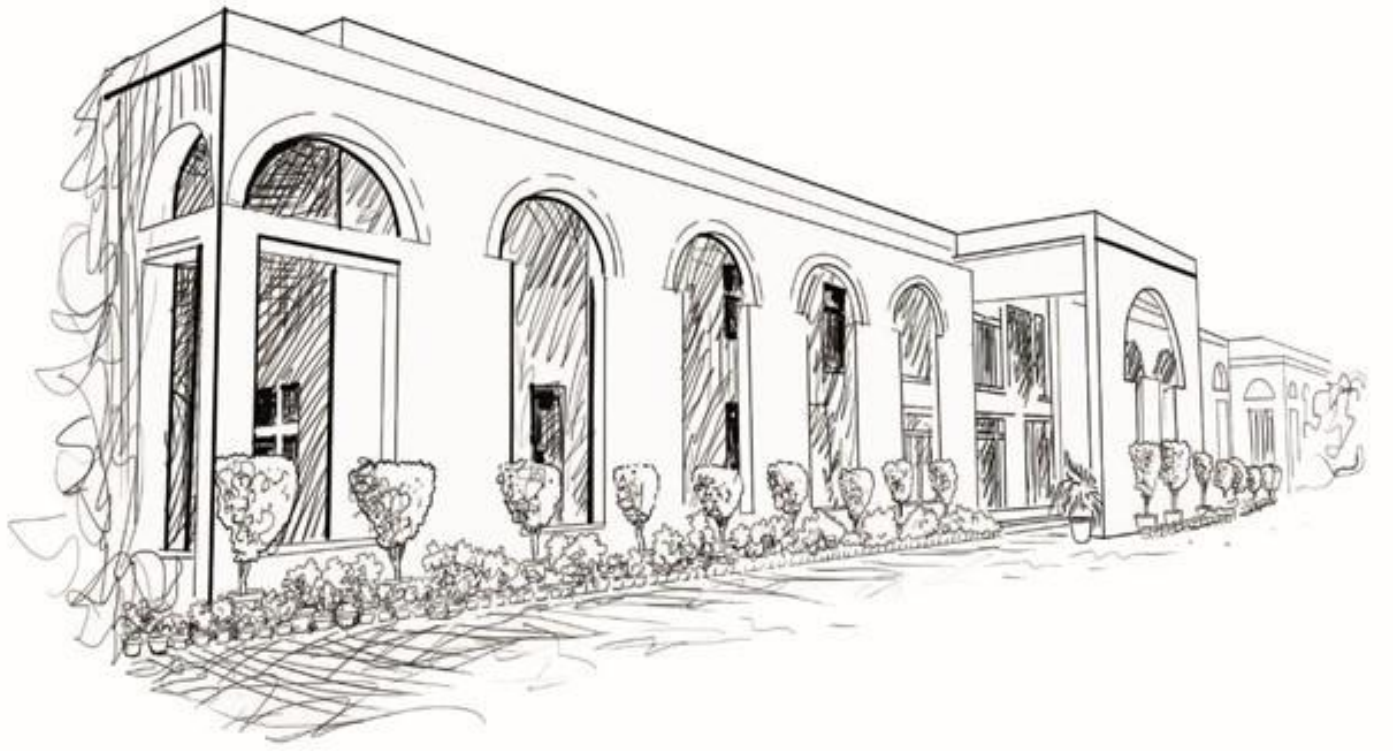


MDI HR POLICY AND SERVICE RULES (2024 Revision)



*Management Development Institute
Society*

*(Incorporating amendments passed by the Board of Governors on July 12, 2024,
December 04, 2024, April 14, 2025, November 14, 2025 and March 16, 2026)*

INTRODUCTION

This HR policy document is designed to act as an enabler to achieving the strategic goals of MDI as articulated in the vision and mission document.

It anticipates the potential establishment of other MDI campuses, the transition to a University status and the start of new programmes.

The Committee places on record its sincere thanks to the members of Faculty and Administrative Staff for providing all the support to facilitate the revision of this Policy.

MDI HR Policy and Service Rules (2024 Revision) shall be made applicable from April 01, 2024.

CONTENTS

Chapter 1: Employee Classification, Recruitment, Probation, Confirmation, etc.....	7
1.1 Commencement.....	8
1.2 Applicability.....	8
1.3 Definitions.....	8
1.4 Appointing Authority.....	10
1.5 Classification of Regular Employees.....	10
1.6 Recruitment: Eligibility Criteria for External Candidates.....	10
1.7 Contract Appointments.....	15
1.8 Regularization of Contract Appointment to Tenured (Permanent) Position.....	15
1.9 Non-Academic Positions.....	16
1.10 Recruitment Process.....	18
1.11 Probation.....	27
1.12 Confirmation.....	27
1.13 Superannuation Age.....	28
1.14 Resignation of Permanent Staff.....	30
1.15 Voluntary Retirement.....	30
1.16 Transfer of Employees between Institutes under MDI Society.....	30
 Chapter 2: Performance Measurement and Career Progression.....	 31
2.1 Performance Appraisal.....	32
2.2 Career Progression for Internal Candidates.....	34
2.3 Growth Avenues.....	41
 Chapter 3: Employee Benefits, Holiday and Leave Rules, etc.....	 43
3.1 Scales of Pay & Allowances.....	44
3.2 Rules for Allotment of Houses in the Campus.....	44
3.3 Working Hours.....	44
3.4 Holidays.....	46
3.5 Types of Leaves.....	46
3.6 Leave Sanctioning Authority.....	46
3.7 General Conditions of Leave.....	46
3.8 Frequency of Leave.....	48
3.9 Extraordinary-Leave (EOL) Without Pay.....	48
3.10 Sabbatical Leave.....	50
3.11 Leave Travel Concession.....	51
3.12 Encashment of Earned Leave.....	51
3.13 Medical Benefits.....	51
3.14 Reimbursement Policy for Newspapers / Magazines / Book Expenses.....	51
3.15 Telephone / Cell Phone/ Broadband Expenses.....	51
3.16 Incentive Scheme for Academic & Non-Academic Positions.....	51
3.17 Contributory Provident Fund.....	52

CONTENTS

3.18	Rules for Withdrawal from Provident Fund (P.F.)	52
3.19	National Pension System (NPS) Scheme.....	52
3.20	Policy for Overseas Exposure.....	53
3.21	Policy for Reimbursement of Tuition Fee.....	54
3.22	Policy on Relocation Allowances for Regular Employees.....	54
3.23	Policy on Sanction of Advances to Employees.....	55
3.24	TA/DA Rules.....	55
3.25	Superannuation Benefits.....	56
3.26	Policy for Engagement of Teaching-cum-Research Assistants (TRA).....	57
3.27	Research Associate.....	58
3.28	Policy for Post-Doctoral Fellowship.....	58
3.29	Best Employee Awards for Academic and Non-Academic Staff.....	58
3.30	E-mail and Password Policy.....	58
Chapter 4: General Conduct, Ethics and Disciplinary Action.....		59
4.1	Competent Authority and Appellate Authority.....	60
4.2	Misconduct.....	60
4.3	Conduct Rules.....	62
4.4	Confidentiality.....	64
4.5	Penalties.....	65
4.6	Suspension.....	67
4.7	Whistle Blower Policy.....	68
4.8	Grievance Redressal Policy.....	68
4.9	Prevention of Sexual Harassment at Workplace Policy.....	68
4.10	Administration, Interpretation and Amendments.....	68
ANNEXURES.....		70
I	Pay Scales & Allowances.....	71
II	Brief Resume about the Faculty Candidate.....	75
III	Faculty Application Screening Form.....	76
IV	Faculty Feedback on Applicant's Presentation.....	78
V	Visiting Faculty Compensation Rule.....	79
VI	Annual Work Plan for Faculty.....	80
VII	Faculty Performance Measurement & Incentive System.....	83
VIII	Annual Performance Appraisal Form for Officers.....	100
IX	Annual Performance Appraisal Form for Staff.....	107
X	Faculty Promotion Policy.....	112
XI	Upgradation of Pay Scale Benefit from Pay Level 12 to Pay Level 13A1 for faculty	120
XII	Rules for allotment of Houses in the Campus.....	121
XIII	Leave Travel Concession (LTC).....	125

CONTENTS

XIV	Policy for Medical Benefits Including Medical Insurance Cover for Academic & Non-Academic Positions.....	126
XV	Policy for Re-imbursement of Newspapers / Magazines / Books / Software / E-Contents for Academic & Non-Academic Positions.....	128
XVI	Policy for re-imbursement of Telephone / Cell-Phone / Broadband Expenses.....	129
XVII	Incentive System for Non-Academic Positions.....	130
XVIII	Rules for Final Withdrawal from Provident Fund (P.F.)	131
XIX	Policy for Overseas Exposure	132
XX	Policy on Relocation Allowances for Regular Employees.....	134
XXI	Policy on Sanction of Advances to Employees.....	135
XXII	T.A. / D.A. for Overseas Journey.....	136
XXIII	T.A. / D.A. for Domestic Journey.....	138
XXIV	Group Term Insurance Policy.....	140
XXV	Health Insurance Policy Benefits to the Retired Employees	141
XXVI	Policy for Engagement of Teaching-cum-Research Assistants (TRA).....	143
XXVII	Policy for Post-Doctoral Fellowship at MDI.....	146
XXVIII	Penalties and Proceedings for Imposing Penalties.....	149
XXIX	Appeals.....	156
XXX	Whistle Blower Policy.....	159
XXXI	Grievance Redressal Policy.....	164
XXXII	Prevention of Sexual Harassment at Workplace Policy	167
XXXIII	E-mail and Password Policy.....	190

Chapter 01

EMPLOYEE CLASSIFICATION, RECRUITMENT, PROBATION, CONFIRMATION, ETC.

1.1 COMMENCEMENT

- 1.1.1 MDI HR Policy & Service Rules 2009 were introduced in the Institute with effect from 1st January 2010.
- 1.1.2 During the last 14 years, many of the rules/policies were amended and incorporated as per the decisions of the Board of Governors from time to time.
- 1.1.3 MDI will follow the rules of the Government of India as applicable to IIMs and stipulated by the UGC/AICTE, wherever rules are not explicitly given in the MDI HR Policy and Service Rules (2024 revision)
- 1.1.4 MDI reserves the right to change, amend, alter, modify, or delete any clause from the HR Policy and Service Rules, if the Board of Governors so decides.
- 1.1.5 The revised policy will be known as “MDI HR Policy and Service Rules (2024 Revision)” and will come into effect from April 01, 2024.

1.2 APPLICABILITY

- 1.2.1 The HR Policy & Service Rules shall apply to every permanent employee (both Academic & Non-Academic) of the Institutes / Schools / Colleges under MDI Society.
- 1.2.2 Employees on contract shall be governed by the terms and conditions specified in their Contract.

1.3 DEFINITIONS

In these rules, the following expressions shall have the meaning as indicated against them:

- 1.3.1 **“Area Chairperson”** means an Academic Member of any level nominated by the Director to coordinate and plan academic activities within the area.
- 1.3.2 **“Board of Governors” or “BoG” or Board** means the Body of persons as nominated on the Board of Governors of Management Development Institute (MDI) Society as per the Memorandum of Association and Rules of the Management Development Institute Society.
- 1.3.3 **“Chairperson”** means the Chairperson of the Board of Governors, MDI.
- 1.3.4 **“Confidential Information”** refers to any data, information, document, software, or material related to the operations, staff, students, research, strategies, administration, systems, management practices, transactions, or any other activities of the MDI as defined in detail in Clause 4.4 below.

- 1.3.5 **“Contract Employees”** means those employees whose services are hired for specific jobs and/or for a specific period on a regular scale or consolidated salary.
- 1.3.6 **“Director(s)”** means a person appointed as Director of the Institute or a person acting as Director in the absence of the Director on leave or otherwise.
- 1.3.7 **“Dean”** means an Academic Member at the level of Professor to be nominated by the Director to look after the key activities for which they have been appointed as Dean and shall enjoy the delegation of powers as per the Board of Governors’ decision.
- 1.3.8 **“Disciplinary Authority”** means authorities of MDI who have been delegated the power by the Board of Governors / Director to take disciplinary action against employees in case of misconduct.
- 1.3.9 **“Employee”** or **“Staff”** refers to in these rules means any person in permanent employment of the Institute.
- 1.3.10 **“Institute”** means Management Development Institute Gurgaon (MDIG), Management Development Institute Murshidabad (MDIM), and any other Institute(s) to be established by the MDI Society in the future. If MDI becomes a University, the Institute will mean the University. Each campus MDIG, MDIM, other campuses would be entities in the University umbrella; MDIG would be the coordinating body. The Vice-Chancellor would be based at MDIG; the Vice-Chancellor of MDI University may also serve as the Director of MDIG. School / College would mean a “faculty” (e.g., school of public policy or school of finance / financial institutions, school of innovation, school of entrepreneurship, school of law, etc.) that functions as a unit of a campus of the Institute.
- 1.3.11 **“Officer”** means an employee who is at Pay Level – 10 or above.
- 1.3.12 **“Registrar”** means a person appointed as Registrar or a person acting as Registrar in the absence of the Registrar on leave or otherwise. In the absence of Registrar position at any of the institute(s) under the MDI Society, Dean (Administration) will discharge the duties of the Registrar.
- 1.3.13 **“Review Committee of the Board”** means a committee constituted by the Board of Governors / Chairperson to monitor affairs of the Institute.
- 1.3.14 **“Secretary”** means the person appointed as the Secretary of MDI Society and the Board of Governors of MDI.
- 1.3.15 **“Society”** means Management Development Institute Society.
- 1.3.16 Words importing the masculine gender shall include all genders.

1.4 APPOINTING AUTHORITY

- 1.4.1 The Board of Governors shall appoint the Director based on the recommendation of the Search-Cum-Selection Committee, which is constituted in accordance with the norms set by the Regulatory Authority. For all permanent Academic and Non-Academic positions (Class I), appointments are made upon the Selection Committee's recommendation and the Chairperson of the Board of Governors' approval. The Director will be the appointing authority of Class II, III & IV.
- 1.4.2 All Contract appointments to the Academic and Non-Academic Positions would be made by the Director in conformity with the guidelines contained in this document and/or as per the norms formulated by the Board of Governors from time to time.

1.5 CLASSIFICATION OF REGULAR EMPLOYEES

Class	Group	Cadre Level
Class I	Group A	Pay Level 10 and above
Class II	Group B	Pay Level 6 – Level 8
Class III	Group C	Pay Level 3 – Level 5
Class IV	Group D	Pay Level 1 – Level 2

For designation, refer to Cadre Structure *Annexure-I*.

1.6 RECRUITMENT: ELIGIBILITY CRITERIA FOR EXTERNAL CANDIDATES

1.6.1 For Director

- The candidate should have high academic credentials with a Doctoral Degree and first class at a preceding degree in a relevant discipline, and should have a strong teaching, research, and publication record. The individual should have been on the position of professor for about 10 years.
- The candidate should have demonstrated competencies in institution building, academic leadership, and administrative roles. The Director serves as the CEO of the Institute.
- The eligibility criteria for the position of Director will be in accordance with the guidelines of the Regulatory Authority, i.e., All India Council for Technical Education (AICTE).
- The appointment will be made on a contract basis for a period of five (5) years.
- Age: (as on the last date of advertisement) preferably not more than 60 years, but can go up to 65 years.

1.6.2 Academic Positions

For academic positions, the qualification, experience, etc. shall be governed broadly by the Ministry of Education (MoE) rules as applicable to the IIMs and as per the norms of the regulatory body, except in the case of Contract Appointment and Adjunct positions.

The minimum eligibility for Non-Tenured and Tenured Academic Positions is as follows.

Non-Tenured Academic Positions:

i Professor Emeritus / Distinguished Professor

- The Board of Governors, may, after the retirement, confer the title of Professor Emeritus / Distinguished on a Professor of the Institute or from a top institution in the country/abroad who has retired at the age of 65 years.
- The title of Professor Emeritus / Distinguished Professor will be conferred only on scholars who have made outstanding contributions to their subject by their published research work and other academic contributions.
- A Professor Emeritus / Distinguished Professor may pursue academic work within the framework of the Academic Area to which they are attached.
- Emeritus/Distinguished Professorship will carry with it no financial commitment for the Institute or responsibility for providing residential accommodation.
- No person shall be appointed or continue as Professor Emeritus / Distinguished on attaining the age of 75 years.
- Director of the Institute will suggest the names of Professor Emeritus / Distinguished Professor to the Selection Committee / Board Sub-Committee.

ii Honorary Professor

- The Board of Governors may appoint any outstanding scholar or Eminent person, whose association with the Institute would help furtherance of the academic activities of the Institute as an Honorary Professor for a period of two years. The period may, however, be extended for a period of one more year (but only once).
- No person shall be appointed or continue as Honorary Professor on attaining the age of 75 years.

- Director of the Institute will suggest the names of Honorary Professor to the Selection Committee / Board Sub-Committee.

iii Adjunct Faculty

- Adjunct Faculty is a part-time or contingent instructor hired to guide, teach, train and instruct, but is not a full-time member of the faculty. They should be an eminent Professional / Scientist / Engineer / Public Servant / Industry leader having recognition at state / national / international level having outstanding reputation / recognition / published work in their field.
- There shall be no upper age limit for Adjunct Faculty as long as they add value to the education, academic activities of the Institution and physically & medically fit. Persons without Ph.D. qualification may not be designated as Adjunct Professor but as Adjunct Faculty. Such faculty shall not be counted for the purposes of international accreditation / rankings, etc.

iv Visiting Faculty

- Visiting faculty is the part-time faculty to be engaged by the Program Office with the approval of the Director as per requirement of the programs. They should be an eminent Academic Professional / Scientist / Engineer / Public Servant / Industry leader having recognition at state / national / international level having outstanding reputation / recognition / published work in their field.
- Visiting faculty should be a person of eminence, with or without a Post Graduate or Ph.D. Qualifications having more than 15 years' experience from Industry / Organization. There shall be no upper age limit for Visiting Faculty as long they add value to the education, academic activities of the Institution and physically & medically fit.

v Professor of Practice

A Professor of Practice should be a person of eminence with or without a Ph.D. or a post graduate qualification; they should have more than 15 years of experience and should have gained a reputation in their industry/field for outstanding achievements. A Ph.D., while not required, would be a plus. There will be no upper age limit on a Professor of Practice as long as they add value to the teaching, training and other activities of the Institute.

Tenured Academic Positions:

i Professor (HAG)

Ph.D. degree in the relevant field and First class or equivalent at either Bachelor's or Master's level in the relevant field. A minimum of fifteen research papers, in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy), out of which at least 5 should be in last 5

years. Minimum 15 years' experience in teaching/research/industry of which at least 7 years as Professor at an institution of repute.

Two years' relaxation in experience may be granted to exceptional candidates (2 FT50/UT24 publications / Board membership of 2 NSE/BSE listed companies / Received and executed consultancy project(s) worth minimum 2 Crores –at the level of Professor). For, 4 FT50/UT24, / board memberships of 4 listed firms/ the relaxation would be 4 years.

ii Professor

Ph.D. degree in the relevant field and First class or equivalent at either Bachelor's or Master's level in the relevant field. A minimum of ten research papers, in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy), out of which at least 3 should be in last 5 years. Minimum 12 years' experience in teaching / research / industry of which at least 6 years shall be as Associate Professor at an institution of repute.

Two years' relaxation in experience may be granted to exceptional candidates (2 FT50/UT24 publications / Board membership of 2 NSE/BSE listed companies / Received and executed consultancy project(s) worth minimum 2 Crores –at the level of Associate Professor).

iii Associate Professor

Ph.D. degree in the relevant field and First class or equivalent at either Bachelor's or Master's level in the relevant field*. A minimum of six research papers in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy), out of which at least 3 should be in last 5 years. Minimum 8 years' experience in teaching / research / industry, out of which at least 6 years should be post - Ph.D. experience at Assistant Professor level.

Upto two years' relaxation in experience may be granted to exceptional candidates (2 FT50/UT24 publications) at the level of Assistant Professor).

iv Assistant Professor (Senior Grade II) (Pay Level 12)

Ph.D. degree in the relevant field and First class or equivalent at either Bachelor's or Master's level in the relevant field *. A minimum of two research papers in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy). Minimum 4 years' post-PhD experience in teaching / research / industry.

Upto two years' relaxation in experience may be granted to exceptional candidates (2 FT50/UT24 publications).

v Assistant Professor (Senior Grade I) (Pay Level 11)

Ph.D. degree in the relevant field and First class or equivalent at either Bachelor's or Master's level in the relevant field *. A minimum of two research papers in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy). Minimum 2 years' post-Ph.D. experience in teaching / research / industry. Experience criteria may be relaxed for persons with 2 FT50/UT24 publications.

vi Assistant Professor (Pay Level 10)

Ph.D. degree in the relevant field and First class or equivalent at either Bachelor's or Master's level in the relevant field *. A minimum of two research papers in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy). Fresh Ph.D. candidates after submission of their thesis will also be eligible for the Assistant Professor position before award of PhD degree. They may be evaluated/considered for the position with the explicit understanding that any offer that is made is on the understanding that they will complete the Ph.D. before they can join.

** Relevant field as per AICTE norms.*

Note:

- The criteria above, defines eligibility to enter the promotion/recruitment process; they are a necessary but not sufficient condition for promotion/recruitment.
- All academic appointments are eligible for dual appointments within the MDI system subject to the requirements of the relevant school / college as follows.
 - a. The faculty should have taught a minimum of 6 credits in an academic year in a long duration program of the school at MDI.
 - b. The faculty has published in a top journal in that school's subject area.
 - c. The faculty has been hired for that school and has taught a minimum of 3 courses in the long duration programs of management in MDI.
 - d. No dual appointments outside the MDI system will be allowed without due process to be decided by the Board.
 - e. Appointments to other campuses in the MDI system are not automatically eligible for a dual appointment in MDI.

1.7 CONTRACT APPOINTMENTS

- 1.7.1 Candidates should be from top 30 business schools (as per latest NIRF ranking) or Indian schools in the top 100 FT rankings or from global institutions of excellence. New hiring at the Assistant Professor level with no experience can be through contract but will be at Level 10. A Ph.D. holder with an FT50 publication would qualify for Level-12 on contract.
- 1.7.2 Outstanding top executive working in industry / corporate with established reputation and who has made significant contribution to knowledge or has significant domain / expert knowledge but does not have a Ph.D. Degree could also be considered for appointment to the post of Professor of Practice on contract basis. Such appointments should be made only in extremely deserving cases by the Director within the norms established by the regulator.
- 1.7.3 Contractual appointments of Faculty should not exceed 15% of the total regular faculty strength on roll. For new schools / colleges / campuses being launched by MDI, the restriction of 15% shall be relaxed upto 50% for 5 years from the date of promulgation of this revised policy document subject to regulatory constraints.
- 1.7.4 Contractual appointment should be for a maximum period of three years except in the case of regular Faculty Members who are superannuating (who cannot be re-appointed except through due process to be decided by the BOG). Contractual appointments can be renewed once. Renewal beyond two terms or the age of 75 would need to be approved by BoG.
- 1.7.5 Applications received for contractual positions (*Annexure-II*) will be sent to the Area Chairperson in the prescribed Screening format attached as *Annexure-III*. Area Chairperson will call a meeting of the area to screen the applications and send the written recommendation/feedback in the format attached as *Annexure-IV* within seven (7) days.
- 1.7.6 Director will review the recommendations of the Area. If the candidate's credentials are found suitable, they may be offered a contractual position on contract basis after negotiating and finalizing the position and remuneration.
- 1.7.7 Contractual appointment shall be made on a consolidated salary without any other benefits. However, Casual Leave and Earned Leave (non-encashable) on a proportionate basis shall be granted to the appointee during the contract period.

1.8 REGULARIZATION OF CONTRACT APPOINTMENT TO TENURED (PERMANENT) POSITION

- 1.8.1 If the feedback of the contractual faculty is good in teaching, research, training and consulting then only their application can be considered for regularization.

- 1.8.2 They will follow the same procedure as for regular positions except that they will not be required to deliver the Seminar – subject to regulatory requirements.
- 1.8.3 They will be directly invited for interview before the Selection Committee.
- 1.8.4 Other process including academic qualifications and experience will remain the same as applicable in the case of other external candidates including the requirement of a Ph.D.

1.9 NON-ACADEMIC POSITIONS

1.9.1 Officers Category (Class I)

a) Registrar:

Essential Qualifications:

- i) Master's degree with at least 55% of marks or an equivalent grade in a point scale wherever grading system is followed.
- ii) At least 15 years of experience as Assistant Professor in the Academic Level 11 and above or with 8 years of service in the Academic Level 12 and above including as Associate Professor along with experience in educational administration.

Or

15 years post-qualification comparable experience in research establishment and/or other institutions of higher education,

Or

15 years of post-qualification administrative experience, of which 8 years shall be as Deputy Registrar or an equivalent post.

Or

CA with at least 15 years of post-qualification experience in Government or Industry at senior level with at least 2 years in an educational institution.

- iii) The Registrar shall hold office for a term of 5 years from the date of assuming office, and shall be eligible for reappointment for a second term. Provided further that, in any case, the Registrar shall retire on attaining the age of sixty-two years.

b) Librarian:

Essential Qualifications:

- i) Master's Degree in Library Science/ Information Science/ Documentation Science with at least 55% of marks or an equivalent grade in a point scale wherever the grading system is followed.

- ii) At least 10 years as a Librarian at any level in University Library or ten years of teaching as Assistant/ Associate Professor in Library Science or ten years' experience as a College Librarian.
- iii) Evidence of innovative Library services, including the integration of ICT in a library.
- iv) A Ph.D. Degree in library science/ information science / documentation/ archives and manuscript keeping.

c) *Chief Systems Administrator:*

MCA/M.Tech. in Computer applications with minimum 60% marks or equivalent from a reputed institution. Should have a very good academic record throughout and a minimum of 15 years' post-qualification experience in the relevant field.

d) *CAO/CFO/CHRO/Dy. Librarian/Sr. Sys. Analyst/Chief Engineer:*

MBA / Post-Graduate / CA / ICWA / CS / M. Lib. Sc. / MCA / M.Tech. / B.E. with minimum 55% marks or equivalent from a reputed institute and a minimum 15 years' post-qualification experience in the relevant field.

e) *Admin. Officer/Accounts Officer/Sr. Asst. Librarian/Sr. Tech. Officer/System Analyst/Executive Engineer:*

MBA / Post-Graduate / MCA / M.Lib. Sc. / M.Tech. / B.E. with minimum 55% marks or equivalent from a reputed institute and a minimum 13 years' post-qualification experience in the relevant field.

f) *Dy. Admin. Officer / Dy. Accounts Officer / Asst. Librarian / Tech. Officer / Networking Engineer/ Asst. Executive Engineer:*

MBA / Post-Graduate/ CA / ICWA / CS / B.E. / M.Lib. Sc./M.Tech. with minimum 55% marks or equivalent from a reputed institute and a minimum 10 years of post-qualification experience in the relevant field.

1.9.2 Non-Officers Category (Class II)

a) *Jr. Admin. Officer / Jr. Accounts Officer / Sr. Lib. Asst. / Jr. Tech. Officer / Sr. Engineer:*

BBA / BCA / B.Com. / B. Lib. Sc. / Graduate or equivalent or MBA / MCA / Post Graduate with 55% marks from reputed institutions and a minimum of seven (7) years post-qualification experience in the relevant field. Candidates with higher professional qualifications shall be given preference.

b) *Sr. Admin. Asst./Sr. Accounts Asst./Lib. Asst./Sr. Tech. Asst./Asst. Engineer:*

BBA / BCA / B.Com. / B. Lib. Sc. / Graduate or equivalent or MBA / MCA / Post Graduate with 55% marks from reputed institutions and a minimum of 5 years post-qualification experience in the relevant field. Candidates with higher professional qualifications shall be given preference.

c) *Admin. Asst. / Accounts Asst./Jr. Lib. Asst./Tech. Asst./Jr. Engineer:*

BBA / BCA / B.Com. / B. Lib. Sc. / Graduate or equivalent or MBA / MCA / Post Graduate with 55% marks from reputed institutions and a minimum of 3 years post-qualification experience in the relevant field. Candidates with higher professional qualifications shall be given preference.

1.9.3 Class III Category Staff

Sr. Attendant/Messenger-cum-Sr. Attendant/Sr. Lib. Attendant/Jr. Tech. Asst./Sr. Pump Operator-cum-Electrician / Sr. A.C. Mech.-cum-Rep. Operator / Attendant / Messenger-cum-Attendant / Lib. Attendant / Pump Operator-cum-Electrician / A.C. Mech. / Plumber / Jr. Attendant / Messenger-cum-Jr. Attendant / Driver / Jr. Lib. Attendant/Pump Operator-cum-Tech. Helper/DG Set Operator-cum-Tech. Helper & equivalent:

Polytechnic Diploma or 10+2 with ITI diploma / certificate in the relevant trade and a minimum 5 years' post-qualification experience in the field of specialization.

1.9.4 Class IV Category Staff

Multi-tasking Staff:

10+2 with a minimum 2 years' post-qualification experience in the relevant field.

Note: 50% marks in case of CA / ICWA / CS qualifications.

1.10 RECRUITMENT PROCESS

1.10.1 For Director

- a) Advertisement in national / international newspapers and MDI website / other website / and references.
- b) Director will be appointed by the Board of Governors based on the recommendations of the Search-cum-Selection Committee.
- c) The Search-cum-Selection Committee will be constituted by the Board of Governors comprising of three (3) members from BoG including the Chairperson, One (1) Member of the MDI Society or its nominee and at least three (3) external experts. Chairperson of BoG will serve as Chairperson of the Committee.

- d) Applications collected from different sources will be sorted out and compiled by the Secretary for submission to the Search- cum-Selection Committee.
- e) The Search-cum-Selection Committee shall meet and evolve the criteria for screening and short-listing of the applications received for the position of Director in accordance with the guidelines of the Regulatory Authority.
- f) In its report to the BoG, the Search-cum-Selection Committee is expected to recommend a panel of three names in order of merit for consideration and approval by the Board.
- g) The panel of names will remain valid for one year in case of vacancy arises for the same post within that period.

1.10.2 Academic Positions

- a) **Time Window:** Recruitment should be continuous rather than based on advertisement windows. CVs be welcomed at all times with recruitment committee sitting a few specified times in a year (3 or 4 times) to review CVs accumulated before an “internal cut-off” date. Faculty members are encouraged to reach out to their network in top institutions to encourage people to apply. The CVs received after that date moves to the next meeting. The continuous or rolling recruitment advertisement should be prominently displayed on the MDI website and should facilitate online submission of CVs and applications. There may also be auto-reply facility with the progress of the application.
- b) **Qualifications:** A floor be imposed on institutional quality for recruitment to avoid processing a large number of low-quality applications. Applications should be sought only from Ph.Ds from “reputed” or “top” institutions.
- c) **Publication Quality:** Journal quality be effectively screened in during recruitment process. Publications in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy) be considered for recruitment decisions. A similar criterion would apply for other schools / colleges at MDI. Keeping in view the increasing specialization and the work being done in inter-disciplinary areas, it would be important to recognize that faculty may cross disciplinary boundaries in their publication output.
- d) Throughout this policy document, for both recruitment and promotion decisions, any reference to ABDC or ABS journals shall be understood to mean journals that are mandatorily indexed in both SCOPUS and Clarivate Analytics JCR databases.
- e) **Shortlisting Process:** A single institute-wide Faculty Recruitment Committee (FRC), comprising of two deans and three senior faculty members as permanent members and two faculty members representing area(s) of desired expertise will

be formed by the Director. The Director's office should segregate the applications received Area wise, and also eliminate the candidates not meeting the basic qualification and publication requirements as per item (b) and (c) above. The Faculty Recruitment Committee then shortlists candidates for campus visit or online interaction with the Selection Committee. The relevant Area chair need not call area meeting to recommend candidates but needs to collate the written feedback from area members and forward it to the institution wide Faculty Recruitment Committee.

- f) **Selection Process:** Recruitment seminars should be based on own recent research and faculty attending the seminar should give their feedback in prescribed format with their names. Based on the CV and seminar feedback, the institution-wide Faculty Recruitment Committee should shortlist candidates for interview by the Selection Committee with the prescribed composition as below:

For Faculty (Assistant/Associate/Professor)

- 1 Member of BoG (Nominated by the Chairperson, BoG will be the Chair of the Committee)
- 2 External experts in the field of specialization (Nominated by the Director)
- Director
- 1 Dean (Nominated by the Director)
- Area Chair or their nominee (decided by the Director)

For Professor (HAG Scale)

- 2 Members of BoG (One will serve as the Chair of the Committee, nominated by the Chairperson, BoG)
- 2 External experts in the field of specialization (Who are not below the HAG Scale, nominated by the Director)
- Director

- g) **Appointment process:** After the Selection Committee's recommendation, the recruitment proposal goes to the Board for approval. Upon approval, the Director will sign the appointment letter.

Note: However, in case of MDI Murshidabad, contextual relaxation in the above policy is permitted at the discretion of the Director, MDIM in consultation with the Chair, BoG. A similar process will be followed for new schools / colleges as they get established and scale within MDI. The process would also be similar if MDI converts to a university. The individual campuses will follow a similar process. MDIG will follow the process as outlined in this document. Over time, the intention would be for other campuses to proceed towards a process that is closer to the MDIG process.

h) General:

- i. All appointments are subject to satisfactory medical report by a medical officer approved by the Institute. Expenses of the medical examination shall be borne by the Institute.
- ii. Appointment to Academic posts in the Institute shall be made on probation for a period of two years extendable upto 4 years. After the period of probation, or the extended period of probation as the case may be, the employee will either be confirmed or terminated.
- iii. 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 self-attested photocopies of all certificates and testimonials along with the originals which will be returned after verification.
- iv. Acceptance of employment by a candidate means and includes acceptance of these Rules and Orders issued from time to time to supplement or in modification of these Rules.

