attitude to work			
b)	Sense of responsibility			
c)	Decision making ability			
d)	Initiative			
e)	Maintenance of discipline including punctuality & regularity			
f)	Communication skills			
g)	Leadership quality			
h)	Capacity to work in team spirit including attitude towards by others			
i)	Capacity to work in time limit			
j)	Inter-personal relations			
	Grading on "Personal Attributes" ( A+B+C+ D + E + F + G + H + I + J/ 50) X30			

2. Assessment of work output. Grades should be assigned on a scale of 1-5, in whole numbers, with 1 referring to the lowest grade and 5 to the best grade. Weightage to this Section will be 40%)

Sl. No.	Attribute	Reporting Officer	Reviewing Authority	Initial of Reviewing Authority
a)	Timely accomplishment of planned work / work allotted as per subjects allotted			
b)	Quality of output			
c)	Analytical ability			
d)	Accomplishment of exceptional work / unforeseen tasks performed during the period			
	Grading on ' Work Output' ((A + B + C+ D) / 20) X 40)			

3. Assessment of Functional Competency. Grades should be assigned on a scale of 1-5, in whole numbers, with 1 referring to the lowest grade and 5 to the best grade. Weightage to this Section will be 30%)

Sl. No.	Attribute	Reporting Offer	Reviewing Authority	Initial of Reviewing Authority
a)	Attitude to knowledge of rules / regulations / procedures in the area of function and ability to apply them correctly.			
b)	Strategic planning ability			
c)	Decision making ability			

d)	Coordination ability			
e)	Ability to motivate and develop subordinates			
	Grading on "Functional Competency" (A+B+C+ D + E / 25 )X 30)			
	Overall Grading (1 + 2 + 3)			

4. Integrity: (Please see instructions):

5. Pen picture by the Reporting Officer. Please comment on the overall qualities of the Officer including areas of strengths and lessor strength and his attitude towards the weaker sections.

6. State of Health:

7. Overall Grade on a scale of 1 – 5 (in figures as well as in words). For numerical grading, please see instructions attached.

Signature of the Reporting Officer

Date :  
Place :

(Name in block letters)  
Designation during the period of report



## PART – IV: Recommendation of Performance Appraisal Committee

1. Do the Committee agree with the assessment by the Reporting Officer with respect to the work output and the various attributes in Part – III? In case the Committee do not agree with any of the numerical assessments of attributes, please record the assessment in the column provided in Part – III and initials your entries.

Yes, We agree

No, we do not agree. We have recorded our assessment in Part – III

(Please strike out whichever is not applicable)

2. In case of difference of opinion, please give details and reasons for the same.

3. Please comment, if any, on the pen picture by the Reporting Authority.

4. Overall grade on a scale of 1 – 5 (in figures as well as in words). For numerical grading, please see instructions attached with the ASPAR Form

5. Final Recommendation: Based on the Annual Performance Appraisal Report non-teaching employee Guidelines for filling up Annual Staff Performance Appraisal Report (ASPAR), we recommend:

- Outstanding
- Very Good
- Good
- Average (for giving opportunity to improve)
- Below Average (to dispense with service)

Remarks, if any:

Expert

BoG Member

Director



**PART – II: Remarks of the Reporting Authority:**

1. Assessment of Personal Attributes: (This assessment should rate the officer vis-à-vis his peers and not the general population. Grades should be assigned on a scale of 1-5, in whole numbers, with 1 referring to the lowest grade and 5 to the best grade. Weightage to this Section will be 30%)

Sl. No.	Attribute	Reporting Officer	Reviewing Authority	Initial of Reviewing Authority
k)	Attitude to work			
l)	Sense of responsibility			
m)	Decision making ability			
n)	Initiative			
o)	Maintenance of discipline including punctuality & regularity			
p)	Communication skills			
q)	Leadership quality			
r)	Capacity to work in team spirit including attitude towards by others			
s)	Capacity to work in time limit			
t)	Inter-personal relations			
	Grading on "Personal Attributes" ( A+B+C+ D + E + F + G + H + I + J/ 50) X30			

2. Assessment of work output. Grades should be assigned on a scale of 1-5, in whole numbers, with 1 referring to the lowest grade and 5 to the best grade. Weightage to this Section will be 40%)

Sl. No.	Attribute	Reporting Officer	Reviewing Authority	Initial of Reviewing Authority
e)	Timely accomplishment of planned work / work allotted as per subjects allotted			
f)	Quality of output			
g)	Analytical ability			
h)	Accomplishment of exceptional work / unforeseen tasks performed during the period			
	Grading on ' Work Output' ((A + B + C+ D / 20) X 40)			

