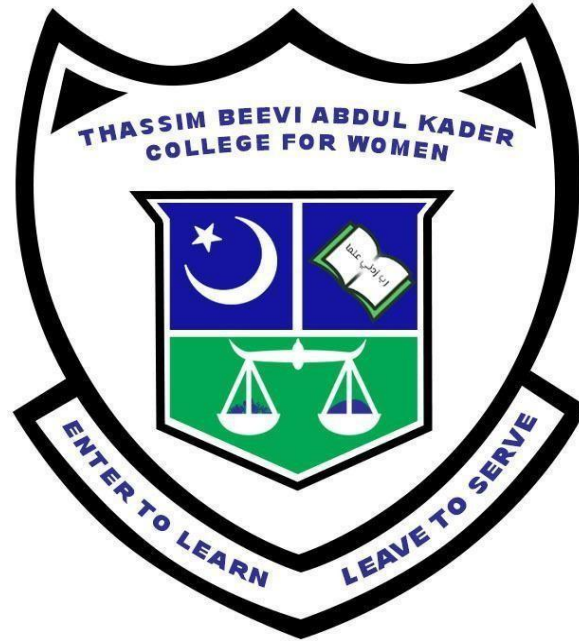


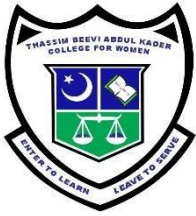


## THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN

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Recognized by UGC under 2(f) & 12 (B).Kilakarai – 623517, Ramanathapuram District, Tamil Nadu



## *HUMAN RESOURCE MANUAL*



# THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN

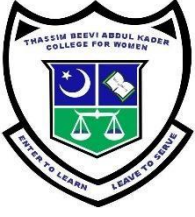
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## INDEX

S.NO	PARTICULARS	PAGE NO
1	<b>CONDITIONS OF SERVICE</b>	1
	Contract of Employment	1
	Working hours	1
	Duty Station	1
	Confidentiality	1
2	<b>RECRUITMENT AND SELECTION POLICY</b>	2
	Introduction	2
	Objectives	2
	Recruitment Authorization Procedure	3
	Newly Created or Restructured Positions	3
	Employment Procedure	4
	Employment Interview Panel	5
	Age	5
	Appointment	5
	Personal Data	6
	Induction	6
3	<b>PERFORMANCE MANAGEMENT POLICY</b>	7
	Introduction	7
	Objectives	7
	The Performance Management Process	8
	Performance Planning	8
	Monitoring	10
	Performance Summary	10
	Recognition	13
	Responsibilities	13
4	<b>TRAINING AND DEVELOPMENT POLICY</b>	20
	Introduction	20
	Objectives	20
	Process and Criteria	21

<b>5</b>	<b>LEAVE POLICY</b>	23
<b>6</b>	<b>DISCIPLINARY CODE</b>	39
	Introduction	39
	Procedure and Documentation	39
	Special Cases	41
	<b>Classification of Offences</b>	43
	Absenteeism	44
	Offenses related to Control at Work	44
	Offenses relating to indiscipline or disorderly behavior	46
	Offenses related to dishonesty	48
	<b>Penalties</b>	50
	Verbal Warning	51
	Recorded Warning	51
	Severe Warning	51
	Final Warning	51
	Dismissal	52
	Demotion	53
Transfer	53	
Alternative Penalty to Dismissal	53	
Dismissal Procedure	55	
Disciplinary Appeal Procedure	56	
<b>7</b>	<b>GRIEVANCE POLICY</b>	57
	Introduction	57
	Objectives	57
	Procedure and Guidelines	58
<b>8</b>	<b>TERMINATION OF EMPLOYMENT POLICY</b>	59
	Introduction	59
	Termination by Notice	59
	Retirement	59
	Death of Staff Member	59
	Certificate of Service	59
	Discharge From	59
<b>9</b>	<b>COMPENSATION POLICY</b>	60
<b>10</b>	<b>HEALTH AND SAFETY POLICY</b>	56
	Introduction	56
	Objectives	56
	Security	56
	First Aid	61

	Visitors	61
	Smoking	61
	Emergencies	61
	Office Services	61
<b>11</b>	<b>SUCCESSION PLAN POLICY</b>	63
	Introduction	63
	Objectives	63
	Procedure	63



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An Autonomous Institution Affiliated to Alagappa University, Karaikudi  
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## ***ORGANISATION STRUCTURE***



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## **1. CONDITIONS OF SERVICE POLICY**

### **Contract of Employment**

A Contract of Employment stipulating all the conditions of employment shall be signed by all employees on the first day of employment.

### **Working Hours**

The workweek comprises a minimum of 7 hours, beginning Monday and ending Saturday of each week. The official working hours are from 9.00 am to 3.30 pm with a half-hour break for lunch (Break may vary from department to department, When there is a need on special occasions events/programs/activities related to the department). Each employee is required to put in at least six hours per day. However, the nature of work may require some variation and extension of these times.

### **Duty Station**

Duty station shall be stated in the letter of appointment and any transfer to another field department shall be communicated in writing. The workstation for each member of staff shall be specified in the letter of appointment. Employees will however be required to report to HR before proceeding to their place of posting.

### **Confidentiality**

All information related to Thassim Beevi Abdul Kader College for Women operations or future endeavors shall be treated with the utmost confidentiality.