1.10.3 Guidelines for the hiring of Adjunct Faculty:

- a) Adjunct faculty positions may be hired and they shall be considered and named as Adjunct Professor.
- b) The Position may be offered when a qualified person from business, industry, government, private practice or another institution of higher education is teaching a course or participating in the teaching and training of a course. Appointments to the faculty with an adjunct title may be with or without remuneration, initially for two years which may be extended for one more year if the candidate is found competent and suitable for the assignment.
- c) Adjunct Positions can also be offered for a period varying from 25-150 days in an academic year in line with the Institution's requirement of course teaching. The number of courses to be taught / assignments to be undertaken will be specified by the Area concerned. Compensation, if any, may be fixed based on their experience, position and number of days of service provided.
- d) The norms in the Approval Process Handbook (APH) AICTE may be adopted mutatis mutandis for regulatory compliance in case of variance in these Rules.
- e) The Adjunct Faculty being engaged under AICTE APH Rules should satisfy the following:

- i. Such a person must not be working in more than two institutions in an academic year.
- ii. Such a person if receiving grants under the “Adjunct Faculty Scheme” from AICTE cannot work as an Adjunct Faculty in other institutions.
- f) An Adjunct Faculty being engaged should, therefore, submit an undertaking satisfying the above conditions before being engaged at the Institute.
- g) The strength of Adjunct Faculty engaged shall not be more than 10% of the total faculty strength of the Institute in one academic session in the Institute, in case the appointment is made to meet AICTE compliance.
- h) The Adjunct Faculty engaged may be considered for fulfilling the prescribed norms of the faculty-student ratio for the Institute are to be appointed in consonance with the AICTE guidelines in vogue.
- i) Once the prescribed faculty-student norm stands complied with, the institution may be at liberty to engage additionally at the sole discretion of the Competent Authority, such resource persons, as Adjunct Faculty, as may be required.

i. Eligibility:

Any Candidate for Adjunct Faculty must have more than 15 years of experience from Government / Industry / Organization of National or International repute and shall satisfy one or more of the following norms:

- a. Teaching and research organizations of State / Central Government Institutions / Universities.
- b. Working in a Leadership position in Central and State Public Sector Undertakings (PSU) or Reputed Industries
- c. Civil Servants (IAS / IPS / Officials from Central and Provincial services), top managers from private and public sector organizations and professionals and officials from Professional Councils of good track records.
- d. NRIs and PIOs working with reputed overseas, academic, research, international and industrial organizations or having a demonstrated interest in Indian Issues.
- e. Preference shall be given to persons with proven research aptitude. Persons without a Ph.D. may not be designated as Adjunct Professor but Adjunct Faculty.

ii. Appointment:

- a. Their Appointment shall be done by a Competent Authority, based on the recommendations of the institution-wide Faculty Recruitment Committee on the recommendation of Area concerned.
- b. Though appointment of Adjunct Faculty should be initially done only to comply with the prescribed faculty-student norms however; the institution is at liberty to engage additionally at the sole discretion of the Competent Authority.

iii. Terms of Engagement:

- a. These positions are contractual in nature. The appointment can be terminated by one months' notice on either side.
- b. No other benefits as attached to regular faculty are admissible. Further the benefits like Provident Fund, Gratuity, Medical facilities, Leave Encashment, Leave Travel Allowance, etc. will also not be applicable.

iv. Remuneration:

Adjunct Faculty will be normally compensated as per extant norms of the regulator. However, the Competent Authority may decide on the compensation and terms of engagement on a case-to-case basis.

v. Performance Appraisal:

The performance of every Adjunct Faculty shall be monitored before the end of the assignment.

1.10.4 Visiting Faculty

Visiting faculty is required to teach either a full course or take some sessions or undertake an assignment. They will be compensated as per rules attached as *Annexure-V*. Visiting Faculty shall not be counted for the purposes of international accreditation/compliance/ranking etc. Other eligibility criteria remain same as Adjunct Faculty. Rest of the rules for Visiting faculty are same as Adjunct faculty.

1.10.5 Professor of Practice

1. A Professor of Practice should be a person of eminence with or without a Ph.D. or a post graduate qualification; they should have more than 15 years of experience and should have gained a reputation in their industry for outstanding achievements. A Ph.D., while not required, would be a plus. There will be no upper age limit on a Professor of Practice as long as they add value to the teaching, training and other activities of the institute. The Professor of Practice is expected to teach; however, there are no research expectations from a Professor of Practice

though case writing and research are welcome; they would also be expected to contribute to consulting, MDP and administrative activities (only in MDP, consulting and IT) of the institute. Typically, these candidates would be working in or have worked in:

- a) leadership positions as civil servants of the rank of Additional Secretary (or equivalent) to GOI or above, or
 - b) top management positions in the public sector of the rank of CXO, DMD, MDs and above, or
 - c) top management positions in the private sector of the level of CHRO, CFO, CEOs and above, or
 - d) senior officials of professional associations (ICAI, ICWA, MCI, etc.) and councils of the rank of President, or
 - e) leadership positions in the Armed Forces of the rank of Major General and above.
2. Their appointment will be done by a Competent Authority based on the recommendations of the Institute wide Faculty Recruitment Committee on the recommendation of the Area concerned. In instances, where there is no clearly defined Area, the Institute wide FRC can take a call.
 3. The appointment shall be contractual in nature and can be terminated by one month's notice on either side. Normally a contract of upto 3 years may be issued. In exceptional cases, a 5-year contract may be considered. A Professor of Practice may not serve for more than two consecutive terms. The expectation is that the appointment of a Professor of Practice will normally be within a few years of their demitting their jobs in industry / government / professional association / other organization. This would normally mean that the maximum age for a serving Professor of Practice will not be more than 75, barring exceptional circumstances. No other benefits apart from the negotiated compensation will be available. Therefore, benefits like PF, Gratuity, Leave Encashment and Leave Travel Allowance will not be applicable.
 4. Professor of Practice will be normally compensated as per extant norms of the regulator. The expected salary will be in the range of INR 12-24 lakhs indexed to inflation from 2024. However, Competent Authority may decide compensation on a case-to-case basis.
 5. A note will normally be initiated by the concerned Area. In some instances, where the Professor of Practice may be associated with more than one area or with no

single area, the note may also be initiated by a Dean or Director. A Professor of Practice will not normally be a part of the reporting for the number of faculty for regulatory requirements except where permitted by regulatory norms. At any given time, there may be no more than 10% Professors of Practice as a proportion of the regular faculty strength – within the overall norms of regulatory compliance.

6. The HR department, based on the approval, will issue a formal letter of engagement to the Professor of Practice.
7. After the issue of the engagement letter, and joining, the responsibility of the implementation of the terms and conditions of engagement and allocation of courses / work will lie primarily with the Area and / or the relevant Dean who initiated the note. The Professor of Practice will be a member of the Faculty Council and the Academic Council but will have no voting rights.
8. The Professor of Practice will submit a work plan at the beginning of every academic year. The performance will be monitored annually.

1.10.6 Non-Academic Positions

- a) Advertisement in national newspapers and MDI website / other websites / references.
- b) Function-wise compilation of all applications.
- c) Screening and shortlisting of applications to be done by a Screening Committee consisting of two Deans (nominated by the Director), Registrar and relevant HoD (not below the level of CAO).
- d) Screening Committee will send the comments along with shortlisted candidates, to be called for interview to Director within seven days.
- e) Director reviews the comments of the Screening Committee and approves the list of candidates to be called for interview.
- f) HR department sends invitation letter to all short-listed candidates.
- g) Invited candidates will appear for a formal interview before the Selection Committee.
- h) **Selection Committee:** The composition of the Selection Committee shall be as follows:

For Non-Academic Category (Class I from Pay Level 12 and above)

- 1 Member of BoG – who will serve as the Chairperson of the Selection Committee, nominated by the Chairperson, BoG
- 1 External Expert in the field, nominated by the Director
- Director
- Secretary
- 1 Dean (to be nominated by the Director)
- Registrar

For Non-Academic Category (Class I: Pay level 10 and 11)

- Director (will serve as the Chair of the Committee)
- 1 External Expert in the field, nominated by the Director
- 1 Dean (to be nominated by the Director)
- Registrar
- HoD (not below the level of CAO)

For Non-Academic Category (Class II to IV)

- 2 Deans – nominated by the Director, one of them will serve as Chairperson of the Selection Committee
 - 1 external Expert in the field, nominated by the Director
 - Registrar
 - HoD (not below the level of CAO)
- i) The Registrar will prepare minutes on the basis of the qualification, experience, and performance in the interview. The minutes will be signed by all members of the Selection Committee on the same day.
- j) Recommendations by the selection committee (pertaining to the category of Class I employees) will be placed before the Chairperson, Board of Governors for their approval. Appointment letters will be issued in duplicate by the Director to the selected candidates. Selected candidates will sign and return the duplicate copy indicating their acceptance of the offer of appointment and the date of joining.
- k) Recommendation by the selection committee (pertaining to the category of Class II, III & IV employees) will be placed before the Director for their approval.
- l) Appointment letters for Class II, Class III and Class IV employees will be issued in duplicate by the Registrar based on the recommendation of the Selection Committee. Selected candidates will sign and return the duplicate to the Registrar copy indicating their acceptance of the offer of appointment and the date of joining.

1.10.7 General:

- a) All other letters relating to promotions / increments / termination etc. will be signed by the Registrar.
- b) All appointments are subject to satisfactory medical report by a medical officer approved by the Institute. Expenses of the medical examination shall be borne by the Institute.
- c) Appointment to all types of permanent non-academic posts in the Institute shall be made on probation for a period of one year extendable up to two years. If the probation is to be extended, the employee would be intimated within three months from the date of completion of one year of the probation period.
- d) All appointment letters are contingent upon the authenticity and satisfactory verification of the candidate's credentials. Discrepancies discovered at any time may result in immediate termination of employment 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.
- e) Acceptance of employment by a candidate means and includes acceptance of these Rules and Orders issued from time to time to supplement or in modification of these Rules.

1.11 PROBATION

1.11.1 Academic Positions

Faculty recruited to the Institute's service on regular basis shall be required to be on probation for a period of two years extendable up to four years. If the probation is to be extended, the faculty would be intimated within three months from the date of completion of two years of the probation period. After the period of probation, or the extended period of probation, the faculty will either be confirmed or terminated.

1.11.2 Non-Academic Employees

An employee directly recruited to the Institute's service on regular basis shall be required to be on probation for a period which shall not be less than one year and not more than two years as may be fixed by the Appointing Authority at the time of appointment.

1.12 CONFIRMATION

1.12.1 Academic Positions

- a) New faculty are required to complete an Annual Faculty Work Plan to be evaluated annually by a Committee comprising of Director, one Dean to be nominated by the Director and Area Chairperson.

- b) The performance of new Faculty Members will be evaluated by a Committee for Confirmation, Extension of probation based on the contribution made by the faculty during the probation period and as reported in the Annual Work Plan for the said period. The Committee will consist of:
 - Director
 - 1 Dean to be nominated by the Director
 - Area Chairperson or their nominee (decided by the Director)
- c) If the Director feels that there are some critical cases which are far below the expected standards and prescribed norms – in such cases confirmation may be conditional withholding the annual increment till satisfactory performance is evaluated and recommended by the Committee. All such cases will be brought to the notice of the Board of Governors for further necessary action on the matter.

1.12.2 Non-Academic Positions

- a) The performance of new Class I Officers will be evaluated by a Committee for recommendation for confirmation, extension of probation, termination based on the contribution made by the Officers during the probation period and as reported in the Performance Appraisal Report for the said period. The Committee will consist of
 - Director
 - One Dean to be nominated by the Director
 - Registrar
- b) The confirmation cases of other Class II, III & IV employees shall be dealt with by a Committee comprising of:
 - Two Deans to be nominated by the Director
 - Registrar
 - Head of the Department (HoD) (not below the level of CAO).
- c) If the Director feels that there are some critical cases which are far below the expected standards and prescribed norms – in such cases confirmation may be conditional withholding the annual increment till satisfactory performance is evaluated and recommended by the committee. All such cases will be brought to the notice of the Board of Governors for further necessary action on the matter.

1.13 SUPERANNUATION AGE

1.13.1 Academic Positions

Superannuation age for Academic Positions is 65 years. Beyond the retirement age of 65 years, the faculty may be re-appointed on contract basis with consolidated remuneration 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 with the

specific approval of the Board of Governors. The process for contractual appointment of faculty members after superannuation age is as under:

- a) The Area Chair shall make a recommendation for appointing for contractual appointment of faculty members three months prior to reaching the superannuation age. The recommendation shall be based upon the following details to be provided by the concerned Faculty Member and vetted by the Area Chair:
 - Work done by the concerned Faculty Member including units earned for last three years in Post-Graduate, Executive Post- Graduate and Fellow Programmes;
 - The contribution by the Faculty Member in Continuing Education and International Linkages including new Programme(s) designed and conducted and sessions taken thereon;
 - Books and articles published in refereed journals as per MDI policy;
 - Research Activities undertaken. A brief note about the Research activities completed may be submitted;
 - Consultancy Assignments undertaken and completed;
 - Preparation of course material and case studies for the Continuing Education and Graduate Programmes;
 - Development activities undertaken for institutional building.
- b) The recommendation of the Area Chair shall then be put up to the Committee consisting of Deans of the Institute ('Deans Committee').
- c) Upon receipt of recommendations of the Deans Committee, the proposal will be submitted to the Screening Committee for a final decision and communicated to the concerned Faculty Member.
- d) The Screening Committee shall comprise of:
 - Two Members of the Board of Governors
 - Director of the Institute

1.13.2 Non-Academic Employees

Superannuation age for Non-Academic positions is 60 years. Superannuation age for Registrar and Librarian is 62 years. Beyond the retirement age of 60/62 years, officer or staff may be re-appointed on contract basis not exceeding two years on need basis after review and with the specific approval of the Board of Governors on the recommendation of the Director. This does not preclude, on a need basis, the appointment of older candidates on contract if they have not been former employees.

1.14 RESIGNATION OF PERMANENT STAFF

A permanent member of teaching / non-teaching staff may resign from the post after giving three months' written notice, which may be waived or reduced at the discretion of the Director depending upon the circumstances of the case.

1.15 VOLUNTARY RETIREMENT

All regular employees who have completed 20 years of service (excluding EOL) in MDI and have attained the age of 50 years or more shall be eligible for seeking voluntary retirement from the services of the Institute.

1.16 TRANSFER OF EMPLOYEES BETWEEN INSTITUTES UNDER MDI SOCIETY

The Board of Governors reserves the right to transfer employees from one Institute to another under the MDI Society. Such transfers are at the discretion of the Management and may be effected in the interest of the Institutes or the MDI Society as a whole. The transfers are intended to align with the strategic goals of the Institutes, optimize operational efficiency, fulfil academic or administrative needs, or enhance the professional development and growth opportunities for employees.

Chapter 02

PERFORMANCE MEASUREMENT AND CAREER PROGRESSION

2.1 PERFORMANCE APPRAISAL

2.1.1 Academic Positions

- a) At the beginning of each academic year, every faculty member would be required to prepare an Annual Work Plan for Faculty attached as *Annexure-VI* and send copies to Director and Area Chairperson. Area Chairperson in turn will discuss the Annual Work Plan of each faculty member in an open meeting with Area Members to ensure even workload of teaching and training to each faculty member of the Area.
- b) At the beginning of academic year, Director will finalize the Area Plan in consultation with Area Chairperson. The review of Annual Work Plan will be done once a year.
- c) The appraisal of all faculty members will be done annually and concerned feedback will be shared with faculty members. A committee consisting of following members will be involved in the performance appraisal of the faculty members.
 - Director
 - Dean to be nominated by the Director.
 - Area Chairperson or their nominee (decided by the Director).
- d) The performance of the faculty members is measured in terms of work units earned by them. Work Units (WU) will be assigned for each of the activities performed by them. Faculty members are expected to perform the minimum workload equivalent of 400 work units in the academic year. However, if there is a consistent shortfall of prescribed work units by any faculty member, Director will convey it to the faculty concerned and may take appropriate action such as stopping the increment or any other action as deemed fit.
- e) The individual faculty will submit the plan in the beginning of academic year and also would file a self-appraisal against the last year's plan and points out the areas of deviation and reasons thereof.

Performance Management System for Academic Staff:

There are five sets of activities that MDI faculty engages in for meeting the output obligations of the institute –

- Teaching in Graduate and Certification Programmes (TEACHING)
- Teaching in Executive Education Programmes (TRAINING)
- Research (RESEARCH)
- Consulting (CONSULTING)
- FUNDED RESEARCH

There is another set of activities that MDI faculty may be called upon to get involved into for meeting the process obligations of the institute –

- Academic Administration (ADMIN) and Added Contribution
- Academic Outreach (OUTREACH)
There is a larger set of activities that the MDI faculty ought to get involved into for meeting the professional responsibilities for their belonging to academic fraternity –
- Support to Professional Activities (CITIZENSHIP)

TEACHING accounts for stable and predictable revenue stream for MDI and is a major activity at the Institute.

TRAINING is the revenue driver for MDI as well as a connection with the practice side of management.

Faculty members are expected to devote about 40-60% of their total effective time for TEACHING and TRAINING activities.

RESEARCH as an activity has a major reputational impact on MDI institutionally as well as provides major professional gains for the faculty. It is difficult to quantify the recommended time allocation for a primarily intellectual but somewhat uncertain activity in terms of output. However, as a rough rule of thumb, one may assign around 20-40% of the total faculty time for research activities.

CONSULTING can be a major income augmentation for individual faculty though given the current level of this activity it is a minor revenue stream for MDI. This revenue stream already has a separate sharing formula. Thus, this part of activity cannot be rewarded twice and should not be included, therefore, in the work measurement for purposes of incentives. Since MDI does get its share from the revenue stream, the work in this domain can be included in the overall work measurement of the faculty. While a faculty is permitted to carry out consulting for a maximum of 52 days in a year, total faculty time expected to be devoted to this activity is about 8-20%.

ADMINISTRATION relates to activities incidental to faculty though critical for the institute. These include programme administration and activities like admissions, project evaluations etc. While faculty members need not take these as part of their individual work plans, at the aggregate level, MDI should provide for about 5 to 25% of the total faculty time.

OUTREACH and CITIZENSHIP are activities incidental to MDI though critical for the faculty. These include organizing conferences, memberships of corporate boards, committees of academic bodies, thesis and examination committees of other academic institutions, public and media appearances, and so on. While MDI may not consider these as part of the work plans of the faculty, about 6 to 20% of the total faculty time may be provided for these purposes.

The performance measurement & incentive system is given in *Annexure-VII*.

2.1.2 Non-Academic Employees

- a) At the end of each academic year employees in the officers and staff category or equivalent shall fill up the Self-Appraisal Form to be reviewed by the concerned Reporting Officer and submit to the HR Department. The format of Performance Appraisal Report meant for Officer and Non-Officer Category are attached as *Annexure-VIII* and *Annexure-IX* respectively.
- b) The Reporting Officer will be giving feedback to the employee.

2.2 CAREER PROGRESSION FOR INTERNAL CANDIDATES

2.2.1 Academic Positions

- i. Existing faculty members may also apply for higher positions against open advertisements. However, their eligibility shall be assessed strictly in accordance with the norms prescribed under this section. Such candidates shall be exempted from appearing in the Seminar. Further, elevation to higher positions may also be considered from time to time for faculty members who meet the prescribed eligibility norms, by following the due process as outlined in *Annexure-X*.
- ii. There shall be two assessment tracks – Track I and Track II – for promotion to the levels of Professor and Professor (HAG). Track I shall place greater emphasis on Research and Publication contributions, while Track II shall place greater emphasis on Teaching and Training. However, for candidates opting for Track II, the minimum eligibility period shall be double that prescribed under Track I. A faculty member shall have the flexibility to choose either track for assessment and must exercise this choice at the time of application. The objective of this differential assessment system is to provide due recognition to the diverse contributions that are important to the Institute.
- iii. The composition of the Selection Committee for Promotion/Career progression will be same as that of recruitment.
- iv. Pay level of Assistant Professor may be upgraded from Pay Level-12 to Pay Level-13A1 as per the criteria given in *Annexure-XI*.

Career Progression Eligibility Criteria

a) Minimum Eligibility Criteria for Promotion from Assistant Professor level 10 to 11

- Average Teaching Feedback must be >3.5
- Minimum 2 years of post Ph. D experience.
- Must have completed probation at MDI
- Must have published research papers in journals in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy).
- Upto two years' relaxation in experience may be granted to exceptionally performing candidates (2 FT50/UT24 publications)

b) Minimum Eligibility Criteria for Promotion from Assistant Professor level 11 to 12

- Average Teaching Feedback must be >4.0
- Minimum 4 years of post Ph. D experience
- Must have completed probation at MDI
- Must have published research papers in journals in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy).
- Upto two years' relaxation in experience may be granted to exceptionally performing candidates (2 FT50/UT24 publications) at the level of Assistant Professor)

Note: Candidates who are meeting the experience requirements and eligibility criteria of level 11 when they are still at level 10 may be considered for promotion to level 12 directly.

c) Minimum Eligibility Criteria for Promotion to the level of Associate Professor

- Ph.D. degree in relevant field.
- First class or equivalent at either Bachelors or Masters Level in the relevant branch.
- Minimum 6 years post-PhD experience, excluding the probation period spent at Assistant Professor
- Two years' relaxation in experience may be granted to exceptionally performing candidates (2 FT50/UT24 publications) at the level of Assistant Professor)
- Should have completed minimum training requirements as per AICTE norms.
- Must have published research papers in journals in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy) and done teaching at a certain level of performance.

d) Minimum Eligibility Criteria for Promotion of Incumbent to level of Professor

For Those Who Opt TRACK I Assessment:

- Ph.D. degree in relevant field.
- First class or equivalent at either Bachelors or Masters Level in the relevant branch.
- Minimum 12 years post-PhD experience, out of which 4 years excluding the probation period spent at the level of Associate Professor.
- Two years' relaxation in experience may be granted to exceptionally performing candidates (2 FT50/UT24 publications / Board membership of 2 NSE/BSE listed companies / Received and executed consultancy project(s) worth minimum 2 Crores –at the level of Associate Professor)
- At least 20 research publications in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy), out of which 5 should be in that last 5 years.
- Should have guided at least 2 successful Ph.D. students as Supervisor as Associate Professor.

For Those Who Opt TRACK II Assessment:

- Ph.D. degree in relevant field.
- First class or equivalent at either Bachelors or Masters Level in the relevant branch.
- Minimum 12 years post-PhD experience, out of which 8 years excluding the probation period spent at the level of Associate Professor.
- Two years' relaxation in experience may be granted to exceptionally performing candidates (2 FT50/UT24 publications / Board membership of 2 NSE/BSE listed companies / Received and executed consultancy project(s) worth minimum 2 Crores – all at the level of Associate Professor)
- At least 10 research publications in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy), out of which 3 should be in that last 5 years.
- Cases in HBSP, Ivey and ACRC will qualify as research for Track 2.

e) Minimum Eligibility Criteria for Promotion of Incumbent to Professor HAG

For Those Who Opt TRACK I Assessment:

- Ph.D. degree in relevant field.
- Minimum 15 years post-PhD experience, out of which 5 years excluding the probation period spent at the level of Professor.
- Three years' relaxation in experience may be granted to exceptionally performing candidates (2 FT50/UT24 publications / Board membership of 2 NSE/BSE listed companies / Received and executed consultancy project (s) worth minimum 2 Crores – at the level of Professor)
- At least 25 research publications in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy), out of which 5 should be in that last 5 years.

- Should have guided at least 2 successful Ph.D. students as Supervisor as a Professor.

For Those Who Opt TRACK II Assessment:

- Ph.D. degree in relevant field.
 - Minimum 15 years post-PhD experience, out of which 10 years excluding the probation period spent at the level of Professor.
 - Two years' relaxation in experience may be granted to exceptionally performing candidates (2 FT50/UT24 publications / Board membership of 2 NSE/BSE listed companies / Received and executed consultancy project (s) worth minimum 2 Crores – at the level of Professor)
 - At least 10 research publications in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy), out of which 3 should be in that last 5 years.
 - Cases in HBSP, Ivey and ACRC will qualify as research for Track 2.
- f) For the internal candidates, the criteria for career progression / promotion will include the criteria given above as well as assessment of past performance as given in **Annexure-XI**.
- g) It is to be noted that the above-mentioned criteria define the minimum eligibility that allow a candidate to be considered for promotion. Promotions will happen based on higher levels of performance and are not an entitlement.

The requirements for promotion are as follows:

- There are four buckets for evaluation
- Teaching and Training,
- Research publications (including cases in Harvard, Ivey, ACRC, etc.),
- Consulting and Sponsored Research (sponsored research may have faculty payments) and
- Citizenship (academic administration, academic activity (e.g., admissions interviews), collegiality, membership of editorial boards, and associate editorships, etc.)
- A faculty member has to have a minimum performance on all four at the Associate and full Professor level. And in two (teaching & training and research) at the Assistant Professor level for promotion. Simultaneously, the faculty member has to be at an outstanding level in at least two buckets regardless of the level (Assistant, Associate, Full) and satisfactory on a third bucket. Teaching &/or Training and Research will be two required buckets for all faculty for minimum performance. (For Track 2 at Associate and full Professor, the minimum research will be half that of Track 1) Outstanding on three buckets would mean an automatic promotion. Satisfactory on the third would then invite evaluation on contribution towards Institutional goals.

- In Teaching &/or Training, all faculty will need to have a minimum of 3 courses (150 Work Units equivalent) every year in long duration program teaching in a rolling three-year period.

2.2.2 Non-Academic Employees

1. Scope and applicability

- 1.1 To be eligible for promotion to the next higher level, an employee should possess necessary academic qualifications required for the higher position as per MDI HR Policy & Service Rules (2024 Revision). Further, an employee aspiring for higher position should undertake necessary training programmes aimed at continuous skill upgradation.
- 1.2 These rules are applicable to all non-academic officers and staff members of the Institute(s) under the MDI Society.
 - a) The eligibility for promotion to next level is minimum five (5) years of regular service in the previous position at the Institute. However, for those employees who don't fulfill the qualification criteria, the working experience shall be increased by five years only once during the career of the employee with the institute. The qualification criteria shall not be reduced by more than one step. This relaxation will be applicable to only those employees who joined the Institute prior to January 2010.

2. Vacancy Assessment

2.1 Assessment:

In order to assess the number of vacancies for recruitment and promotion in various departments in line with the growth strategy of MDI, a **Human Resource (HR) Assessment Committee** will be formed by the Director. The composition of the Committee shall be as follows:

- Director (Chairperson)
- Secretary
- Dean (Administration)/Registrar

2.2 Method:

The HR Assessment Committee shall identify department-wise positions for internal promotions annually, as on 1st April of every year, and may amend such identification within the year on need basis. All the non-academic posts which fall vacant at the beginning of academic session, as per the recommendations of the **HR Assessment Committee** may be filled by one of the following methods:

- Promotion from the existing eligible employees of the Institute, subject to suitability for position, failing which direct recruitment method may be adopted.

- Direct recruitment through open advertisement. MDI employees shall also be eligible to apply against open advertisement.

3. Seniority

- The seniority of the employee in a cadre shall be determined on the basis of date of joining and continuing in service in that cadre. In case of subsequent promotion, the date of previous promotion at MDI shall be considered as date of joining for seniority.
- If date of joining is same, the seniority of the candidates will be considered on the basis of date of birth.
- The year wise seniority list of all employees in a cadre prepared and maintained by the HR department shall be forwarded to the HR Assessment Committee.
- While determining the seniority, any period of extra ordinary leave treated as discontinuation in service and will be deducted for calculating such seniority.

4. Process of consideration of promotion cases

- A Departmental Promotion Committee (DPC) shall be constituted to consider all the cases of promotion.
- The composition of DPC for Non-Academic Category (Class I from Pay Level 12 and above) shall be as follows:
 - 1 Member of BoG – who will serve as the Chairperson of the Selection Committee, nominated by the Chairperson, BoG
 - Director
 - Secretary
 - 1 Dean (to be nominated by the Director)
 - Registrar
- The composition of DPC for Non-Academic Category (Class I: Pay level 10 & 11 and Class II: Pay Level 6 to 8) shall be as follows:
 - Director (will serve as the Chair of the Committee)
 - 1 Dean (to be nominated by the Director)
 - Registrar
 - HoD (not below the level of CAO)
- The composition of DPC for Non-Academic Category (Class III and IV) shall be as follows:
 - 2 Deans – nominated by the Director, one of them will serve as Chairperson of the Selection Committee
 - Registrar
 - HoD (not below the level of CAO)

- e. Minimum experience and educational qualifications required in various positions, would be determined by the HR Assessment Committee.
- f. The HR department shall submit the last 5 years ACRs of the all the eligible employees along with their seniority details to the respective DPC.
- g. The last 5 years' ACR average rating must be a minimum of 75%. Further, an employee must not have been awarded any penalty under extant disciplinary rules of MDI during the said period. The employee must also have completed all the required training programs offered by MDI HR department for promotion to the next level. Additional upskilling efforts by candidates may be considered positively by the interview panel.
- h. The distribution of weights for promotion shall be:

S.No.	Criteria	Weight
1	Interview	40%
2	Average of last 5 years' ACR	40%
3	Seniority in cadre	20%

5. MACPS (Modified Assured Career Progression Scheme)

- a. In case an employee is unable to get any promotion during a period of service of 10 years in the Institute, they may be eligible for financial up-gradation on completion of every 10, 20, and 30 years of continuous regular service in the same position. In case a promotion is granted, for eligibility of next financial upgradation, an employee has to complete 10 years of service after the said promotion. On such financial upgradation, their pay will be fixed, giving one increment in the immediate next higher pay level with all the allowances (Personal allowance, Telephone allowance, Newspaper allowance, etc.) commensurate to the new pay level. This shall also be applicable to the persons who were earlier granted upgradation under this scheme.
- b. The performance of the employee should be **VERY GOOD** in the last five years (the last 5 years' ACR average rating must be a minimum of 75%). Further, an employee must not have been awarded any penalty under the extant disciplinary rules of MDI during the said period. The employee must also have completed all the required training programs offered by the HR department for promotion to the next level.
- c. For **HIGH PERFORMING** Officers (average ACR score of 85 and above out of 100 for the past five years) in the Pay Level 12, Career Progression may be

considered in accordance with the OM No. 1-7/2015-U II (2) dated 2nd November 2017 of Ministry of MHRD, Government of India. Under this scheme, the pay scale of the high performing Officers who are directly recruited at Pay Level 12, after 5 (five) years of continuous service with the Institute may be placed at pay level 13. This special pay upgradation shall be solely at the discretion of the Institute and cannot be claimed as a matter of right.

The respective DPC shall consider the cases of MACPS along with other cases of promotion under the above rules.

2.3 GROWTH AVENUES

2.3.1 Academic Positions

- a) Appointment of Dean
Any Professor may be appointed as Dean by the Director depending upon their administrative leadership in the academic community and their commitment and interest.
- b) Appointment of Area Chairperson
Any faculty member may be appointed as Area Chairperson by the Director.
- c) Every faculty member will be entitled for **Research Facilitation Fund (RFF)**. Any expenses towards attending national/international conferences, availing professional memberships, attending faculty development programmes and expenditures related to research (data collection, software, etc.) are to be met from the RFF with the prior approval of the Competent Authority. With effect from April 2024, the RFF will be Rs.5 Lakhs for a block of two years.

2.3.2 Non-Academic Employees

- a) The employees of the non-teaching positions are encouraged to attend national / international programs / Training Programs / Computer Training Programs / Seminars that are relevant to MDI's growth and development. The relevance of these programs / training to MDI would be judged by the Competent Authority.
- b) The employees of the non-teaching positions are also encouraged to develop to their fullest potential and character, capacity, performance and achievements. Though MDI within its own resources shall help staff to acquire new knowledge and skills, but 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 MDI activities.
- d) Every non-academic staff will be entitled to **Professional Development Fund** which can be used for attending seminars/training programmes/ conferences (national or international)/paying fee for acquiring higher qualifications with the

prior approval of the Competent Authority. MDI will provide the following facilities:

- Staff at the level of CAO and above will have a Professional Development Allowance of Rs. 2 Lakhs in a block period of 2 years (AO and below will have Rs.1 lakhs). The purpose is skill upgradation and may be used for relevant programs that are taken with NIRF ranked 20 institutions or better programs in relevant disciplines in India and reputed Institutions globally. This would include other relevant training programs and attending workshops/conferences (in India or abroad), higher education fees, copyediting expenses, article submission fees, etc. with the approval of the Competent Authority.
- Special casual leave may be granted by the Competent Authority during the days of examination.

Chapter 03

EMPLOYEE BENEFITS, HOLIDAY AND LEAVE RULES, ETC.

3.1 SCALES OF PAY & ALLOWANCES

Pay Scales & Allowances for all Tenured (Permanent) Positions shall be decided by the Board of Governors. In general, the pay scales will be as far as possible, as per the pay scales of IIMs. Position and Scale should be finalized by the Selection Committee. Scales of Pay & Allowances for Academic & Non-Academic positions are given in the *Annexure-I*.

- Note:** a) The pay and allowances for the employees of the Institute shall be payable during the last working day of each month.
- b) Upon termination or resignation, the pay and allowances shall be released only after the employees' account is settled and after taking over charge from him including surrender or return of the Institute's assets in his possession. A clearance certificate from the authorized person taking charge from him will be necessary.

3.2 RULES FOR ALLOTMENT OF HOUSES IN THE CAMPUS

The employees of the Academic & Non-Academic positions shall be allotted houses in the Campus depending upon the availability and as per their entitlement. Rules governing the criteria of allotment and the license fee recoverable are given in the attached *Annexure-XII*.

3.3 WORKING HOURS

The working hours in the Institute in accordance with the practice are:

- 3.3.1 9:30 a.m. to 5:30 p.m. from Monday to Friday with half an hour lunch break between 1:00 p.m. to 1:30 p.m. Ten minutes of grace period is given to each employee in case of delay due to unforeseen circumstances in the morning. This period of grace time may be condoned unless it becomes a matter of frequent habit.
- 3.3.2 A flexi-time option of up to 30 minutes is permitted. An employee arriving late by say X minutes (where X is ≤ 30 minutes) shall be required to compensate by working an additional X minutes at the end of the same workday. This flexi-time option may be availed for a maximum of 10 instances in a month, with intimation to the HoD. In case of unauthorised late coming or habitual late coming, half-a-day Casual Leave (CL) will be debited for reporting late. If the CL balance of the particular employee is nil, it will lead to deduction of Earned Leave (EL).
- 3.3.3 The manual attendance system will be replaced by a biometric-based attendance system, with attendance required to be marked at both entry and

exit times. This policy will apply to all employees of the institute, except for the Director, Faculty members, Registrar, and Librarian.

- 3.3.4 The specific working hours for classes on Working Days/ Holidays and for Part Time / Full Time courses in the Institute shall be notified separately.
- 3.3.5 Departments/ Activities which are working beyond regular office hours/ days shall compulsorily adopt a roster system and deploy staff/ officers on different shifts as per the requirement of the department.
- 3.3.6 If an employee does not improve on their punctuality; the Institute may initiate disciplinary actions against the concerned employee in addition to the debiting of half-a-day's Casual Leave to his account.
- 3.3.7 It will be the responsibility of the HoD to inform the HR office regarding subordinates who remain absent from duty without informing or prior permission of the concerned authority. Such unauthorized absence, if not condoned, can be construed as leave without intimation.
- 3.3.8 The HoD should inform the HR Office, if an employee has obtained permission to attend late or to leave the office early. A weekly report of biometric attendance of reportees will be provided to the HoDs by the HR Department to check punctuality as well as daily working hours.
- 3.3.9 **Honorarium for Late Sitting and Off-Day Duties** applicable to officers and staff who are not entitled to overtime, as follows:
 - **Officers:** ₹ 1500/-
 - **Staff:** ₹ 750/-

Conditions:

1. Payment shall be made only if the employee has worked for a minimum of three hours or more.
2. No employee shall receive honorarium for more than 10 instances in a calendar month.
3. Employees who claim honorarium for the late sitting shall not be eligible for compensatory off for the same duration.
4. Effort should be made to complete the work during regular working hours/ working days to avoid late sitting. Late sitting or work on off days should only occur in cases of urgent need, with prior approval from the competent authority i.e., Dean/ Activity Head/ Head of the Dept. as the case may be.

3.4 HOLIDAYS

During December every year, a circular shall be issued detailing the holiday schedule for the forthcoming year in accordance with the rules established by the central government.

3.5 TYPES OF LEAVES

The types of leave allowed are as follows:

Type of Leave	Allowed every year	Accumulation up to (at the end of the year)
Casual Leave	08 days	NIL
Earned Leave	30 days	300 days
Sick / Medical Leave (Half Pay)	20 days	No limit Subject to amendment as per the latest Central Government rules.