3. Assessment of Functional Competency. Grades should be assigned on a scale of 1-5, in whole numbers, with 1 referring to the lowest grade and 5 to the best grade. Weightage to this Section will be 30%)

Sl. No.	Attribute	Reporting Offer	Reviewing Authority	Initial of Reviewing Authority
f)	Attitude to knowledge of rules / regulations / procedures in the area of function and ability to apply them correctly.			
g)	Strategic planning ability			
h)	Decision making ability			

i)	Coordination ability			
j)	Ability to motivate and develop subordinates			
	Grading on ' Functional Competency A+B+C+ D + E / 25 X 30)			
	Overall Grading (1 + 2 + 3)			

4. Integrity:

5. Pen picture by the Reporting Officer. Please comment on the overall qualities of the Officer including areas of strengths and lessor strength and his attitude towards the weaker sections.

6. State of Health:

7. Overall Grade on a scale of 1 – 5 (in figures as well as in words). For numerical grading, please see instructions attached.

Signature of the Reporting Officer

Date :  
Place :

(Name in block letters)  
Designation during the period of report



## PART – IV: Recommendation of Performance Appraisal Committee

6. Do the Committee agree with the assessment by the Reporting Officer with respect to the work output and the various attributes in Part – III? In case the Committee do not agree with any of the numerical assessments of attributes, please record the assessment in the column provided in Part – III and initials your entries.

Yes, We agree

No, we do not agree. We have recorded our assessment in Part – III

(Please strike out whichever is not applicable)

7. In case of difference of opinion, please give details and reasons for the same.

8. Please comment, if any, on the pen picture by the Reporting Authority.

9. Overall grade on a scale of 1 – 5 (in figures as well as in words). For numerical grading, please see instructions attached with the ASPAR Form

10. Final Recommendation: Based on the Annual Performance Appraisal Report non-teaching employee Guidelines for filling up Annual Staff Performance Appraisal Report (ASPAR), we recommend:

- Outstanding
- Very Good
- Good
- Average (for giving opportunity to improve)
- Below Average (to dispense with service)

Remarks, if any:

Expert

Member

Director



## Guidelines for filling up Annual Staff Performance Appraisal Report (ASPAR)

The columns in the ASPAR should be filled on a five point scale (5-maximum & 1-Minimum) with due care and attention and after devoting adequate time. The Performance Appraisal Committee decided following guidelines for filling up Annual Staff Performance Appraisal Report (ASPAR):

- $\geq 4.5$  will be rated as 'outstanding'.
- Between  $\geq 4$  and less than 4.5 will be rated as 'very good'.
- Between  $\geq 3$  and less than 4 will be rated as 'good'.
- Between  $\geq 2.5$  and less than 3 will be rated as 'average'.
- Less than 2.5 will be rated as 'below average' and treated as non-performer.

For Staff appointed on regular position and on probation for two years

- **Guidelines for Appraisal after completion of one year during probation period**
  - $\geq 4.5$  will be rated as 'outstanding'.
  - Between  $\geq 4$  and less than 4.5 will be rated as 'very good'.
  - Between  $\geq 3$  and less than 4 will be rated as 'good'.
  - Between  $\geq 2.5$  and less than 3 will be rated as 'average'. He/ She will be served with a warning letter to improve his/her performance
  - Less than 2.5 will be rated as 'below average' and treated as non-performer. The Employee will be dispensed with service as per terms and conditions of appointment.
- **Guidelines for Appraisal after completion of two years for confirmation/extension or probation/dispensation**
  - $\geq 4.5$  will be rated as 'outstanding'. Confirm the service on the present position.
  - Between  $\geq 4$  and less than 4.5 will be rated as 'very good'. Confirm the service on the present position.
  - Between  $\geq 3$  and less than 4 will be rated as 'good'. If an employee has consistently rated as 'Good' in first- and second-year during probation period, may be confirmed on the position.
  - Between  $\geq 2.5$  and less than 3 will be rated as 'average'. A warning letter will be issued to improve and extend the probation period by six months or a year as deemed fit by the "Performance Appraisal Committee"
  - Less than 2.5 will be rated as 'below average' and treated as non-performer. If a staff earns below average grade both the years, the staff will be dispensed from the service as per terms & conditions of appointment.