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## **2. RECRUITMENT AND SELECTION POLICY**

### **Introduction**

Recruitment and Selection aim to search and hire a suitable candidate to fill vacancies in THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN with the view to satisfying human resources needs. The search may be internal and/or external.

Any position within THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN that becomes vacant will be filled, on completion of a requisition form by the immediate HOD's. Restructured or newly created positions will only be activated upon approval from the Principal.

The success and adaptability of an institute depend upon the recruitment of employees who are flexible, adaptable, and committed to the success of the THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN (Autonomous) KILAKARAI- 623 517.

### **Objectives**

This section aims to promote and maintain high standards of professional recruitment practice by encouraging recruiters to adhere to best practices.

Its purposes are to

- a) Ensure that recruitment is considered an essential part of the human resource.
- b) Strategy and consequently an integral part of the overall business strategy.
- c) Ensure and explain best practices for all types of recruitment.
- d) Maintain professional standards whether recruits are easy to find.
- e) Ensure that equality of opportunity is considered an integral part of good recruitment practices and procedures.



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## **Recruitment Authorization Procedure**

### **Authorization**

All authorization procedures detailed below must be completed before the commencement of any recruitment procedure.

- a) Before the employment of any employee the Employment Authorization form must be completed.
- b) The employment of all individuals for budgeted positions within THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN must be authorized by the Secretary of the College.

### **Procedure**

- a) The HR will complete the Employment Authorization form.
- b) The Heads are responsible to ensure correct authorization.
- c) Procedures have been complied with.
- d) The Heads will provide the Human Resources Head with a fully authorized Employment Authority Form and instruct commencement of Recruitment.
- e) The Human Resources Head will control that the correct authorization has been obtained. When all is in order, they shall commence the recruitment process.

### **Newly Created or Restructured Positions**

Authority shall be vested in the Board to consider a request for the activation of a newly created or restructured position.

- a) Activation of a position shall be allowed by the submission of an Employment Requisition form by the Heads to the Human Resources Head.
- b) Once the need to fill a vacancy has been identified, the Heads will submit a recommendation for the activation of the position to the Head of the Institution.



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- c) Internal Advertisements shall be sent via e-mail or other means to all employees by the Human Resources Officer, while external advertisements shall be placed in specified English and Tamil dailies by the Secretary and Head of the Institution.

### **Employment Procedure**

- a) The Human Resources Head shall receive all employment applications and shall acknowledge receipt thereof in writing. All applicants for employment shall be addressed to the Human Resources Head.
- b) The Human Resources Officer shall sort all applications that meet the minimum appointment requirements as advertised and then call the candidate for the interview, the interview could be either a personal interview or online.
- c) The Department HOD's, in consultation with the Human Resources Head, shall draw up the shortlist of candidates for interview.
- d) THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN shall bear subsistence and travel expenses of short-listed candidates from places other than the duty station (if applicable). A summary of the interviews shall be prepared by the Human Resources Head and kept for record purposes.
- e) The Human Resources Head shall ensure that a Reference Check on shortlisting candidates is done, and then the employment offer in consultation with the Principal/Director and the relevant Department HODs to the selected candidate who upon acceptance shall be followed by an appointment letter signed by the Secretary/Principal of the college. Once the selected candidate has accepted the employment offer, the Human Resources Head shall send regret letters to all the unsuccessful candidates (if required).



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## **Employment Interview Panel**

### **Age**

The Employment Interview Panel shall be provided with the ground rules and procedures for interviewing (by the Human Resources Head) before the actual commencement of interviews.

The Panel shall consist of the following persons:

- a) Principal,
- b) Director,
- c) The Department HOD's concerned,
- d) The Human Resources Head,
- e) For Management Positions, the Secretary/Representatives shall attend,
- f) Subject Expert nominated by the Head of the Institution.

THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN shall not employ any person under the age of (18) years and applicants of 60 plus. In special case candidate above 60 will be considered.

### **Appointment**

All staff will be appointed by the THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN Board of Trustees or as delegated.

### **Letters of Appointment**

The formal letter of appointment will bear the signature of the Principal. The letter shall require the signature of the **appointee** before the appointment is considered effective.

### **Job Description**

On appointment, an employee shall be given a job description. This shall specify the scope and terms of reference for their position. Each member of staff is expected to devote their time and attention to their work and not engage in activities that may conflict with



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THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN's interests or negatively affect their performance. Job Descriptions shall be reviewed yearly.

### **Probation**

Any appointment made on THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN shall be subject to a probation period as specified in the letter of appointment. One month towards the end of the probation period, the employee's HOD shall make an appraisal report recommending a confirmation or termination of the employee's services. An employee who is on probation may have his/her appointment terminated at any time without notice. Confirmation of the appointment is done only by the recommendation from the HOD/Director with the approval of the Principal.

### **Duration of employment**

Unless otherwise stated, employment for all staff shall be permanently subject to the satisfactory completion of the probation period.

### **Personal Data**

On acceptance of an appointment, the new staff member is required to complete the Employee Personal Data form. New employees must also furnish THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN with a declaration of dependants, that is spouse and own children, and provide photocopies of certificates and other testimonials. Any changes in personal status shall be reported promptly to the Human Resources Head by completing a fresh Personal Data Form. Staff records and related correspondence shall be treated confidentially at all times.