3.6 LEAVE SANCTIONING AUTHORITY

The leave sanctioning authority for various categories of employees are as follows:

S.No.	Category	Sanctioning Authority
1	Director & Secretary	Chairperson, BoG
2	Faculty*/Librarian/Registrar/CFO	Director
3	RA/TRA/PDF	Respective Deans / Area Chair
4	CAO/CHRO/CSA/CE/SSA	Registrar / Respective Deans
5	Other Officers and Staff	Respective HoDs (not below the level of CAO)

* The leave application shall be routed through the respective Area Chairs.

3.7 GENERAL CONDITIONS OF LEAVE

- a) All leaves, except casual leave and sick leave, must be sanctioned in advance. Sanction of all leave is at the discretion of the Sanctioning Authority. When the exigencies of work so require, leave of any kind may be refused or revoked or curtailed by the Sanctioning Authority.

- b) Earned leave is to be availed in accordance with the established rules.
- c) All the above types of leaves are calculated on the basis of the calendar year i.e. from 1st January to 31st December. Casual Leave will be credited in advance at the beginning of the calendar year. Earned leave and Sick leave will be credited in advance on 1st January and 1st July as per the entitlement of six months in each case.
- d) In case of new employees, proportionate earned leave, sick leave and casual leave for the period served from their date of joining to 31st December will be credited as per rule.
- e) In the event of an employee ceasing his employment during the year, he will be entitled to proportionate leave for the period served.
- f) Any leave to the credit of an employee, who is dismissed or removed, or who resigns, or who is compulsorily retired, ceases from the date of such dismissal or removal or resignation or compulsory retirement.
- g) For computation of all types of leave (except causal leave), all Sundays and Holidays falling during the period of leave taken, will be counted as part of the leave.

For example, if a staff member takes leave from Friday to Monday, it will be considered four days leave. Similarly, if a staff member takes leave from 14th August to 16th August (15th August being a holiday), it will be considered three days leave.

- h) No leave with pay shall be granted in anticipation of leave to be earned. Leave can be granted only up to the extent standing to the credit of the employees leave account. However, advance earned leave can be granted to new employee as a special case by the Director.
- i) An employee who absents himself without obtaining prior sanction for leave will be treated as on unauthorized absence without pay shall also liable for disciplinary action.
- j) In case of overstay beyond the sanctioned leave without prior approval, the leave will be automatically treated as absence without pay and may entail disciplinary action against such employee.
- k) Leave shall not be granted to an employee whom a competent disciplinary authority has decided to dismiss or remove from the service of the Institute.

3.8 FREQUENCY OF LEAVE

Frequency of leave normally permitted is as follows:

a) Casual:

As far as possible prior sanction should be taken for grant of casual leave. Half day's casual leave is permitted. Casual leave cannot be combined with earned leave and Casual Leave for more than five days at a stretch will not be allowed.

b) Medical:

Leave on medical grounds as required and to the extent due will be granted on production of required documents. No medical certificate is required for medical leave up to 3 days.

c) Maternity / Paternity Leave:

- Maternity Leave with full pay & allowances will be granted as applicable as per the Govt. of India Rule.
- Paternity Leave: As per the Govt. of India Rule

3.9 EXTRAORDINARY-LEAVE (EOL) WITHOUT PAY

i) Purpose

To take up full time employment in Industry / Academic Institutions either in India or foreign country in the overall interest of employee's development and research or in the interest of the institute in general or for academic pursuance or for research assignments.

ii) Eligibility

- a) The EOL or deputation will be granted to permanent employees (academic and non-academic) who have completed at least three years uninterrupted service at the Institute.
- b) The period of EOL or deputation will be up to one year (or part) for every three years of completed service, subject to maximum of five years in their total service with MDI.
- c) The period of leave (including EOL or deputation already availed) will not be counted for the purpose of three years of completed service.
- d) An employee can be granted upto two years of EOL or deputation, if they have completed at least six years of uninterrupted service.
- e) The employee shall be entitled for notional annual increments during the period and their seniority shall be retained. However, they will not be entitled for any terminal benefits like PF, gratuity, etc. during the period.

- f) A minimum of three years should elapse after return from one spell of EOL or deputation before another spell of EOL or deputation is granted.
- g) The employee cannot undertake any assignment other than the one for which the leave has been granted without the permission of the Director.
- h) The EOL / deputation will be granted only if it does not adversely affect the academic and other activities of the Institute.
- i) EOL or deputation can be granted to an employee for a maximum period of two years extendable upto three years without pay in general.
- j) However, as special cases, the EOL / deputation may be granted for a period of five years at one spell, provided if the employee is joining as Director or Head of national institutions like IIMs / IITs / Centrally Funded Institutions (CFIs) by the Government of India or Vice Chancellor of Central / State Universities or at Senior Positions in Government of India or at Senior Positions in Regulatory / Quasi- Regulatory organizations.
- k) Maximum 10% of the teaching or non- teaching employees in the respective category may be granted EOL and deputation together at any given point of time in the Institute.
- l) All those employees who have been granted EOL / deputation and were staying in the Campus shall be allowed accommodation for a period of three months. The employee shall have to pay the HRA (applicable as per last pay drawn) and License Fee to the Institute for the accommodation retained for three months' period in the Institute or shall vacate the residential accommodation from the day they have been granted EOL or deputation. Suitable accommodation, if available, may be provided to such employees upon joining back from EOL / repatriation from deputation.

Note: Director(s) of the Management Development Institute shall have power to approve Extra Ordinary Leave / Deputation as per the above modified rule. However, any exceptions or special cases including request for extended period of EOL / Deputation shall be referred to the Board of Governors for approval.

The details of all EOL cases granted to be informed to the Board of Governors.

All appointments (academic and non-academic) in MDI Society are eligible for lien on transfer to any campus of the society.

3.10 SABBATICAL LEAVE

i) Purpose

To provide opportunity for intensive research and / or literature development.

ii) Eligibility

- a) Granted to a permanent faculty of the Institute, who has put in at least five years of uninterrupted service at the Institute.
- b) Sabbatical Leave shall be granted up to a maximum period of one year at a time.
- c) Sabbatical Leave shall be granted up to a maximum of three times in one's entire career at the Institute.
- d) Sabbatical Leave shall be granted to faculty who has got at least 2 years of service left after the Sabbatical period.
- e) A minimum of 5 (five) years should elapse between two sabbatical leave spells and a minimum of three years should elapse from the date of return from any extraordinary leave without pay.
- f) The faculty member will get all the benefits to, either of the place where they are joining, or his entitlement at MDI, but they will not draw double salary from the organizations during the period of sabbatical leave.
- g) The faculty member can't undertake any assignment other than the one for which the sabbatical leave has been granted, failing which suitable disciplinary action will be taken.
- h) Faculty intends to apply for the Sabbatical has to prepare a detailed Academic Plan and submit while applying for Sabbatical Leave. The Plan to be approved by the Director. While rejoining, the output during the sabbatical period has to be evaluated viz-a-viz the original Academic Plan by the Director. In case the output falling short of the original academic plan, the faculty will not be entitled for any future sabbatical leave.
- i) Maximum 5% of the faculty may be granted Sabbatical leave at any given point of time in the institute.
- j) While granting or rejecting sabbatical to a faculty member, the Director has to provide justifications. The details of all Sabbatical leave granted to be informed to the Board of Governors.

3.11 LEAVE TRAVEL CONCESSION

All permanent employees holding academic and non-academic positions shall be entitled to LTA / LTC facility. LTC will be available after one year of uninterrupted service in the Institute. However, LTA can be paid from the date of joining. The details are given in *Annexure-XIII*. Employees are required to give their options in this context in the month of December each for the forthcoming block period of two years.

3.12 ENCASHMENT OF EARNED LEAVE

- a) Once in a block of two years for a minimum period of 10 days and maximum upto 30 days.
- b) Calculated on the basis of Basic Pay + D.A. of the employee.
- c) At the time of availing Leave encashment, the equal number of Earned Leave has to be availed.

The amount of Leave encashment is to be added in the Salary of the employee concerned for the purpose of Income Tax calculations.

3.13 MEDICAL BENEFITS

Employees in the category of Academic & Non-Academic positions shall be entitled for Medical Benefits including the benefit of medical cover towards Mediclaim Hospitalization Insurance Policy for self, wife and two dependent children, (i.e., upto four persons). The details of medical benefits and insurance cover are given in the *Annexure-XIV*.

3.14 REIMBURSEMENT POLICY FOR NEWSPAPERS / MAGAZINES / BOOK EXPENSES

Employees of the Academic positions and Non-Academic positions are also encouraged to subscribe to the periodicals, newspapers, etc. and are reimbursed the expenses incurred by them according to their entitlement as described in *Annexure-XV*.

3.15 TELEPHONE / CELL PHONE / BROADBAND EXPENSES

Reimbursement Policy for Telephone / Cell Phone / Broadband expenses for different category of employees as per their entitlement are given in *Annexure-XVI*.

3.16 INCENTIVE SCHEME FOR ACADEMIC & NON-ACADEMIC POSITIONS

The Institute has also introduced Incentive Scheme for Academic and Non-Academic positions for encouragement and to make use of their potential to the maximum

extent. The eligibility criteria and the amount admissible under the Incentive Scheme for Academic & Non-Academic positions are given in the *Annexure-VII & Annexure-XVII* respectively.

3.17 CONTRIBUTORY PROVIDENT FUND (C.P.F.)

In accordance with the provisions of the Employee's Provident Funds and Miscellaneous Provisions Act, 1952 and the Scheme made there under, every employee of the Institute shall be entitled to the benefit of Contributory Provident Fund which is at present at the rate of 12% of Basic Pay + DA.

3.18 RULES FOR WITHDRAWAL FROM PROVIDENT FUND (P.F.)

Final withdrawal from the CPF is granted to all employees of the Institute as per their entitlement. The detailed rules for governing the withdrawal from the PF account are given in the attached *Annexure-XVIII*.

3.19 NATIONAL PENSION SYSTEM (NPS) SCHEME

National Pension System is a defined contribution-based scheme that is introduced by the Government with the objective of extending the old age security coverage to all the citizens who opt for this scheme.

The National Pension System is applicable to all regular/permanent employees at the Institute. Under this scheme an individual pension account will be opened in the name of every employee. This pension account is recognized as the Permanent Retirement Account Number (PRAN) in the system which is transferable from one organization to another where the scheme is in existence. Employees can access their NPS accounts through the online portal of Central Recordkeeping Agency (CRA) or by downloading the NPS Mobile App.

The National Pension System shall work on defined contribution basis and shall have two Tiers viz. Tier-I and Tier-II. *Contribution to Tier-I, is mandatory for all employees where employee will contribute a minimum 10% of the Basic Pay + Dearness Allowance every month. The institute will contribute to this account 14% of the Basic Pay + Dearness Allowance. The total contributions will be 24% of the Basic Pay + Dearness Allowance (Institute and Employee).*

(A voluntary Tier-II Savings Account – A purely optional savings scheme without any tax benefit, from which withdrawals are unrestricted. No contribution from the institute will be made to this account. Tier-II is hence is not opted by the Institute. However, the employees may activate and contribute to Tier-II at their own option.)

Central recordkeeping Agency (CRA): NSDL e-Governance Infrastructure Limited will be the Central Recordkeeping Agency for the employees under the Institute.

Choice of Pension Fund: Contributions of the employees will be managed by LIC Pension Fund Limited as Pension Fund (PF). The employees will have the option to change the PF after one year. Moreover, this choice can be changed once in a financial year.

Investment Choice Facility: The Institute will opt for Auto Choice with LC-25 option (*Conservative Lifecycle*). Here, the proportion of funds invested across three assets classes (i.e., Government Securities, Corporate Bonds and Equity) will be determined by a pre-defined portfolio (which would automatically change as per age of subscriber). This choice can be changed twice in a financial year.

Charges: The charges for services rendered by various intermediaries (such as Point of Presence (PoP), CRA, Pension Fund, NPS Trust, etc.) are defined/prescribed by the Regulator. The charges with respect to CRA and PoP will be borne by the Institute.

Partial Withdrawal: After 3 years of joining NPS, the employees are permitted to withdraw up to 25% of their own contribution (maximum of 3 times during the entire period in NPS) for contingency purposes defined by the Regulator and such proceeds are presently tax free.

Normal Exit: On superannuation – Maximum 60% of the corpus is payable to the employee in lump sum and minimum 40% will be invested towards annuity purchase. Employees have an option to increase the annuity portion up to 100% of the corpus for availing a better regular income after retirement. The amount paid in lump sum and the amount utilized for annuity purchase are presently tax exempt.

Pre-mature Exit: Premature exit is allowed as per NPS guidelines (after completion of 10 years in case joining is on or before 50 years). Minimum 80% of the accumulated wealth must be utilized for purchase of an annuity. The balance 20% is paid as a lump sum and is tax free to the subscriber.

Upon Death of Subscriber: 1. In case of death before maturity or superannuation – Nominee/legal heir can withdraw 100% of corpus. 2. In case of death after maturity – Nominee/legal heir would receive the annuity/proceeds, if any, depending on the terms of the selected annuity plan (pension).

Grievance Redressal: The employees can raise their grievance related to NPS through the Central Grievance Redressal Mechanism (CGMS) available in the portal/app or through the tagged PoP.

3.20 POLICY FOR OVERSEAS EXPOSURE

An overseas exposure policy is aimed to expand global presence and enhance employee development through international opportunities. This policy outlines the criteria and procedures for employees to participate in overseas assignments, such as

work placements, projects, or training programs. The policy outlining the criteria is attached as *Annexure-XIX*.

3.21 POLICY FOR REIMBURSEMENT OF TUITION FEE

Staff, Officers and Faculty will be entitled for reimbursement of tuition fee for children's education (two only), at the following rates:

Nursery and above classes Rs.2250/- per child per month. (upto 21 years of age only)

The above rates / ceiling would be automatically raised by 25% every time the Dearness Allowance on the revised pay structure goes up by 50%.

3.22 POLICY ON RELOCATION ALLOWANCES FOR REGULAR EMPLOYEES

1. Relocation Allowance has two components:

- Allowance towards travel of the new regular employee.
- Allowance towards movement of personal goods through some commercial carrier.

The quantum of amount will depend on the location from which the new employee is moving. For the purpose, the location specified for the purpose of communication or during the interview will be taken as the current / official location of the new employee prior to joining MDI.

The travel allowance is for the new employee. The applicable fare class for the employee is Economy Class – APEX fare. The maximum amount permissible as moving allowance is given in the *Annexure-XX*.

2. Eligibility

All new faculty who are offered regular position in the Institute are eligible for this allowance. It is also applicable to officers in the pay scale equivalent to that of Assistant Professor (Level 10) and above, who are offered a regular position. This allowance is applicable only when the new employee relocates from one city to another. Relocation within the same city or within Delhi NCR region is eligible only when the distance exceeds 20 kms. Claims are entertained only when the travel and the movement of personal belongings are made after the date of acceptance of the offer by the new employee.

3. Submission Guidelines

The following bills can be submitted for reimbursement under the scheme:

- Actual Bills / Tickets of the Journey performed from the current location to the Institute.
- Bills for movement of personal goods from the current location to the Institute.

4. Recovery Clause:

In the event of resignation or termination of service within one year of joining, the total relocation allowance paid shall be recoverable by the Institute.

5. Time Limit for Submission

All claims must be submitted within 90 days from the date of joining the Institute. Claims submitted after this period will not be considered.

3.23 POLICY ON SANCTION OF ADVANCES TO EMPLOYEES

Various types of advances are provided to the employees of the Institute against the request received from them to meet their requirements such as Conveyance Advance, medical advance, salary advance, personal advance and advance towards purchase of computer, etc. Entitlement of employees and amount of advance that can be sanctioned are given in the attached *Annexure-XXI*.

3.24 TA / DA RULES

Rules regarding Traveling, Daily Allowance and Conveyance during such travels shall be framed by the Institute from time to time. The guidelines governing the TA / DA rules pertaining to Foreign, Domestic and Local travel are given below:

(a) Foreign / Domestic Travel

- i. Prior to proceeding on tour, staff has to take approval by the appropriate sanctioning authority and copies should be distributed to all concerned.
- ii. Traveling advance can be claimed on the basis of approved tour programme and should be submitted in the prescribed form.
- iii. Travel expenses bill, prepared in accordance with travel rules, should be submitted in the prescribed form within seven days of return from tour, duly supported by the approved tour programme, tour report and original vouchers. The TA bill should be sent to the Accounts Department duly approved by the appropriate sanctioning authority. No further tour advance will be given to the staff concerned until and unless the tour bill is submitted and the earlier advance is fully cleared.
- iv. Ceiling for stay in hotel and daily allowance applicable to different cadre of management staff and class of travel permissible for Overseas Journey as well as Domestic Journey are given in the attached *Annexure-XXII & Annexure-XXIII*.

(b) Local Travel

- i. Reimbursement for use of personal vehicle (four-wheeler) for official duties is made at the rate of Rs.24/- per km to Class I category of employees.

Alternatively, AC taxi shall be provided to them by the Institute for performing the official duties.

- ii. In case of Class-II & III category of employees, reimbursement for use of personal vehicle (two-wheeler) for official duties is made at the rate of Rs.12 per km. Alternatively, they are entitled to use Auto (three-wheeler) for performing official duties and get the amount reimbursed from the Institute.

(c) Class IV Staff

- i. For official duties bus / rickshaw fair will be applicable. In case of emergency, three-wheeler may be allowed subject to the approval of competent authority.
- ii. Local conveyance bill should be submitted in the prescribed form duly approved by the approving authority.

3.25 SUPERANNUATION BENEFITS

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

1. Gratuity

- a. The regular employees of the Institute are entitled to the Gratuity after completion of 3 years of continuous qualifying service as per Central Government Rules.
- b. For every completed year of service or part thereof in excess of six months, MDI shall pay gratuity to an employee at the rate of fifteen days salary based on the salary last drawn by the employee concerned OR Rs.30 Lakhs, whichever is less.
- c. Gratuity payable will be computed on the basis of rule of 26 days in a month and the last drawn salary will be calculated on the basis of Basic Pay + D.A.
- d. Life Insurance Corporation (LIC) of India will be the fund manager for the management of the Gratuity Fund of MDI Employees.

2. Leave Encashment

- a. Encashment of Earned Leave at the time of retirement subject to a maximum of 300 days Calculated on the basis of Basic Pay + D.A.
- b. 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, i.e.,

maximum of 150 days. Employees are entitled only after completion of 2 years' continuous service and shall be paid on the basis of Basic Pay + D.A.

3. Employees' Pension Scheme

- a. From the employer's share of CPF a specific amount based upon the Basic Pay is deposited with Employees' Pension Fund towards the pension scheme
- b. Minimum period of service required is 10 years upto attaining the age of 58 years. For the service rendered less than 10 years, one has to get refund of CPF share from the Provident Fund Office after completion of certain formalities as desired by them.

Pensioners Benefits:

A part of the amount paid as Provident Fund is earmarked by the EPF authorities towards pension contribution. All employees who qualify for such benefits are entitled to receive pension as per existing Provident Fund Rules.

4. Group Term Insurance Scheme

Institute has obtained Group Term Insurance Policy for all employees. The policy is attached as *Annexure-XXIV*.

5. Packing Allowance

Lump sum transfer grant and packing allowance at the time of superannuation shall be governed by Govt. of India rules which is equivalent to month's pay (Basic Pay) last drawn, provided the retiring employee settles at a location at least 20 kilometers away from their last duty station(s).

6. Health Insurance Policy Benefits for retired employees

Health Insurance policy benefit for retired employees will be available to the desirous superannuated employees (Self & Spouse only) of MDI who have been superannuated on or after 60 / 62 / 65 years of age, as the case may be. The eligibility, benefits, procedure, and conditions are attached in the *Annexure-XXV*.

3.26 POLICY FOR ENGAGEMENT OF TEACHING CUM RESEARCH ASSISTANTS (TRA)

The policy on engaging Teaching cum Research Assistant (TRA) has been introduced to assist faculty members in teaching responsibilities, such as conducting tutorials, grading assignments, and providing academic support to students. They engage in research activities under the guidance of faculty mentors, aiding in data collection, literature reviews, and analysis. Overall, the appointment of TRAs aligns with the institute's goals of promoting excellence in teaching and research, while also nurturing the next generation of scholars. The detailed policy is attached as *Annexure -XXVI*.

3.27 RESEARCH ASSOCIATE

1. This title may be applied to a person assigned to a research project or other unit or interdisciplinary program of a component institution against a funded project (be it internal/ external).
2. Salary of the RA in a sponsored research will be decided by the PI within the norms of the funding for the research and is not subject to normal limits applicable to RA / TRA.

3.28 POLICY FOR POST-DOCTORAL FELLOWSHIP

The Post-Doctoral Fellowship at MDI is designed keeping in view MDI's goal to create a high-quality research environment A copy of the Post-Doctoral Fellowship Policy is attached herewith as *Annexure-XXVII*.

3.29 BEST EMPLOYEE AWARDS FOR ACADEMIC AND NON-ACADEMIC STAFF

The Institute has introduced a scheme of Best Employee Awards for Academic & Non-Academic categories to be conferred on the employees every year on the eve of 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 the Committee of Deans and Registrar in consultation with the Director, depending upon Academic and Non-Academic Awards.

3.30 E-MAIL AND PASSWORD POLICY

The E-mail and Password Policy is attached as *Annexure-XXXIII*.

Chapter 04

GENERAL CONDUCT, ETHICS AND DISCIPLINARY ACTION

4.1 COMPETENT AUTHORITY AND APPELLATE AUTHORITY

Competent Authority and the Appellate Authority in respect of various posts / groups / grades mean, unless otherwise specifically stated, are as under:

Class	Competent Authority	Appellate Authority
Class I (Director)	Chairperson	Board
Class I (Others)	Director	Chairperson
Class- II	Registrar	Director
Class III	Registrar	Director
Class IV	Registrar	Director

***Note:** In the event of the post of 'Director' and / or 'Registrar' being vacant, the Competent Authority would be the person authorized to look after the work of the respective authority.*

4.2 MISCONDUCT

- i. All employees are expected to maintain a high standard of discipline, good conduct and behaviour. They are also to follow the Rules and procedure issued by the Competent Authority, which may be amended periodically. Violation of these standards will be considered "misconduct" subjecting the offending employee to disciplinary action.
- ii. Without prejudice to the general meaning of the term "misconduct" the following acts will constitute misconduct on the part of an employee:
 1. Indulge in acts detrimental to the interest of MDI.
 2. Associating with any banned organizations or joining associations or demonstrations that undermine the sovereignty and integrity of India, public order, or morality.
 3. Willful insubordination or disobedience, whether alone or in combination with another or others of any lawful and reasonable order of a superior or refusal to receive or reply to a communication sent by a superior.
 4. Striking work in contravention of any statutes, laws or enactments from time to time and for the time being in force either singly or with others or inciting any employee while within the premises of MDI to strike work.
 5. Theft, fraud or dishonesty in connection with the Institute's business or property.

6. Taking or giving bribes or engaging in any form of illegal gratification whatsoever.
7. Accepting hospitality from any individuals, industrial or commercial firms or organizations, etc., that have official dealings with the employee/Institute.
8. Lending to, borrowing from, or depositing money as a member or agent with any person, firm, or private company with whom the employee/Institute is likely to have official dealings.
9. Entering into any private correspondence with Foreign Embassies or Missions or High Commissions.
10. Habitual late attendance and habitual absence without leave or without sufficient cause.
11. Habitual negligence or neglect of work.
12. Habitual Indiscipline.
13. Adopt dilatory tactics in their dealings with the public.
14. Contravention of the provisions of any law, or rule having the force of law.
15. Acting in a manner prejudicial to the interests of the Institute including publishing any content that is prejudicial to the interests of the Institute on a publicly accessible platform including social media platforms.
16. Writing of anonymous or pseudonymous letter criticizing the Management or any other stakeholders/employee of the Institute.
17. Spreading false rumors, or giving false information, or making defamatory statements (written or oral) that tend to bring the Management or its authorities into disrepute.
18. Exhibiting drunkenness or riotous or disorderly or indecent behaviour on the Institute's premises or outside such premises where such behavior is related to or connected with the employment.
19. Gambling within the premises of the office or other place of work, where it is prohibited.
20. Smoking within the premises of the Office or other place of work, where it is prohibited.

21. Collection, without the permission of the competent authority, of any money (within the premises of the Institute) except as sanctioned by any law of the land for the time being in force or rules of the Institute.
22. Sleeping while on duty.
23. Commission of any act which amounts to a criminal offence involving moral turpitude.
24. Absence from the employee's appointed place of work without permission or sufficient cause.
25. Commission of any act subversive of discipline or good behavior.
26. Willful and prolonged absence from duty without reasonable cause.
27. Causing damage to work in process or to any property of MDI by negligence or with intention.
28. Threatening or intimidating any employee within the premises of MDI, including use of threatening language.
29. Providing false information of any kind when seeking employment or for securing any facility offered by MDI.
30. Providing false information or production of false certificate for the purpose of securing any privilege granted by MDI.
31. Abetting or attempting any of the above acts of misconduct.
32. Engaging in any act of sexual harassment at the workplace.
33. Any other misconduct as defined by the Competent Authority.

4.3 CONDUCT RULES

1. Employees shall always uphold the highest level of integrity.
2. Employees shall demonstrate absolute devotion to their duties at all times.
3. Employees shall maintain independence and impartiality when discharging their duties.
4. Employees shall maintain a responsible and decent standard of conduct in private life.

5. Employees are to provide prompt and courteous service to the public.
6. Employees must observe proper decorum both within and outside the workplace.
7. Employees shall be regular in attendance and punctual in observing the office timings.
8. Employees shall devote their whole time to the service of the Institute and shall not, directly or indirectly, engage in any trade, business, occupation, or any other educational institute whether part-time, honorary or otherwise.
9. Employees shall not enter into any monetary dealings with the Institute's suppliers, contractors or students, nor accept gifts, presents or any form of gratification in any form from them.
10. Employees going out during working hours should always obtain permission from their immediate superiors. If the immediate superior is not available, they must obtain permission from the next higher authority. All movements shall be duly recorded.
11. Employees shall use their best efforts to promote the interest of the Institute and serve the Institute, its associates / branch anywhere in India / abroad whether existing or to be established in future in such capacity as the Institute may decide.
12. Staff members on the roll of the Institute shall not change their residence without prior written information to the Institute.
13. Employees shall faithfully, diligently and willingly carry out the instructions or orders given to them by any of their superiors.
14. Every employee shall be dressed neat and clean and shall be polite and obedient in his talk, manners and behaviour with his superiors.
15. No trash will be thrown except in bins or appropriate place provided for the purpose. All employees will make contribution to keep the entire premises in ideal neat and tidy conditions.
16. All employees must maintain a high standard of discipline, loyalty to organization and follow instructions circulars, and Institutional orders diligently and sincerely.
17. Employees shall not leak out any information or divulge any secret of the institute and shall be bound to keep secrecy in all matters pertaining to the affairs

of the Institute; leaking information of the Institute to outside parties will constitute grounds for dismissal.

18. Employees shall not remove books, articles, pictures, documents or any other assets under their control or from any other place of the Institute without prior permission from the Director.
19. Whenever any money or property of the institute is placed in the possession of an employee, it becomes his absolute liability to take care of it and to render a proper account for the same.

4.4 CONFIDENTIALITY

Scope of Confidential Information

For the purpose of the present rules, “Confidential Information” shall mean all non-public material, data, and information related to MDI including but not limited to its operations, personnel, learners, research, strategic plans, internal processes, and any other facets of its business activities. This encompasses:

1. **Academic Material:** Non-published work such as manuscripts, course content, pedagogical approaches, examinations, pending academic proposals, and unreleased research outcomes.
2. **Operational Insights:** Internal strategy documentation, marketing initiatives, enrolment figures, undisclosed fiscal reports, financial plans, forecasts, and audit findings.
3. **Personal Details:** Sensitive information regarding employees, students, applicants, or partners that is protected under privacy legislation.
4. **Legal Frameworks:** Confidential contracts, negotiations, pending patents, proprietary legal documents, correspondence, and any legal materials that are not publicly filed.
5. **Technical and Digital Data:** Proprietary software, databases, system designs, network layouts, access credentials, and programming algorithms.
6. **Internal Communications:** All non-public correspondences, meeting records, memos, internal summaries, electronic mails, and any other communication explicitly labelled as confidential.
7. **External Entity Data:** Information pertaining to third-party collaborators, suppliers, or affiliates that MDI is contractually obligated to keep confidential.

8. **Personnel Information:** Employee-related documents including but not limited to employment history, organizational charts, staff handbooks, private employee information, salary details, disciplinary records, and any other HR material.

'**Confidential Information**' applies to any content that, if disclosed, could harm MDI's competitive positioning or benefit competitors. The term covers information in any form including written, spoken, electronic, or any other medium not explicitly listed herein.

Obligations and Enforcement

All MDI associates are required to preserve the confidentiality of the information as described above. Violation of these confidentiality terms may result in disciplinary measures and potential legal consequences. The responsibility for managing confidential information must be executed with the highest degree of caution, abiding by all relevant laws, rules, and agreements.

Protection and Handling of Confidential Information

MDI commits to the protection of the confidentiality and privacy of its employees and the proprietary information of the institute. Employees are charged with the safeguarding of Confidential Information, adhering to strict confidentiality policies to prevent unauthorized disclosure, sharing, or misuse. Any unauthorized release or mishandling of MDI's Confidential Information will incur disciplinary actions, underscoring the importance of confidentiality in maintaining MDI's integrity and market position. Access to sensitive information is granted solely on a 'need to know' basis to individuals with proper authorization. Upon departure from MDI for any reason, all employees are required to return any and all confidential materials to the designated person(s).

4.5 PENALTIES

The penalties may be imposed on an employee, as hereinafter provided, for misconduct committed by the employee:

Minor Penalties

- a) Censure;
- b) Withholding of increments of pay with or without cumulative effect;
- c) Withholding of promotion;
- d) Recovery from pay or such other amount as may be due to him, of the whole or part of any pecuniary loss caused to the Institute by negligence or breach of orders.

Major Penalties

- e) Reduction to a lower grade or post.
- f) Reduction to a lower stage in time scale.
- g) Removal from service which shall not be a disqualification for future employment; and
- h) Dismissal.

Explanation: The following shall not amount to a penalty within the meaning of this Regulation:

- (i) Withholding of increment of an employee on account of his work being found unsatisfactory or not being of the required standard, or for failure to pass a prescribed test or examination;
- (ii) Non-promotion, whether in an officiating capacity or otherwise, of an employee to a higher post for which he may be eligible for consideration but for which he is found unsuitable after consideration of his case;
- (iii) Reversion to a lower grade or post, of an employee officiating in a higher grade or post, on the administrative grounds unconnected with his conduct;
- (iv) Reversion to his previous grade or post, of an employee appointed on probation to another grade or post during or at the end of the period of probation, in accordance with the terms of his appointment.
- (v) Termination of services: -
 - (a) of an employee appointed on probation, during or at the end of the period of probation, in accordance with the terms of his appointment;
 - (b) of an employee appointed in a temporary capacity otherwise than under a contract or agreement, on the expiration of the period for which he was appointed or earlier in accordance with the terms of his appointment;
 - (c) of an employee appointed under a contract or agreement, in accordance with the terms of such contract or agreement;
 - (d) of an employee on reduction of establishment;
 - (e) calling for the explanation of an employee or requiring to show improvement in his work; and

The procedure for imposing Penalties is given in *Annexure-XXVIII* of the Policy.

Right to Appeal

1. Right to Appeal Penalties:

An employee has the right to appeal to the Appellate Authority regarding any penalties imposed, as specified in *Annexure-XXVIII*. The appeal must be submitted in accordance with the procedures established in *Annexure-XXIX*.

2. Appeal of Orders Impacting Employee Service Conditions:

Pursuant to the regulations and policies of MDI, it is expressly stipulated that an employee possesses the right to formally challenge any order which affects their

employment. In the event of such a circumstance, the employee is obliged to address their appeal to the designated Appellate Authority, as outlined within *Annexure-XXIX*.

This procedure is to be conducted in strict adherence to the stipulated guidelines provided therein, unless explicitly contradicted by specific provisions contained within MDI's established rules or policies. It is incumbent upon the employee to ensure compliance with the appropriate procedural protocols when initiating such an appeal.

4.6 SUSPENSION

Authority to Suspend:

An employee may be placed under suspension by the appointing authority or any subordinate authority, the disciplinary authority, or any other authority authorized by the Board, via general or special order, under the following conditions:

1. Anticipation or existence of disciplinary proceedings against the employee;
2. Determination by the authority that the employee has engaged in conduct detrimental to the security of the State;
3. An ongoing investigation, inquiry, or trial relating to a criminal offense involving the employee.

In cases where the suspending authority is not the appointing authority, the former must immediately report the suspension and its justification to the appointing authority.

Suspension Allowance Provisions:

Right to Suspension Allowance: An employee under suspension awaiting the outcome of an investigation or inquiry into alleged misconduct is entitled to a suspension allowance as specified below.

1. **Allowance in Initial Period of Suspension:** During the first ninety (90) days of suspension, the employee will be paid an allowance equal to fifty percent (50%) of their regular wages.
2. **Allowance Following Initial Suspension Period:**
 - If the suspension exceeds ninety (90) days, or if there is any delay in the conclusion of the employee's proceedings, the employee will receive an allowance of seventy-five percent (75%) of their regular wages until the resolution of the case.

- In case the reasons for delay are directly attributable to the employee, the subsistence allowance shall, for the period exceeding ninety (90) days, be reduced to twenty-five percent (25%) of their regular wages until the resolution of the case.

4.7 WHISTLE BLOWER POLICY

The Whistle Blower policy aims to encourage employees to promptly report to the management any actual or possible violation of conduct rules as provided in MDI HR Policy and Service Rules (2024 Revision). It establishes a mechanism to receive complaints relating to the disclosure on any allegation of corruption or willful misuse of power and to provide adequate safeguards against victimization of the person making such complaint. The detailed policy is attached as *Annexure-XXX*.

4.8 GRIEVANCE REDRESSAL POLICY

A grievance redressal policy helps in addressing and resolving concerns or complaints within an organization effectively. It serves as a structured framework to handle grievances promptly, fairly, and transparently. This policy outlines the procedures for submitting grievances, the channels available for resolution, and the timeline for addressing them. A robust grievance redressal policy not only fosters a culture of trust and transparency but also enhances employee satisfaction and organizational harmony, ultimately contributing to a positive work environment conducive to growth and success. A detailed grievance redressal policy is attached as *Annexure-XXXI*.

4.9 PREVENTION OF SEXUAL HARASSMENT AT WORKPLACE POLICY

The prevention of sexual harassment at workplace policy is aimed at fostering a safe and respectful workplace environment for women. Such a policy outlines the organization's stance against any form of sexual harassment and provides clear guidelines on reporting procedures, investigation protocols, and disciplinary actions. By establishing a zero-tolerance approach, promoting awareness through training, and ensuring confidentiality for victims, the policy serves to protect employees, uphold their rights, and cultivate a culture of mutual respect and dignity. A detailed policy is attached as *Annexure-XXXII*.

4.10 ADMINISTRATION, INTERPRETATION AND AMENDMENTS

1. The Director and the Registrar would be the executive authority for the proper administration of these Rules with respect to faculty and non-academic staff respectively. The Director remains the final authority for all employees.

2. In case of any dispute, the Director of the particular institution shall be the final authority for the interpretation and may grant approvals accordingly, in consultation with the Chairperson of the Board of Governors.

If MDI becomes university, then this authority will vest in the Vice Chancellor in consultation with the Secretary and the Chancellor.

These Service Rules or any part thereof may be changed or amended from time to time by the Board of Governors, Management Development Institute Society.