For Staff appointed on contractual position for two years or more

- $\geq 4.5$  will be rated as 'outstanding'.
- Between  $\geq 4$  and less than 4.5 will be rated as 'very good'.
- Between  $\geq 3$  and less than 4 will be rated as 'good'. If a staff earns "Good" grade both years, he/she may apply for the regular position against advertisement. His/her service may be extended on contract by a year and compensation may be fixed accordingly.
- Between  $\geq 2.5$  and less than 3 will be rated as 'average'. A warning letter will be issued to improve his/her performance immediately after first year. If he/she does not improve in three to six months, the services will be dispensed as per terms of appointment.
- Less than 2.5 will be rated as 'below average' and treated as non-performer. The Employee will be dispensed with service as per terms & conditions of appointment.





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### Consultancy Budget Approval Form

Consultancy Project Number :			
Sl. No.			
1	Name of the client		
	Address		
2	Project Title		
3	Particulars of Faculty		
	Project Co-ordinator		
	Member		
	Member		
	Member		
4	Project Schedule		
	Project Start Date		
	Project Closing Date		
5	Project Description (Attach separate sheet if needed )		
6	<b>BUDGET</b>		
6.1	<b>Professional Fee</b>		
6.1.1	Name(s) of faculty		
6.1.2	No. of days per faculty	Rs.	
6.1.3	Rate per day	Rs.	
6.1.4	Total Professional fee to be charged	Rs.	
6.2	<b>EXPENDITURE</b>		
6.2.1	<b>Non-recurring Expenditure</b>		
	<b>Recurring Expenditure</b>		
6.2.2	Remuneration to external consultants including their travel, boarding and lodging charges Name(s) of external consultants		
6.2.2	a. No. of days per consultant		
	b. Rate per day	Rs.	
	c. Total Fee to be paid to external consultants	Rs.	
6.2.3	Salary for Research Assistants/ support staff		
	a. Number of staff		
	b. Duration of engagement		
	c. Salary per month		
	d. Total Salary		
6.2.4	Travelling charges including TA and other conveyance charges as applicable		
6.2.5	Boarding and lodging charges for out of Campus assignments, as applicable		

6.2.6	Cost for data collection, conducting survey, designing questionnaire		
6.2.7	Local conveyance charges		
6.2.8	Charges for photocopying, printing, binding and secretarial services		
6.2.9	Communication charges for the use of telephone/Fax		
6.2.10	Charges for the use of Computer and other facilities		
	Any other (Please specify)		
6.2.11	<b>Total Expenditure (6.2.1+6.2.2)</b>		
	<b>Total of fees and expenditure (6.1+6.2)</b>		
	Goods & Service Tax (X% of 6.2.11)		
6.3	Payment Schedule		
	Advance	<b>Rs.</b>	
	Final Payment	<b>Rs.</b>	

Remarks, if any

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Signature of Consulting Team

APPROVAL

DIRECTOR



**Indian Institute of Management Jammu**  
Old University Campus, Canal Road, Jammu 180016, India  
Tel: +91-191-2585837

### Statement of Income & Expenditure for Consultancy Project

1. Consultancy Project Number : .....
2. Client Name : .....
3. Contact Person : .....
4. Contact Details : .....
5. Title of the Project : .....
6. Team Member(s) : .....

Particulars	Amount
Total Revenue (Including GST)	
<b>Less: GST</b>	
<b>Less: Institutional Charges @ 10%</b>	
<b>Less: Direct Expenses</b>	
1. Honorarium to Faculty	
2. Stationary Expenses	
3. Miscellaneous Expenses	
4. Other Expenses	
<b>Net Revenue</b>	

### Appropriation of Net Revenue for Project Directors

<b>Net Revenue</b>	
<b>Appropriation of Net Revenue:-</b>	
Institutional Share (1/3 <sup>rd</sup> Corpus of IIM Jammu)	
Project Director 2/3 <sup>rd</sup> (To be equally shared)	
Member 1	
Member 2	

Signature Project Director (s)

Director



Indian Institute of Management Jammu  
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### Budget for Management Development Programme (Open)

Title of the Program:

Duration of the Program:

Program Director (s):