### **Induction**

All new staff shall undergo induction training to assist them in the process of becoming integrated into the institution within the shortest time possible. Head HR shall conduct induction training whenever the new staff are appointed.



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### **3. PERFORMANCE MANAGEMENT**

#### **Performance Planning, Monitoring, Performance Summary,**

#### **Recognition**

API (Academic Performance Indicators Form) this document contains the parameters devised by THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN to help the faculty members of the Institute in assessing their performance in various institutional activities and help the reviewer in determining conformance to Institutional requirements.

#### **Introduction**

Decisions concerning career development, promotion, succession planning, and compensation depend on the information provided through effective performance management. THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN will therefore ensure that all new employees understand the requirements of their jobs as well as the expected results. The actual assessment of how well they have done will be undertaken at the end of each year through a comprehensive appraisal of their performance about these expectations.

#### **Objectives**

Staff appraisal is often viewed as a punitive measure where most junior staff look at it at a time when their seniors would get even with them for whatever reason. THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN will therefore seek first to promote a healthy understanding of this process in terms of being an avenue to promote dialogue between staff and management as well as a system through which specific needs of staff are identified and brought into the limelight. Specifically, the appraisal process at THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN will be undertaken to

- a) Review performance of the staff against assigned tasks and responsibility,
- b) Identify the areas of weaknesses and provide positive feedback to the staff on their individual and team performance,
- c) Identify the areas of strength in each staff,



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- d) Identify staff who can be developed to take up increased responsibilities,
- e) Identify the staff training needs,
- f) Create a basis for rewarding superior performance,
- g) Plan for the following year,
- h) Assigning responsibilities & duties.

## **The Performance Management Process**

### **PERFORMANCE PLANNING**

A Performance Plan is a written document between an employee and team or his/her HODs. The performance plan describes what has to be done during the performance cycle, how well it has to be done, and how the accomplishment will be measured. This part of the plan is based primarily on the goals of the THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN and the employee's job description. Performance Management shall be a continuous process.

- a) HOD provides a consolidation of employee accomplishments throughout the performance cycle, a synopsis of formal feedback received during the performance cycle, and highlights of developmental activities undertaken during the period.
- b) Employee provides a self-assessment of accomplishments (outcomes/expectations and developmental activities) completed during the performance cycle.
  - Description of Actual Performance.
  - Major Accomplishments - Identify the most important accomplishments achieved during this performance cycle that applies directly to your position.
  - Other Accomplishments - Identify other accomplishments achieved during this performance cycle.



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### **Performance Plan jointly developed for the upcoming year**

- a) HOD provides work assigned to the Department, work assigned to an employee, goals/objectives for the Department (cascaded down from organizational goals), and any other needs for the accomplishment of the department's goals/objectives.
- b) Employee provides own objectives for the accomplishment of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN /Departments goals/objectives and individual developmental needs, if any, for upcoming performance cycle.
- c) Required resources to accomplish the assigned work and objectives that are identified within the jointly developed performance plan.

### **Check-in meeting (Requested by the employee)**

- a) Check the performance plan for reasonableness against the plan based on 3 months experience, modify if necessary.
- b) Employee informs HODs of resource needs, if any, required to accomplish agreed-upon performance plan.
  - Examples: Skillset, time, equipment etc.

### **Mid-cycle meeting**

- a) Formal feedback session,
- b) Employees provide self-assessment to supplement HOD assessment,
- c) Employees supply upward feedback to HOD's,
- d) HOD's supply upward feedback to their Director/Principal.

### **Requirements for Temporary Positions**

A performance plan should be established in all cases where the duration of the temporary employee is uncertain. A new performance plan must be established when an employee is scheduled to work for longer.



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## **MONITORING**

Monitoring is the process of making accurate and objective performance observations based on the outcomes and expectations contained in an employee's performance plan. In addition, the HOD's will provide timely feedback throughout the performance cycle to encourage employees to maximize their performance. Performance observations will be provided from multiple sources.

### **Employee's role**

Provide self-evaluation twice per performance cycle, and provide upward feedback once during the performance cycle. If applicable, provide performance input as a peer, or key members of cross-functional teams/interface groups.

### **HOD's role**

Collect data, provide feedback, make performance observations, document results, and manage the overall process.

### **Application to teams**

When using this process in a team setting, the following need to be considered. The team has a strong peer input feedback mechanism in place. Each team member must be willing to supply a self-evaluation of the team's performance.

### **Managing unacceptable performance**

If at any time during the performance cycle the employee is not performing to the level agreed upon in the performance plan, the employee is placed into an opportunity to demonstrate performance, or any other applicable performance improving tool in an attempt to bring the employee performance up to an acceptable level.

## **PERFORMANCE SUMMARY**

The performance summary is a consolidation, discussion, and acknowledgment of employee accomplishments and effectiveness throughout the performance cycle.



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- a) Provides an assessment of actual achievements based on the outcomes and expectations contained in the performance plan,
- b) Includes a synopsis of formal feedback received during the performance cycle,
- c) Contains highlights of developmental activities undertaken during the period. The performance summary represents the review of records for the performance cycle.

### **Purpose**

Performance summaries **may be** used for

- a) Identifying developmental needs,
- b) Determining compliance with the agreed-upon performance plan,
- c) Analyzing individual/team performance,
- d) Basis for individual recognition,
- e) Basis for team acknowledgment/recognition,
- f) A point of consolidation of feedback from the performance cycle.