ANNEXURES

ANNEXURE - I

CADRE STRUCTURE

(To be revised as per Ministry of Education/ AICTE/UGC Circulars from time to time)

CLASSIFICATION OF REGULAR EMPLOYEES

1. PAY SCALES

(A) FACULTY

S.No.	Designation	Academic Level	Pay Matrix
1	Director	Level 17	225000
2	Professor (HAG)	Level 15	182200-224100
3	Professor	Level 14A	159100-220200
4	Associate Professor	Level 13A2	139600-211300
5	Assistant Professor (Senior Grade II)	Level 12	101500-167400
6	Assistant Professor (Senior Grade I)	Level 11	68900-117200
7	Assistant Professor	Level 10	57700-98200

(B) ADMINISTRATIVE, ACCOUNTS AND ACADEMIC SERVICES

S.No.	Designation	Level	Pay Matrix
1.	Registrar	Level 14	144200-218200
2.	Chief Administrative Officer/ Chief Finance Officer / Chief Human Resources Officer (senior scale)	Level 13	123100-215900
3.	Chief Administrative Officer/ Chief Finance Officer/ Chief Human Resources Officer	Level 12	78800-209200
4.	Administrative Officer/ Accounts officer	Level 11	67700-208700
5.	Dy. Administrative Officer / Dy. Accounts officer	Level 10	56100-177500
6.	Junior Administrative Officer/ Junior Accounts Officer	Level 8	47600-151100
7.	Sr. Administrative Assistant/ Sr. Accounts Assistant	Level 7	44900-142400

S.No.	Designation	Level	Pay Matrix
8.	Administrative Assistant / Accounts Assistant	Level 6	35400-112400
9.	Sr. Attendant/ Messenger-cum-Sr. Attendant / Selection Grade Driver	Level 5	29200-92300
10.	Attendant/ Messenger-cum- Attendant	Level 4	25500-81100
11.	Jr. Attendant/ Messenger-cum-Jr. Attendant / Driver	Level 3	21700-69100
12.	Multi-Tasking Staff	Level 2	19900-63200

(C) LIBRARY SERVICES

S.No.	Designation	Level	Pay Matrix
1.	Librarian	Academic Level 14	144200-218200
2.	Deputy Librarian (Senior Grade)	Academic Level 13	123100-215900
3.	Deputy Librarian	Academic Level 12	78800-209200
4.	Senior Assistant Librarian	Academic Level 11	67700-208700
5.	Assistant Librarian	Academic Level 10	56100-177500
6.	Sr. Library. Assistant	Level 8	47600-151100
7.	Library. Assistant	Level 7	44900-142400
8.	Jr. Lib. Asst.	Level 6	35400-112400
9.	Sr. Library. Attendant	Level 5	29200-92300
10.	Library. Attendant	Level 4	25500-81100
11.	Jr. Library Attendant.	Level 3	21700-69100

(D) INFORMATION TECHNOLOGY SERVICES

S.No.	Designation	Level	Pay Matrix
1	Chief System Administrator	Academic Level 13	123100-215900
2	Senior System Analyst	Level 12	78800-209200
3	Senior Technical officer/ System Analysis	Level 11	67700-208700
4	Technical officer/Networking Engineer	Level 10	56100-177500
5	Junior Technical Officer (JTO)	Level 8	47600-151100

S.No.	Designation	Level	Pay Matrix
6	Sr. Technical. Assistant	Level 7	44900-142400
7	Technical Assistant	Level 6	35400-112400
8	Junior Technical Assistant	Level 5	29200-92300

(E) ENGINEERING SERVICES

S.No.	Designation	Level	Pay Matrix
1	Chief Engineer	Level 12	78800-209200
2	Executive Engineer	Level 11	67700-208700
3	Assistant Executive Engineer	Level 10	56100-177500
4	Senior Engineer	Level 8	47600-151100
5	Assistant Engineer	Level 7	44900-142400
6	Junior Engineer	Level 6	35400-112400
7	Sr. PumpOperator-cum-Elect. / Sr. A.C. Mech. / cum-Rep. Operator	Level 5	29200-92300
8	Attendant/ Pump Operator-cum- Electrician. / A.C. Mech. / Plumber	Level 4	25500-81100
9	Jr. Attendant/ Pump Operator- cum-Tech. Helper / DG Set Operator-cum-tech. Helper	Level 3	21700-69100
10	Multi-Tasking Staff	Level 2	19900-63200

2. ALLOWANCES PAYABLE TO ACADEMIC & NON-ACADEMIC STAFF

A. Personal Allowance for Academic and Non-Academic Staff

S.No.	Designation	Amount (Rs)
1	Director	40000
2	Professor (HAG)	30000
3	Professor/Registrar/Librarian	22500
4	Associate Professor	18000
5	Assistant Professor	15000

S.No.	Designation	Amount (Rs)
6	CAOs & equivalent	10000
7	AOs & equivalent	7500
8	DAOs & equivalent	5000
9	Sr. Attendant to Jr. Admin. Officer (Pay Level 5 to Pay Level 8)	3750
10	Multitasking & Other Staff (Below Pay Level 5)	2500

- No other allowance i.e., DA/HRA/PF shall be applicable on the Personal Allowance.
- When an Officer/Staff receives higher pay level after 10/20/30 years of regular service as per MACPS Scheme, they will get the allowances in accordance with the revised pay level irrespective of the designation.

B. Meal Allowance for Academic and Non-Academic Staff

S.No.	Employee category	Proposed Rates
1	For Faculty Members & Officers	Rs.5000/- Per month
2	For Staff	Rs.3000/- Per month

ANNEXURE - II

BRIEF RESUME ABOUT THE FACULTY CANDIDATE

Name:			
Date of Birth:			
Post Applied for:			
Present Position & Organization:			
Qualifications:			
Examination	Year of Passing	Institutions / University	Grade / Marks
Ph.D.			
Post-Graduation			
Graduation			
12 th			
10 th			
1	Name of the Ph.D. / Post Graduation Project Topic		
2	Number of papers published in referred national / international journals.		
3	Details of best three papers published (Authors, Paper Title, Journal, Vol. No. pp. Year of Publications).		
4	No. of Ph.D. Supervised		
5	Number of Cases (and Teaching Notes)		
6	Subjects taught at P.G. Level		
S.No.	Name of subject	No. of Students	Feedback
a)			
b)			
c)			
	Whether Conducted MDP / Consulting YES / NO		If Yes, please give details
Two references			
Name: Designation: Organization: Address: Email Address: Mobile No.:		Name: Designation: Organization: Address: Email Address: Mobile No.:	

Signature of the Candidate

ANNEXURE – III

FACULTY APPLICATION SCREENING FORM

Name of the Applicant	Dr. / Professor
Present Position	
Area of Specialization	
Teaching & Research Interest	

Please give your remarks on following attributes:

S.No.	Attribute	Remarks
1.	Relevant Qualification	
2.	Teaching Experience	
3.	Industrial Experience	
4.	Research and Publications	
5.	MDPs	
6.	Consultancy	
7.	Any other _____	

Reason for Recommendation	
---------------------------	--

Whether to call applicant for presentation and interview?
If no, why?

Yes ☐ No ☐

☐ Not suitable for faculty position

☐ Mismatch of experience

☐ No teaching experience.

☐ Any other: _____

Signature

Name

Date:

ANNEXURE - IV

FACULTY FEEDBACK ON APPLICANT'S PRESENTATION

Name of the Applicant

Topic.....

Date.....

Please indicate rating in a scale of 1 (very low / poor) to 5 (very high / excellent) on each of the under noted aspects.

S.No.	Attribute	Rating
1.	Conceptual Clarity	
2.	Methodological appropriateness and rigor	
3.	Communication skills	
4.	Ability to handle questions	
5.	Ability to hold interest of audience	
6.	Future relevance of research area for management	
	Total	

Suggestions, if any (if ratings are less than 3 then please provide reasons why)

.....
.....
.....

Signature

Name.....

ANNEXURE – V

VISITING FACULTY COMPENSATION RULE

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

A. Visiting Faculty Honorarium

Visiting Faculty Honorarium for a 3-Credit Course		Amount (INR)
1	Honorarium (all inclusive) for Visiting faculty of the rank of Associate Professor and above.	Rs.3,00,000/- (plus GST wherever applicable)
2	Local Conveyance (to & fro)	Rs.500/- from Gurgaon Rs.1000/- from Delhi/Faridabad Rs.1500/- from Noida/Ghaziabad (in case the conveyance is arranged by MDI, no reimbursement for local conveyance shall be given).
3	For Visiting Faculty from outside NCR	Economy class air fare (to & fro)- Maximum 4 visits for a full course. (One visit for international faculty).

B. Guest Faculty Honorarium

The honorarium for guest faculty is Rs.6,000/- (plus GST wherever applicable) per session plus TA/DA as applicable. For international faculty on visiting basis, the Director may be empowered to decide the appropriate compensation package.

ANNEXURE - VI

ANNUAL WORK PLAN FOR FACULTY

Year:

Name of the Faculty:

Designation	Area	Date of Joining at MDI

S.No.			No.	Details
1	Teaching (Long Duration)	In MDI	Core	
			Elective	
			FPM	
			Online	
		Outside MDI		
2	Training Programmes	Open MDPs		
		In-Company MDPs		
3	Sponsored Research Project	National		
		International		
4	Publications (Refereed Journals)	A1 (FT 50 and UT Dallas 24)		
		A2		
		B1		
		B2		
		Others (As per MDI Policy)		

S.No.			No.	Details
5	Publications (Other than Journals)	Chapter in Edited Books		
		Book Review		
		Paper in Conference proceedings		
6	Case Studies with Teaching Notes	Premium (ACRC/Ivey/Harvard/HBS/case in HBR)		
		Others Emerald Emerging Market / Thunderbird / Kellogg Case Publishing / Sage Business Cases/ Cases in any other journal (Scopus index journal)		
7	Books	Textbook		
		Edited Book		
		Research Book		
8	Conference Papers (Refereed)	National		
		International		
9	FPM Thesis Supervision	Chair		
		Member		
10	Dissertation Guidance	CIS		
		PGPIB		
		PPM		
		BA		
		BM		
11	Academic Administration	Dean		
		Chairperson		
		Coordinator / FIC		
12	Consulting Assignment			

S.No.			No.	Details
13	Academic Outreach (Conference Organized)	National Conference		
		International Conference		
14	Academic Citizenship (Guest Editorship of a Journal)	A1		
		A2		
		B1		
15	Self-Development Initiative	Certificate Program		
		Training Attended		
		Others		

DECLARATION:

I declare that the information provided above is true and correct to the best of my knowledge.

Date:

Signature of the Faculty

Place: Gurgaon

ANNEXURE – VII

FACULTY PERFORMANCE MEASUREMENT & INCENTIVE SYSTEM

The performance of the faculty members is measured in terms of work units earned by them. Work Units (WU) will be assigned for each of the activities performed by them. A faculty is expected to perform the minimum workload equivalent to eight courses of 3-credits (i.e., 400 work units) in each financial year. Work Units (WUs) in excess of 400 earned by a faculty per year will be rewarded @ Rs.4,000/- per WU. The maximum cap on annual work units per faculty will be 800 units (i.e., 400 Mandatory Work Units and 400 Work Units for Incentives). Incentives for work units beyond 800 will be paid for consulting / sponsored research (where applicable), MDP teaching ¹, and FT50/UT Dallas or A Category in Clarivate Analytics JCR / SCOPUS indexed journals / FT 50 / ABDC A*, A or B (and equivalent as per MDI Policy). Incentives are payable only when minimum requirements on teaching and research are met and 400 points are exceeded for an AY.

The Faculty Work Measurement System has been modified for the faculty members of MDI. As a part of this system, the faculty member will prepare a plan of their activities for the academic year. The Director keeping in mind the needs of the individual and the institution will moderate this plan. The final plan will be then kept on personal record of the concerned faculty. When the individual faculty submits the plan for the coming year, they also file a self-appraisal against the last year's plan and points out the areas of deviation and reasons thereof. This achievement versus the plan will be then factored together and the Director will offer a feedback to the individual in terms of areas that call for improvement so that the faculty may grow as a professional keeping in mind the institutional requirements and will receive an annual feedback on the extent of achievement on the road map.

Linking Activities to Work Units: Basic Principles

There are four sets of activities that MDI faculty gets involved into for meeting the output obligations of the institute –

- Teaching in Graduate and Certification Programmes (TEACHING)
- Teaching in Executive Education Programmes (TRAINING)
- Research (RESEARCH)
- Consulting (CONSULTING)

There is another set of activities that MDI faculty may be called upon to get involved into for meeting the process obligations of the institute –

- Academic Administration (ADMIN)
- Academic Outreach/Citizenship (OUTREACH)

¹ This MDP teaching will be applicable for all open enrollment and custom MDPs and incentives will be applicable when teaching ratings are more than 4.0 / 5.0 and the minimum teaching requirements on long duration programs are met.

There is a larger set of activities that the MDI faculty ought to get involved into for meeting the professional responsibilities for their belonging to academic fraternity –

- Support to Professional Activities (CITIZENSHIP)

TEACHING accounts for stable and predictable revenue stream for MDI and is a major activity at the Institute.

TRAINING is the revenue driver for MDI as well as a connection with the practice side of management.

Faculty members are expected to devote about 40-80% of their total effective time for TEACHING and TRAINING activities.

RESEARCH as an activity has a major reputational impact on MDI institutionally as well as provides major professional gains for the faculty. It is difficult to quantify the recommended time allocation for a primarily intellectual but somewhat uncertain activity in terms of output. However, as a rough rule of thumb, one may assign around 30-80% of the total faculty time for research activities.

CONSULTING can be a major income augmentation for individual faculty though given the current level of this activity it is a minor revenue stream for MDI. This revenue stream already has a separate sharing formula. Thus, this part of activity cannot be rewarded twice and should not be included, therefore, in the work measurement for purposes of incentives. Since MDI does get its share from the revenue stream, the work in this domain can be included in the overall work measurement of the faculty. While a faculty is permitted to carry out consulting for a maximum of 52 days in a year, total faculty time expected to be devoted to this activity is about 10-50%. Days of the year spent in consulting will be calculated at a daily rate of Rs. 1 lakh per day equivalent.

ADMINISTRATION relates to activities incidental to faculty though critical for the institute. These include programme administration and activities like admissions, project evaluations etc. While faculty members need not take these as part of their individual work plans, at the aggregate level, MDI should provide for no more than 25-30% of the total faculty time. As a general expectation, with increasing seniority, there will be an expectation of more administrative time.

OUTREACH and CITIZENSHIP are activities incidental to MDI though critical for the faculty. These include organizing conferences, memberships of corporate boards, committees of academic bodies, thesis and examination committees of other academic institutions, public and media appearances, and so on. While MDI may not consider these as part of the work plans of the faculty, about 5 to 20% of the total faculty time may be provided for these purposes.

In view of the above parameters:

(a) Each faculty member must aggregate at least the following before being eligible for any incentives:

(i) **Assistant Professor:** 150 units from Teaching and Training activities (in the first three years as a new Assistant Professor) (200 units from the 4th year) and minimum 150 units from Research. Some units from Consulting / Outreach / Citizenship / Academic Administration / Activity while not expected will be allowed. Participation in admissions is expected.

(Note: In case of MDI Murshidabad, 150 units from Teaching and Training activities (in the first three years as a new Assistant Professor) (200 units from the 4th year) and minimum 75 units from Research and a minimum of 75 units from Consulting / Outreach / Citizenship / Academic Administration. (This is valid for five years beginning from AY 2024-25 after which the norm will revert to the MDI Gurgaon norms). Participation in admissions is expected.)

(ii) **Associate Professor:** 200 units from Teaching and Training activities and minimum 100 units from Research. A minimum of 50 units will be expected from Academic Administration (or Activity) / Consulting / Outreach / Citizenship. Participation in admissions is expected.

(iii) **Professor:** Minimum 150 units from Teaching and Training activities and minimum 100 units from Research / Consulting / Outreach / Citizenship / Academic Administration (or Activity). Participation in admissions is desirable.

(b) Incentives would be awarded for work completed over and above 400 Work Units. Notional Units are assigned for CITIZENSHIP activities for work units' eligibility and hence would not be eligible for incentives.

(c) In a single term, a maximum of four 3-Credit Courses in a single program or across programs may be taught by a Faculty to ensure good quality of teaching inputs. More than four 3-Credit Courses taught during the same term would not be considered for work units.

(d) Work unit norms may be applied on pro-rata basis for faculty members availing maternity leaves/EoL/joining in the middle of the academic year. Those Faculty members leaving the Institute in the middle of the academic year would get incentives only if they exceeded 400 WUs during the year unless the departure is on account of death, retirement or serious illness in which case it would be on pro-rata basis.

(e) For faculty on contract appointment, requirement of work norms would be as per the terms of contract appointment.

- (f) The faculty member can choose either to encash all of their eligible excess work units or accumulate all of them or a fraction of them as their Research Facilitation Fund (RFF).
- (g) The work units earned may be counted upon the written request by a faculty member over either two-year block or three-year block instead of annually. This flexibility is provided to accommodate concerns about delays involved in quality publications or any other unforeseen contingencies. However, the minimum required work units would then be 800/1200 respectively, and corresponding increase in teaching/training and research/consulting/other points. Excess work units at the end of the two-year / three-year block may then be either encashed or accumulated in RFF.
- (h) Faculty who brings in money for sponsored research or for funding of Research Centres / Centres of Excellence will have the option of buying out upto half of their teaching requirement from the money that is being paid by the client/ sponsor. This provision would need to be built into the client/ sponsor agreement. The rate will be 2 X equivalent work units.

WORK UNIT ALLOCATION AND MEASUREMENT

A. TEACHING

Graduate Programmes (PGDM/PGDM-HRM/PGDM-IB/PGDM-BAN); Executive Graduate Programmes (PGDM(BM)/PGDM(BA)/PGDM(PPM)/PGDM(Online)); Fellow Programme (FPM/EFPM)

<i>Activity</i>	<i>Equivalent Work Units</i>	<i>Remarks</i>
Delivering a 3 Credit Course	50	In order to promote quality of teaching, instructor feedback will be considered along with 50 work units per 3-credit course. For considering the instructor feedback, following is pursued: - i. 10 work units would be added to 50 units if feedback is more than 4.50; ii. 5 work units would be deducted from 50 units if feedback is below 3.75; iii. For a New ² Assistant Professor, the minimum requirement would be 3.0 before a penalty (for three years after

² Fresh Ph.D. or a Ph.D. with ≤ 2 years of experience in a teaching position.

<i>Activity</i>	<i>Equivalent Work Units</i>	<i>Remarks</i>
		which they would have the same rate as all others).
Course of Independent Study (CIS) in FPM/EFPM and GP/EGP Projects and Dissertations.	5	
Teaching in Courses in New MDI Programs and in New Schools of MDI (e.g., School of Management of Financial Institutions, strategy program, supply chain program, other programs, other schools including undergraduate school).	65	For the period 2025-26 onwards for two academic years. But only after at least four courses have been taught in (PGDM/PGDM-HRM/PGDM-IB/PGDM-Business Analytics); Executive Graduate Programmes (PGDM(BM)/PGDM(BA)/PGDM(PPM)/PGDM(Online)) Fellow Programme (FPM/EFPM). This provision is exempted from the 800 work units cap.
Delivering an FPM/EFPM 3-Credit Course	50	
Guiding FPM/EFPM as Thesis Advisory Committee Chair	50	Units will be awarded upon award of Degree

<i>Activity</i>	<i>Equivalent Work Units</i>	<i>Remarks</i>
Guiding FPM/EFPM as Thesis Advisory Committee Member	30	Units will be awarded upon award of Degree
Conducting Admissions Interviews – for GPs/EGPs/FPM/EFPM	2.5	Each half day
Online PGDM: Course Credit 2	40	WU from the online PGDM program will be exempted from the 800-cap subject to the minimum requirements of teaching in PGDM/PGDM-HRM/PGDM-IB/ PGDM-BAN being met.
Course Credit 4	80	

<i>Activity</i>	<i>Equivalent Work Units</i>	<i>Remarks</i>
Outbound Programmes	1.5	Each half day – it would apply only for physically conducted programs and not for online ones.
GP/ EGP/: Project/Dissertation Evaluation & Selection of students for exchange programmes.	1.5	Each half day
Induction Programme Tutorials / Cases	1.5	Per Session

No teaching class except FPM to have less than 20 students. In case the class size is smaller and the Electives does not have 20 students, students opting for that Elective be clubbed with the same Elective offered in other programs.

Penalty for delay in submission after the due date:

5 Work Units would be deducted from the total units allocated for every week's delay.

B. TRAINING

Open Enrolment Management Development Programmes

In-company – On Campus – Management Development Programmes

In-company – Off Campus – Management Development Programmes

Armed Forces – 6 months Certificate Programmes

<i>Activity - Open Enrolment Management Development Programmes - On Campus</i>	<i>Equivalent Work Units</i>		<i>Remarks</i>
Programme Design & Resource person identification.	5		Only when the MDP Office receives the programme brochure and session plan by due date (90 days before the date of the programme).
Programme Direction and Coordination – per day	Net realized price from client (Rs. Per participant, per day)	Coordination fee per day for Programme	Work units will be shared equally by the Programme Directors directing the same program. Programmes with less than
	<=15000	2 WU	
	15001 – 20000	2 WU	
	20001 – 25000	3 WU	

	25001 – 30000	4 WU	10 participants can be conducted only on specific recommendations of Dean (IC) with the approval of the Director.
	>30,001	5 WU	
Project work (if provided over usual 4 sessions per day) – per day	0.5		
Project Presentation not exceeding 2 sessions	4		
Preparation & Teaching per session (90 minutes)	Net realized price from client (Rs. Per participant, per day)	Faculty payment for teaching per session (No. of sessions per day: 4)	
	<=15000	2 WU	
	15001 – 20000	3 WU	
	20001 – 25000	4 WU	
	25001 – 30000	6 WU	
	>30,001	8 WU	

Every in-company program will have minimum of two Program Directors if duration of the program is ≥ 3 days.

Activity – In-company – On Campus – Management Development Programmes	Equivalent Work Units	Remarks
Programme Design & Resource person identification	5	Credit will be given for each programme. When number of programs is more than 5 batchwise, and is a repeat of the same content and delivery, then design units will be given for only the 1 st program.

Programme Direction and Coordination – per day	Net realized price from client (Rs. Per participant, per day)	Coordination fee per day for Programme	
	<=15000	2 WU	
	15001 – 20000	2WU	
	20001 – 25000	3WU	
	25001 – 30000	4WU	
	>30,001	5WU	
Project work (if provided over usual 4 sessions per day) – per day	0.5		Work units will be shared equally by the Program Directors directing the same program.
Project Presentation not exceeding 2 sessions	4		
Preparation & Teaching per session (90 minutes)	Net realized price from client (Rs. Per participant, per day)	Faculty payment for teaching per session (No. of sessions per day: 4)	
	<=15000	2 WU	
	15001 – 20000	3 WU	
	20001 – 25000	4 WU	
	25001 – 30000	6 WU	
	>30,001	8 WU	

Activity – In-company – Off Campus (beyond NCR) – Management Development Programmes	Equivalent Work Units	Remarks
Programme Design & Resource person identification	5	Credit will be given for each programme.

Programme Direction and Coordination – per day	Net realized price from client (Rs. Per participant, per day)	Coordination fee per day for Programme	Work units will be shared equally by the Program Directors directing the same program.
	<=15000	2 WU	
	15001 – 20000	2WU	
	20001 – 25000	3WU	
	25001 – 30000	4WU	
	>30,001	5WU	
Project work (if provided over usual 4 sessions per day) – per day	1		
Project Presentation not exceeding 2 sessions	8		
Preparation & Teaching per session (90 minutes)	Net realized price from client (Rs. Per participant, per day)	Faculty payment for teaching per session (No. of sessions per day: 4)	
	<=15000	2WU	
	15001 – 20000	3WU	
	20001 – 25000	4WU	
	25001 – 30000	6WU	
	>30,001	8WU	

Activity – Armed Forces – 6 months Certificate Programmes	Equivalent Work Units	Remarks
Programme Design & Resource person identification.	10	Work units will be shared equally by the Program Directors directing the same program.
Programme Direction and Coordination – per programme.	20	
Preparation/Course Planning & Delivery 18 Sessions with two evaluation components – per course – NO ELECTIVES	45	

<i>Activity – Preparation and Teaching on MDPs</i>	<i>Rewards based on feedback</i>
Rewards for quality of session delivery is measured through instructor feedback – to be awarded on a per session basis on the feedback for all sessions taught by faculty in MDPs in a year (excluding Armed Forces Programs).	In order to promote quality of training, instructor feedback will be considered. For considering the instructor feedback, following is pursued, if total teaching units from MDPs are 50: - (i) 10 work units would be added to 50 units if feedback is more than 4.50; (ii) 10 work units would be deducted from 50 units if feedback is below 3.75

C. INTERNATIONAL IMMERSION

International Immersion (incoming foreign students on a paid basis (non – Exchange) with a view to promote internationalization and promote India) (this is not a part of the cap).

<i>Activity</i>	<i>Equivalent Work Units</i>
Program Design	5 (to be divided among Program Directors)
Program Coordination (per day)	2 per day (to be divided among the PDs)
Budgeting and Negotiation	5 (WU to be divided b/w Faculty and Team GEO)
90-minute session	3
Half Day Outbound Experiential Learning (NCR/non-NCR)	4/16
Project (Presentations/Supervision)	6
Evaluation (to be done by PDs)	5 per course

D. RESEARCH

Classification of Journals for the Award of Research Incentives

Publication of research papers in top quality journals is one of the key criteria for recognizing and rewarding academic research. In order to identify top quality journals, the existing categorization of journals is done with the objective of setting standards for the quality of research papers published by the faculty members. The classification consists of five classes **A***, **A**, **B**, **C** and **D** on the quality scale of the journals. This is done because the broad objective of this exercise is to encourage research by faculty but at the same time there is also a need to see that genuinely high-quality research papers be recognized appropriately. Furthermore, faculty members are not discouraged by this classification, but instead are encouraged to find

out appropriate journals where they may publish their research. Thus, the classification envisages a pyramid structure where relatively few contributions may come to category A* and A, and a large number may come initially to B and C class journals. Publishing in higher class journals requires far greater efforts, skills and experience. Faculty members are, therefore, encouraged to raise their own bar to publish in A* and A category journals. Consequently, the research rewards structure will also take all this into account for defining the rewards.

The broad-based journals classification has been decided on the basis of Australian Business Deans Council (ABDC), the Association of Business Schools (ABS), and the Clarivate Analytics Journal Impact Factor (previously known as Web of Science, Journal Citation Reports).

<i>MDI Journal Classification</i>	<i>Equivalence of *Scholarly Articles Published in Journals listed by</i>	<i>Work Units for Research Articles</i>
Class A*	FT 50 / UT Dallas 24	750
Class A	ABDC A* and listed in both Scopus and Clarivate Analytics JCR databases OR ABS 4* and listed in both Scopus and Clarivate Analytics JCR databases OR Clarivate Analytics JCR IF 7 and above	360
Class B	ABDC A and listed in both Scopus and Clarivate Analytics JCR databases OR ABS 4 and listed in both Scopus and Clarivate Analytics JCR databases OR Clarivate Analytics JCR IF 4 and above	240
Class C	ABDC B and listed in both Scopus and Clarivate Analytics JCR databases OR ABS 3 and listed in both Scopus and Clarivate Analytics JCR databases OR Clarivate Analytics JCR IF 3 and above	75
Class D	ABDC C and listed in both Scopus and Clarivate Analytics JCR databases OR ABS 2 and listed in both Scopus and Clarivate Analytics JCR databases OR Clarivate Analytics JCR IF 2 and above	10

A scholarly article is a formal, peer-reviewed research work produced to present original research, theoretical analysis, or critical reviews within a specific academic discipline. Non-scholarly publications—such as editorials, cases, caselets, newspaper or magazine articles, blog posts, and similar content—will not be considered as scholarly articles.

The Work Units would be divided equally among the co-authors of a paper published in respective journal. However, to encourage quality publications that creates intellectual output and expertise about the entire paper within the authors as well, the following parameters will be considered:

1. With every subsequent author beyond a fourth co-author, units per author will decrease by 2/3. So, four authors for an A Category publication would mean MDI author getting 90 WU. A fifth author would reduce it to 30 WU per MDI author. A sixth would decrease it to 10 WU and so on.
2. The expectation is that the publications will have a clearly underlying common theme designed to build expertise in an area that the faculty would like to be recognized in. Without this clarity at the level of Assistant and Associate Professor, they would also get only half the credit of Work Units that they would have otherwise got.
3. There will be no sharing for scholarly articles in FT50 and UT Dallas publications, if the authors are from outside MDI.

<i>Research Outcomes other than Journal Article</i>	<i>Work Units**</i>
Case with Teaching Note published in platforms such as ACRC/ Ivey and Harvard Business School Publishing.	75
Case with Teaching Note published in platforms such as Emerald Emerging Market Case Studies / Thunderbird Case Series / Kellogg Case Publishing / Sage Business Cases.	30
Research Book*	100
Text Book*	100
Edited Book*	50
Chapter in Edited Books*	20
Full paper presented in Conference and published in the Conference proceedings with ISBN or ISSN	10
Article published in Newspaper/Magazine [Full page]	5
Book Review published in A* or A or B category journal	5

- * Should be published by a well-recognized publisher enlisted in the approved list of publishers in MDI. The List should be circulated among the faculty members by the

Research Office. Where MDI is paying the publisher to publish a book, Work Units will be reduced by 50%.

** Work Units to be divided equally among co-authors.

With every subsequent author beyond the third co-author, units will decrease by 50%.

Note:

- 1) In all the above cases, affiliation must mention MDI for the credit.
- 2) Course material prepared for Distance Learning Institutes and put in a book form will not be considered for any work units.
- 3) Every faculty member shall ensure that all scholarly work is published exclusively in genuine, reputable, and recognized academic journals. Each faculty member shall bear sole responsibility for exercising due diligence in the selection of publication outlets and shall strictly refrain from submitting or publishing work in predatory, fake, cloned, or otherwise unethical journals.

In the event that any publication by an MDI faculty member is found, at any time, to have been published in a predatory, fake, cloned, or unethical journal, appropriate disciplinary proceedings shall be initiated in accordance with the Institute's rules, which may include dismissal from the services of the Institute. Any monetary benefits or incentives received in connection with such publications shall be refunded in full, along with an additional penalty as determined by the Competent Authority.

Further, any career advancement, promotion, or progression obtained on the basis of such publications shall be annulled and withdrawn. The same provisions shall apply in cases where publications are retracted for reasons attributable to ethical lapses, misconduct, or violations of publication standards.

Faculty members are required to uphold the highest standards of academic integrity, professional responsibility, and ethical conduct in all matters relating to research dissemination and publication.

E. CONSULTING

For Project Consulting and Process Consulting, no Work Units will be allotted since it is a paid activity. The rate of Consultancy can be decided by the faculty concerned subject to a minimum of Rs.25,000/- per day with no limit on maximum. The maximum number of days a faculty can do Consulting will be 52 days per year.

The definition of Consulting covers problem-solving, focused sponsored research and advisory projects only.

The Faculty fees will have to be shared with MDI @ 30%. The revenue sharing arrangements will be allowed for those faculty members who exceed the 400 work units' requirements. A faculty member not meeting the 400 work units in the year is not eligible for their share of the fees for any of the consulting activity they have undertaken in the same year.

Sponsored Research Projects are those where a client pays to get research done by MDI Faculty. Some of this research may well be purely on a cost basis for the client and there may be no payment separately to faculty. In such cases, faculty will be given 1.5 WU for every INR 2 lakh worth of sponsored research. Where the sponsored research comes from reputed international organizations (e.g., Wellcome Foundation, UN, Bill and Melinda Gates Foundation, etc.) and the payment is from outside India, the WU would be 2 for every INR 2 lakh worth of sponsored research.

However, where faculty get paid for their time (e.g., as an honorarium), the research shall be treated at par with Consulting (and there will be no Work Units); the breakup of the payments from the client needs to be specified ex-ante. Where such research gets published in a journal, the faculty will be entitled to also get the relevant research Work Units at 1.25 X normal rate on Certification by Dean (Research) office.

All consulting activity needs prior sanction/approval of the Director. And all payments will be made to MDI. Where a client insists on paying an honorarium directly to the faculty as a consulting fee, faculty are required to declare this to MDI and take the income as a consulting fee in accordance with the process worked out at MDI.

Note: An amount equivalent to the maximum units of shortfall that can be mitigated by the revenue share of the faculty i.e. Rs. 4,00,000/- (Rs. 4000 x 100 units) may be kept with the MDI Consulting accounts to close the long-term consultancy projects and keep a record for each faculty for the amount.

The above amount is limited to Rs. 4 lakhs across all long-term completed projects, undertaken by faculty in that fiscal year.

Beyond Rs. 4 Lakhs, the Consultancy Office would move the note with all calculation and required approvals from the competent authority and send it to accounts office for payment through salary all such notes may reach by the 20th of every month to be paid in the salary of the current month and any such payment note received after the 20th may be considered for payment only in the next month.

The amount of share of faculty to be released for the projects closed would be processed by the consulting office within thirty working days from receipt of all the documents related to release of the sharing note, including all receipts from clients, all payments made to different stakeholders and completion certificate from the client and faculty concerned.

F. ACADEMIC ADMINISTRATION*

Activity – Heads	Equivalent Work Units
Deans	120

<i>Activity – Heads</i>	<i>Equivalent Work Units</i>
Leads/ Chairs	60
In-charges/ Coordinators	30
Editor - Vision	60
Associate Editor - Vision	40

* Whenever a faculty member holds more than one position, they shall be paid work units for one role (which has the highest WUs) only.

G. ACADEMIC OUTREACH

<i>Activity – MDI Activities</i>	<i>Equivalent Work Units</i>	<i>Remarks</i>
Conference Organising – International Conference	150 (to be split between the organizing committee members as decided by conference chair)	Should be at least two-day event with minimum 30 research papers from paid delegates out of which at least 10 papers from overseas delegates.
Conference Organising – National Conference	75 (to be split between the organizing committee members as decided by conference chair)	Should be at least two-day event with minimum 30 research papers from paid delegates.
Publication of conference proceedings – Edited volume with ISBN/ISSN (all volumes included)	50 (to be split between the organizing committee members as decided by conference chair)	Should be published to coincide with the conference. Same as provided under Publishing category under Research. The credit can be claimed only once – here or under that category.
Thematic one day conferences – like discussion forum, round tables, etc.	10	Must have 25 registered delegates and should be externally funded.

H. ACADEMIC CITIZENSHIP / INDUSTRY ENGAGEMENT

<i>Activity - External to MDI</i>	<i>Equivalent Work Units</i>	<i>Remarks</i>
Guest Editorship of a Journal – MDI Journal Class: • A* • A • B	150 50 20	Affiliation must mention MDI for the credit.

Note: Notional WU (50) will be allocated for being a member of Board of Directors of a listed company or a company with revenues more than 10,000 crore (maximum 4). These WU cannot be counted for incentives; only for becoming eligible for incentives.

Norms for Outside Teaching

S.No.	Type of Institution	Rate of Monetary Reward/Fee to be shared with MDI
1	International B-schools/Universities in FT 100 or QS200 or better universities (Otherwise)	0% (25%)
2	Institutions with *NIRF rank between 1 to 20	30%
3	Institutions with *NIRF rank between 21 and 100	80%

* Latest NIRF Ranking shall be considered.