S.No.	Heads of Account	Notes	Amount	Amount
1	Revenue is based on. Participants @...Per day for... days.	1		₹
2	Less: Expenses			
	Honorarium for Resource Person	2	₹ 0.00	
	Travelling Expenses	3	₹ 0.00	
	Lodging & Boarding	4	₹ 0.00	
	Program Kit + Certificate Printing	5	₹ 0.00	
	Study Material	6	₹ 0.00	
	Memento, Flex, & Others	7	₹ 0.00	
	Audio Visual Equipment's & LCD		₹ 0.00	
	Miscellaneous		₹ 0.00	
	Contingency Expenses 5% of total Expenses	8	₹ 0.00	
			₹ 0.00	
3	Surplus (Deficit)			₹
Note:				
1	Revenue is calculated on the basis as .../- per person per day for .... days			
2	Honorarium is calculated for.... sessions (90minutes) @ Rs..... per session			
3	Travelling expenses includes air fare of resource person & their local conveyance Plus Local Conveyance of the participants for .... days and Knowledge Tour			
4	Lodging: .... Participants & .... Resource person (Tentatively) for Double AC Room/MAP plan accommodation for .... Days (One day before and after) @ .... per day inclusive of taxes			
	Boarding:.... persons for .. days inclusive of morning & evening tea with snacks and one Conference Dinner Evening Snack -inclusive of taxes			
5	Program kit includes bag, writing pad, pen, pencil etc, & Printing of Certificate			
6	Study Material @ ..... per participant maximum for 30 participants			
7	Memento, Flex, Bouquets			

Remarks

Signature Program Director (s)

Director



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### Statement of Expenditure for Management Development Programme (Open)

Title of the Program:

Duration of the Program:

Program Director (s):

Sl. No.	Details	Quantity	Rs.
<b>1.0</b>	<b>Program Kit</b>		
1.1	Programme Kit Bag @ Rs. .... (Inclusive of Tax)		
1.2	Writing Pads @ Rs. ... (Inclusive of Tax)		
1.3	Cost of Pen @ Rs.... (Inclusive of Tax)		
1.4	Delegate Badges @Rs.- per batch		
<b>2.0</b>	<b>Printing &amp; Stationery</b>		
<b>3.0</b>	<b>Postage, Telephone, Printer, Toner &amp; Fax etc.</b>		
3.1	Telephone, Printer, Toner & Fax etc.		
<b>4.0</b>	<b>Photography/Video Recording</b>		
4.1	Still Photographs @ Rs.....-per day		
<b>5.0</b>	<b>Local Conveyance</b>		
5.1	Taxi for Organising Conference @ Rs....per day for ..days		
<b>6.0</b>	<b>Lunch and Dinner, High Tea Cost</b>		
6.1	High tea and Lunch for ... nos for five days @ Rs.... per delegate		
6.2	Conference Dinner for ... nos for 1 day @ Rs. ... per delegate (in addition to the participants)		
7.0	<b>Honorarium for resource persons @Rs... per session (90 minutes)</b>		
<b>8.0</b>	<b>Delegates to be invited from India</b>		
8.1	Return Ticket for 4 resource persons from India @ Rs.....per person		
8.2	Delegates stay at hotel for days @ Rs....		
<b>9.0</b>	<b>Others</b>		
9.1	Sound System + Projector		
9.2	Study materials @ Rs.... per person		
9.3	Bouquet @ Rs. ...		
9.4	Stage and Carpet		
9.5	Backdrop and Standee		
9.6	Mementoes @ Rs ....		
9.7	Certificates....		
9.8	Water Bottle @ Rs..... per day		
9.9	Lodging (..... rooms @ Rs.....inclusive of taxes)		
<b>10.0</b>	<b>Total</b>		
11.0	Contingency@5%		
12.0	<b>Grand Total</b>		

Signature Program Director (s)



Indian Institute of Management Jammu  
Old University Campus, Canal Road, Jammu 180016, India  
Tel: +91-191-2585837

### Statement of Income & Expenditure for Management Development Programme (Open)

1. Client Name : .....
2. Contact Person : .....
3. Contact Details : .....
4. Title of the project : .....
5. Team Member(s) : .....

Particulars	Amount
Total Revenue (Including GST)	
<b>Less: GST</b>	
<b>Less: Institutional Charges @ 10%</b>	
<b>Less: Direct Expenses</b>	
1. Lodging & Boarding	
2. Honorarium to Faculty	
3. Stationary Expenses	
4. Miscellaneous Expenses	
<b>Net Revenue</b>	

#### Appropriation of Net Revenue for Program Director(s)

<b>Net Revenue</b>	
<b>Appropriation of Net Revenue:-</b>	
Institutional Share (1/3 <sup>rd</sup> Corpus of IIM Jammu)	
Program Director 2/3 <sup>rd</sup> (To be equally shared)	
Faculty 1	
Faculty 2	

Signature Program Director (s)



Indian Institute of Management Jammu  
Old University Campus, Canal Road, Jammu 180016, India  
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### Budget for Management Development Programme (In-Company)

Title of the Program:

Duration of the Program:

Program Director (s):