Performance summaries **may not be** used for

- a) Merit promotion eligibility,
- b) Reduction in force,
- c) Automatic triggers for increases to base pay and/or cash awards.

### **Frequency**

Typically, the performance summary is an annual process of documentation and discussion between HOD's and an employee. This discussion shall occur within 30 days from the end of the performance cycle.

There are several conditions under which a performance summary may occur more frequently. They include instances were

- a) The performance plan represents a cycle shorter than a year,
- b) The performance plan changes significantly during the year,



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- c) An employee transfers to another job, department, section, team, division, etc.,
- d) An employee is on a temporary for a minimum of 90 days,
- e) An employee's HOD's transfers to another job within the or leave the THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN.

### **Time underperformance plan**

An employee must be in his/her current performance plan for 90 days to receive a performance summary. These 90 day requirement also applies to details. If a performance cycle includes detail of 90 days or greater, the performance summary for the performance cycle may include the performance summary for the detailed period.

### **Documentation**

A narrative discussion of the individual performance compared to the outcome(s)/expectations(s) as spelled out in the performance plan. The summary is a narrative describing employee accomplishments of the agreed-upon outcomes/expectations in the performance plan. The relationship of the narrative and the plan represents the employees' annual performance review.

### **Recordkeeping requirements**

The performance summary of the record shall be maintained in the Personnel File.

### **Relationship to performance-based pay systems**

The performance summary may be used as a factor in determining eligibility for a pay increase in a performance-based pay system.

### **Application to Teams**

Teams can receive performance summaries; however, the accomplishments of a team cannot be a primary or secondary outcome of an individual's performance plan. Additionally, a team performance summary does not eliminate the requirement for an individual performance summary.



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### **Requirements for departing/transferring employee**

A departing/transferring employee should provide a performance summary for each of his or her employees before leaving. In a situation where an employee leaves his or her position within the last 90 days of a performance cycle, the departing/transferring employee should close out the current performance cycle by completing and providing a performance summary for each of his or her employees. As a result, the new performance cycle may cover up to 15 months.

### **Recognition**

A means of acknowledging employees for sustained outstanding performance/service and providing incentives to continue to provide outstanding performance/service. Recognition should be linked to performance outcomes. For example, employees should be recognized/rewarded for being results-oriented and customer-focused. Other contributing factors could be increased morale, contribution to team cohesiveness, contribution to the success of the performance management process, etc. Recognition does not necessarily have to be linked to a bonus system, but can be e.g. time off, chance to attend conferences of choice, etc.

### **Compliance**

At an appropriate time during the performance cycle, upward feedback will be used to assess manager compliance in supplying performance feedback based on the agreed-upon outcomes/expectations found within the managerial performance plan. Since the feedback is for self-development, it shall be confidential between the employee and his or her senior.

### **Responsibilities**

#### **HOD's**

Are responsible for conducting substantive discussions and taking the department towards progress.

- Communicating outcomes and expectations to employees,
- Developing performance plans, establishing employees' development plans,



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- Providing performance-related feedback to employees at prescribed intervals,
- Preparing end-of-cycle summaries,
- Discussing the summaries with employees,
- Training new employees,
- Develop a new innovative teaching learning process in the department,
- Facilitate a dynamic proactive environment to scale the department in International level.

### **Assistant Professors**

- Developing and implementing new methods of teaching to reflect changes,
- Designing, preparing, and developing teaching materials,
- Delivering lectures, seminars, and tutorials,
- Assessing students' coursework,
- Setting and marking examinations,
- Supporting students through the advisory role,
- Undertaking personal research projects and actively contributing to the institution's research profile,
- Paper presentation,
- Supervising students' research activities,
- Undertaking continuous professional development and participating in staff training activities,
- Undertaking administrative tasks related to the department, such as student admissions, induction programs, and involvement in committees and boards,
- Managing and supervising staff at a senior level this may include the role of Head of the Department,
- Representing the institution at professional conferences and seminars, and contributing to these as necessary,
- Establishing collaborative links outside the Institute with industrial, commercial, and public organizations.



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### **Associate professors**

- Providing a comprehensive course outline, appropriate notice of assignments, and adhering to the specifics of the course outline,
- Beginning and ending classroom activities on time,
- Guiding students through the course materials,
- Providing detailed instruction about the requirements for assignments,
- Maintaining scholarly standards,
- Returning graded assignments within approximately two weeks of their submission,
- Responding to student inquiries inside and outside of the class that is
  - Polite
  - Prompt (except over weekends and announced absences)
- Providing further detailed commentary on grades when students so request,
- Maintaining office hours for a personal consultation with students, and making appointments upon request,
- Maintaining discipline of junior staff & students.

### **Professors**

- Conducting research, fieldwork, and investigations, and writing up reports,
- Publishing research, attending conferences, delivering presentations, and networking with others in the field,
- Traveling to other universities or academic settings to participate in learning opportunities and gain experience,
- Participating in committee, departmental, and faculty meetings,



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- Providing training and mentoring to teaching assistants and junior lecturers,
- Reviewing methods and teaching materials and making recommendations for improvement,
- Assisting with student recruitment, interviews, and academic counseling sessions,
- Contributing to the creation of an environment that promotes growth, equality, and freedom of speech.