Notes:

- This will not apply to activities like Expert Talk, Thesis Evaluation, Seminars, Article refereeing, etc. Honorarium's paid for these works will not be sharable with MDI. (Honorariums are nominal sums of money not consulting level rates).
- There will be a limit of two courses that a faculty can teach outside if they fulfil the minimum work unit requirements for the last AY but with the prior permission of the Director. More than two courses may be permitted, if the faculty is teaching at an institution that is ranked* better than MDI Gurgaon or at an international institution in the FT 100 / QS200.

Teaching at MDIM (by MDIG faculty) will get 60 WU per 3 credit courses if in person; 50 if online and is not included in the WU limits at MDIG only if there is no payment to faculty and the payment is to MDIG from MDIM. No more than one course per faculty per year is permitted at MDIM.

(this provision is to support MDIM for another 2 years i.e. till AY 2025-26).

- c) Director's prior written permission is mandatory for taking any such assignments related to outside teaching. There will be no rescheduling of classes within MDI to accommodate outside classes.
- d) Incentives would be awarded for work completed over and above 400 Work Units. Notional Units are assigned for CITIZENSHIP activities for work units' eligibility and hence would not be eligible for incentives.

* *As per latest NIRF ranking.*

ANNEXURE - VIII

MANAGEMENT DEVELOPMENT INSTITUTE

ANNUAL PERFORMANCE APPRAISAL FORM FOR OFFICERS

Period: From To

SECTION 1A: PERSONAL PARTICULARS & SELF-APPRAISAL

Employee Name		Employee Code	
Designation		Department	
D.O.J.			
REPORTING STRUCTURE			
Reporting Officer _____			
Reviewing Authority _____			

SECTION 1B: SELF APPRAISAL

1. Details of Educational Qualifications (added in last 1 year)

--

2. Training/Conferences attended and foreign visits, if any (sponsored by Institute) during the review period with dates and duration:

--

3. JOB PROFILE (Primary duties):

S.No.	Details of up to five specific responsibilities	Duration/ Period	Status (Ongoing/Completed)
1			
2			
3			
4			
5			

4. Mention three major contributions/achievements during the review period.

a) _____

b) _____

c) _____

5. Self-Appraisal / Assessment (including challenges in the current assignment).

--

6. Training needs (if any):

--

SECTION 2A: ASSESSMENT PARAMETERS

S.No.	Description					Reporting Officer	Reviewing Officer
1	Understanding of the Institute's Goals						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
2	Professional knowledge, Planning and organizing ability, self-development						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
3	Performance of primary duties						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
4	Performance of secondary duties						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
5	Subordinate development, men management, delegation of authority						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
6	Interpersonal relationships and coordination/cooperation with other departments						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		

S.No.	Description					Reporting Officer	Reviewing Officer
7	Communication (oral and written) skills and staff work						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
8	Process consciousness/understanding and creativity						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
9	Commitment to excellence						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
10	Positive attitude and work motivation						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
11	Leadership (ability to inspire & lead, vision courage of conviction)						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
12	Administrative ability (organize, execute, monitor, resource utilization, cost consciousness)						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
13	Integrity & ethics						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
14	Regularity/punctuality & responsiveness						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
15	Level of Task accomplishment (problem solving, additional responsibility)						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		

S.No.	Description					Reporting Officer	Reviewing Officer
16	Decision-making ability						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
17	Leadership traits						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
18	Knowledge about GFR and relevant rules and practices						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
19	Willingness to learn and adapt.						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
20	Willingness to accept additional responsibilities						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
	TOTAL (out of 100)						

** Note: Not more than 20% of employees in a department are to be given above Ninety (90) Score.*

(Signature of the Reporting Officer)

(Signature of the Reviewing Officer)

Final Score (Average of Reviewing and Reporting Officer):

Section 2B: TO BE FILLED BY THE REPORTING OFFICER *(please use an additional sheet if the space provided is not enough)*

You may comment on the strengths and any shortcomings of the officer.

Performance Highlights, Strengths & Potential:

Areas in performance and behaviour need improvement:

SECTION 3A: Goal Setting for the next one year (to be filled by the Reporting Officer)

S.No.	Description	To be completed by	Remarks
1			
2			
3			
4			
5			

Note: To be communicated to the officer by the reporting officer.

Comments by reviewing officer if any:

Signature of Reporting Officer

Name: _____

Date: _____

Signature of the Reviewing Officer

Name: _____

Date: _____

ANNEXURE - IX

MANAGEMENT DEVELOPMENT INSTITUTE

ANNUAL PERFORMANCE APPRAISAL FORM FOR STAFF

Period: From To

SECTION 1A: PERSONAL PARTICULARS & SELF-APPRAISAL

Employee Name		Employee Code	
Designation		Department	
D.O.J.			
REPORTING STRUCTURE			
Reporting to _____			
Reviewing Authority _____			

SECTION 1B: SELF APPRAISAL

1. Details of Educational Qualifications (added during last 1 year)

--

2. Training/Conferences attended and foreign visits, if any (sponsored by Institute) during the review period with dates and duration:

--

3. JOB PROFILE (Primary duties):

S.No.	Details of up to five specific responsibilities	Duration/Period	Status (Ongoing/Completed)
1			
2			
3			
4			
5			

4. Mention three major contributions/achievements during the review period.

a) _____

b) _____

c) _____

SECTION 2A: ASSESSMENT PARAMETERS

S.No.	Description					Reporting Officer	Reviewing Officer
1	Understanding of the Institute's Goals						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
2	Performance on assigned tasks						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
3	Responsibility and independent working capability						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		

S.No.	Description					Reporting Officer	Reviewing Officer
4	Teamwork / Co-operation						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
5	Communications (oral and written)						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
6	Positive attitude, work motivation, drive and determination						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
7	Regularity / Punctuality						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
8	Integrity and Honesty						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
9	Innovativeness						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
10	Ability and willingness to learn new things						
	1 Poor	2 Average	3 Good	4 Very Good	5 Excellent		
	* TOTAL (out of 50)						

** Note: Not more than 20% of employees in a department are to be given above Ninety (90) Score.*

(Signature of the Reporting Officer)

(Signature of the Reviewing Officer)

Final Score (sum of scores assigned by Reporting & Reviewing Officer):

Section 2B: TO BE FILLED BY THE REPORTING OFFICER *(please use an additional sheet if the space provided is not enough)*

You may comment on the strengths and any shortcomings of the employee.

Performance Highlights, Strengths & Potential:

Areas in performance and behaviour need improvement:

SECTION 3A: Goal Setting (for the next one year) (to be filled by the Reporting Officer)

S.No.	Description	To be completed by	Remarks
1			
2			
3			

Note: To be communicated to the assessee by the reporting officer.

Signature of the Reporting Officer: _____

Comments by Reviewing Officer if any:

--

Signature of Reporting Officer

Name: _____

Date: _____

Signature of the Reviewing Officer

Name: _____

Date: _____

ANNEXURE - X

FACULTY PROMOTION POLICY

1. Performance Evaluation Criteria as well as Promotion Criteria (The average work units will be considered for preceding three years and then an index from 100 may be calculated for the shortlisted candidates).

a) Criteria for Promotion to the Assistant Professor Level 11

- Minimum average score must be 60 out of 100 for promotion during past three years. - The faculty member will be evaluated based on the following criteria. Upon meeting the below promotion criteria in terms of 360-degree contribution to the institute, individual faculty may be considered for promotion on recommendation of FRC. - No interview is required for promotion to level 11. - Annual Performance Score will be awarded by Director on the basis of overall assessment of the candidate.						
<i>In incumbency Position at Assistant Professor Level 10</i>						
Parameters	Annual Performance Report (APR)	Teaching	Teaching Feedback	Publications	Training	Institutional Activities/ funded Research project/ Consultancy
Marks	05	20	10	50	5	10
Units of Measurement	Average annual performance score	Average annual teaching units	Average feedback of courses delivered	Average annual units	Average annual units	Average annual
Scoring Criteria	Overall assessment by Director	20 for >=200 15 for >=150 10 for >=100 05 for <100	10 for >=4.75 09 for >=4.50 08 for >=4.25 06 for >=4.00 04 for >=3.75 02 for >=3.50 00 for <3.50	50 for >=250 40 for >=200 30 for >=150 20 for >=100 10 for <100	5.0 for >=50 4.5 for >=45 4.0 for >=40 3.5 for >= 35 3.0 for >=30 2.5 for >=25 2.0 for >=20	10 for >= 100 09 for >= 90 08 for >= 80 07 for >=70 06 for >=60 05 for >=50 04 for >=40

					1.5 for >=15 1.0 for >= 10 0.5 for >=05 00 for <05	03 for >=30 02 for >=20 01 for >=10 00 for <10
- Publications in journals as per ABDC B Category (or equivalent) and above and as per MDI Journal Classification would only be considered in calculation of publication units. - Institutional Activities includes academic administration, admission and placement related activities, Induction sessions, and Dissertation guidance.						

b) Criteria for Promotion to the Assistant Professor Level 12

- Minimum average score must be 60 out of 100 for promotion during past three years. - The faculty member will be evaluated based on the following criteria. Upon meeting the below promotion criteria in terms of 360-degree contribution to the institute, individual faculty may be considered for promotion on recommendation of FRC. - No interview is required for promotion to level 12. - Annual Performance Score will be awarded by Director on the basis of overall assessment of the candidate.						
<i>In incumbency Position at Assistant Professor Level 10 or Level 11</i>						
Parameters	Annual Performance Report (APR)	Teaching	Teaching Feedback	Publications	Training	Institutional Activities/ funded Research project/ Consultancy
Marks	05	20	10	50	05	10
Units of Measurement	Average annual performance score	Average annual teaching units	Average feedback of courses delivered	Average annual units	Average annual units	Average annual units

Scoring Criteria	Overall assessment by Director	20 for >=200 15 for >=150 10 for >=100 05 for <100	10 for >=4.75 09 for >=4.50 08 for >=4.25 06 for >=4.00 04 for >=3.75 02 for >=3.50 00 for <3.50	50 for >=250 40 for >=200 30 for >=150 20 for >=100 10 for <100	5.0 for >=50 4.5 for >=45 4.0 for >=40 3.5 for >= 35 3.0 for >=30 2.5 for >=25 2.0 for >=20 1.5 for >=15 1.0 for >= 10 0.5 for >=05 00 for <05	10 for >= 100 09 for >= 90 08 for >= 80 07 for >=70 06 for >=60 05 for >=50 04 for >=40 03 for >=30 02 for >=20 01 for >=10 00 for <10
- Publications in journals as per ABDC B Category (or equivalent) and above and as per MDI Journal Classification would only be considered in calculation of publication units. - Institutional Activities includes academic administration, admission and placement related activities, Induction sessions, and Dissertation guidance.						

c) Criteria for Promotion to the position of Associate Professor

- Promotion would be based on the past performance of the faculty and interview performances. - Past performance in the incumbency position shall carry 70% weight and interview performance shall carry 30% weight. A minimum average score over past three years of 60% (of 70%) on the past performance and 65% (of 30%) on the interview score component is required for promotion.
<i>In incumbency Position at Assistant Professor Level 12</i>

Parameters	Annual Performance Report (APR)	Teaching	Teaching Feedback	Publications	Training	Institutional Activities/ funded Research project/ Consultancy
Marks	05	25	05	40	15	10
Units of Measurement	Average annual performance score	Average annual teaching units	Average feedback of courses delivered	Average annual units	Average annual units	Average annual units
Scoring Criteria	Overall assessment by the Director	25 for ≥ 300 20 for ≥ 250 15 for ≥ 200 10 for ≥ 150 05 for < 150	5.0 for ≥ 4.75 4.5 for ≥ 4.50 4.0 for ≥ 4.25 3.5 for ≥ 4.00 2.5 for ≥ 3.75 2.0 for ≥ 3.50 00 for < 3.50	40 for ≥ 200 30 for ≥ 150 20 for ≥ 100 10 for ≥ 50 5 for < 50 but more than 10	15 for ≥ 150 14 for ≥ 140 13 for ≥ 130 12 for ≥ 120 11 for ≥ 110 10 for ≥ 100 09 for ≥ 90 08 for ≥ 80 07 for ≥ 70 06 for ≥ 60 05 for ≥ 50 04 for ≥ 40 03 for ≥ 30 02 for ≥ 20 01 for ≥ 10 00 for < 10	10 for ≥ 100 09 for ≥ 90 08 for ≥ 80 07 for ≥ 70 06 for ≥ 60 05 for ≥ 50 04 for ≥ 40 03 for ≥ 30 02 for ≥ 20 01 for ≥ 10 00 for < 10
Publications in journals as per ABDC B Category (or equivalent) and above and as per MDI Journal Classification would only be considered in calculation of publication units.						

- Institutional Activities includes academic administration, admission and placement related activities, Induction sessions, and Dissertation guidance.
- For promotion to associate professor, the candidate may choose to use the all of the weight allocated to consulting / funded research and /or institutional activities to publications (so it becomes 50, 0,) or 10 of the 40 allocated to publications to consulting/funded research or institutional activities (so it becomes 30 for publications and 20 for consulting / funded research or 30 for publications and 20 for institutional activities). Minimum 30 will be required from publications and 15 from teaching to be eligible. The allocated marks will change on a pro-rata basis if this flexibility is exercised.

d) Criteria for Promotion to the position of Professor

• Promotion would be based on the past performance of the faculty and interview performances. • Past performance in the incumbency position shall carry 70% weight and interview performance shall carry 30% weight. A minimum average score over past three years of 60% (of 70%) on the past performance and 65% (of 30%) on the interview score component is required for promotion. A minimum average score of 60 is required for promotion.							
<i>In incumbency Position at Associate Professor Level</i>							
Parameters	Annual Performance Report (APR)	Teaching	Teaching Feedback	Publications	Training	Consulting /Funded Research	Institutional Activities
Marks TRACK I	05	20	05	40	10	10	10
Marks TRACK II	05	30	05	20	25	5	10
Units of Measurement	Average annual performance score	Average annual teaching units	Average feedback of courses delivered	Average annual units	Average annual units	Average annual units	Average annual units

Scoring Criteria	Overall assessment by the Director	30 for >=350 25 for >=300 20 for >=250 15 for >=200 10 for >=150 05 for <150	5.0 for >=4.75 4.5 for >=4.50 4.0 for >=4.25 3.5 for >=4.00 2.5 for >=3.75 2.0 for >=3.50 00 for <3.50	40 for >=350 35 for >=250 30 for >=200 25 for >= 150 20 for >=100 15 for >= 75 10 for >= 50 5 for < 50 but more than 10	20 for >=175 15 for >=150 14 for >=140 13 for >=130 12 for >= 120 11 for >=110 10 for >=100 09 for >= 90 08 for >= 80 07 for >=70 06 for >=60 05 for >=50 04 for >=40 03 for >=30 02 for >=20 01 for >=10 00 for <10	10 for >= 100 09 for >= 90 08 for >= 80 07 for >=70 06 for >=60 05 for >=50 04 for >=40 03 for >=30 02 for >=20 01 for >=10 00 for <10	10 for >= 100 09 for >= 90 08 for >= 80 07 for >=70 06 for >=60 05 for >=50 04 for >=40 03 for >=30 02 for >=20 01 for >=10 00 for <10
-------------------------	------------------------------------	---	--	--	--	--	--

- Publications in journals as per MDI Journal Classification would only be considered in calculation of publication units. Cases in HBSP, Ivey and ACRC will qualify as research for Track 2.
- Institutional Activities includes academic administration, admission and placement related activities, Induction sessions, and Dissertation guidance.
- For promotion to professor, the candidate may choose to use the all of the weight allocated to consulting / funded research and /or institutional activities to publications (so it becomes 40, 0,10 or 40, 10, 0 or 50, 0, 0) or 5 of the 30 allocated to publications to consulting/funded research or institutional activities (so it becomes 25 for publications and 15 for consulting / funded research or 25 for

publications and 15 for institutional activities). Minimum 25 will be required from publications, 15 from teaching to be eligible for promotion. The allocated marks will change on a pro-rata basis if this flexibility is exercised.

e) Criteria for Promotion to the position of HAG Professor

- Promotion would be based on the past performance of the faculty and interview performances.
- Past performance in the incumbency position shall carry 70% weight and interview performance shall carry 30% weight. A minimum average score **over past three years of 60% (of 70%) on the past performance and 65% (of 30%) on the interview score component** is required for promotion.

In incumbency Position at Professor Level

Parameters	Annual Performance Report (APR)	Teaching	Teaching Feedback	Publications	Training	Consulting /Funded Research	Institutional Activities
Marks TRACK I	05	20	05	40	10	10	10
Marks TRACK II	05	30	05	10	30	10	10
Units of Measurement	Average annual performance score	Average annual teaching units	Average feedback of courses delivered	Average annual units	Average annual units	Average annual units	Average annual units
Scoring Criteria	Overall assessment by the Director	30 for >=350 25 for >=300 20 for >=250 15 for >=200 10 for >=150	5.0 for >=4.75 4.5 for >=4.50 4.0 for >=4.25 3.5 for >=4.00 2.5 for >=3.75	40 for >=350 35 for >=250 30 for >=200 25 for >= 150 20 for >=100	20 for >=175 15 for >=150 14 for >=140 13 for >=130 12 for >= 120	10 for >= 100 09 for >= 90 08 for >= 80 07 for >=70 06 for >=60	10 for >= 100 09 for >= 90 08 for >= 80 07 for >=70 06 for >=60

		05 for <150	2.0 for >=3.50 00 for <3.50	15 for >= 75 10 for >= 50 5 for < 50 but more than 10	11 for >=110 10 for >=100 09 for >= 90 08 for >= 80 07 for >=70 06 for >=60 05 for >=50 04 for >=40 03 for >=30 02 for >=20 01 for >=10 00 for <10	05 for >=50 04 for >=40 03 for >=30 02 for >=20 01 for >=10 00 for <10	05 for >=50 04 for >=40 03 for >=30 02 for >=20 01 for >=10 00 for <10
- Publications in journals as per ABDC B Category (or equivalent) and above and as per MDI Journal Classification would only be considered in calculation of publication units. Cases in HBSP, Ivey and ACRC will qualify as research for Track 2. - Institutional Activities includes academic administration, admission and placement related activities, Induction sessions, and Dissertation guidance. - For promotion to HAG professor in Track 1, the candidate may choose to use the all of the weight allocated to consulting / funded research and /or institutional activities to publications (so it becomes 40, 0,10 or 40, 10, 0 or 50, 0, 0) or 10 of the 30 allocated to publications to consulting/funded research or institutional activities (so it becomes 20 for publications and 20 for consulting / funded research or 20 for publications and 20 for institutional activities). Minimum 20 will be required from publications and 10 from Teaching to be eligible. The allocated marks will change on a pro-rata basis if this flexibility is exercised.							

ANNEXURE - XI

UPGRADATION OF PAY SCALE BENEFIT FROM PAY LEVEL 12 TO PAY LEVEL 13A1 FOR FACULTY

1. The upgradation of pay scale benefit from Pay Level 12 to Pay Level 13A1 shall be extended to Assistant Professor only after they acquire not less than three (3) years of experience post PhD and provided they have a 1st class post-graduation and a minimum of 3 years of experience in MDI as Assistant Professor (Pay level 12). All three conditions must be fulfilled.
2. The Probation confirmation committee constituted as per HR Policy & Services Rules (2024 Revision) shall also act as “pay upgradation committee’ to consider the cases to grant upgradation of pay scale from Pay Level 12 to Pay Level 13A1.
3. The grant of higher pay scale is also subject to good academic, research and consultancy track record of Assistant Professor.
4. The higher pay Scale and Pay only be granted to an Assistant Professor provided that no disciplinary proceedings have been initiated or contemplated as on the date of “pay upgradation committee meeting”.

ANNEXURE - XII

RULE FOR ALLOTMENT OF HOUSES IN THE CAMPUS

The employees of the Academic & Non-Academic positions shall be allotted houses in the Campus depending upon the availability according to their entitlement and criteria for allotment of houses:

Grade Pay	Type of Staff Quarters	Remarks
Director	"F" Type	
Pay Level-14 & above	"E" Type	To be allotted as per seniority in Pay Level.
Level-12 to Level-13A2	"D" Type "C-1" Type "C" Type	
Pay Level-6 to Pay Level-11	"B" Type	
Below Pay Level-6	"A" Type	

The newly constructed flats Block "B" & "E" will be allotted as under:

S.No.	Flat Types	No. of Flat	Carpet Area	Category of entitlement based on Pay Scale
1.	"E"	32	1400	Academic Pay Level-12 & above
2.	"B"	32	700	Pay Level-6 to Pay Level-12

Criteria for House Allotment

Type D & E houses are meant only for faculty members of the Institute. Exceptions may be made in cases where the Competent Authority is convinced of the genuine need of some special category of employees. The houses will be allotted on the basis of seniority and station seniority at the level of faculty & staff. The order of seniority is determined by the date of joining as faculty at MDI.

Out of turn allotment may be made in exceptional situations if in the judgment of the Competent Authority institutional requirements so demand.

If a person does not accept the offer of a house made to him/her, their name will be shifted to the bottom of the waiting list. Exceptions to this will be made in respect of the following cases:

- When an institutional commitment has been made; for such a situation, institutional commitment will have priority over seniority in the waiting list.
- When the Institute decides to change over from one system to another and such a change involves marginal adjustments.

If a person goes on leave of absence or on deputation, they can either retain the house for the period of their leave or can let the Institute use the house (full or part) during their absence. In the latter case, the person concerned will have the right to reoccupy the house when they return.

If a house becomes available and an employee is due to return in a month's time, the same will be retained for allotment to the person. The allotment letter will be issued only when the employee actually returns and rejoins the Institute.

An employee member who has exercised the right to reoccupy the house on return from leave must spend at least three more years at the Institute after their return from long leave before they are again entitled to the option specified above.

The license fee as per the rates prescribed by Govt. of India from time to time shall be made applicable in MDI and the same shall be recovered from those employees who occupied residential houses on MDI Campus. The present license fee recoverable as per rules of Govt. of India* (based on the living area in sq. meters) is as follows:

S.No.	Type of Houses	Living Area Sq. Mtrs.	License fee recoverable
1.	"B" type (Sanskriti)	53 Sq. Meters	Rs.660/- per month
2.	"C" type	57 Sq. Meters	Rs.660/- per month
3.	"C-1" type	80 Sq. Meters	Rs.930/- per month
4.	"D" type	111 Sq. Meters	Rs.1750/- per month
5.	"E" type, E-1 & E-2	132 Sq. Meters	Rs.2170/- per month
6.	"E" type (Samridhi)	134 Sq. Meters	Rs.2170/- per month
7.	"F" type	221 Sq. Meters	Rs.3040/- per month

* Source: - Office Memorandum No.18011/1/2006-Pol.III, Govt. of India, Ministry of Urban Development, Directorate of Estates, dated. September 2007.

License fee will be revised as per the Government of India Rule as applicable from time to time.

An allottee whether temporary or permanent shall cease to draw House Rent Allowance from the date of moving into the allotted house.

Estate Office shall monitor the availability of houses periodically and inform the concerned employees accordingly.

In every case, the allottee shall be deemed to be a licensee and not a tenant. The allottee will have to enter into an agreement with the Institute for the permissive use of the house allotted to them.

If an employee occupying a certain category of house on the campus becomes entitled to a higher category of house, they will not be displaced from the house under occupation until alternative accommodation in the next category is available.

If an allottee dies, the allotment shall be cancelled from the date of death, provided that the Competent Authority will have the discretion to extend the period of retention by the family of the deceased in appropriate cases for up to 4 months after death of the allottee. During such occupation the License Fee last paid by the deceased allottee will be payable to the Institute.

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 Competent Authority 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.

An allottee who wants to vacate the residence shall give at least thirty days' notice in writing. If they do not do so, they shall be responsible for payment of License Fee for that period or the number of days by which the notice given by them falls short of 30 days.

The employee shall not sublet or transfer the residence allotted to them or any portion thereof of the out houses, apartments thereto, if any.

The allottee may entertain guests in their house for a period not exceeding three months. If, however, the period exceeds three months, specific approval of the Competent Authority shall be obtained. This restriction will not apply in the case of domestic servants.

The liability for License Fee shall commence from the date of occupation of the residence. The employee to whom the house has been allotted shall take the possession of the house from the Estate Office. Likewise, at the time of vacating the house they shall hand over the house to the Estate Office.

An allottee shall not use the house for any purpose except for residence with their family and shall maintain the premises and the compound, if any, attached thereto, in a clean and hygienic condition.

There shall be no improper use of any allotted house. For the purpose of this rule, 'improper use' shall include:

- Unauthorized addition to/or alteration of any part of the house or premises;
- Using the house/premises or a portion of thereof for purposes other than for strictly residential purposes;
- Unauthorized extension from electricity and water supply and other service connections or tempering therewith;

- 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; and
- 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 Institutes forthwith.

The allottee shall personally be responsible for loss of or any damage to, beyond fair wear and tear, the building fixtures, furniture, sanitary fittings, electrical installations, fencing, etc. provided therein, during the period of their occupation of the house.

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 Office may consider necessary for the proper maintenance of the house.

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 maintenance staff any damage to or defect in the building, fixtures and fittings, electrical installations or fencing and gates for necessary action.

Any incidence of infectious disease in the house must immediately be reported to the Medical Officer / CAO / Registrar of the Institute, and all precautions must be taken to prevent the spread of the infection.

No inflammable materials should be stored in the houses.

The allottee will be responsible for all residents of the house including servants abiding by these rules.

The charges for actual electricity consumption and services like Conservancy, Water Supply. Road and Street Lighting and Government Educational Cess, Municipal Tax etc. These charges will be deducted from the salaries of the occupant each month.

On any question of interpretation of these rules, the Director's decision shall be final. The Director will have the authority to modify these rules at any time.

ANNEXURE - XIII

LEAVE TRAVEL CONCESSION (LTC)

All permanent Employees holding the academic and non-academic positions shall be entitled to LTA/LTC facility. LTC will be available after one year of uninterrupted services in the Institute. However, LTA can be paid from the date of joining.

An employee in the month of December shall give in writing about his choice of either availing LTA or LTC for the forthcoming block of two years commencing from the month of January every year.

In case an employee opts for LTA he shall be paid 1/24 of his Basic Pay + D.A. + HRA as in the month of December of the year of opting, every month along with his salary. The amount so paid shall be taxable as per Income Tax rules.

In case an employee opts for LTC then he and his family members including dependents (a member of the family whose income from all sources does not exceed the amount of minimum family pension prescribed in the Government of India rules, as applicable from time to time, shall be deemed to be the wholly dependent), shall be entitled to travel anywhere in India by the entitled class once in a block of two years. Fares for journeys shall be reimbursed by the Institute to the farthest city visited on production of air tickets and boarding passes and photo copy of the railway tickets indicating PNR numbers. Journey by road can only be undertaken by the State Transport buses.

Members of family can travel in one or more batches. LTC not availed in a block of two years can be carried forward only for one year. Clubbing of two LTCs is not allowed.

Misuse of LTC shall be dealt with as per Govt. of India rule.

Note: The LTC policy will be subject to changes as per the Government of India rules issued from time to time.

ANNEXURE - XIV

POLICY FOR MEDICAL BENEFITS INCLUDING MEDICAL INSURANCE COVER FOR ACADEMIC & NON-ACADEMIC POSITIONS

The employees shall be entitled for Medical Benefits either by availing the Medical Allowance encashment or reimbursement of medical expenses. The employees are required to give their options in this context in the month of December each for the forthcoming year.

In case of encashment, employees shall be paid 1/12 of their Basic Pay + D.A. + HRA every month, along with salary. The amount shall be taxable.

In case an employee opts for medical reimbursement, the employee shall be eligible for reimbursement against prescriptions/cash memo/medical reports, etc., subject to maximum of Basic Pay + D.A. + HRA as in the month of December of the previous year. Reimbursement upto Rs.15000/- per year is tax-free as per the current Income Tax rules.

The reimbursement towards medical expenses shall be paid for the treatment of employees as well as their family members, including dependent members. For the definition of dependents, please see *Annexure-XIII* of LTC.

The unspent balance shall be carried forward for the next two years in case the employee opts for reimbursement. In case the employee switches over from reimbursement to encashment, no advantage of carry forward will be given.

In addition to the above facility, the Institute would also provide medical cover to all its employees in terms of Mediclaim Hospitalization Insurance Policy for self, dependent spouse, and two dependent children (i.e., up to four persons). The sum assured is Rs.5,00,000/- (Rupees Five Lakhs Only) per person. Fifty percent premium of the Mediclaim Hospitalization Policy shall be paid to the Insurance Company by the Institute, and the rest 50% shall be recovered/ adjusted from the medical entitlement of the employees concerned.

Faculty and staff will have a choice to get a Medi-Claim Insurance Policy enhanced to Rs.10,00,000. However, an enhanced premium on account of top-up insurance cover will be borne by the concerned employee if they opt so. Faculty and staff will also have a choice to get Medi-Claim Insurance coverage for their dependent parents. However, the full premium on account of the separate coverage for their dependent parents will be borne by the concerned employee.

Recovery Schedule

- The employee's premium share is **adjusted from their medical allowance/reimbursement**.
- Recovery is done in **12 equal monthly instalments** (January to December).

In case an employee joins mid-year, their premium share is recovered in **equal monthly instalments** from the **month of joining** until **December**. Example: If someone joins in April, their premium share will be divided over 9 months (April to December).

ANNEXURE – XV

POLICY FOR REIMBURSEMENT OF NEWSPAPERS/MAGAZINES/BOOKS/ SOFTWARE /E-CONTENTS* FOR ACADEMIC & NON-ACADEMIC POSITIONS

(i)	Director, Faculty Registrar & Librarian	Rs.50,000/- per annum on submission of bills.
(ii)	Officers	Rs.30,000/- per annum on submission of bills.
(iii)	Other Staff	Rs.10,000/- per annum on submission of bills.

* E-Contents would include the following:

Subscription to AI Tools such as:

- ChatGPT
- Gemini
- Claude
- Perplexity
- Grok, etc.

Reimbursements for the above AI tools will be made upon submission of bills, subject to the permissible limit in each category.

ANNEXURE - XVI

POLICY FOR RE-IMBURSEMENT OF TELEPHONE / CELL- PHONE / BROADBAND EXPENSES

Faculty and Officers of the Institute shall be entitled to get the expenses reimbursed on account of telephone / cell-phone / broadband against submission of bills as per their entitlement given below.

Director	Reimbursement of the bills at actual with no upper limit.
Faculty/Registrar/ Librarian	Reimbursement of the bills with a maximum cap of Rs.3500/- per month.
CAO, AO, DAO & equivalent	Reimbursement of the bills with a maximum cap of Rs.2200/- per month.
All other regular employees of the Institute.	Reimbursement of the bills with a maximum cap of Rs.900/- per month.

ANNEXURE - XVII

INCENTIVE SYSTEM FOR NON-ACADEMIC POSITIONS

Non-academic staff of the Institute shall be paid a separate incentive amount equivalent to 25% of the total incentive payable to faculty members for work units earned in excess of 400 points.

The following procedure will be followed for payment of incentive to the non-academic staff of MDI:

- (a) For payment of the incentive, the non-academic staff will be categorized into three groups as follows:

Rating obtained in the Annual Performance Appraisal Report	Category
50% to 75%	Group - I
76% to 90%	Group - II
91% to 100%	Group - III

- (b) The ratio of distribution of incentive shall be 1.0 : 1.5 : 2.0 for Group - I : Group - II : Group - III respectively.

- (c) The following employees will be eligible for the incentive:

- All those employees who have not absented from duty for more than 50 days including all types of leave, like CL, EL, Sick Leave, EOL, etc., but excluding maternity/paternity leave during the year under consideration.
- Who have not received any Memorandum, etc., from the Competent Authority on disciplinary and/or poor performance grounds during the year under consideration.

ANNEXURE – XVIII

RULES FOR FINAL WITHDRAWAL FROM PROVIDENT FUND (P.F.)

Entitlement: 36 months' salary i.e. Basic Pay + D.A. or the amount available in his account (Employee's and Employer's contribution plus Interest) or the cost of the plot/house/flat, whichever is the least). Proof for the purchase of flat/land or construction viz., Agreement to sell and later Lease to be submitted along with the P.F. withdrawal application.

Addition Alteration in the house/flat after 5 years of completion of the Construction / purchase.

Entitlement: Twelve (12) months' salary i.e. Basic Pay + D.A. or Employee's contribution and interest on employee's contribution or amount of withdrawal applied, whichever is the least. Proof, e.g. Architect's certificate, Pradhan's Certificate (in case of village) for addition/alteration to be submitted along with the P.F. withdrawal application. Intimation that alterations/additions have been completed is to be given in writing.

Marriage of self/brother/sister/daughter/son (only on three occasions during the entire service)

Entitlement: Six (6) months' salary i.e. Basic Pay + D.A. or 50% of the amount available in his account, or employee's contribution plus interest on employee's contribution, whichever is the least.

Treatment of self or dependent family members.

Entitlement: Six (6) months' salary i.e. Basic Pay + D.A., or employee's contribution plus interest on employee's contribution, or the actual cost of the treatment whichever is the least. Certificate from the Doctor/hospital to the satisfaction of the Trustees to be submitted along with the P.F. withdrawal application.

Post-matriculation education of son or daughter.

Entitlement: Three (3) months' salary i.e. Basic Pay + D.A. or employee's contribution plus interest on the employee's contribution or the actual expenditure to be given along with the P.F. withdrawal application.

ANNEXURE - XIX

POLICY FOR OVERSEAS EXPOSURE

Objective

- To develop international perspective in all the faculty members of the Institute over a period of time.
- To encourage joint research/training/conferences/seminars/workshops by the faculty of the Institute and the partner institutions on the topics that would help strengthening mutually beneficial industry and business relationship between India and the countries of partner institutions.
- To develop literature on management practices, industry, economy and society of the countries of partner institutions.
- To showcase India as an attraction to managers and public of those countries, through seminars, workshops/presentations and other methods.
- To learn better management practices for improving the quality and delivery of the Institute's academic activities.
- As there may be many Faculty members who may be interested in availing the opportunities under the exchange programme. It is necessary to frame guidelines to be followed in nomination of Faculty for the exchange programmes.

Guidelines for Nomination

- Regular Faculty members who have completed at least one year of service in the Institute as on the date of application shall be eligible for consideration under the exchange programme. However, this may be waived if deemed fit by the Director.
- Everything else remaining the same, preference will be given to the faculty members, who do not have international exposure by visit to another country for a period of three months or more.
- The period of visit under the exchange programme will be around three months.
- The faculty members desirous of being considered for the purpose will submit application to the Director through Chairperson, Global Engagement Office, along with a proposal of research that he/she intends to carry out during the exchange program. He/she may be asked to take teaching load as desired by the partner institution. The faculty member concerned must have: -

- Demonstrated interest in research work (reflected in Research work undertaken/publications/ organizing/attending conferences, seminar or workshops, etc.)
- At least a feedback in teaching in PGP of 3.50 during the last 3 years or the period for which he is employed if period is less than 3 years.
- Demonstrated interest in the Institute's overall growth (reflected in overall interest and workload in academic and administrative responsibilities.
- Selection will be made out of the application received by a committee appointed by the Institute. The final selection will however be subject to the consent of the partner institutions.
- The period of exchange visit will be treated as being on institutional academic assignments and payment shall be shared as per consulting rules.
- The faculty member who has international exposure earlier under this scheme or any other manner may be considered again under the scheme on completion of three years uninterrupted service at the Institute on return from his last foreign visit (for a period exceeding one month) provided he qualifies.
- The Institute may review these rules based on its experience in implementing them.
- The other terms and conditions like honorarium, academic engagements etc. will be announced from time to time in consultation with the partner institutions.