S.No.	Heads of Account	Notes	Amount	Amount
1	Revenue is based on. Participants @...Per day for... days.	1		₹
2	Less: Expenses			
	Honorarium for Resource Person	2	₹ 0.00	
	Travelling Expenses	3	₹ 0.00	
	Lodging & Boarding	4	₹ 0.00	
	Program Kit + Certificate Printing	5	₹ 0.00	
	Study Material	6	₹ 0.00	
	Memento, Flex, & Others	7	₹ 0.00	
	Audio Visual Equipment's & LCD		₹ 0.00	
	Miscellaneous		₹ 0.00	
	Contingency Expenses 5% of total Expenses	8	₹ 0.00	
			₹ 0.00	
3	Surplus (Deficit)			₹
Note:				
1	Revenue is calculated on the basis as .../- per person per day for .... days			
2	Honorarium is calculated for.... sessions (90minutes) @ Rs..... per session			
3	Travelling expenses includes air fare of resource person & their local conveyance Plus Local Conveyance of the participants for .... days and Knowledge Tour			
4	Lodging: .... Participants & .... Resource person (Tentatively) for Double AC Room/MAP plan accommodation for .... Days (One day before and after) @ .... per day inclusive of taxes			
	Boarding:.... persons for .. days inclusive of morning & evening tea with snacks and one Conference Dinner Evening Snack -inclusive of taxes			
5	Program kit includes bag, writing pad, pen, pencil etc, & Printing of Certificate			
6	Study Material @ ..... per participant maximum for 30 participants			
7	Memento, Flex, Bouquets			

Remarks \_\_\_\_\_

Signature Program Director(s)

Director



Indian Institute of Management Jammu  
Old University Campus, Canal Road, Jammu 180016, India  
Tel: +91-191-2585837

### Statement of Expenditure for Management Development Programme (In-Company)

Title of the Program:

Duration of the Program:

Program Director(s):

Sl. No.	Details	Quantity	Rs.
<b>1.0</b>	<b>Program Kit</b>		
1.1	Program Kit Bag @ Rs. .... (Inclusive of Tax)		
1.2	Writing Pads @ Rs. ... (Inclusive of Tax)		
1.3	Cost of Pen @ Rs.... ( (Inclusive of Tax)		
1.4	Delegate Badges @Rs.- per batch		
<b>2.0</b>	<b>Printing &amp; Stationery</b>		
<b>3.0</b>	<b>Postage, Telephone, Printer, Toner &amp; Fax etc.</b>		
3.1	Telephone, Printer, Toner & Fax etc.		
<b>4.0</b>	<b>Photography/Video Recording</b>		
4.1	Still Photographs @ Rs.....-per day		
<b>5.0</b>	<b>Local Conveyance</b>		
5.1	Taxi for Organising MDP @ Rs....per day for ..days		
<b>6.0</b>	<b>Lunch and Dinner, High Tea Cost</b>		
6.1	High tea and Lunch for ... nos for five days @ Rs.... per delegate		
6.2	Conference Dinner for ... nos for 1 day @ Rs. ... per delegate (in addition to the participants)		
<b>7.0</b>	<b>Honorarium for resource persons @Rs... per session (90 minutes)</b>		
<b>8.0</b>	<b>Delegates to be invited from India</b>		
8.1	Return Ticket for 4 resource persons from India @ Rs.....per person		
8.2	Delegates stay at hotel for days @ Rs....		
<b>9.0</b>	<b>Others</b>		
9.1	Sound System + Projector		
9.2	Study materials @ Rs.... per person		
9.3	Bouquet @ Rs. ...		
9.4	Stage and Carpet		
9.5	Backdrop and Standee		
9.6	Mementoes @ Rs ....		
9.7	Certificates....		
9.8	Water Bottle @ Rs..... per day		
9.9	Lodging (..... rooms @ Rs.....inclusive of taxes)		
<b>10.0</b>	<b>Total</b>		
11.0	Contingency@5%		
<b>12.0</b>	<b>Grand Total</b>		

Signature Program Director (s)





**Indian Institute of Management Jammu**  
Old University Campus, Canal Road, Jammu 180016, India  
Tel: +91-191-2585837

**Statement of Income for Management Development Programme  
(In-Company)**

1. Client Name : .....
2. Contact Person : .....
3. Contact Details : .....
4. Title of the project : .....
5. Team Member(s) : .....