### **Director**

- Leading, and Coordinating college strategic planning and Curriculum development,
- Supervising, evaluating, and supporting Departments/Schools in a manner that promotes excellence in instruction, scholarly and creative productivity, and service at THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN,
- Evaluating faculty and staff,
- Develop teaching procedures and educational materials with an Institution,
- Developing new curricula with the help of teachers and students and other staff,
- Networking and building professional relationships with the members of the Institution and community,
- Monitoring the progress of new and existing teaching methods,
- Closely evaluating results at the end of each quarter and writing up progress reports,
- Supervising all faculty recruitment and vetting prospective teachers,
- Identifying areas for improvement and scheduling workshops for new and existing staff,



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- Developing the skillset for Researchers/faculty and guideship them in publication and in submitting research proposals for fellowship agencies,
- Networking with corporates to strengthen the Placements & Career guidance, and Training of students.

### **Principal**

This includes Heads responsibilities, but are not limited to  
Coordinating the development of and implementing the college's Five-Year Vision and Goals Statement.

### **Nominating Department Heads**

- Leading college efforts toward achieving Institute goals,
- Developing a college budget,
- Managing the fiscal affairs of the college,
- Leading and coordinating the governance of the college,
- Leading the processes of college administrator selection and overseeing the processes of faculty and staff selection and retention,
- Coordinating the professional development of college administrators and staff,
- Evaluating college administrators and staff in consultation with college faculty and staff,
- Evaluating overall Departmental/School productivity in instruction, research, and service responsibilities,
- Providing recommendations to the trustees regarding sabbaticals and other leaves for faculty and staff,
- Advising the Institute trustee on Institute policies and procedures,
- Providing recommendations to the Board of Management on policies and procedures, especially in the academic area,
- Managing non-faculty college staff members,



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- Developing, leading, and encouraging fundraising in support of the college's goals and the goals of its departments and programs, as well as outreach and public service efforts,
- Approve college-level cost-share and space requirements, participate in negotiations with the sponsor when technical reports are incomplete or deliverables are unacceptable,
- Approve substantial modification or re-budgeting (including transfers),
- Participate in the collection of outstanding receivables from research sponsors
- Approve departmental cost-share and space requirements,
- Monitor faculty and staff efforts in academics affairs,
- Oversight of project administration by the principal investigator, as per the sanction of sponsoring agency,
- Responsible for costs incurred beyond the award amount or for disallowed unauthorized expenditures, as determined by an audit,
- Responsible for cost-share shortfalls, both cash and third party in-kind,
- Normally a P.I is responsible for the entire research project administration. However, all the relevant matters have to be approved by the Principal–Administration as well as financially sanctioned by the sponsoring agency,
- Approval of any proposal for any research proposal either from internal funding or from an external agency.

#### **General Manager**

- Working as public relations officer to boost the admissions,
- Taking care of legal affairs,
- Appoint contractors for housekeeping, mess, canteen,
- Establishing rapport with local and state higher education and school education departments and officials associated with the school, college, and NGOs of the district, state, and national levels,
- Maintenance and repair work of infrastructure through electrical, civil, and Maintenance of housekeeping affairs of these institutions,



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- Future plans- preparing the budget for Expansions of infrastructure with respect to new requirements,
- Handling grievances of contractor,
- Developing strategic plans for construction and maintenance,
- Uphold standards of excellence and soaring quality,
- Seek out opportunities for expansion and growth by developing new professional relationships,
- Provide guidance and feedback to help others strengthen specific knowledge/skill areas.

TBAKWC HR POLICY



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#### **4. TRAINING AND DEVELOPMENT POLICY**

##### **Introduction**

THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN strongly believes that a well-trained and efficient workforce is crucial for the development of any Institution. As such, THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN will always strive to attract and retain employees of the highest caliber.

To achieve this, the THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN will recruit all levels of staff strictly on merit. After their engagement, the trust will further provide them with opportunities to advance skills and professional expertise as well as give them adequate exposure.

##### **Objectives**

The objectives of the Training and Development Policy are to

- a) Explicitly communicate the commitment of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN Board Members, Chief Executive Officer, and Management to the training and development of all employees, primarily customized to suit the business philosophy, mission, vision, and Business Plan.
- b) Ensure that training and development are offered to employees of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN.
- c) Recognize the fact that training and development can only take place when matching resources are properly planned and budgeted for and be utilized exclusively for training.
- d) Ensure that need-based training and development interventions are equitably distributed to all categories of staff and at all levels of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN, with particular emphasis on the lower ranks.
- e) Ensuring equal opportunity in training and development within all departments of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN.



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- f) Develop and maintain a pool of suitably qualified staff (technical, administrative, and professional) at THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN.
- g) Create an environment that is conducive to self-development and career advancement of staff members.

### **Process and Criteria**

THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN will as much as is possible handle staff training as an integral part of its institutional development. It will endeavor to train its staff continuously and impart them with new skills, through some of the following ways:

- THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN will also encourage staff to pursue further training on their own, which it could also support whenever there are funds available.
- Training or development program shall only be offered after a thorough needs assessment by the Human Resources Officer in consultation with the Department and Principal.
- THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN places a high premium on human resources training and development. Hence, nominees are obliged to attend courses nominated for and agreed upon. Failure by a nominee to attend a course amount to misconduct and will be dealt with in accordance with the disciplinary Code.
- In the event where a nominee cannot attend a particular course for one or another reason, such nominee should inform the Human Resources Officer in writing at least five working days before the commencement of the course through his/her HOD. Shorter notice through the same procedure shall only apply in the event of unforeseen circumstances, such as illness, death, unplanned leave, and the like.