ANNEXURE - XX

POLICY ON RELOCATION ALLOWANCE FOR REGULAR EMPLOYEES

The Moving Allowance shall be paid to the new regular employees at the time of joining the Institute only when they are required to shift their place of residence at the time of joining the Institute, towards the shifting of luggage/household items as well as traveling expenses for self and family members. The entitlement for the Moving Allowance shall be as under:

For All eligible Employees	Towards shifting of luggage/household items on submission of bills.	Rs.25,000/-
	Towards traveling expenses for self and family members on submission of air or train tickets/boarding pass.	Rs.15,000/-
	Total	Rs.40,000/-

An Employee can avail the residence facility one month free of cost after superannuating.

For candidates joining from outside India, a total of INR 80,000 or a USD 1,000 equivalent would be reimbursed on the production of bills / boarding pass as may be applicable. For Professors and HAG Professors, the Competent Authority may increase the relocation allowance to upto Rs.80,000/- even for those relocating within India.

ANNEXURE - XXI

POLICY ON SANCTION OF ADVANCES TO EMPLOYEES

All permanent employees having at least three (3) years of service in the institution and five (5) years to retirement are eligible to apply for advances towards the following:

- a) Personal Advance upto Rs.2,00,000/-
- b) Vehicle Advance upto Rs.10,00,000/-
- c) Computer Advance upto Rs.80,000/-

Note: *The interest rate for such advances would be as per the State Bank of India (SBI) benchmark rates (lending) plus 2%.*

ANNEXURE - XXII

T.A./D.A. FOR OVERSEAS JOURNEY

Cadre	Class of Travel	Per Day Ceiling for Hotel		Daily Allowance	
		"A"	"B"	"A"	"B"
Director	Air (Business)	As per actuals*	As per actuals*	USD 300	USD 300
Faculty/Registrar/ Librarian	Air (Economy)	USD 300	USD 250	USD 250	USD 200
For other Members	Air (Economy)	USD 250	USD 200	USD 250	USD 200

Note: All the above amounts are exclusive of taxes (if any).

*on production of bills.

'A' Countries are Australia, New Zealand, Japan, Europe, Korea, China & North America and UAE. All other countries will be treated as 'B' Countries.

If Hotel bills are not available, then 50% of the hotel ceiling will be paid and no daily allowance will be paid.

If the journey is overnight, 50% of the daily allowance for the journey will be paid.

If the per day ceiling for hotel exceeds the limit, then special approval from the director is required.

- a. Detailed point to point fare should be mentioned in the travel expenses bill for each day to claim conveyance expenses.
- b. Hired Car can be used from the daily allowance. Bills will not be admissible for this.
 - The tour period will be calculated from the departure time and arrival time at the International Airport nearest to the place of work.
 - All air travel for non-entitled categories will have the prior sanction of the Director. This will however be only sanctioned on exceptional cases.
 - 50% of DA will be paid for attending Conferences wherein lunch is served and transport has been provided by MDI.
 - In case faculty/ officer exceed the prescribed limit of hotel, special approval from Director is required.

- **Transport:**
For faculty: On production of actual taxi/ local train/ bus ticket/ bills.
For Officers: On production of actual taxi/ local train/ bus ticket/ bills.
For Staff: Actual auto/ bus ticket/ local train ticket/ bills.
- Officials traveling abroad shall not avail leave more than the duration of the program tour or three days whichever is less. However, in case, they take more than the prescribed leave as mentioned earlier, then only one-way airfare will be borne by the Institute.
- Under no circumstances will air tickets be purchased directly by the individuals. Air tickets purchased by the individuals shall not be reimbursed.
- The Official traveling abroad for whatever purpose it may be on tour shall submit the following documents along with tour advance and at the time of submission of final TA/DA bills. This has become necessary in view of the fact that Income Tax Authorities have started asking for such details which are to be provided by the Institute at the time of scrutiny of income tax returns.
 - (a) Documents to be submitted at the time of seeking advance and booking of air tickets
 - i. Director's approval.
 - ii. Details with dates and places of the overseas visit.
 - iii. Copy of the paper accepted by the host institution / conference organizers, as the case may be.
 - iv. Copy of the invitation in the name of officials traveling abroad.
 - (b) At the time of submission of final TA/DA Bills
 - i. Visit report along with list of persons and their institutions with whom interaction was held during the visit abroad.
 - ii. Copy of the passport and visa granted for visiting country(ies).
 - iii. Documentary evidence to prove that the visit has actually taken place and concerned person has attended meetings, training programs, conference, etc., i.e. the purpose for which he went abroad.

ANNEXURE - XXIII

T.A. / D.A. FOR DOMESTIC JOURNEY

Cadre	Class of Travel	Per Day Ceiling for Hotel		Daily Allowance	
		'A'	'B'	'A'	'B'
Director	Air (Business) / 1 st A.C. Train	As per actuals*	As per actuals*	As per actuals*	As per actuals*
Faculty/ Registrar / Librarian	Air (Economy)/ 1 st A.C. Train	12500	8000	3500	2500
Officers	Air (Economy)/ 2 nd A.C. Train	9000	6000	2750	1500
Sr. Attendant to Jr. Admin. Officer (Pay Level 5 to Pay Level 8)	2 nd A.C. Train	4000	3000	1000	750
Multitasking & Other Staff (Below Pay Level 5)	3 rd A.C. Train	3000	2000	750	500

Note: All the above-mentioned amounts are exclusive of GST.

* on production of actual bills.

'A' Towns are Delhi, Mumbai, Kolkata, Chennai, Bengaluru, Hyderabad, Pune and Ahmedabad. All other towns in India will be treated as 'B' Towns.

If Hotel bills are not available, then 30% of the hotel ceiling will be paid and no daily allowance will be paid.

If the journey is overnight, 50% of the daily allowance for the journey will be paid.

If the per day ceiling for hotel exceeds the limit, then special approval from the Director is required.

- a. Detailed point to point fare should be mentioned in the travel expenses bill for each day to claim conveyance expenses.
- b. Hired Car can only be engaged with prior approval of the appropriate authority.
 - The tour period will be calculated from the departure time and arrival time at the Airport/ Railway Station nearest to the place of work.
 - All air travel for non-entitled categories will have the prior sanction of the Director. This will however be only sanctioned on exceptional cases.

- 50% of DA will be paid for attending Conferences wherein **lunch is served** and transport has been provided by MDI.

- In case faculty/ officer exceed the prescribed limit of hotel, special approval from Director is required.

- **Transport:**

For faculty: On production of actual taxi/ local train/ bus ticket/ bills.

For Officers: On production of actual taxi/ local train/ bus ticket/ bills.

For Staff: Actual auto/ bus ticket/ local train ticket/ bills.

- Officials traveling shall not avail leave more than the duration of the program tour or three days whichever is less. However, in case, they take more than the prescribed leave as mentioned earlier, then only one-way fare will be borne by the Institute.
- Under no circumstances air tickets shall be purchased directly by the individuals. Air tickets purchased by the individuals shall not be reimbursed.

ANNEXURE – XXIV

GROUP TERM INSURANCE POLICY

1. To support dependent family members in case of untimely death of the employee, a term policy is adopted by the Institute for all the permanent employees of the Institute as per below coverage: -

S.No.	Category of Employee	Sum Insured
a.	All Employees	Rs.1 Crore

2. The policy will cover all the permanent employees irrespective of any kind of leave, including Medical Leave, Deputation, Maternity Leave and Paternity Leave, EOL, etc.
3. All new recruits/ additions to the workforce shall be automatically covered from the date of their joining the Institute's service.
4. The validity of the term policy will be for one year and it will be renewed from time to time. The Institute will pay the full premium.
5. The policy will be valid until the employee is working with the Institute. Therefore, in the case of retirement or resignation the term policy shall automatically end.

ANNEXURE - XXV

HEALTH INSURANCE POLICY BENEFITS TO THE RETIRED EMPLOYEES

- 1 Health Insurance Policy benefits will be available to the desirous superannuated employees (self & spouse only) of MDI who have been superannuated on or after 60/62/65 years of age, as the case may be.
2. **ELIGIBILITY**
The post-retirement health insurance policy benefits are admissible to: -
 - 2.1 All regular/permanent employees in regular pay scale of the Institute and their dependent spouse are eligible for this scheme, who are retired from the Institute on account of attaining the age of superannuation or retired under Voluntary Retirement Scheme, if any in future.
 - 2.2 Minimum 5 years of regular uninterrupted service in the Institute will be necessary for joining the scheme.
 - 2.3 Employees who are terminated from services under disciplinary proceedings are not eligible for joining the scheme.
 - 2.4 Option to join the scheme may be given by the desirous employees 3 months before retirement.
 - 2.5 In the case of premature retirement on medical ground, the scheme will be applicable to the concerned employee and their spouse irrespective of the number of years of service.
 - 2.6 In the event of death of a retired employee, the benefit will be admissible to spouse of deceased employee if they give consent for the same.
 - 2.7 Each retired employee shall compulsorily be required to submit a life certificate while claiming the reimbursement every year on self-certification basis in respect of self and spouse. In the event of the death of a retired employee, their spouse would submit the life certificate and their intention to continue the scheme. Any oversight by the Institute while implementing the scheme may not be challengeable being welfare scheme in nature.
 - 2.8 The benefits under this scheme would be available to the concerned employee only if the employee concerned and/or their spouse is neither gainfully employed nor availing any medical facilities, either in individual capacity or as a dependent.
 - 2.9 The retired employee drawing salary/pension from other employer or covered under medical scheme elsewhere by virtue of their service elsewhere or by virtue of being a dependent whom such facility is available are not entitled for this scheme.

3. BENEFITS

- 3.1 Every retired employee will be reimbursed 100% of the amount spent on medical insurance premium for self and spouse from the Institute subject to a maximum of Rs.35,000/- per year.
- 3.2 Institute will not identify the insurance service provider. Every retired employee is free to identify the service provider of their choice.
- 3.3 The retired employee will be reimbursed the amount as per clause 3.1 before 31st March of every year by submitting all the necessary documents to HR department.

4. PROCEDURE

- 4.1 An eligible retired employee, who intends to avail of benefits under the scheme, shall so convey their intent for the purpose to the HR department in writing 3 (three) months prior to their retirement.
- 4.2 The HR department will, after scrutiny of the applications and verification of the eligibility conditions, as mentioned in the Scheme, shall duly recommend the case.
- 4.3 A life and non-employment certificate on self-certification basis to be submitted by the beneficiaries every year at the time of claiming reimbursement.

5. OTHER CONDITIONS

- 5.1 The Institute shall not reimburse any expense whatsoever incurred by the retired employees in connection with or in respect to the said scheme/policy over and above the policy.
- 5.2 The Competent Authority may in its sole discretion decide to terminate the membership of any employee/spouse in case they are satisfied on the basis of evidence on record that the benefit facilities under the scheme are being misused/abused by an employee /spouse.

6. GENERAL

- 6.1 If it is found that there is a misuse of the benefits under the Scheme by any beneficiary, they may be debarred from the benefits under the scheme.
- 6.2 The Institute reserves the right to amend, modify or discontinue the scheme, in part or full at its sole discretion without any notice and no claim shall be entertained in any manner.
- 6.3 This scheme is initially operationalized for 15 years and shall be revisited and a decision to amend or continue or discontinue shall accordingly be taken by the Competent Authority and shall be termed as final.

ANNEXURE – XXVI

POLICY FOR ENGAGEMENT OF TEACHING-CUM-RESEARCH ASSISTANTS (TRA)

1. **Purpose:** With the aim of fostering a sound academic environment for faculty working at MDI, it is felt that faculty should be in a position to devote most of their time in quality teaching and research, saving their time from routine responsibilities of academic administration. In pursuance of this aim, the Board of Governors of MDI, in its meeting of 23rd January 2021, has approved a revision of the policy related to the Faculty Performance & Incentive System, wherein a faculty member has to earn a minimum of 400 work units to be eligible for the award of any extra incentives.

In order to release faculty time from the burden of academic administration, and thereby paving the way for faculty to earn the minimum 400 work units, now required, it has been decided to provide all faculty members with additional support staff for shouldering the routine administrative responsibilities that may hamper enhanced faculty performance.

2. **Designation:** The support staff engaged for this purpose will be designated as Teaching-cum- Research Assistants (TRA).
3. **Eligibility:** All TRA should have in the relevant field from a recognized Institution:
 - a. A minimum second-class master's degree or
 - b. A Ph.D. degree.
4. **Faculty Entitlement:** A faculty member is entitled for a TRA if they have earned at least 400 work units in the previous year. One TRA will be assigned to two faculty members. However, newly joined faculty members, in the first year of their appointment, who have not yet accumulated 400 work units may also be considered for TRA support, subject to the approval of the Director. Such requests must be justified and reviewed on a case-to-case basis to ensure alignment with institutional interests and to prevent any misuse of this provision.
5. **TRA Selection Norms:**
 - a. There will be a continuous rolling advertisement for the requirement of TRA on the MDI website, calling for applications from suitable candidates.
 - b. Those found suitable by the concerned faculty members will be called for an interview with a panel comprising of:
 - i. The concerned faculty members.
 - ii. Respective Area Chair(s) or faculty members nominated by the Area Chair(s).
 - c. The recommendations of the panel will be sent to the HR department for issuance of an appointment letter, subject to verification of their academic qualifications.

6. Terms of Engagement:

- a. The engagement will be for a period of three (3) years. However, the contract will be renewed on year-to-year basis, based on satisfactory performance, which will be reviewed every year for renewal of the contract in consultation with the concerned faculty members, as approved by the competent authority.
- b. The candidate will be entitled to thirty (30) days of leave per annum with the prior approval of the concerned faculty members during the engagement. However, such leaves cannot be encashed or rolled over to the subsequent year(s).
- c. The TRA shall receive a monthly stipend of:
 - i. Rs.60,000/- (all inclusive) if they have only a post-graduate degree (with minimum second class)
 - ii. Rs.70,000/- (all inclusive) if they have a Ph.D.
 - iii. The TRA will not be entitled to any other payments/ allowances.
- d. All rules of discipline, as applicable to MDI employees, will also apply to the TRA.
- e. TRAs are required to mark their attendance as per the rules of the Institute. They must be physically present on the campus for a minimum of three (3) working days per week. Remote work is not permitted. The remaining two (2) working days may be utilized for approved academic or research-related field activities, subject to prior written approval by the supervising faculty. Copies of all such approvals must be submitted to the Administration Office. Approved off-campus work will be considered 'on duty' for attendance purposes. In the absence of such prior approval, TRAs shall be required to be present on campus for all five (5) working days. Any exception to this will require prior approval of the Director.
- f. The engagement can be terminated with a month's notice on either side.

7. Job Description:

- a. One TRA will be assigned to two faculty members.
- b. The TRA will assist the faculty members in liaising with administrative departments/programme offices.
- c. The TRA will assist the faculty members in evaluation work, examination/invigilation work, maintaining attendance, marking C.P., solving simple doubts of students, and other teaching-related work.
- d. The TRA will also assist the faculty members in research work being carried out by the faculty, in a manner desired by the faculty.

- e. Any other work assigned by the faculty that reduces the administrative burden on the faculty.
- f. TRA will also perform Invigilation Duties as per the schedule shared by the departments.

8. Infrastructure:

- a. Normally, no additional infrastructural facilities will be extended to TRAs.
- b. The concerned faculty will share the office infrastructure provided to them with the TRA assigned. Whenever the concerned faculty desires the TRA not to remain in the faculty office, the TRA may sit and work in any common area on the campus, like the computer center, library, etc.

9. TRA performance:

- a. It will be the responsibility of the concerned faculty members to assign regular work to the TRA.
- b. The concerned faculty members will submit a detailed account of the work done by the TRA at the end of 11 months of his/her renewal.
- c. If a TRA is found underperforming or has attitude/behavioural problems, the engagement can be terminated with the recommendation of the concerned faculty.
- d. Notwithstanding any of the above conditions, the Director may, at any time, terminate the engagement of a TRA with a notice period of one month, in the larger institutional interest.

10. Policy Implementation:

- a. A rolling advertisement for TRA will be prepared by the HR department for uploading on the MDI website.
- b. Once the Advertisement is uploaded, the HR department will duly notify all concerned about the advertisement.
- c. Responses received against the advertisement will be scrutinized by the concerned faculty members.
- d. The HR department will then issue a letter of engagement to the TRA concerned.
- e. If, for any reason, the engagement of the TRA has to be discontinued, the conditions 9(c) and 9(d) above will apply.

ANNEXURE - XXVII

POLICY FOR POST-DOCTORAL FELLOWSHIP AT MDI

Post-doctoral researchers are known to add to research capabilities and output and help faculty publish more and better at research institutions around the world. In order to create a supportive climate for research and to build a stronger connect to young scholars who have recently earned (or are about to earn) their Ph.D., it is proposed to create Post-Doctoral Fellowships at MDI.

The Post-Doctoral Fellowship in Management (PDFM) is designed keeping in view MDI's goal to create a high-quality research environment. Its objective is to support high quality research by scholars with a doctoral degree and an outstanding academic record. The fellowships are granted for an initial period of one year, which can be extended by another year subject to satisfactory performance in the first year. The final number of positions awarded in a given year will depend on the number of suitable candidates identified through a rolling online advertisement process. The research work during the postdoctoral period should be in areas that are of interest both to the postdoctoral fellows and the Institute.

These scholars would be working in collaboration with existing regular faculty of MDI. They would be conducting research as well as publishing and contributing to MDI community as researchers and scholars (including by participation at research events). They may also help support the teaching of faculty members in evaluating students and preparation of teaching materials. They may be given a fixed term annual contract renewable for one more year based on performance.

Scholars may be recruited in any of the academic areas and/or the schools of MDI. A Scholar may be assigned to a specific faculty member at all levels of Assistant Professor/Associate Professor/Professor by mutual consent on the recommendation of the Post-Doctoral Fellowship Recruitment Committee, as in point 4.

Fellows selected for the PDFM will conduct academic research jointly with a resident faculty member in their area of interest. Hailing from institutes in India and abroad, the fellows would come with a diverse set of Ph.D. backgrounds including those grounded in the basic disciplines. While some join immediately upon completion of their Ph.Ds, others may come to with some work experience. The Fellows would add significantly to the academic vibrancy of the Institute through their own research, as well as by working jointly with faculty members on research, by presenting seminars, and by aiding in teaching.

1. Structure

- The duration of the fellowship will be for a period of 2 years, with continuation of fellowship in the second-year subject to satisfactory performance in the first year. In no case will the fellowship be extended beyond two years.

- Fellows will conduct academic research jointly with a resident faculty member in their area of interest. The goal will be to publish in top, internationally recognized journals.
- Apart from the research pursued by the post-doctoral research fellow, their services may be utilized by the Area for upto 10 hours per week for academic assistance in the Area's work majorly for research assistance, but could also be for teaching and handling of tutorials in certain cases or organizing research conferences.
- The Post-Doctoral Fellowship Recruitment Committee will meet every six months to assess the performance of the Post-Doctoral Fellow. The candidate should present half-yearly progress reports detailing the research work carried out and research findings supported by manuscripts of the papers published/accepted/ under review for publication or working papers to the Committee. It is expected that at the end of the first year, the candidate will have completed at least two working papers of a quality that has fair chance of consideration in an ABDC A/A* level journal.
- At the end of two years, the candidate may be issued a certificate of completion post-doctoral fellowship in management by MDI after a review to determine adequacy of the candidate's research contribution while holding the post-doctoral research fellowship at MDI.
- If the post-doctoral fellow wishes to leave the program before the end of the tenure, they can do so with giving one month's notice. The fellowship may be terminated by the Institute if the performance/conduct of the fellow is unsatisfactory after giving one month's notice to the post-doctoral fellow.

2. Benefits

- Each selected Research Fellow would receive a grant of approximately Rs.80,000/- per month with free campus accommodation. In case of campus accommodation is not availed, HRA and Transport Allowance as per Institute policy shall be provided.
- A contingency grant of Rs.50,000/- per annum will be provided to the post-doctoral research fellow for research purposes.
- Institute would pay the expenses for a fellow to attend one conference abroad from an approved list of conferences if their joint paper with a resident faculty member is accepted for presentation at that conference.
- Office space will be provided to post-doctoral research fellows along with a computer and printer. They will be issued special research library card, enabling them to borrow upto ten books from the library at a time.
- A post-doctoral research fellow will be eligible for leave from the fellowship not exceeding 30 days in a year for each completed year of the fellowship. The leave can

be availed on a pro-rata basis for the duration (on a 6 months' basis) of the fellowship completed.

3. Eligibility

Applicants must have a consistently good academic record and demonstrated research potential. Candidates with a Ph.D. Degree or who have submitted their thesis for a Ph.D. degree may also apply. The thesis must be in an appropriate discipline.

The PDF applicant should have published at least one ABDC A/A* (and indexed in both SCOPUS and Clarivate Analytics JCR database) research paper.

The age limit for applicants for the Post-Doctoral Fellowship will be a maximum of 40 years (45 for women).

4. Selection

- Selection will be based on demonstrated research skills and a fit with the research interests of resident faculty. Shortlisted candidates will be invited to campus to present their research before a final decision is made. The selection would be authorized by Director upon receiving the recommendation from the Selection Panel on the basis of the presentation and an interview of the candidate.
- The composition of the selection panel will be as follows:
 - Dean (Research) – Chair
 - One Dean (Nominated by the Director)
 - Two members of the Research Committee (Nominated by the Director)
- The candidates selected for the PDFM will be attached to the given area and will be associated with a faculty member of the group who will essentially perform the role of a mentor and collaborator.
- Selection will be based on demonstrated research skills and a fit with the research interests of resident faculty.

ANNEXURE - XXVIII

PENALTIES AND PROCEEDING FOR IMPOSING PENALTIES

(A) Major penalties

1. No order imposing any of the major penalties specified in clauses (e), (f), (g) and (h) of Regulation 4.5 shall be made except after an enquiry is held in accordance with this Regulation.
2. Whenever the Competent Authority is of the opinion that there are grounds for enquiring into the truth of any imputation of misconduct or misbehaviour against an employee, it may itself enquire into, or appoint any Faculty or Officer of the Institute or a person of eminence (hereinafter called the enquiring authority) to enquire into the truth thereof.
3. Where it is proposed to hold an enquiry, the Competent Authority shall frame definite charges on the basis of the allegations against the employee. The charges, together with a statement of the allegations on which they are based, a list of documents by which and a list of witnesses by whom the articles of charges are proposed to be sustained shall be communicated in writing to the employee, who shall be required to submit, within such time as may be specified by the Competent Authority (not exceeding 15 days), a written statement whether he admits or denies any of or all the articles of charge.

Explanation: It will not be necessary to show the documents listed with the charge sheet or any other document to the employee at this stage.

4. On receipt of the written statement of the employee, or if no such statement is received within the time specified, an enquiry may be held by the competent authority itself, or by the faculty/officer or person of eminence appointed as enquiring authority under sub-clause (2) above.

Provided that it may not be necessary to hold an enquiry in respect of the charges admitted by the employee in his written statement. The competent authority shall, however, record its finding on each such charge.

5. Where the competent authority itself enquires or appoints an enquiring authority to hold an enquiry it may, by an order, appoint any Officer of the Institute or any public servant to be known as the presenting officer, to present on its behalf the case in support of the articles of charge.
6. The employee may take the assistance of any other employee of the Institute, but may not engage a legal practitioner for the purpose.

Provided that an employee shall not take the assistance of any other employee who has two pending disciplinary cases on hand in which he is acting as Defence Assistant.

7. On the date fixed by the enquiring authority, the employee shall appear before the enquiring authority at the time, place and date specified in the notice. The enquiring authority shall ask the employee whether he pleads guilty or has any defence to make and if he pleads guilty to any of the charges, the enquiring authority shall record the plea, sign the record and obtain the signature of the employee concerned thereon. The enquiring authority shall return a finding of guilt in respect of those articles of charges to which the employee concerned pleads guilty.
8. If the employee concerned does not plead guilty, the enquiring authority shall adjourn the case to a later date, not exceeding 30 (thirty) days, after recording an order that the employee concerned may, for the purpose of preparing their defence:
 - i. inspect the documents listed with the charge-sheet;
 - ii. submit a list of additional documents and witnesses that they want to examine; and
 - iii. be supplied with the copies of the statements of witnesses, if any, listed in the charge-sheet.

Note: Relevance of the additional documents and the witnesses referred to in sub-clause 8(ii) above will have to be given by the employee concerned and the documents and the witnesses shall be summoned if the enquiring authority is satisfied about their relevance to the charges under enquiry.

9. The enquiring authority shall ask the authority, in whose custody or possession the documents are kept, for the production of the documents on such date as may be specified.
10. The authority in whose custody or possession the requisitioned documents are, shall arrange to produce the same before the enquiring authority on the date, place and time specified in the requisition notice. Provided that the authority having the custody or possession of the requisitioned documents may claim privilege if the production of such documents will be against the public interest or the Institute. In that event, it shall inform the enquiring authority accordingly.
11. On the date fixed for the enquiry, the oral and documentary evidence by which the articles of charge are proposed to be proved, shall be produced by or on behalf of the competent authority. The witnesses shall be examined by or on behalf of the presenting officer and may be cross-examined by or on behalf of the employee.

The presenting officer shall be entitled to re-examine the witnesses on any points on which they have been cross-examined but not on a new matter, without the leave of the enquiring authority. The enquiring authority may also put such questions to the witnesses as it thinks fit.

12. Before the close of the prosecution case, the enquiring authority may, in its discretion, allow the presenting officer to produce evidence not included in the charge sheet or may itself call for new evidence or recall or re-examine any witness. In such case, the employee shall be given opportunity to inspect the documentary evidence before it is taken on record; or to cross-examine a witness who has been so summoned.
13. When the case for the competent authority is closed the employee may be required to state his defence, orally or in writing as he may prefer. If the defence is made orally, it shall be recorded and the employee shall be required to sign the record. In other case, a copy of the statement of defence shall be given to the presenting officer, if any, appointed.
14. The evidence on behalf of the employee shall then be produced. The employee may examine himself in his own behalf if he so prefers. The witnesses produced by the employee shall then be examined and shall be liable to cross-examination, re-examination and examination by the enquiring authority, according to the provision applicable to the witnesses for the competent authority.
15. The enquiring authority may, after the employee closes his case, and shall, if the employee has not examined himself, generally question him on the circumstances appearing against him in the evidence for the purpose of enabling the employee to explain any circumstances appearing in the evidence against him.
16. After the completion of the production of evidence, the employee and the presenting officer may file written briefs of their respective cases within 15 days of the date of completion of the production of evidence.
17. If the employee does not submit the written statement of defence referred to in Clause (3) on or before the date specified for the purpose or does not appear in person, or through the assisting officer or otherwise fails or refuses to comply with any of the provisions of these regulations, the enquiring authority may hold the enquiry ex-parte.
18. Whenever any enquiring authority, after having heard and recorded the whole or any part of the evidence in an enquiry ceases to exercise jurisdiction therein, and is succeeded by another enquiring authority which has, and which exercises, such jurisdiction, the enquiring authority so succeeding may act on the evidence so recorded by its predecessor, or partly recorded by its predecessor and partly recorded by itself.

Provided that if the succeeding enquiring authority is of the opinion that further examination of any of the witness whose evidence has already been recorded is necessary in the interest of justice, it may recall, examine, cross-examine and re-examine any such witnesses as hereinbefore provided.

19. (i) After the conclusion of the enquiry, report shall be prepared and it shall contain: -
- a) a gist of the articles of charge and the statement of the imputations of misconduct or mis-behaviour;
 - b) a gist of the defence of the employee in respect of each article of charge;
 - c) an assessment of the evidence in respect of each article of charge; and
 - d) the findings of each article of charge and the reasons therefor.

Explanation: If in the opinion of the enquiring authority, the proceedings of the enquiry establish any article of charge different from the original articles of charge, it may record its findings on such article of charge;

Provided that the findings on such article of charge shall not be recorded unless the employee has either admitted the facts on which such article of charge is based or has had a reasonable opportunity of defending himself against such article of charge.

- (ii) The enquiring authority, where it is not itself the competent authority, shall forward to the competent authority the records of enquiry which shall include:
- a) the report of the enquiry prepared by it under sub-clause (i) above;
 - b) the written statement of defence, if any, submitted by the employee referred to in Clause (13);
 - c) the oral and documentary evidence produced in the course of the enquiry;
 - d) written briefs referred to in Clause (16), if any; and
 - e) the orders, if any, made by the competent authority and the enquiring authority in regard to the enquiry.

(B) Action on the Enquiry Report

1. The competent authority, if it is not itself the enquiring authority may, for reasons to be recorded in writing, remit the case to the enquiring authority for fresh or further enquiry and report and the enquiring authority shall thereupon proceed to hold the further enquiry according to the provisions of sub-regulation (A) as far as may be.
2. The competent authority shall, if it disagrees with the findings of the enquiring authority on any article of charge, record its reasons for such disagreement and record its own findings on such charge, if the evidence is sufficient for the purpose.

3. If the competent authority having regard to the findings on all or any of the articles of charge is of the opinion that any of the penalties specified in Regulation 4.5 should be imposed on the employee it shall, notwithstanding anything contained in sub-regulation (C) make an order imposing such penalty.
4. If the competent authority having regard to the findings on all or any of the articles of charge is of the opinion that no penalty is called for, it may pass an order exonerating the employee concerned.

(C) Minor Penalties:

1. Where it is proposed to impose any of the minor penalties specified in Clauses (a) to (d) of Regulation 4.5, the employee concerned shall be informed in writing of the imputations of misconduct or mis-behaviour against him and given an opportunity to submit his written statement of defence within a specified period not exceeding 15 days. The defence statement, if any, submitted by the employee shall be taken into consideration by the competent authority before passing the orders.
2. The record of the proceedings shall include –
 - (i) a copy of the statement of imputation of misconduct or misbehaviour delivered to the employee.
 - (ii) his defence statement, if any; and
 - (iii) the orders of the competent authority together with the reasons therefor.

(D) Communication of orders:

Orders made by the competent authority under sub-regulations (A) and (C) shall be communicated to the employee concerned who shall also be supplied with a copy of the report of inquiry, if any.

(E) Special Procedure in certain cases:

Notwithstanding anything contained in sub-regulations (A), (B), or (C), the competent authority may impose any of the penalties specified in Regulation 4.5 in any of the circumstances given below: -

- (i) When the employee has been convicted on a criminal charge or on the strength of facts of conclusions arrived at by a judicial trial;
- (ii) Where the competent authority is satisfied, for reasons to be recorded by it in writing that it is not reasonably practicable to hold an enquiry in the manner provided in this Regulation, or
- (iii) Where the Board is satisfied that in the interest of the security of the Institute, it is not expedient to hold an enquiry in the manner prescribed in this Regulation.

(F) Employees on deputation from other Institutes / organizations:

1. Where an order of suspension is made or disciplinary proceeding is taken against an employee, who is on deputation to the Institute from any independent organization, the authority lending his/her services (hereinafter referred to as the 'Lending Authority') shall forthwith be informed of the circumstances leading to the order of his suspension, or the commencement of disciplinary proceedings, as the case may be.
2. In the light of the findings in the disciplinary proceeding taken against the employee –
 - (a) If the competent authority is of the opinion that any of the minor penalties should be imposed on him, it may pass such orders on the case as it deems necessary after consultation with the Lending Authority. Provided that in the event of a difference of opinion between the Competent Authority and the Lending Authority, the services of the employee shall be placed at the disposal of the Lending Authority.
 - (b) If the Competent Authority is of the opinion that any of the major penalties should be imposed on him it should replace his services at the disposal of the Lending Authority and transmit to it the proceedings of the inquiry for such action as it deems necessary.
3. If the employee submits an appeal against an order imposing a minor penalty on him under clauses 2(a), it will be disposed of after consultation with the Lending Authority. Provided that if there is a difference of opinion between the Appellate Authority and the Lending Authority, the services of the employee shall be placed at the disposal of the Lending Authority, and the proceedings of the case shall be transmitted to that authority for such action as it deems necessary.

Common Proceedings:

Where two or more employees are concerned in a case, the authority competent to impose a major penalty on all such employees may make an order directing that disciplinary proceedings against all of them may be taken in a common proceeding.

Note: If the authorities competent to impose a major penalty on such employees are different, an order for taking disciplinary action in common proceeding may be made by the highest of such authorities.

(G) Confidentiality:

1. All concerns and reporting can be expressed or made without any fear of retaliation. It shall be the duty of all persons and authorities designated to ensure that the complaints lodged with the Competent Authority remains confidential. After the initiation of an enquiry, confidentiality of proceedings shall be maintained so far as is possible.

2. The name and identity of the Complainant or the Respondent or Witnesses shall not be revealed to the press / media or any other persons whilst reporting of any proceedings, case, order or Judgment.
3. The contents of the complaint, the identity and contact details of the Complainant, respondent and witnesses and any information related to conciliation, inquiry proceedings, and the action taken shall not be published, communicated or made known to the public, press and media in any manner and will be revealed strictly on a need-to-know basis. All discussions / decisions must be documented and retained by the Competent Authority and must be kept confidential. The above may also include suspension pending inquiry. Appropriate information will be shared with Government authorities as per the Act.
4. However, information may be disseminated regarding the justice secured to any victim without disclosing the name, address, identity or any other particulars calculated to lead to the identification of the Complainant and witnesses.
5. If any person (including witnesses) breaches confidentiality, the Competent Authority reserves the right to initiate proceedings against them.

ANNEXURE – XXIX

APPEALS

1. Appellate Authority

An appeal shall lie: -

- (a) to the Board of Governors in the case of the Director.
- (b) to the Chairperson in the case of an employee holding a class I posts.
- (c) to the Director in the case of an employee holding a Class II, III and IV posts.

2. Period of limitation of Appeal

No appeal shall be entertained unless it is referred within a period of six months from the date 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 concerned employee had reasonable or sufficient cause for not submitting the appeal within such period.

3. Condition which an appeal should satisfy

- (i) Every employee submitting an appeal shall do so separately and in his own name.

Provided that in the case of a consolidated order passed against two or more employees in pursuance of joint enquiry under Regulation 4.5, a joint appeal in the names of the employees concerned may be permitted at the discretion of the appellate authority.

- (ii) Every appeal shall be addressed to the authority to whom the appeal lies, and shall comply with the following requirements: -
 - (a) it shall be written in the official language of the Institute or if not written in that language be accompanied by a translated copy in the official language of the Institute and shall be signed by the employee or employees concerned,
 - (b) it shall not contain any disrespectful or improper language, shall be concise and shall be free from unnecessary padding or superfluous verbiage,
 - (c) it should be legible and intelligible,
 - (d) it shall contain all material statements and arguments relied on and shall be complete in itself,
 - (e) it shall specify the relief desired,
 - (f) it shall be submitted through the proper channel.

4. When Appeals may be withheld

- (i) An appeal may be withheld by the competent authority if: -
 - a. it does not comply with or is not in accordance with the requirements of para 2 and 3 above.
 - b. it deals with a matter which does not concern the employee personally,
 - c. it repeats an appeal which has already been duly decided and does not in the opinion of the competent authority, disclose any new facts or circumstances or points affording grounds for reconsideration of the case,
 - d. it is an appeal in a case in which there is no right of appeal under these Regulations.
- (ii) In every case in which an appeal is withheld under this regulation, the competent authority shall inform the employee or employees concerned the fact of withholding the appeal and the reasons thereof;

Provided that if an appeal is withheld only on account of failure to comply with the provisions of para 3 above, the appeal may be re-submitted within one month from the date on which the concerned employee had been informed of the withholding of the appeal and if so re-submitted, in a form which complies with the said provisions, it shall not be withheld.