Particulars	Amount
Total Revenue (Including Goods & Service Tax)	
<b>Less : GST</b>	
<b>Less: Institutional Charges @ 10%</b>	
<b>Less: Direct Expenses</b>	
1. Lodging & Boarding	
2. Honorarium to Faculty	
3. Stationary Expenses	
4. Miscellaneous Expenses	
<b>Net Revenue</b>	

**Appropriation of Net Revenue for Program Directors**

<b>Net Revenue</b>	
<b>Appropriation of Net Revenue:-</b>	
Institutional Share (2/3 <sup>rd</sup> Corpus of IIM Jammu)	
Program Director 1/3 <sup>rd</sup> (To be equally shared)	
Faculty 1	
Faculty 2	

Signature Program Director (s)

Director



**Indian Institute of Management Jammu**  
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### Application for Permission to Engage in External Assignments

<b>Name of the Faculty Member</b>	
<b>Designation</b>	
<b>Name &amp; Address of Inviting Organisation</b>	
<b>Nature of Invitation (Please Tick One)</b>	<input type="checkbox"/> Guest Lecture <input type="checkbox"/> Ph.D. Thesis Examination/Viva <input type="checkbox"/> Conference Session Chairship <input type="checkbox"/> Guest of Honor <input type="checkbox"/> Teaching a Course <input type="checkbox"/> Conducting MDP/ Workshops <input type="checkbox"/> Any Other (Please Specify)  <hr/> <hr/>
<b>Details of Assignment</b>	
Day and Date(s)	From: _____ To: _____
Scope (Please Tick One)	<input type="checkbox"/> Full Time <input type="checkbox"/> Part Time
Total Duration (Hours)	
<b>Details of Emoluments</b>	
Receivable by (Please Tick One)	<input type="checkbox"/> Self Directly <input type="checkbox"/> Through IIM Jammu
Total Amount (Rs.)	
GST (If Applicable)	

I, \_\_\_\_\_, undertake that if permitted, the invitation for assignment described above will in no way affect my teaching and other responsibilities at the institute in any manner whatsoever.

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

\_\_\_\_\_  
Signature

Forwarded by

Approved by

\_\_\_\_\_  
Chairperson MBA

\_\_\_\_\_  
Director



Indian Institute of Management Jammu  
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Application for Casual Leave/ Restricted Holiday  
(Faculty and Non-Faculty)

1. Name \_\_\_\_\_ Designation: \_\_\_\_\_
2. Dept. /Section \_\_\_\_\_ Nature of Leave: \_\_\_\_\_
3. Number of days of Leave \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_
4. Prefix / Suffix if any \_\_\_\_\_
5. Purpose of leave \_\_\_\_\_
6. Complete postal address during \_\_\_\_\_  
leave period with Telephone No. \_\_\_\_\_
7. Whom charge to be given \_\_\_\_\_  
(Strike off whichever is not applicable)

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature of the employee

*Recommended/Not Recommended*  
(Dept. Head)

*Approved By*

**(Director/ CAO)**

=====

(FOR OFFICE USE)

Entitlement days (Balance) \_\_\_\_\_

Leave No of Days \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_

Remarks if any \_\_\_\_\_

**Admin Staff**

**CAO**



Indian Institute of Management Jammu  
Old University Campus, Canal Road, Jammu 180016, India  
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Application for Earned Leave/ Commuted Leave/ Extra Ordinary Leave  
(For Level 8 and above)

1. Name \_\_\_\_\_ Designation: \_\_\_\_\_
2. Deptt./Section \_\_\_\_\_ Nature of Leave \_\_\_\_\_
3. In case of Half Pay Leave If medical certificate attached: **Yes \ No**
4. Number of days of Leave \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_
5. Purpose of leave \_\_\_\_\_
6. Whether to avail LTC: Yes \ No Home Town : Yes \ No
  - a) Station from \_\_\_\_\_
  - b) No. of members to avail LTC \_\_\_\_\_
  - c) Block Year \_\_\_\_\_
7. Complete postal address during \_\_\_\_\_  
Leave period with Telephone No. \_\_\_\_\_
8. Whom charge to be given \_\_\_\_\_  
(Strike off whichever is not applicable)
9. Do you have any class / academic activities during the leave period? If yes, specify: \_\_\_\_\_

Date: \_\_\_\_\_

(Signature of Employee)

=====

(FOR USE IN THE DEPTT.)