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- Trainees shall be nominated by their respective immediate senior with relevance to their Performance Plan, whereupon the Human Resources Officer in consultation with the Principal will consider such nominations for confirmation, or otherwise.

**Any training identified by individuals shall also be considered.**

Where these activities are deemed important by THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN, an equitable selection process of who shall attend the course shall be made and THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN shall fully fund the activity subject to the following conditions:

- The employee must submit a formal application to his/her senior.
- The application shall be forwarded by the senior, with his/her recommendations and comments to the Principal.
- Approval will thereafter have to be obtained from the Human Resources Officer in consultation with the Principal.

**The sequential process of the Human Resources Officer shall be to**

- a) Determine training and development needs that currently exist and projected future needs through ensuring that all employees have their own Individual Development Plans which is to be developed by the immediate senior with Reference to Performance Plans.
- b) Select and write training and development objectives to determine and sequence course contents per employee.
- c) Produce and procure suitable training and development programs.
- d) Conduct training and/or coordinate training to be provided by others from within or outside the THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN.



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## **LEAVE POLICY**

**RULES REGULATIONS AND NORMS WITH REGARD TO THE DIFFERENT TYPES OF LEAVE AND HOW THEY CAN BE AVAILED OF BY THE STAFF (BOTH FACULTY AND NON FACULTY) IF THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN, KILAKARAI.**

### **INTRODUCTION**

1. Leave is a provision to stay away from work for genuine reasons with prior approval of the authorities.
2. It may be granted for a casual purpose or a planned activity, on medical grounds or in extra-ordinary conditions.
3. Leave cannot be claimed as a matter of right.
4. Accordingly, leave rules and norms have been categorized under various heads.
5. Vacation and leave are governed by a set of rules and norms as laid down by the Management.
6. Certain rules are common to both faculty and non-faculty of the Institute.
7. Certain rules and norms have been stipulated specifically with reference to faculty of the Institute.
8. These rules should be used for the better understanding and utilization of the leave rules regulations and norms and are only complementary and explanatory in nature and in no way meant to supersede the leave provisions of the Management.

### **RIGHT TO LEAVE**

1. Leave of any kind cannot be claimed as a matter of right and the leave sanctioning authority may refuse or revoke leave of any kind.
2. Leave sanctioning authority cannot alter the kind of leave due and applied for.
3. Leave will not be granted to staff under suspension.

### **AUTHORITY EMPOWERED TO SANCTION LEAVE**

1. Applications for leave of all kinds shall be addressed to the Principal by the other members of staff.
2. Leave of all kinds may be sanctioned by the Principal or by a member of staff to whom the power has been delegated by the Principal. Normally, the Principal will regulate the leave accounts of the staff members (Faculty and Non-faculty).
3. The Principal can avail herself of Casual Leave on her own authority.
4. The Board may sanction leave other than Casual Leave to the Principal.

### **COMMENCEMENT AND TERMINATION OF LEAVE**

1. Leave ordinarily begins from the date on which leave as such is actually availed of and ends on the day preceding the date on which duty is resumed.



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2. Saturdays, Sundays, and other Semester Holidays (or the vacation) may be prefixed as well as suffixed to any leave, subject to any limit of absence on leave prescribed under each category of leave.

## **RESIGNATION**

1. No leave shall be granted beyond the date on which a member of the staff must compulsorily retire.
2. If any employee of the Institute resigns, he/she shall not be granted either prior or subsequent to his resignation, any leave due to his/her credit. Provided that the Principal may, in any case, grant leave to an employee prior to his/her resignation if, in the opinion of the Principal, the circumstances of the case justify such grant of leave.

## **CONVERSION OF ONE KIND OF LEAVE INTO ANOTHER KIND**

Leave of any kind taken earlier can be converted into leave of any other kind at a later date on an application within 30 days of joining duty after leave by the employee, and at the discretion of the leave sanctioning authority subject to adjustment of leave salary.

## **REJOINING DUTY ON RETURN FROM LEAVE ON MEDICAL GROUNDS**

- i. An employee who has been granted leave on medical certificate is required to produce a medical certificate of fitness before resuming duty.
- ii. Leave sanctioning authority may secure second medical opinion, if considered necessary.

## **MAXIMUM PERIOD OF ABSENCE FROM DUTY**

- i. No member of the College shall be granted leave of any kind for a continuous period exceeding two years.
- ii. A member of the service who remains absent from duty for a continuous period exceeding two years whether with or without leave, shall be deemed to have resigned from the service.

## **GENERAL**

1. Leave should always be applied for and sanctioned before it is taken, except in cases of emergency and for satisfactory reasons.
2. Absence from duty after expiry of leave entails disciplinary action.
3. Absence without leave will constitute an interruption in service
4. A staff on leave should not take up any service or employment elsewhere without obtaining prior sanction of the competent authority.



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## **KINDS OF LEAVE:**

The following kinds of leave shall be admissible to the members of the staff of this Institute.