5. Appeal to be forwarded to appellate authority with the due dispatch

The competent authority shall, without any avoidable delay, forward to the appellate authority every appeal not withheld under para 4 above. Every appeal so forwarded shall be accompanied by the comments or opinion of the competent authority in regard to the facts alleged and the grounds urged in support of the appeal.

6. Consideration of Appeals

- (1) In the case of an appeal against any order imposing any of the penalties referred to in clauses (b) to (g) of Regulation 4.5, the appellate authority shall consider: -
 - (a) whether the procedure prescribed in these Regulations has been complied with, and, if not whether such non-compliance has resulted in failure of justice;
 - (b) Whether the finding of the competent authority is justified;
 - (c) Whether the penalty imposed is excessive, adequate or inadequate, and shall pass orders (i) setting aside, reducing, confirming or enhancing the penalty, or (ii) shall remit the case to the competent authority for a fresh or further enquiry and with such directions as may be deemed fit in circumstances of the case;

Provided that no order imposing an enhanced penalty shall be passed unless the concerned employee is given an opportunity of making a representation against such enhanced penalty.

- (2) In the case of an appeal against any other order, the appellate authority shall consider all the circumstances of the case and pass such orders as it deems just and equitable.
- (3) The competent authority shall give effect to the orders passed under this Regulation.

7. No Appeal lies against order or appellate authority or order withholding appeal

An employee shall have no right of appeal against any order passed under para 6 above or against any order withholding an appeal under para 4 above.

8. Joint Petitions

The provisions of para 1 to 6 above, shall also apply to the extent they are relevant to petitions which concern more than one employee and are preferred jointly by a class or group of employees or by an association of employees recognized by the Institute. A joint petition shall not be entertained if-

- (a) it relates to a subject on which the Director is competent to pass orders and no application for redress has been made to him;
- (b) it relates to a matter regarding the redress of which a specified procedure has been prescribed under any Regulation/order issued by the Institute;
- (c) it relates to an individual who has not joined in the petition.

9. Provisions when competent authority subsequently becomes appellate authority

Notwithstanding anything contained in these Regulations, where the person who made the order appealed against becomes, by virtue of his subsequent appointment or otherwise, the appellate authority in respect of the appeal against such order, such person shall forward the appeal to the authority to which he is immediately subordinate and such authority shall in relation to that appeal be deemed to be the appellate authority for the purposes of these Regulations.

ANNEXURE - XXX

WHISTLE BLOWER POLICY

1. Background

Management Development Institute believes in the conduct of the affairs of its constituents in a fair and transparent manner by adopting highest standards of professionalism, honesty, integrity and ethical behavior. As such the Institute endeavors to work against corruption in all its forms including demand and acceptance of illegal gratification and abuse of official position with a view to obtain pecuniary advantage for self or any other person.

2. Objective

The Whistle Blower policy aims to encourage employees to promptly report to the management any actual or possible violation of Code of Conduct. It establishes a mechanism to receive complaints relating to disclosure on any allegation of corruption or willful misuse of power or willful misuse of discretion, to report concerns about unethical behavior, actual or suspected fraud, leakage of financial information or suspected leakage of financial information or violation of the conduct rules as provided in MDI HR Policy and Service Rules (2024 Revision) or any other rules/policies made from time to time, against any employee and inquire or cause an inquiry into such disclosure and to provide adequate safeguards against victimization of the person making such complaint subject to the disclosure or complaint being made in good faith and in reasonable time.

3. Definitions

- a) **“Board”** means the Board of Governors of Management Development Institute Society.
- b) **“Complainant”** or **“Whistle Blower”** means a complainant who makes Protected Disclosure under this policy.
- c) **“Competent Authority”** means the Chairperson of the Board of Governors for Director and Secretary, and Director for all other employees of the Institute.
- d) **“Improper Activity”** means any activity by Office bearers/ an employee of the Institute that undertaken in performance of their official duty, whether or not that act is within the scope of their employment, and that is in violation of any law or Rules or any of the provisions of Institute Conduct Rules applicable to the employees including but not limited to the corruption, bribery, theft, misuse of Institute’s property, fraudulent claim, actual or suspected fraud, willful omission to perform duty, actual or suspected leakage of financial information etc.
- e) **“Protected Disclosures”** means a bona-fide communication of any improper activity in relation to the matters concerning the Institute raised by an employee of the Institute through a written communication and made in good faith. The

Protected Disclosure should be factual and not speculative or in the nature of an interpretation / conclusion and should contain as much specific information as possible to allow for proper assessment of the nature and extent of the concern.

4. Scope

This policy is applicable to all employees of the Institute.

5. Who can make disclosure

Under the Whistle Blower Policy, any employee of the Institute can make Protected Disclosure under this policy.

6. Protection of Whistle Blower

The Institute shall ensure that the person who has made a Protected Disclosure under the Policy or rendered assistance in inquiry under the Policy, is not victimized by initiation of any proceedings or otherwise, merely on raising alarm over an act of corruption, misuse of power or discretion, to report concerns about unethical behaviour, actual or suspected fraud, leakage of financial information or suspected leakage of financial information or violation of the Conduct Rules for Office bearers/employees in MDI. The identity of the Whistle Blower will not be revealed unless the complainant himself has made the details of the complaint either public or disclosed his identity to any other office or authority.

The said protection is available provided that:

- i. The disclosure / complaint has been made in good faith.
- ii. The complainant / Whistle Blower is not acting for personal gain.
- iii. The complainant / Whistle Blower reasonably believe that information or any allegation contained in the complaint / disclosure is substantially true.

If the employee raising alarm as whistle blower, is aggrieved by any action on the ground that they are being victimized due to the fact that they had filed a complaint or disclosure, they may file an application before the Competent Disciplinary Authority and further appeal to the Chairperson of the BoG, for seeking redressal in the matter, who shall take such action as deemed fit. If the complaint is found to be vexatious, misleading or filed to settle score or for pecuniary advantage, the Competent Authority may direct disciplinary proceedings against the complainant.

7. Reporting Leakage of Financial Information or Suspected Leakage of Financial Information.

Any person becoming aware of any leakage of financial information or any suspected leakage of financial information can report of event, as per the procedure prescribed in this Policy.

8. Procedure for Disclosure / Complaint under Whistle Blower Mechanism.

Procedure for Disclosure / Complaint under Whistle Blower Mechanism will have the responsibility of keeping the identity of the person making disclosure as confidential.

Hence, the person making any protected disclosure should comply with the following aspects:

1. The complaint related to Director and Secretary should be filed in a closed / secured envelope addressed to:

The Chairperson
Board of Governors
Management Development Institute Society

2. The complaint for all other academic and non-academic staff should be filed in closed/secured envelope addressed to:

Director
Management Development Institute

- i. The envelope should be super scribed "Protected Disclosure under the Whistle Blower Policy". If the envelope is not super scribed and closed, it may not be possible to protect the identity of person making disclosure under this Policy and the complaint will be dealt as normal complaint. The complainant should give their name and address in the beginning or end of complaint or in an attached letter. Any particulars w.r.t. Name, Address, etc. which may disclose the identity of the complainant shall not be mentioned on the envelope.
- ii. Anonymous / pseudonymous complaints shall not be entertained.
- iii. The text of the complaint should be carefully drafted so as not to give any details or clue to their identity. However, the details of the complaint should be specific and verifiable. The first step to take up the complaint is to the verify by sending revert e-mail/communication that the Complaint is filed by complainant himself.
- iv. In order to protect identity of the person, the Institute will not issue any acknowledgement and the whistle blower is advised not to enter into any further correspondence with Institute in their own interest except the verification exercise by concerned authority. If any clarification is required, the Institute will get in touch with the complainant.
- v. This policy renders an opportunity to provide the information only thus, the whistle blower should refrain from sending reminder or seeking further development / action taken regarding disclosure made by them so as to protect their identity and MDI is not in any manner responsible to provide further information with regard to it.
- vi. An employee must desist making false allegations without any substantive proof under this Policy, and shall be subject to disciplinary action and will not be

protected under the Whistle Blower Policy in case of false or misleading accusations.

- vii. The Whistle Blower shall also declare that they have not made any complaint on the same subject matter to any outside Authority / Agency or under any other available mechanism provided by the Institute.
- viii. No action on the complaint shall be initiated in case the identity of the complainant is not provided or the same is found to be false or incorrect, though the identity shall not be disclosed.

9. Procedure for Handling Whistle Blower Complaints.

- a. All the envelopes super-scribed with “Protected Disclosures under the Whistle Blower Policy” will be opened by an Authority mentioned in this Rules or by under delegated powers.
- b. The same will be entered into a Register maintained for this purpose containing brief particulars of the disclosure received under this Policy and a Unique Reference Number (URN) will be assigned to the Complainant.
- c. Any further correspondence like verification e-mail/letter in respect to the complaint shall be addressed vide the URN assigned against it.
- d. Within a reasonable period of receipt of a disclosure, the Authorized official shall provide an acknowledgement and a verification e-mail/letter in response to the Whistle Blower on a selective basis.
- e. The Authorized Personnel shall enquire and prepare a brief note along with supporting documents evidences on the complaint received and shall place the same before the Competent Authority.
- f. If there is any serious issue involved in any type of disclosure, the matter shall be further inquired as per procedure in MDI HR Policy and Service Rules (2024 Revision) by the Disciplinary Authority. However, in case of conflict of interest, the matter shall be brought to the notice of the Chairperson of the Board of Governors, as the case may be who may take the decision in that regard. A Periodic report on the complaints received under this Policy shall be placed before Board of Governors for review on yearly basis.

10. List of exclusions

The following types of complaints will ordinarily not be considered and taken up:

- i. Complaints that are illegible, if handwritten.
- ii. Complaints that are trivial or frivolous in nature and lodged to settle personal score/malafied allegations.

- iii. Matters which are pending before a court of Law, State, National Human Rights Commission, Tribunal or any other judiciary or sub judiciary body.
- iv. Any matter that is very old from the date and barred under the law of land on which the act constituting violation, is alleged to have been committed.
- v. Issue raised relates to grievances, service matters or personal grievance (such as increment, promotion, appraisal, sexual harassment, etc.).

11. Retention of Record

All documents related to reporting, investigation and enforcement pursuant to this Policy shall be kept in custody of HR department for a period of 5 years after the closure of the case.

12. Amendments of Whistle Blower Policy

The Board of Governors of the Institute reserves the right to amend or modify or repeal this Policy in whole or part, at any time without assigning any reason whatsoever.

13. Interpretation of the Policy

Director shall be the final authority for interpretation of the provisions of this policy.

ANNEXURE - XXXI

GRIEVANCE REDRESSAL POLICY

MDI is committed to providing a productive and conducive work environment where grievances are dealt with fairly and promptly. It aims to facilitate a work culture where no grievance exists and also help in improving performance and productivity of the concerned staff of the Institute.

1. SCOPE:

- a) The Grievance Redressal Committee shall consider only individual grievance of specific nature of members of the Faculty and Staff raised individually by the concerned aggrieved employee.
- b) The Grievance Redressal Committee shall not consider any grievance of general applicability or of collective nature of raised collectively by more than one employee.

2. PROCEDURE, PERIODICITY AND ATTENDANCE AT MEETINGS:

- a) The Grievance Redressal Committee will meet as and when required. However, if necessary, it may meet more frequently at the instance of the Convener or at the request of the other members to discuss the various issues received.
- b) At least three members of the Grievance Redressal Committee shall be present in a meeting.
- c) If a member of the Grievance Redressal Committee is connected with the grievance of the aggrieved individual, the concerned member of the Grievance Redressal Committee shall not participate in the deliberations regarding that individual's case.
- d) If the aggrieved person happens to be a member of the Grievance Redressal Committee, then he shall not participate in the deliberations as a member of the Committee when his/her representation is being considered.

3. TERMS OF REFERENCE:

- a) The Grievance Redressal Committee shall consider all grievances submitted in writing by an individual member of the Faculty and Staff regarding employment, working conditions and any other alleged injustice done to an employee while discharging his duties at the Institute.
- b) The Grievance Redressal Committee shall have access to all files or otherwise relevant to the individual's grievance, subject to approval of Competent Authority.
- c) The Committee shall study the petition and after looking into the relevant documents discuss with those concerned and submit its recommendations and report to the

Director as expeditiously as possible, but in any case, within three months of the date of petition.

- d) In case of any difficulty, the Grievance Redressal Committee shall have discussion with the Director before a decision is taken.
- e) The provision as contained in HR Policy and Service Rules (2024 Revision), if any, for redressal of complaint will be followed.
- f) Any dead lock shall be resolved by joint meeting of the Director and the Presiding Officer of the Grievance Redressal Committee.
- g) The final settlement of any grievance shall be made within a reasonable period (normally not exceeding one month) after the recommendations are submitted to the Director by the Grievance Redressal Committee.

4. PROCEDURE FOR REDRESSEL OF GRIEVANCES:

- a) The aggrieved member shall submit his/her petition to the Director through the Head of the Department with a copy to the Grievance Redressal Committee.

In case the grievance is against the Head of the Department, the aggrieved member shall submit his/her petition to Director with a copy to the Presiding Officer, Grievance Redressal Committee.

In case the grievance is against the Director of the Institute, the aggrieved member shall submit his/her petition to Chairperson through Secretary. The matter will be addressed by the Chairperson/Board.

- b) On receipt of a petition the Grievance Redressal Committee will endeavour to send its recommendation to the Director within one month, if possible, but in any case, not beyond three months, for further action.

5. COMPOSITION OF THE COMMITTEE:

The Grievance Redressal Committee shall comprise of members of Academic and Non-academic representatives. The proposed members of the Committee shall be as under: -

- a) Two Deans - one of them to act as Presiding Officer
- b) Three Senior Professors
- c) Two Officers
- d) Two Staff

Note:

- i. Among (a) & (b), and (c) & (d), at least one member from each category should be a female.

- ii. In case of grievance which are academic in nature, the Committee shall be comprised of Category (a) & (b) only.

The members of the Committee will be decided by the Director of the Institute for tenure of not more than three years.

ANNEXURE – XXXII

PREVENTION OF SEXUAL HARASSMENT AT WORKPLACE POLICY

POLICY STATEMENT

Management Development Institute is committed to conducting and governing itself with ethics, transparency, and accountability and to this, it has developed governance structures, practices and procedures that ensure ethical conduct at all levels. Thus, in acknowledgement of and consonance with these values, the Institute is dedicated to ensuring that the work environment at our Institute is conducive to fair, safe and harmonious relations and maintaining and nurturing a safe and healthy workplace for the women members of the Institute.

The present Policy seeks to ensure an academic work environment free of sexual harassment against women and is designed to meet the legal requirements under ‘the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013’ (hereinafter referred to as “**Act**”) read with All India Council for Technical Education (Gender Sensitization, Prevention and Prohibition of Sexual Harassment of Women Employees and Students and Redressal of Grievances in Technical Institutions) Regulations, 2016 (hereinafter referred to as “**Regulations 2016**”).

Sexual harassment against women has come to be widely condemned as a form of human rights violation, an infringement on life and liberty and a grave form of gender-based discrimination. Such behaviour is an affront to dignity, gender equality, and fundamental rights.¹ The incident of sexual harassment violates women’s fundamental right to equality, their right to live with dignity and deny or limit a woman’s ability to participate in or benefit from the Institutes’ programmes or activities; MDI reiterates its commitment to provide non-discriminatory educational and work environment. The Institute, by organizing orientation programs, workshops, seminars, or conferences, is mandated to provide awareness and gender sensitization. It is the policy of the Institute to prevent incidents of sexual harassment at the workplace, to encourage reporting of the incidents, if any and to provide for prompt redressal for such incidents with the help of equitable and speedy investigation.

GENERAL

1. Name

These Rules are called the Management Development Institute Policy against Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal).

¹ The Supreme Court of India, in a landmark judgment in August 1997 (*Vishaka & others vs. the State of Rajasthan & others*) stated that every instance of sexual harassment is a violation of “Fundamental Rights” under Articles 14, 15, and 21 of the Constitution of India, and amounts to a violation of the “Right to Freedom” under Article 19 (1)(g). The Supreme Court further reiterated that sexual harassment “is a violation of the fundamental right to gender equality and the right to life and liberty”. Another Supreme Court Judgment in January 1999 (*Apparel Export Promotion Council vs. Chopra*) has stated that sexually harassing behaviour “needs to be eliminated as there is no compromise on such violations”.

2. Scope

The Policy shall apply to all students, faculty, staff, or employee of MDI, or third parties whenever the misconduct occurs, in connection with the Institutes' activity or routine teaching or administrative work or programme organized by MDI on MDI Campus or off MDI Campus and/or related to the conduct, which may have the effect of creating an intimidating or offensive or hostile work environment for one or more member(s) of the Institute community.

3. Definitions

- (a) **"Academic Staff"** includes any person on the staff of MDI who is appointed to a teaching and/or research post, whether full-time, permanent, temporary, ad-hoc, part-time, visiting, honorary, adjunct, emeritus or on special duty or deputation, and shall include persons employed on a casual or project basis
- (b) **"Act"** means the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (14 of 2013).
- (c) **"Aggrieved Woman"** means a woman of any age, whether employed/enrolled or not, who alleges to have been subjected to any act of sexual harassment by a Respondent. An aggrieved woman may be a student, service provider, outsider, or a member of the academic or non-teaching staff or involved in delivering services at MDI or any associated locations, including transport, off-site visits, and locations.
- (d) **"Competent Authority or Appropriate Authority"** means the Board of Governors/ Director/ Registrar/ CAO Admin./HR of the Institute, whichever is applicable.
- (e) **"Complainant"** shall mean any woman alleging an incident of sexual harassment or on whose behalf such complaint has been filed.
- (f) **"Employee"** as defined under the Act and means any person including faculty, non-teaching staff, and project staff; permanent, temporary, part-time, visiting, ad-hoc and honorary employees by whatever name called and would include persons employed on a casual basis and also those employed through contractors. It includes "[a] person duly employed by MDI and also trainee, apprentice (or called by any other name), interns, volunteers, teaching assistants, research assistants, whether employed or not, including those involved in field studies, projects, short-visits and camps."²
- (g) **"External Expert"** includes any person with expertise in fields relevant to the working of ICC; this could include an academician, an experienced person from an NGO, an activist, or a legal expert from outside ICC.

² Section 2(f) of All India Council for Technical Education (Gender Sensitization, Prevention and Prohibition of Sexual Harassment of Women Employees and Students and Redressal of Grievances in Technical Institutions) Regulations, 2016, herein, 'The Regulations'.

- (h) **“Internal Complaints Committee or ICC”** is the Committee constituted by the Competent Authority to look into the incidents of sexual harassment at MDI Campus.
- (i) **“MDI community”** shall include students, faculty, staff of the Institute.
- (j) **“MDI”** refers to Management Development Institute Gurgaon
- (k) **“Member”** means the member of the Internal Complaints Committee.
- (l) **“Non-academic Staff”** includes any person on the staff of MDI (other than teaching) whether full-time, permanent, temporary, ad-hoc, part-time, daily wage, honorary or on special duty or deputation. It shall include persons employed on a casual or project basis, as also persons employed through a contractor.
- (m) **“Regulations 2016”** shall mean All India Council for Technical Education (Gender Sensitization, Prevention and Prohibition of Sexual Harassment of Women Employees and Students and Redressal of Grievances in Technical Institutions) Regulations, 2016
- (n) **“Respondent”** shall mean any person against whom a complaint of sexual harassment has been filed.
- (o) **“Service Provider”** includes any person or entity that provides services to MDI or its “employees” and “students”.
- (p) **“Student”** means a person duly admitted and pursuing a programme of study either through regular mode or distance mode, including short-term training programmes in the Institute. Provided that a student who is in the process of taking admission (though not admitted) shall be treated for the purpose of the Policy and Rules as a student of the Institute where any such incident of sexual harassment takes place against such student.
- (q) **“Third Party”** refers to any person who is not part of the MDI community.
- (r) **“Victimisation”** means any unfavourable treatment meted out to a person with an implicit or explicit intention to obtain sexual favour.
- (s) **“Visitors”** include all persons such as participants in seminars, workshops or training programmes in the Institute, students’ relatives, alumni or students from another institution, and any other outsider who is on the “campus” of the Institute to meet with any employee or student or Officer of the Institute, or member of the Authorities and Committees of the Institute, or to use the library and other facilities of the Institute.

- (t) **“Visits”** will include service providers and outsiders who may be within the territory of MDI at the time of the commission of the act/behaviour coming under the purview of this policy.
- (u) **“Workplace or Campus”** means the campus of MDI including:
- i. Any department, organisation, undertaking, establishment, enterprise, institution, office, branch, or unit which is established, owned, controlled, or wholly or substantially financed by funds provided directly or indirectly by the Institute.
 - ii. Any place visited by the employee arising out of or during the course of employment, including transportation provided by the employer for undertaking such journey for study in MDI.
 - iii. Any, sports complex or competition or games venue, whether residential or not, used for training, sports or other activities relating thereof to MDI.
 - iv. The location or the land on which MDI and its related institutional facilities like libraries, laboratories, lecture halls, residence halls, toilets, student centres, hostels, dining halls, stadiums, parking areas, park-like settings and other amenities like health centres, canteens, ATM counters, etc., are situated and also includes extended campus and covers within its scope places visited as a student of MDI including transportation provided for the purpose of commuting to and from the institution, the locations outside MDI on field trips, internships, study tours, excursions, short- term placements, places used for camps, cultural festivals, sports meets and such other activities where a person is participating in the capacity of an employee or a student of the Institute.

4. What is Sexual Harassment?

Sexual Harassment includes, but will not be confined to:

- (i) “unwanted conduct with sexual undertones if it occurs or which is persistent and which demeans, humiliates or creates a hostile and intimidating environment or is calculated to induce submission by actual or threatened adverse consequences and includes any one or more or all of the following unwelcome acts or behaviour (whether directly or by implication), namely:
- (a) any unwelcome physical, verbal, or non-verbal conduct of sexual nature.
 - (b) demand or request for sexual favours
 - (c) making sexually coloured remarks
 - (d) physical contact and advances; or
 - (e) showing pornography”

- (ii) “any one (or more than one or all) of the following circumstances, if it occurs or is present in relation or connected with any behaviour that has explicit or implicit sexual undertones:
- (a) implied or explicit promise of preferential treatment as quid pro quo for sexual favours.
 - (b) implied or explicit threat of detrimental treatment in the conduct of work.
 - (c) implied or explicit threat about the present or future status of the person concerned.
 - (d) creating an intimidating offensive or hostile learning environment.
 - (e) humiliating treatment likely to affect the health, safety dignity or physical integrity of the person concerned.”

The key expression in the above definition is *unwelcome*, which indicates the unwanted and non-consensual nature of the behaviour in question.

Management Development Institute Gurgaon is committed to creating and maintaining a community in which students, teachers, researchers, faculty members, and non-teaching staff can work together in an environment free from sexual harassment of women.

5. Composition of ICC

The Competent Authority shall, by an order in writing, constitute a Committee to be called as Internal Complaints Committee (hereinafter referred to as “ICC”).

- (a) The ICC shall consist of the following members to be nominated by the Competent Authority:
- i. a Presiding Officer/ Chairperson who shall be a senior level woman faculty member-not below the rank of Professor.
 - ii. Provided that in case a senior level woman employee is not available, the Presiding Officer/ Chairperson shall be nominated from other offices or administrative units of the workplace.
 - iii. Provided further that in case the other offices or administrative units of the workplace do not have a senior level woman employee, the Presiding Officer/ Chairperson shall be nominated from any other workplace of the same employer or other department or organization.
 - iv. two members out of the faculty members who have legal knowledge or expertise in the subject.
 - v. two members out of the staff/ non-teaching employees who have knowledge or experience in the subject.

- vi. one or two external member(s) familiar with the issues of sexual harassment from governmental/ semi-governmental or non-governmental organization.
 - vii. three student representatives, one each from graduate, post-graduate, and research streams, respectively.
- (b) In case a particular dispute relates to faculty, representatives from non-teaching employees and students will not be part of the ICC during the resolution of the complaint or during inquiry proceedings.
 - (c) In a dispute relating to non-teaching employees, representatives from students will not be part of ICC during the resolution of the complaint or during inquiry proceedings.
 - (d) One additional member from the faculty may be nominated by the Competent Authority, if required.
 - (e) At least half of the members of the ICC shall be women.
 - (f) Persons in senior administrative positions within the institution, such as the Director, Registrar, CAO (Admin.), etc., shall not be members of the ICC.

6. Selection Procedure

- (a) First members of the ICC shall be nominated by the Competent Authority.
- (b) Once all internal membership of the ICC has been filled up, they will nominate an External Expert.
- (c) Subsequent filling up of any membership in ICC shall be made by way of nomination by the Competent Authority.

7. Tenure

- (a) The Presiding Officer/ Chairperson and every Member of the ICC shall hold office for such period, not exceeding three years, from the date of their nomination as may be specified by MDI.
- (b) However, if a vacancy arises in ICC owing to the absence of a member without intimation for three consecutive meetings, the resignation of a member, or disqualification of a member, the vacancy will be filled for the residual period via an agreement between the Presiding Officer/ Chairperson of the ICC and the Competent Authority.

- (c) An ICC Member shall be suspended from the ICC if a complaint is filed against him for the duration of the inquiry. If a complaint is found to be true, the Respondent to the case shall be disqualified from being a member of ICC.

8. Removal of ICC Members

ICC members will be removed if:

A Member acts in contravention to section 16 of the Act ³, and discloses the parties to, or details of a case, or information that may lead to the identification of any of the parties; or

- a) A Member is found to have caused an offence or injury under any law for the time being in force, and action is pending against them, or
- b) A Member has been found guilty in any disciplinary proceedings; or
- c) A Member has abused their position to render their continuance in office prejudicial to the public interest.

9. Mandate of ICC

- (a) ICC shall raise awareness about sexual harassment of women within the workplace as an unacceptable form of conduct. The ICC will encourage a workplace culture that is supportive and accommodating of diversity. The ICC will respond to complaints of sexual harassment and provide recommendations to the HR department for consideration.
- (b) Members of ICC shall be sensitive to the issue of sexual harassment and shall not let personal biases and prejudices (whether based on gender, caste, class, gender identity, religion, sexuality) and stereotypes (e.g., pre-determined notions of how a “victim” or “accused” should dress or behave) affect their functioning as members.
- (c) ICC shall have the following two functions:
 - i Gender sensitization and awareness generation.
 - ii Responding to complaints of sexual harassment, including receipt of complaints, screening, informal mediation, conducting formal conciliation/inquiry procedures and redressal.

³ Sec 16, The Act: Prohibition of publication or making known contents of complaint and inquiry proceedings. — Notwithstanding anything contained in the Right to Information Act, 2005 (22 of 2005), the contents of the complaint made under section 9, the identity and addresses of the aggrieved woman, respondent and witnesses, any information relating to conciliation and inquiry proceedings, recommendations of the Internal Committee or the Local Committee, as the case may be, and the action taken by the employer or the District Officer under the provisions of this Act shall not be published, communicated or made known to the public, press and media in any manner:

Gender Sensitization and Awareness Generation

For the purpose of creating gender sensitization and awareness generation, MDI and ICC shall perform the following functions:

- i. These Rules in their entirety shall be made available at the library counter, the Competent Authority's office, and the MDI website. This information must be publicized widely.
- ii. ICC shall ensure the prominent publicity of these Rules in MDI through posters by displaying them (in a summary form) on the main notice board and the employees' notice board (at the entrance), the library notice board and at the canteen/dining halls and student housing.
- iii. The names of the members of ICC and the ICC's email address icc2021@mdi.ac.in shall be displayed on the main notice board and the library notice board.
- iv. These Rules shall be briefly mentioned in the Students Handbook of all academic programmes offered at MDI, along with information about where the full policy is available.
- v. ICC shall organize programmes for the gender sensitization of the MDI community, which may include workshops, seminars, posters, film screenings, debates, skits, etc.

Meetings: In order to carry out the above functions, ICC shall follow the rules mentioned below:

- vi. ICC shall meet twice a year. Additional meetings could be held as necessary to deal with issues or complaints that may arise.
- vii. Members shall be intimated of meetings in writing or by electronic communication.
- viii. Any member of ICC may request the Presiding Officer/ Chairperson to call an Emergency Meeting.
- ix. The quorum for all meetings shall be more than half of the existing members of ICC. Motions shall be carried by a simple majority of those present and voting. The procedure for voting will be a secret ballot conducted by the Presiding Officer/ Chairperson.
- x. If the required quorum is not present at any meeting, such a meeting may continue if reasonable circumstances exist, i.e. term break. During these situations, it is desirable that at least half of the ICC Members are present. If fewer

than half of the Members are present, the meeting may be adjourned. For an adjourned meeting, the required quorum shall be the same as in a regular meeting except in the case of an Emergency Meeting where there shall be no requirement of quorum.

- xi. Minutes of all meetings shall be recorded in writing, confirmed, and adopted.

10. Complaints Filing Process

- (a) Any aggrieved woman may lodge a complaint of sexual harassment.
- (b) Complaints should be lodged in the following manner:
 - (i) Complaints may be made orally (to any member of the ICC), by email (to icc2021@mdi.ac.in) or in writing (to the Presiding Officer/ Chairperson of ICC).
 - (ii) If the complaint is oral, it will be converted into a written form by the ICC Member receiving the complaint and authenticated by the Complainant under her dated signature or thumb impression as the case may be as soon as possible.
- (c) Third-party complaints and witness complaints shall not be entertained except in cases where the Complainant has been forcibly prevented from making a complaint; in which cases, a complaint can be made on her behalf until she can approach ICC.
- (d) Complaints should include details of the incident(s) of harassment. The date, time, and place must be recorded. The Complainant should also list any witnesses to the incident(s) of sexual harassment that is/ are being complained of and the witnesses (if any) batch/ section/ employment position details and contact.
- (e) The history of who the Complainant approached (family, friends, teachers etc.) before making a formal complaint should also be recorded.
- (f) The complaints must be filed within three months (90 days) from the date of the incident or from the date of the last incident. It is, however, provided that ICC, for reasons to be recorded in writing, can extend the time limit beyond three months if satisfied that the circumstances were such that prevented the Complainant from filing a complaint within the initial period of three months. The total number of days from the last incident should not be more than 180 days.
- (g) If the Complainant is unable to file a complaint themselves, the following will apply:
 - First is where the Complainant is physically incapacitated from making a complaint; it can be made by someone on her behalf, which includes a friend or

any person who knows of the incident and has the written authorization of the Complainant to make a complaint.

- Second, where the Complainant is mentally incapacitated from making a complaint, someone can make the complaint on her behalf.
- Third, if the Complainant is unable to file a formal complaint, someone who knows of the incident can do so, provided they have the written authorization of the Complainant to make the complaint.
- Fourth, is when the Complainant has passed away, a person who knows of the incident may file a complaint if they have received the written authorization of the victim's heirs.

For filing a complaint, any member from the ICC may be contact through email at: icc2021@mdi.ac.in The ICC aims to respond to all emails within 24 hours.

11. How to File a Complaint

- (a) Before a complaint may be filed, the Aggrieved Woman must contact the ICC via email. A meeting will then be arranged between the Complainant and at least one ICC Member. The meeting will explain the difference between the inquiry and conciliation procedures. Only after this meeting will an official complaint be received.
- (b) The ICC has the authority to limit the number of witnesses who are heard as part of an inquiry. Complainants are therefore recommended to limit the number of witnesses they choose to list and to acknowledge that not all witnesses may be called. This may vary from case to case.

12. Other complaint-related procedures:

- (a) A Complainant has the right to go public if she so desires. Going public before giving the complaint to ICC by the Complainant should not prejudice the ICC members. Once a complaint has been given to ICC, the Complainant should preferably not communicate any details of the complaint or the procedure until the inquiry is completed. It is not permissible for any person within or outside of the ICC to make the identity, contact details, or address of a Complainant known or to release details that may result in a complainant's identity becoming known.
- (b) Notwithstanding its commitment to confidentiality requirements, ICC retains its right to collectively issue a public statement or publicly respond to allegations made against ICC or any of its members. Members of ICC cannot release public statements in their individual capacity.
- (c) Filing of a grievance/ complaint shall not adversely affect the Complainant's status/ job.

- (d) ICC should make efforts to ensure that the complainants and the witnesses are not further victimized or discriminated against while it is responding to a complaint. ICC shall take action against anyone who intimidates the Complainant, witnesses, or members of ICC, during or after the screening and inquiry. This action may include disciplinary action.

13. Withdrawal of Complaint

- a) The Complainant may withdraw her complaint in writing at any time during the complaints receiving and/ or inquiry procedure. However, ICC must ascertain the reason(s) for the withdrawal of the complaint, record it in writing, and have the reasons counter-signed by the Complainant.
- b) The inquiry procedure shall, on such withdrawal, be terminated, save in instances in which the ICC is informed, knows, or has reason to believe, that the reason for such withdrawal is the consequences or effect of coercion or intimidation exerted by the Respondent(s) or any person on his behalf. In such an instance, the inquiry proceedings shall continue in accordance with the procedure outlined in the Rules.

14. Complaint Screening Process

- (a) ICC may designate by rotation five persons from amongst its members for a period of six months to screen complaints, if required. These five persons will constitute the Complaint Screening Committee. One of the members shall be named the Chair of the Committee by ICC. The ICC will select the Chair by way of voting, if so required.
- (b) The main function of the Complaint Screening Committee is to carefully study the complaint and determine whether a formal inquiry by ICC is to be instituted. For this purpose, it may hear the Complainant and the Respondent as well as other involved parties and examine any written documents produced (letters, copies of SMS, e-mails, photographs etc.).
- (c) The Complaint Screening Committee shall meet within three working days of the lodging of the complaint. Any action necessary to facilitate the screening process (such as talking to the parties involved) should be initiated within three working days after the first meeting of the Complaint Screening Committee.
- (d) The entire screening process shall not take more than two weeks from the date of the initial complaint. On completion of the screening process, the Complaint Screening Committee shall make a formal recommendation to ICC about whether or not a Formal Inquiry Process should be put in place, along with the reasons and documentary evidence, if any, thereof, in writing. A Formal Inquiry is to be recommended if the Complaint Screening Committee feels that the complaint needs further investigation, i.e., the complaint is not prima facie baseless. However, the recommendation of the Complaint Screening Committee is not binding on ICC.

- (e) During both the complaints screening process as well as the Formal Inquiry process (detailed in the subsequent section), the following principles and procedures shall be followed:
- i. At no time during the receiving and screening procedure of the complaint shall the Respondent(s) and the Complainant be placed face to face or put in a situation where they may face each other (e.g., they shall not be called at the same time and be made to wait in the same place), keeping strictly in view the need to protect the Complainant from facing any serious health and/ or safety problems, in accordance with the guidelines in the Supreme Court Judgments.
 - ii. At no time during the complaint receiving and screening procedure shall the past sexual history of the Complainant be probed, as such information shall be deemed irrelevant to a complaint of sexual harassment.
 - iii. At all points during the complaints receiving and screening procedure, the confidentiality of both parties shall be maintained. If any member of the Complaints Screening Committee, the formal Inquiry Committee or ICC violates this norm, s/he will automatically be disqualified.
- (f) ICC may issue an order of restraint to the Respondent (s) in accordance with the procedure outlined below:
- i. A restraint order shall provide a summary of the complaint, the date(s), time(s), and location(s) of the alleged incident(s). It shall warn the Respondent(s) that any attempt on his part or by the person(s) acting on his behalf, to contact, or influence, or intimidate, or exert pressure on the Complainant or any person in the Complainant's confidence may prove prejudicial to his case.
 - ii. The Complainant or any other person shall intimate in writing the Presiding Officer/ Chairperson of ICC and/ or the Inquiry Committee of any violation of the order of restraint by the Respondent(s) or any persons acting on his behalf.
 - iii. The Inquiry Committee and ICC shall consider all violations of the restraint order when determining the nature of the offence committed by a Respondent.
- (g) The Complaint Screening Committee shall also be responsible for taking the necessary steps to ensure that both the Complainant as well as the Respondent are informed about and provided access to counselling services at least three times; further, follow-up will be left to the discretion of the concerned party. ICC may recommend suitable NGOs for this purpose as and when required.