Recommended / Not recommended

Brief comments, if any \_\_\_\_\_

(Sectional Head)

Departmental Head

(FOR USE IN ADMN./DIR'S OFFICE)

Leave Sanctioned / Not sanctioned

From \_\_\_\_\_ to \_\_\_\_\_ and permission to leave the H.Q. \_\_\_\_\_

From \_\_\_\_\_ to \_\_\_\_\_ Leave due as on \_\_\_\_\_

E.L. \_\_\_\_\_ Half Pay leave \_\_\_\_\_ Remarks if any \_\_\_\_\_

Section Head

Departmental Head

CAO

Director



Indian Institute of Management Jammu  
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Application for Earned Leave/Commutated Leave/Extra Ordinary Leave  
(For Level 7 and below)

1. Name \_\_\_\_\_ Designation: \_\_\_\_\_
2. Dept. /Section \_\_\_\_\_ Nature of Leave: \_\_\_\_\_
3. Medical certificate attached (In case of Commuted Leave): **Yes \ No**
4. Number of days of Leave \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_
5. Prefix / Suffix if any \_\_\_\_\_
6. Purpose of leave \_\_\_\_\_
7. Whether to avail LTC: **Yes \ No** Home Town : **Yes\No**
  - a) Station from \_\_\_\_\_
  - b) No. of members to avail LTC \_\_\_\_\_
  - c) Block Year \_\_\_\_\_
8. Complete postal address during \_\_\_\_\_  
leave period with Telephone No. \_\_\_\_\_
9. Whom charge to be given \_\_\_\_\_  
(Strike off whichever is not applicable)

Date: \_\_\_\_\_

Signature of the Employee

(FOR USE IN THE DEPTT.)

**Recommended / Not Recommended**

Brief comments, if any \_\_\_\_\_

Departmental Head

(FOR USE IN ADMN. OFFICE)

**Leave Sanctioned / Not Sanctioned**

From \_\_\_\_\_ to \_\_\_\_\_

Leave due as on \_\_\_\_\_ E.L. \_\_\_\_\_ Half Pay leave \_\_\_\_\_

Remarks if any \_\_\_\_\_

Admin Staff

Chief Administrative Officer



Indian Institute of Management Jammu  
Old University Campus, Canal Road, Jammu 180016, India  
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Joining Report after availing EL/ Commuted Leave/ EOL

To  
**The Director**  
**Indian Institute of Management**  
**Jammu**

**Subject:- Joining report after availing Earned Leave/Commuted Leave/EOL.**

Dear Sir,

Reference to my application for availing Earned Leave/ Commuted Leave/ EOL dated \_\_\_\_\_,

I \_\_\_\_\_ hereby join the Institute today on  
\_\_\_\_\_ (Forenoon/Afternoon) after availing the \_\_\_\_\_ days Earned Leave/ Commuted  
Leave/ EOL from \_\_\_\_\_ to \_\_\_\_\_.

Date: \_\_\_\_\_

*Recommended/Not Recommended*  
*(Dept. Head)*

\_\_\_\_\_  
Signature of the employee

*Approved By*

**(Director)**



Indian Institute of Management Jammu  
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### Travel Request Form

Name (in Block Letters):

Designation:

7<sup>th</sup> CPC level:

The Director  
IIM Jammu

Sanction is required to perform journey as below:

Date: .....

A. Travel Schedule

Head of Account \_\_\_\_\_

Departure			Arrival			Mode of Journey *	Purpose	Fare (Rs.)
Station	Date	Time	Station	Date	Time			
a	b	c	d	e	f	g	h	I

\*Road (Taxi, Bus) Air, Rail

B Advance

(a)	For railway fare (if applicable)	Rs.....
(b)	Daily allowance	Rs.....
(c)	Local conveyance	Rs.....
(d)	Any other	Rs.....
	Total	Rs.....

Recommended by.....  
(Where applicable)

Signature  
Approved/Not approved

Date

Director

Received Rs.....by Cheque/Cash.

Date:

Signature

\*Prepare in duplicate Retain copy which should be used as claim form on completing journey.



Indian Institute of Management Jammu  
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### VACATION PLAN

1. Name of the faculty: \_\_\_\_\_ Designation \_\_\_\_\_
2. I wish to avail **Summer Vacation (SV)/ Winter Vacation (WV)** for \_\_\_\_\_
3. (Number of days) from \_\_\_\_\_ to \_\_\_\_\_ (dates).  
My address and contact details with mobile number during the leave period will be as follows:  
\_\_\_\_\_  
\_\_\_\_\_
4. Whom charge to be given \_\_\_\_\_  
(Strike off whichever is not applicable)
5. Do you have any class/ academic engagements during the leave period? If yes, specify:  
\_\_\_\_\_

Date: \_\_\_\_\_

(Signature of the Faculty) \_\_\_\_\_

#### (FOR USE IN THE DEAN'S OFFICE)

Recommended / Not recommended

Brief comments, if any \_\_\_\_\_

\_\_\_\_\_  
Dean/ Departmental Head

#### (FOR USE IN ADMINISTRATION)

Entitlement days (Balance) \_\_\_\_\_

Leave No of Days \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_

Remarks if any \_\_\_\_\_

Admin Staff \_\_\_\_\_

CAO \_\_\_\_\_

Leave Sanctioned / Not sanctioned

\_\_\_\_\_  
Director

Note: Vacation leave will be sanctioned if a faculty member has no pending academic commitments and about 1/3<sup>rd</sup> of the faculty members in the office for undertaking day-today office activities. Any changes in the dates and number of days of vacation should be informed to the Dean/ Director Office for records.