### **CASUAL LEAVE (CL)**

1. Casual Leave is not earned by duty.
  - a. Casual leave is a concession given to employees to enable them to be absent from duty under special circumstances.
  - b. Casual leave cannot be claimed as a matter of right. When the exigencies of the College service so require, discretion to refuse or revoke leave of any description is reserved to the authority.
2. A staff on Casual Leave is not treated as absent from duty.
  - a. The period of absence under casual leave shall be treated as duty for all purposes i.e., the period will count for increment, leave, pension etc.
3. Total casual leave allowed to employees in a calendar year is 12 (twelve) days only.
4. Casual Leave shall not be granted for more than 10 days at any time, except under special circumstances which may be justifiable by the Sanctioning authority.
5. Casual leave can be combined with compensatory leave, Sundays or other
  - a. authorized Holidays, Special Casual Leave/Restricted Holidays but not with
  - b. any other kind of leave.
  - c. Saturdays, Sundays, restricted holiday and holidays, whether intervening, prefixed or suffixed, shall not be counted as Casual Leave provided that the total number of days of leave plus holidays shall not exceed 10 (ten) days.
  - d. If the total number of days of leave exceeds 10 (ten) days all the days of leave as mentioned in 5b above shall be treated as leave.
  - e. However, if the eleventh and subsequent days are incidentally declared as holidays on account of natural calamities, rain, death of national leaders, bandhs, strikes, change of date in festivals as per announcement made by religious Heads, the employee who is on casual leave/compensatory may avail himself/herself of those days also, even though the period exceeds 10 days.
  - f. Casual leave cannot be combined with Earned Leave /Un earned leave on Medical Certificate.
  - g. Casual Leave cannot be combined with joining time.
6. Casual Leave can be taken for half a day also.
7. Officials/Lecturers/employees joining during the middle of a year may avail of Casual Leave proportionately or to the full extent at the discretion of the sanctioning/competent authority.
8. Employees who have got only half day's leave at credit when applying for half-day CL for the afternoon of a day should ensure that they attend office the next day since CL cannot be combined with EL. However, if due to sickness other compelling grounds



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he/she is not able to attend the next day combining with EL can be permitted as an exception.

9. There is no restriction to grant 12 days of Casual Leave to a retiring employee (Even if an employee retires in January) subject to other conditions .
10. Casual Leave may be sanctioned to an approved probationer without reference to the period spent on duty.
11. The eligibility of Casual Leave for probationers, employees appointed in leave vacancies and temporary staff shall be calculated with reference to their period of duty. That is they shall be given 3 (three) days of Casual leave for every two months.
12. The number of days of Casual Leave remaining un-availed at the end of the calendar year will lapse and cannot be carried over to the next calendar year.

### **RESTRICTED HOLIDAYS (RH)**

1. In addition to 12 days of Casual leave, 2 days of restricted holidays are allowed in a year for festival occasions to be chosen by the employee for celebrating the following festivals.

- ❖ Adi Perukku
- ❖ All Souls Day
- ❖ Arfa
- ❖ Arudra Dharshan
- ❖ Ash Wednesday
- ❖ Birthday of Dr. Ambedkar
- ❖ Bogi
- ❖ Chitra Pournami
- ❖ Christmas Eve
- ❖ Deepavali Nonbu
- ❖ Easter
- ❖ First day of Ramjan
- ❖ Garveen of Mohideen Abdul Khader
- ❖ Gayathri Japam
- ❖ Hijira – New Year
- ❖ Karthigai Deepam
- ❖ Magalaya Ammavasai
- ❖ Maha Sivarathri
- ❖ Masi Makam
- ❖ Maundy Thursday
- ❖ New Year Eve
- ❖ Onam
- ❖ Rig Upakarma
- ❖ Sama Upakarma
- ❖ Shabe Bharath
- ❖ Shabe Khader
- ❖ Shabe Miraj
- ❖ Shri Gurunanak Devji's Birthday



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- ❖ Thai Poosam
- ❖ Vaikunda Egadasi
- ❖ Varalakshmi Viradham
- ❖ Yajur Upakarma

2. Restricted Holidays may be combined with Casual Leave and Compensatory Leave but not with any other regular leave.
3. Half a day's Restricted Holidays cannot be taken.
4. Restricted Holidays cannot be adjusted for late attendance.
5. It should be noted that these holidays are known only as restricted holidays and not as religious holidays.

### **SPECIAL CASUAL LEAVE (SCL)**

1. Special Casual Leave, not counting towards ordinary Casual Leave, may be granted to a member of the staff when he/she is summoned to serve as Juror or Assessor or to give evidence before a court of law as a witness in a civil or a criminal case in which his/her private interests are not at issue.
2. To be sanctioned at the discretion of the Principal on the following grounds:
  - a. Deputed to attend a reference library of another Institute or conferences and scientific gatherings of learned and professional societies in the interest of the College
  - b. For donating blood to recognized Blood Banks on working day (for that day only).
  - c. To attend committee meetings, invited lectures without remuneration which are not treated as on duty.
  - d. To conduct Ph.D. Viva or an Examination
  - e. To present a paper in a conference or just to attend a conference.
  - f. The absence of the faculty members in their efforts towards campaigning for admission, raising and building of corpus funds etc. will be regulated under SCL.
  - g. SCL shall be granted for other academic purposes from time to time subject to the approval of the Governing Body or by the Principal.
  - h. For participation in Sports Events, SCL is admissible up to a maximum of 30 days in a calendar year like Coaching or Training camps of all India coaching or training schemes.
  - i. SCL is admissible upto a maximum of 10 days in any one year for participating in inter-Ministerial and inter-Departmental tournaments and sporting events.
  - j. SCL is admissible to employees participating in dancing and singing competitions at Regional, National or International level, organized by Govt. of India / Govt. Sponsored Bodies subject to maximum of 15 days in a calendar year.
  - k. SCL upto a maximum of 15 days in a year is admissible for visit in connection with the consultancy and sponsored research activities.
  - l. SCL upto a maximum of 12 days in a year is admissible to the office bearers of recognized to attend meetings.
  - m. SCL shall be granted to the staff of the Institute when they are unable to attend office due to natural calamities/bandh etc. subject to the approval of the Principal.