- (h) ICC may also, during the pendency of the inquiry, grant such relief as provided under Section 12 of the Act to the Complainant.⁴

15. Formal Inquiry and Period of Completion

- (a) Once the Complaints Screening Committee communicates its decision to ICC, ICC shall meet within five working days from the date of such communication to:
 - i. decide whether the complaint merits further scrutiny and
 - ii. in case the complaint merits further scrutiny, to constitute the Inquiry Committee.
- (b) ICC shall complete the inquiry on the Complaint within a period of ninety days.

16. Composition of the Inquiry Committee

- (a) The Inquiry Committee shall consist of five persons, at least 50% women, led by the Chief Inquiry Officer, who shall be a woman chosen from within the members of ICC. As a third-party voice, it shall include the External Expert.
- (b) It shall include the constituency of the Complainant and the accused (i.e. if the complaint is filed by a student against an academic staff member, then the Inquiry Committee shall include one student and one academic staff member).
- (c) If a student is lodging a complaint, she may request that a student representative is also part of the Inquiry Committee. This suggestion may be considered and approved by the Chief Inquiry Officer so long as there is not seen to be any breach of interest or impartiality.
- (d) No person who is a Complainant, witness, or Respondent in the complaint of sexual harassment shall be a member of the Inquiry Committee.
- (e) ICC may, at its own discretion, co-opt any person with gender sensitivity to be a part of the Inquiry Committee, provided that the majority of members are members of ICC. Such a person shall not serve as the Chief Inquiry Officer.

⁴ 12. Action during pendency of inquiry. — (1) During the pendency of an inquiry on a written request made by the aggrieved woman, the Internal Committee or the local Committee, as the case may be, may recommend to the employer to— (a) transfer the aggrieved woman or the respondent to any other workplace; or (b) grant leave to the aggrieved woman up to a period of three months; or (c) grant such other relief to the aggrieved woman as may be prescribed. (2) The leave granted to the aggrieved woman under this section shall be in addition to the leave she would be otherwise entitled. (3) On the recommendation of the Internal Committee or the Local Committee, as the case may be, under sub-section (1), the employer shall implement the recommendations made under sub-section (1) and send the report of such implementation to the Internal Committee or the Local Committee, as the case may be.

17. Functions, power, and responsibilities of the Inquiry Committee

- (a) The Inquiry Committee shall enquire into the complaint of sexual harassment and shall submit a detailed report to ICC, in which it shall communicate its findings based on its investigations.
- (b) The Inquiry Committee shall conduct the proceedings in a fair manner and shall follow the principles of natural justice by providing a reasonable opportunity to the Complainant and the Respondent for presenting and defending their case.
- (c) The Inquiry Committee shall have to complete the inquiry within a reasonable time not exceeding three months from the date the complaint is referred to it.
- (d) At any time during the inquiry proceedings, the Inquiry Committee shall not put the Complainant and the Respondent in a situation where they may be face to face.
- (e) The Inquiry Committee may call any person to appear as a witness if it is of the opinion that it shall be in the interest of just decision-making.
- (f) The Inquiry Committee shall have the power to ask the relevant authorities for any official papers or documents pertaining to the Complainant as well as the Respondent.
- (g) Records of all evidence gathered in the course of the inquiry shall be maintained.
- (h) The Inquiry Committee may consider as relevant any earlier complaints against the Respondent. However, the past sexual history of the Complainant shall be deemed irrelevant to a complaint of sexual harassment.
- (i) If the Respondent fails, without valid ground, to present himself for three hearings convened by the Chief Inquiry Officer, the Inquiry Committee shall have the right to take a decision on the complaint based upon the available evidence.
- (j) The identities of all witnesses shall be protected by the Inquiry Committee. A coding system may be used for this purpose.
- (k) All persons heard by the Inquiry Committee shall take and observe an oath of secrecy about the proceedings. Any violations of the oath of secrecy would invite action by the Competent Authority as per the recommendation of ICC.
- (l) After completing the investigation, the Inquiry Committee shall submit a detailed report of its findings to the Presiding Officer/ Chairperson of ICC, including an indication of whether it finds the Respondent guilty or not guilty, along with reasons for its decision.

- (m) For the purpose of making an inquiry under these Rules, ICC and the Inquiry Committee shall have the powers as are vested in a civil court under the Code of Civil Procedure, 1908 when trying a suit in respect of the following matters, namely: -
- i. Summoning and enforcing the attendance of any persons and examining him or her on oath.
 - ii. Requiring the discovery and production of documents; and
 - iii. Any other matter which may be prescribed.

18. Inquiry Into the Complaint

- (a) On accepting the complaint, the ICC shall send notice to the Respondent within seven working days along with a copy of the complaint.
- (b) The Respondent shall reply to the complaint in writing, along with a list of witnesses, if any, within ten working days from the date of receiving the notice.
- (c) Meanwhile, the Complainant may be called and heard by ICC, and a hand-written statement may be taken on record.
- (d) On receipt of the reply of the Respondent, the ICC shall provide a copy of the same to the Complainant within five working days.
- (e) ICC shall comply with the basic principles of natural justice with regard to both/ all the parties to the complaint during the inquiry proceedings.
- (f) ICC may ask any of the parties to the complaint and the witnesses not to bring mobile phones or recorders during the deposition or proceedings to maintain and ensure confidentiality.
- (g) ICC may try to settle the matter between the parties through conciliation, subject to the request made by the Complainant.
- (h) The ICC should take steps to ensure that the Complainant and the Respondent are not put in a position where they may be face to face unless it is deemed absolutely necessary and the Complainant assents to the same.
- (i) The ICC, if it so requires, may at any time call upon any person to be a witness and may ask any questions as it deems necessary to such a witness and record their statements on oath.
- (j) If the Complainant or Respondent desires to cross-examine any witness(s), ICC may have to facilitate the same and record the statement(s).

- (k) No copy of any of the documents pertaining to either party be handed over to anyone except the parties to maintain confidentiality required in the proceedings.
- (l) All notes, statements and documents are to be kept strictly confidential. Members shall be given the documents for perusal during the inquiry meetings.
- (m) All proceedings of the ICC shall be recorded in writing. The record of the proceedings and the statements of witnesses shall be endorsed and authenticated by the persons concerned as well as by the members of ICC present in that meeting.
- (n) Minutes of the proceedings may preferably be prepared and authenticated on the same day as far as possible or under exceptional circumstances may be prepared the very next day and got signed by circulation either through hard or soft copy according to the availability of members.
- (o) Written notes may be taken while listening to the parties or the witnesses.
- (p) After the completion of the inquiry, the ICC shall submit a detailed report of its findings, along with reasons to the Competent Authority.
- (q) If the ICC finds the Respondent guilty of sexual harassment, it shall recommend the nature of remedial action to be taken against the Respondent.
- (r) The ICC shall conclude its proceedings and submit its report to the Competent Authority along with a copy of the report to the Complainant as well as the Respondent.
- (s) The ICC, where the Respondent is a member of the Institute community, will make recommendations to the Competent Authority as per the service rules or the regulations, whichever is applicable.
- (t) Due caution must be taken while dealing with the complaints of sexual harassment as this is not like any other type of dispute. Complainants may be embarrassed and distressed; therefore, to build confidence, hearings and proceedings during the resolution must be held in a closed place.
- (u) Both the parties, while given an opportunity of hearing, must also give their hand-written statements in their own words before ICC. If any/all of the parties find it difficult to read or write, due assistance may be provided, keeping in mind the confidentiality of the proceedings.
- (v) Care is taken to prevent any disadvantage to or victimization of either the Complainant or to the Respondent.

- (w) The inquiry may be terminated, or an ex-parte decision may be given if Complainant or Respondent is absent for three consecutive hearings without reason. Fifteen days' written notice may be given to the party before termination or ex-parte order.
- (x) ICC must ensure that the identity of the Complainant, as well as the Respondent, is kept confidential.

19. Procedure for Conciliation

- (a) A conciliation procedure is when a grievance of sexual harassment at MDI may be articulated between a Complainant and a Respondent(s) in a non-punitive and supervised forum. The aim of conciliation is for a Complainant to address the inappropriate conduct and reach a common understanding with the Respondent about what they would like to stop from happening and why they feel it is inappropriate and for the Respondent to better understand how their actions may be interpreted. Once the form of inappropriate conduct has been identified, an agreement of future workplace conduct will be agreed upon between the parties and recorded by members of the ICC.
- (b) A conciliation process shall only be initiated when the Complainant consents to this procedure.
- (c) A conciliation process shall be initiated within ten working days of a Complainant requesting the Committee for the process.
- (d) No monetary settlement shall be made as a basis of conciliation.
- (e) Where a settlement has been arrived at, the ICC shall record the agreement so arrived at.
- (f) The ICC shall provide copies of the settlement as recorded under subsection (e) to the Competent Authority, the Complainant, and the Respondent.
- (g) Where a settlement is arrived at, no further inquiry shall be conducted by the ICC, except when Respondent is found in breach of the agreed settlement. If the Respondent to a conciliation procedure act in violation of the agreement, an immediate inquiry procedure or disciplinary action may be taken.
- (h) If a separate complaint is brought against the Respondent or if the ICC has grounds to believe the Respondent has breached the agreement, an inquiry may be initiated against Respondent.

20. Communication of Internal Complaints Committee and follow-up procedure

- a) Within two working days of receiving the report and recommendation from a conciliation or inquiry procedure, the report and the recommendation must be approved by the Presiding Officer/ Chairperson of ICC.

- b) The Presiding Officer/ Chairperson must then send the report and the recommendation to the Competent Authority within two working days from when it was received. On the same day, the ICC shall also communicate to the Complainant and the Respondent by email that the recommendations have been sent to the Competent Authority, specifying the date sent.
- c) The Competent Authority shall confirm, vary, or dismiss the recommendation by ICC within three working days from the date of communication by ICC, or if any concerns are raised, may convene a meeting with ICC to discuss the recommendation.
- d) In the event that no action has been taken one week after receiving the communication/ the meeting between the Competent Authority and ICC, the Chairperson of ICC may convene a meeting of ICC with the relevant Competent Authority to appraise the situation.
- e) In the event that the said Competent Authority has not taken appropriate follow-up action one week after the meeting as described in clause (d) above, the ICC may communicate its discontent in writing to the relevant Competent Authority.
- f) In the event that any new fact or evidence arises or is brought before ICC at any stage of the inquiry proceedings or even after the communication of the findings to the Competent Authority, ICC can take cognizance of this and take appropriate action; this may include re-hearing the case.

21. Considerations while preparing Inquiry Report

While preparing the findings/recommendations, the following are considered:

- a) Whether the language used (written or spoken), visual material, or physical behaviour alleged by the Complainant was of sexual nature.
- b) Whether the allegations or events follow logically and reasonably from the evidence.
- c) Credibility and consistency in the statements of Complainant, Respondent and witnesses and evidence recorded.
- d) Other similar facts etc., for e.g., if there have been any previous accounts of harassment pertaining to the Complainant/ Respondent.
- e) Other cases filed before any other fora/ agency/ department and the result or report, whether having some basis or just to harass or humiliate or for some ulterior motive(s).
- f) Both parties have been given an opportunity of being heard.

REDRESSAL

22. Guiding Principles

- (a) The guiding principle of the redressal mechanism of complaints related to sexual harassment cases is to ensure the safety and well-being of MDI community members. There will be provisions for punishment for the Respondent once a violation of the policy has been established. There will be measures during the conciliation or inquiry procedure to encourage a practice of reflection and reform to achieve lasting gender equality and safety within the workforce and beyond.
- (b) Redressal shall involve supportive measures for the Complainant and protection against victimization. Filing of a grievance or complaint shall under no circumstances adversely affect the Complainant's status, future evaluation of grades, assignments, employment, promotion etc.
- (c) As a general principle, everyone who is associated with redressal of sexual harassment needs to be sensitive towards both the Respondent and the Complainant. To this end, it is advisable that they undergo periodic orientation and training.

23. Punishments

- (a) Any student, service provider, resident, outsider, or a member of the academic or non-teaching staff or an Officer of MDI, or a member of the Authorities or Committee of MDI found guilty of sexual harassment shall be liable for disciplinary action. The penalties listed below (in ascending order) are indicative and shall not constrain the MDI authorities from considering others in accordance with the rules governing the conduct of employees and students in practice at the time.
- (b) **Penalties in Case of Employees**
 - (i) Warning, reprimand, or censure.
 - (ii) Withholding of one or more increments for a period not exceeding one year.
 - (iii) Transfer, if required
 - (iv) Suspension from service for a limited period
 - (v) Removal from a position of authority at MDI
 - (vi) Disbarment from holding an administrative position at MDI
 - (vii) Suspension from service for a limited period
 - (viii) Compulsory retirement
 - (ix) Dismissal from service
 - (x) Any other action that may be necessary

The penalty awarded shall be recorded in his Confidential Employment Record. The right to an official character certificate may also be withdrawn where applicable.

- (c) **Penalties in Case of MDI Students**

- (i) Warning or reprimand.

- (ii) Withdrawal of the right to an official character certificate from MDI.
- (iii) Withdrawal of hostel accommodation for the entire period of study.
- (iv) Suspension from MDI for a period of up to one or more terms.
- (v) Expulsion from MDI and/ or a bar on appearing for the examination/ placement interview offered by MDI.
- (vi) Withholding of a degree conducted by MDI may be recommended by the ICC.
- (vii) Penalties awarded shall be recorded in his Personal File.
- (viii) Any other action as may be necessary

(d) Penalties in Case of / Visitors or Outsiders

- (i) Warning, reprimands, or censure.
- (ii) A letter communicating his misconduct to his place of education, employment and/ or residence.
- (iii) Declaration of the campus as out of bounds for him, and/ or a bar on appearing for the entrance examination/ interview to any programme of study or employment offered by MDI.
- (iv) Any other action as may be necessary

(e) Penalty in case of Service Providers

- (i) Warning, reprimands, or censure
- (ii) A letter communicating his misconduct to his place of employment.
- (iii) Declaration of the campus as out of bounds for him.
- (iv) Withdrawal of the right to run/ manage/ work in any commercial enterprise or to provide services on the campus.
- (v) Any other action as may be necessary.

Note: In addition to the penalties specified under above in all cases, the person may be advised to undergo counselling and gender sensitization and to give a written and/ or public apology to the Complainant.

(f) Penalty in Case of a Second Offence

A second, or repeated offence, may, on the recommendation of ICC, attract a more severe penalty.

24. Appeals

- (a) In the event of the ICC not taking action on a complaint, or if the Complainant or Respondent is dissatisfied with the disciplinary action taken by the MDI authorities, she/he shall have the right to appeal to the Competent Authority of the Institute.
- (b) The Competent Authority of the Institute shall hear the appeal himself/ herself or appoint an Appeals Committee that shall consist of three faculty members who are not part of the ICC. Half of this committee should be non-male members.
- (c) The Competent Authority shall have all the powers and duties of an Appellate Body. It shall consider the appeal, with the appellant deposing in person. It shall have the

power to summon any person as a witness as well as any official record. On the basis of all the evidence before it, including the deposition of the appellant, if it is satisfied that the matter needs to be further inquired into, the Competent Authority shall conduct an inquiry in accordance with the ICC's guiding principles and relevant guidelines.

25. False Complaints/Depositions

- (a) If the Complaint Screening Committee or the Inquiry Committee finds no merit in any particular complaint/ deposition, it shall write to the Presiding Officer/ Chairperson of the ICC, giving reasons for its decision recommending that no further action be taken with reference to the complaint.
- (b) Within three working days of the receipt of this communication from the Complaints Screening Committee (three working days in the case of the Inquiry Committee), the Presiding Officer/ Chairperson of ICC shall convene a meeting to discuss the recommendations of the Complaint Screening Committee or the Inquiry Committee to decide whether, in the case of malicious, false complaints a show-cause notice should be issued to the complainant/ witness(es). Upon the decision to issue a show-cause notice, the Presiding Officer/ Chairperson of ICC shall issue it to the Complainant/ witness(es) and require the Complainant/ witness(es) to explain within five working days as to why disciplinary actions shall not be taken against her. Within three working days of the receipt of any explanation from the Complainant/ witness(es), the Presiding Officer/ Chairperson shall convene a meeting to consider the explanation. In the event of an unconvincing explanation, the ICC shall forward its findings to the Competent Authority for follow-up action.

26. Protection against Victimization

- (a) In cases where a Respondent is found to have violated this policy, and they are an employee or in a position of influence, the Respondent shall not:
 - (i) supervise any academic activity (such as evaluation, examination, or supervision of research) of the complainant/ witness and/ or
 - (ii) write a confidential report of the complainant's/ witness's performance.
- (b) During an inquiry, a voluntary interim measure may be put in place to ensure the Aggrieved Woman, and the Respondent does not come in contact with each other. These may include but are not limited to transferring desk/ usual working space to another department/ academic section of either party; additional security/ vigilance whilst on campus; voluntary leave (up to three months); relaxation of attendance for students which will not affect their opportunity to sit exams/ assessment.

27. Confidentiality of Proceedings

- (a) The ICC, as well as the Institute, shall take appropriate measures to maintain the confidentiality of the identity of both the parties.
- (b) To ensure confidentiality of proceedings of the complaint, if any member is a witness/ related of either party, he/ she shall recuse from the inquiry.
- (c) The identity of the Complainant, Respondent, witnesses and proceedings of ICC and its recommendations and the action taken by MDI shall not be published, communicated, or made known to the public, press or media in any manner, and it will be outside the purview of the Right to Information Act, 2005.
- (d) No legal practitioner will be allowed to represent either the Complainant or the Respondent in proceedings before the ICC.
- (e) No decision under this Policy, except the final decision in the form of Report of the Inquiry Committee or the Appropriate Authority, shall be made public.

28. Annual Reports

The ICC shall prepare an Annual Report giving an account of the cases filed, if any and their disposal etc., and forward a copy thereof to the Competent Authority.

ROLE OF THE INSTITUTE

29. The obligation of MDI Authorities

- (a) MDI authorities shall provide a space that will be used as an ICC office for administrative purposes and shall also provide proper stationery and clerical support. The office space must be a closed space where confidential meetings between potential complainants and parties to a case may meet Committee members.
- (b) The MDI authorities shall notify, at the start of each academic year, or if the constitution of the ICC members changes within the year, the names of the Members of ICC contact details.
- (c) ICC's role in promoting greater awareness of gender sensitisation and as the responsible body for hearing complaints of sexual harassment at the Institute shall also be mentioned.
- (d) The authorities shall maintain full confidentiality with respect to all parties' identities and matters pertaining to ICC inquiries into complaints of sexual harassment.
- (e) The authorities shall act promptly on the recommendations of the ICC pertaining to the various issues outlined above.

- (f) As required by the Act, the Competent Authority shall forward to the government department concerned and other concerned authorities the annual report of ICC together with a written report on the action taken by them upon the decisions/ recommendation of ICC every calendar year.

AMENDMENT TO THE RULES

30. Amendment to the Rules and Procedure of ICC

- (a) Amendments to the Rules and procedures of ICC shall have effect only if these are compatible with the letter and spirit of The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013; Sexual Harassment at Workplace Rules 2013; All India Council for Technical Education (Gender Sensitization, Prevention and Prohibition of Sexual Harassment of Women Employees and Students and Redressal of Grievances in Technical Institutions) Regulations, 2016; the Supreme Court Vishaka judgement and any future Supreme Court judgements deemed applicable.
- (b) Amendments shall be effected by decisions taken in a special meeting of ICC called for this purpose or in amendments that are approved by the ICC Chairperson and the Competent Authority.

ANNEXURE - XXXIII

E-MAIL AND PASSWORD POLICY

1. Policy

1.1 Introduction

Electronic mail (Email) is pervasively used and is often the primary communication and awareness method within an organization. At the same time, misuse of email can post many legal, privacy and security risks, thus it's important for users to understand the appropriate use of Email.

This Email Policy has been developed in response to the acknowledged need for guidelines describing the acceptable use of the MDI's Email and related services and facilities. The Policy is maintained and regulated by the Computer Center under the overall responsibility of Competent Authority.

The Policy will be distributed to users of the Email and related services and facilities. There will also be periodic re-issue of the Policy, supported by sign-up acceptance by users of the facilities. The Policy will be reviewed and, if necessary, amended from time-to-time, with particular regard to the expected developments in the operational use of the Email system, and by reference to the development of recognised best practice.

1.2 Purpose of the Email Policy

The Email Policy provides guidance about acceptable use, for the purpose of sending or receiving Email messages and attachments. The Policy also describes the standards that users are expected to observe when using these facilities for Email, and ensures that users are aware of the legal consequences attached to inappropriate use of the facilities.

The purpose of this Policy is to ensure that:

- The MDI community is informed about the applicability of policies and laws with regard to Email;
- Email services are used in compliance with those policies and laws;
- Users of Email services are informed about how concepts of privacy and security apply to Email; and
- Disruptions to MDI's Email and other services and activities are minimised.

1.3 Policy Scope and Applicability

This Policy applies to all Email services provided by MDI and to all users of such services; and to all MDI records in the form of Email in the possession of MDI employees.

MDI provides an Email account to every faculty, staff member and student of MDI for the purposes of teaching and learning, research, administration and community service.

The directives contained in this policy must be followed by all of them with no exceptions.

This Email policy and guidelines are applicable when the Emails are accessed over mobile devices as well.

Any other policies, guidelines or instructions on e-mail previously issued shall be superseded by this policy.

2. Use of Email Services

The purpose of this policy is to ensure secure access and usage of MDI Email services by its users. Users have the responsibility to use this resource in an efficient, effective, lawful, and ethical manner. Use of MDI's Email service amounts to the user's agreement to be governed by this policy.

The Email address supplied by MDI is considered to be the official Email contact point for MDI faculty, staff and students, and official MDI Email correspondence may be delivered to this address.

Only the e-mail services provided by MDI, shall be used for official communications. The Email services provided by other service providers shall not be used for any official communication.

MDI permits this account to be used for limited incidental personal purposes. However, it is most concerned to ensure that the account is used as effectively as possible in support of the above purposes and to facilitate the work of MDI. An MDI Email account may not be used for engaging in non-MDI business or for personal gain, except if permitted by other MDI policies.

Official Email id provided by MDI can be used to communicate with any other user, whether private or public. However, the user must exercise due discretion on the contents that are being sent as part of the e-mail.

As far as possible, the format of the Email should include firstname.lastname and Email accounts should be standardized.

Email accounts may also be used for the submission and return of student assignments and other specific uses, but only where the relevant faculty or administrative Unit has specifically authorised this, and where the guidelines and conditions for such submission/return, which have been specified by that Faculty or Unit, have been fully complied with.

The sender of Email will be considered responsible for the content of the message. Consequently, the sender will be responsible for any cause of damage, loss of good will, or loss of monetary terms if the message that has caused it originates from "mdi.ac.in" domain or any other official domain, and MDI would not be responsible for it.

Examples of inappropriate use of the e-mail service

- i) Creation and exchange of e-mails that could be categorized as harassing, obscene or threatening.
- ii) Unauthorized exchange of proprietary information or any other privileged, confidential or sensitive information.
- iii) Unauthorized access of the services. This includes the distribution of e-mails anonymously, use of other person's user ids or using a false identity.
- iv) Creation and exchange of advertisements, solicitations, chain letters and other unofficial, unsolicited e-mail.
- v) Creation and exchange of information in violation of any laws, including copyright laws.
- vi) Wilful transmission of an e-mail containing a computer virus.
- vii) Misrepresentation of the identity of the sender of an Email.
- viii) Use or attempt to use the accounts of others without their permission.
- ix) Transmission of e-mails involving language derogatory to religion, caste, ethnicity, sending personal e-mails to a broadcast list, sending e-mails with obscene material, etc.

Any case of inappropriate use of e-mail accounts shall be considered a violation of the policy and may result in deactivation of the account. The users will have to face consequences as decided by the investigation committee (appointed by the Director, MDI) depending on the nature of violation.

2.1 Roles specified for implementation of the Policy

The following roles are specified for using the MDI e-mail service. The official identified for the task shall be responsible for the management of the entire user base configured under that respective domain.

- 2.1.1 Competent Authority: Director, Chairperson (Computer Center).
- 2.2.2 Designated officer: Coordinator Computer Center, Chief System Administrator (CSA)/ Chief Information Officer (CIO).
- 2.2.3 Computer Center: Senior System Analyst (SSA), System Analyst, System Administrator.

Competent Authority of the user organization shall ensure that training and awareness programs on e-mail security are organized at regular intervals. Designated officer/ Computer Center shall provide the required support.

Competent authority shall introduce a process to ensure that e-mail id is either deactivated / deleted / password changed, prior to giving “no dues” to a user.

The Computer Center shall ensure that the latest operating system, anti-virus and application patches are available on all the devices, in coordination with the User.

The Computer Center shall be responsible for maintaining an updated list of Email users.

As far as possible, the format of the Email should include "firstname.lastname" and standardization of Email should be done.

The Computer Center shall provide the e-mail services based on the Service Level Agreement (SLA) with E-mail service provider.

Forgot Password: In order to empower a user to reset his/her password, the Computer Center shall provide the “Forgot password” service. This service allows a user to reset the password without the intervention of Computer Center support.

2.2 User's Role

- a) The User is responsible for any data/e-mail that is transmitted using the MDI e-mail system. All e-mails/data sent through the mail server are the sole responsibility of the user owning the account.
- b) Use of Secure Passwords: All users accessing the e-mail services must use strong passwords for security of their e-mail accounts.
- c) The user should change passwords on a periodic basis or as per the password policy. More details about the password policy are available in “Password Policy” of MDI.
- d) Sharing of passwords is prohibited. Users must ensure that information regarding their password or any other personal information is not shared with anyone.
- e) Auto-save of password in the MDI e-mail service shall not be permitted due to security reasons.
- f) The users shall be responsible for the activities carried out on their client systems, using the accounts assigned to them.
- g) The ‘reply all’ and the use of ‘distribution lists’ should be used with caution to reduce the risk of sending e-mails to wrong people.
- h) Back up of important files/ individual e-mails stored in the folders shall be taken by the user at regular intervals. The Computer Center shall not be responsible for any accidental deletion of e-mails by the user.
- i) Computer Center is not responsible for the retention of the Email messages. Users are responsible for taking periodic backup and archival of their respective Emails.

2.3 Regular accessing of Emails

It is important for members of faculty, staff and students to access and read Email messages sent to their MDI Email account on a timely basis, and they will be presumed to do so for the purposes of the types of Emails specified in section 2.1.

2.4 MDI property

MDI Email services are MDI facilities; all MDI Email addresses are owned by MDI; and all Email which is in support of MDI business, whether or not the equipment, software, or facilities used to create or store the Email record are owned by MDI, are MDI records.

MDI reserves the right to install and operate filtering equipment, software or procedures to prevent the entry into MDI of Email traffic that is contrary to law or which is incompatible with the objectives of MDI.

2.5 MDI records

Emails that are sent or received using a non-MDI address but which relate to official MDI business constitute official MDI records. In these cases, normal record keeping requirements must be observed.

2.6 Restrictions on Email use

MDI Email services may not be used for: unlawful activities; commercial purposes not under the auspices of MDI; personal financial gain; or uses that violate other MDI policies or guidelines.

2.7 Representation

Email users shall not give the impression that they are representing, giving opinions, or otherwise making statements on behalf of the MDI or any of its units unless appropriately authorised (explicitly or implicitly) to do so. Where appropriate, an explicit disclaimer shall be included unless it is clear from the context that the author is not representing MDI. An appropriate disclaimer, for example, could be: "These statements are my own, not those of the MDI".

2.8 Interference

MDI Email services shall not be used for purposes that could reasonably be expected to cause, directly or indirectly, excessive strain on any computing facilities, or unwarranted or unsolicited interference with others' use of Email or Email systems. Such uses include, but are not limited to, the use of Email services to: (i) send or forward Email chain letters; (ii) "spam", that is, to exploit listservers or similar broadcast systems for purposes beyond their intended scope to amplify the widespread distribution of unsolicited Email; and (iii) "letter-bomb", that is, to resend the same Email repeatedly to one or more recipients to interfere with the recipient's use of Email.

3. Group Email Policy

Group Email is an efficient way to communicate MDI-related information to a group of students, faculty and/or staff. However, when used improperly, the group Email system becomes an ineffective and unwelcome communication tool. This group Email policy has been implemented to improve the effectiveness of Email communications to students, faculty and

staff and to ensure group Email communication is professional, clear and relevant. This policy applies to all Email users within the “mdi.ac.in” or any other official mdi domain, including students, faculty and staff.

Users should send Emails on their own behalf, and the content of a group Email sent is the responsibility of the owner of the address in the “From:” address line. Faculty and staff should not send group Emails on a student’s behalf, nor should students send Group Emails for faculty and staff.

Relevance: Group Email should be used to communicate with students, faculty, and staff about MDI’s educational services and business and administrative matters. Information sent must be related to the group being mailed.

In this context it has been noticed that the group mails are often misused by sending Emails which are not relevant to the entire faculty or all the staff. It is suggested that the group mails should be used only by the activity heads. Any Email targeted for all faculty and/ or all staff but not originating from activity head should be routed through the respective activity head so as to avoid possibility of misuse of the group-address.

Reply to group Email: Do not “Forward” or “Reply to All” with group Emails. If a response is requested, reply directly to the sender only.

4. Security and Confidentiality

MDI attempts to provide secure and reliable Email services. Computer Centre operations and support staff looking after Email services are expected to follow sound professional practices in providing for the security of Email records, data, application and system programs under their jurisdiction. Since such professional practices and protections are not foolproof, however, the security and confidentiality of Email cannot be guaranteed. Furthermore, operators of Email services have no control over the security of Email that has been downloaded to a user’s computer. As a deterrent to potential intruders and to misuse of Email, Email users should employ whatever protections (such as passwords) are available to them.

The confidentiality of Email cannot be assured. Such confidentiality may be compromised by unintended redistribution, or because of inadequacy of current technologies to protect against unauthorised access. Users of MDI Email services, therefore, should exercise extreme caution in using Email to communicate confidential or sensitive information.

Updation of current mobile numbers under the personal profile of users is mandatory for security reasons. The number would be used only for alerts and information regarding security sent by the Computer Center. Updation of personal e-mail id (preferably from a service provider within India), in addition to the mobile number, shall also be mandatory in order to reach the user through an alternate means for sending alerts.

Reset/Change of Password: An authorized person under the Computer Center can create/delete/change the password of user ids under the MDI domain, if required. Where required such requests need to be forwarded with complete details to the Computer Center Help Desk (cchelp@mdi.ac.in).

User addresses and passwords of Email accounts, which are not used for more than 3 months, shall be suspended.

If any faculty or staff member goes on long-term leave from MDI, their Email accounts will be kept active during the leave duration. However, their Email account will be removed from any group Email address lists.

If any faculty member resigns from the services of MDI, his/her Email address will be immediately removed from any group lists.

Graduating student accounts will be deleted 30 days after their convocation.

It is recommended for faculty users to use VPN for secure authentication as deemed appropriate by the competent authority when using MDI Email facility from outside MDI premises.

4.1 Scrutiny of Emails/Release of logs

Notwithstanding anything in the clauses above, the disclosure of logs/e-mails to law enforcement agencies and other organizations by the Computer Center would be done only as per the IT Act 2000 and other applicable laws.

The Computer Center will maintain logs for a period of one year.

4.2 Security Incident Management Process

A security incident is defined as any adverse event that can impact the availability, integrity, confidentiality and authority of Government data. Security incidents can be due to factors like malware, phishing, loss of a device, compromise of an e-mail id etc.

Any security incident, noticed or identified by a user must immediately be brought to the notice of the Computer Center.

In case a compromise of an e-mail id is detected by the Computer Center, an SMS alert shall be sent to the user on the registered mobile number. In case an “attempt” to compromise the password of an account is detected, an e-mail alert shall be sent. Both the e-mail and the SMS shall contain details of the action to be taken by the user. In case a user does not take the required action even after five such alerts (indicating a compromise), the Computer Center reserves the right to reset the password of that particular e-mail id under intimation to the Coordinator, Computer Center.

In case of a situation when a compromise of a user id impacts a large user base or the data security at MDI, the Computer Center shall reset the password of that user id. This action shall be taken on an immediate basis, and the information shall be provided to the user and the designated officer subsequently. SMS shall be one of the prime channels to contact a user; hence all users should ensure that their mobile numbers are updated.

It shall be within the right of the Computer Center to deactivate or remove any feature of the e-mail service if it is deemed as a threat and can lead to a compromise of the service.

5. Audit of Email Services

The security audit of MDI Email services shall be conducted annually.

6. Policy Dissemination

- a) Competent Authority should ensure dissemination of the Email policy.
- b) Orientation programs for new faculty, staff, students shall include a session on the e-mail policy by the designated officer.

7. Review

Future changes in this Policy, as deemed necessary, shall be made in consultation with stakeholders after due approval of competent authority.

8. Definitions

Email services: Information technologies used to create, send, forward, receive, store, or print Email.

MDI record (in the form of Email): Any Email that is in support of MDI business, whether or not the equipment, software, or facilities used to create, or store the Email record are owned by MDI.

Use of Email services: To create, send, forward, reply, copy, store, print, or possess Email messages. For the purpose of this Policy, receipt of Email is excluded from this definition to the extent that the Email user does not have control over the Email received.

Email address / Email account: The officially recognised MDI Email address as allocated by Computer Center on enrolling as a student or joining MDI as faculty or staff.

9. Best practices

MDI considers email as an important means of communication and recognizes the importance of proper email content in conveying a professional image. Users should take the same care in drafting an email as they would for any other communication. Therefore, MDI wishes users to adhere to the following email guidelines:

- **Writing emails:**

- Write well-structured emails and use short, descriptive subjects.
- This means that sentences can be short and to the point. You can start your email with 'Hi', or 'Dear', and the name of the person. Messages can be ended with 'Best Regards'. The use of Internet abbreviations and characters such as smileys however, is not encouraged.
- Signatures must include your name, designation and MDI name. A disclaimer will be added underneath your signature (see Disclaimer below).
- Users must spell check all mails prior to transmission.
- Do not send unnecessary attachments. Compress attachments larger than 5 MB before sending them.
- If you need to send files of over 10 MB, do not send these via email; contact your Administrator to find alternate methods for sending the files.
- Do not write emails in capitals.
- Only send emails of which the content could be displayed on a public notice board. If they cannot be displayed publicly in their current state, consider rephrasing the email, using other means of communication, or protecting information by using a password (see confidential).
- Only mark emails as important if they really are important.

- **Maintenance:**

- Delete any email messages that you do not need to have a copy of, and set your email client to automatically empty your 'deleted items' on closing.