**DECLARATION/UNDERTAKING:**

- i) I have actually travelled by the mode and class and T.A. has been claimed accordingly.
- ii) I will perform the journey by mode and class for which I have been paid advance by the institute.
- iii) I have not claimed TA/DA or any other allowance for this journey from any other source.
- iv) I was provided free lodging, Boarding, Conveyance at the cost of Government/University or an Autonomous Body.
- v) Particulars given in the bill are true and correct.

Note:- Boarding & Lodging provided by IIM Lucknow during the period of Stay.

Signature

Name : \_\_\_\_\_

Address: \_\_\_\_\_

Recommended by \_\_\_\_\_

(Wherever required)

Signature \_\_\_\_\_

Approved/Not approved

Date

Director

(FOR OFFICE USE ONLY)

Passed for payment Rs. \_\_\_\_\_

Accounts Department

Signature

**Enclosure:**

**Tickets with Boarding Pass  
Movement order/ Approval for travel**





Indian Institute of Management Jammu  
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### CLAIM FORM - T.A. ON TRANSFER

Name (in Block Letters): \_\_\_\_\_ Designation: \_\_\_\_\_ Basic Pay: \_\_\_\_\_

Purpose of Journey: \_\_\_\_\_

A. Travel Schedule						Head of Account		
Departure			Arrival			Mode of Journey*	Purpose	Fare (Rs.)
Station	Date	Time	Station	Date	Time			
A	B	C	D	E	F	G	H	I
							<b>Sub-Total (A)</b>	
<b>B. Local Conveyance Charges:</b>								
Date	From	Time	To	Time	Mode	Fare (Rs.)		
							<b>Sub-Total (B)</b>	
							<b>Total (A+B)</b>	

\*Air Tickets/E-Ticket/Train Ticket/Bus Ticket be enclosed along with TA Claim bill

@ Please provide: a) Flight No., b) Class, c) Ticket No.

**A+B. Travelling & Local Conveyance Expenses**

Rs. \_\_\_\_\_

**C. Daily Allowance:**

Daily Allowance \_\_\_\_\_ days @ Rs. \_\_\_\_\_

Rs. \_\_\_\_\_

Daily Allowance \_\_\_\_\_ days @ Rs. \_\_\_\_\_

Rs. \_\_\_\_\_

**D. TOTAL (A+B+C)**

Rs. \_\_\_\_\_

**E. Composite Transfer Grant**

Rs. \_\_\_\_\_

**F. GRAND TOTAL (D+E)**

Rs. \_\_\_\_\_

**G. Advance if any**

Rs. \_\_\_\_\_

**H. Balance (F-G)**

Rs. \_\_\_\_\_



**Bank Details:**

Please give your bank accounts details to remit balance amount payable, if any as per IIM Jammu Rules through NEFT mode of payment. The details as follows:

Account No.: \_\_\_\_\_ Bank Name: \_\_\_\_\_ Bank Branch: \_\_\_\_\_

NEFT / IFSC Code: \_\_\_\_\_

**DECLARATION/UNDERTAKING:**

- i) I have actually travelled by the mode and class and T.A. has been claimed accordingly.
- ii) I will perform/have performed the journey by mode and class for which I have been paid advance by the Institute.
- iii) I have not claimed TA/DA or any other allowance for this journey from any other source.
- iv) I was not provided free lodging, Boarding, Conveyance at the cost of Government/University or an Autonomous body.
- v) Particulars given in the bill are true and correct.

Signature

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Recommended by \_\_\_\_\_

(Wherever required) \_\_\_\_\_ Signature \_\_\_\_\_

Approved/Not approved

Date \_\_\_\_\_ Director \_\_\_\_\_

**(FOR OFFICE USE ONLY)**

Passed for payment Rs. \_\_\_\_\_

**Accounts**

**Department**

**Enclosure:**

**Tickets with Boarding Pass  
Transfer Order  
Salary Statement of the month**