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- n. When the employee is ordered by the Head of the Institution to abstain himself/herself from duty on the certificate of a Medical Officer on account of presence of infectious diseases (measles, Rabies, Chicken Pox etc) in his house, 21 days ordinarily and upto 30 days in exceptional cases is allowed.
- o. When the employee himself catches the infection, Special Casual Leave is not allowed but unearned leave on medical certificate is to be sanctioned for the period of absence.
- p. For Family Planning.

### **MALE EMPLOYEE**

- a. Maximum of 6 working days admissible for vasectomy operation. If he undergoes the said operation for second time due to failure of the first, another 6 days will be admissible on the production of medical certificate.
- b. Maximum of 21 days for undergoing recanalization operation.
- c. Maximum of 7 days if his wife undergoes tubectomy, laparoscopy or salpingectomy operation. The leave should follow the date of operation.
- d. Special Casual Leave not exceeding seven days may be granted to an employee whose wife undergoes puerperal or non-puerperal sterilization operation on production of a medical certificate from the Medical Officer who performed the operation to the effect that the presence of the employee is essential to look after his wife during her convalescence after such operation. This leave may be sanctioned for the second time also in the event of failure of the first operation

### **FEMALE EMPLOYEE**

- a. Maximum of 14 days admissible for tubectomy/laparoscopy. If she undergoes the said operation for a second time due to failure of the first, maximum of 14 days will be admissible for the second time.
  - b. Maximum of 14 days admissible for salpingectomy operation after Medical Termination of Pregnancy (MTP).
  - c. Admissible for one day on the day of IUCD/IUD insertion/re-insertion.
  - d. Maximum of 21 days admissible for undergoing recanalization operation.
  - e. No Special Casual Leave is allowed, if the non-puerperal sterilization is done immediately after confinement.
  - f. SCL is admissible for one day on the day of operation when her husband undergoes vasectomy operation.
3. The Special CL can be granted up to a maximum of 15 days in a calendar year.
  4. In case it exceeds the 15 days' limitation, the cases of those staff have to be placed before the Governing Body for further consideration.
  5. The Principal is empowered to examine the purposes for which absence can be treated as "ON DUTY" and purposes for which SCL can be granted.
  6. The Principal is also empowered to examine the possibility of advising the staff members to fix up programmes like conduct of Viva-Voce for Ph.D. on Saturdays or on holidays.



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7. SCL may also be granted for other purposes, as approved by the Governing Body from time to time.
8. Faculty members deputed by the institute in connection with the institute work will be treated as on duty and the period will not count towards SCL.
9. To give special lectures with honorarium, the faculty member must take leave at credit. No SCL is admissible.
10. Combination of Casual Leave or regular leave (ex. EL, HPL, etc.) with SCL is permissible but combination of both CL and regular leave with SCL is not permissible.
11. Special Casual Leave may be prefixed or suffixed or both to the Government Holidays but holidays should not be sandwiched.

### **VACATION/MID SEMESTER HOLIDAYS**

1. Teachers including Librarians and Director of Physical Education (those who have completed two years of service or above can avail 45 days of summer and winter vacation.
2. Teachers including Librarians and Director of Physical Education (those who have less than two years but more than one year of service) can avail 10 days of summer and winter vacation.
3. Those who have put in less than one year of are not eligible for vacation
4. Non-teaching staff belong to non-vacation department and due compensation in the form of Earned Leave upto 30 days are admitted. Encashment of EL of 30 days per year is also admitted. However, as a gesture of sympathy vacation is admitted to non-teaching staff. But vacation cannot be claimed as a matter of right.
5. Office staff, other than attendants and Office assistants, are eligible for 15 (fifteen) days summer vacation only.
6. Attendants, Office assistants and housekeepers are eligible for 10 (ten) days of summer vacation only.
7. Technical staff (Electricians, Plumbers etc) are eligible for 4 (four) days of summer vacation only.
8. Menial staff are eligible for 2 days Summer Vacation only.
9. A new faculty joining in the summer vacation period is not eligible for vacation during that summer.
10. The duration of winter vacation period and summer vacation period will be notified by the Principal.
11. Vacation can be suffixed or prefixed with any leave except casual leave but the duration of vacation and other leave combined should not exceed 180 days at a time.
12. Vacation shall be enjoyed in a single spell. However due to administrative reasons employees may be prevented from enjoying vacation. In that case vacation can be availed off in piece meal.
13. Un availed vacation if any shall be enjoyed by the employee within the following December both winter and summer vacation.
14. After December the un availed vacation will lapse and cannot be carried over
15. Group C and D employees shall be permitted to enjoy vacation in batches so that the routine work shall go without interference.



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## **MATERNITY LEAVE**

1. The competent authority of the College (Principal) may grant Maternity Leave on Medical Certificate for all categories of women permanent, nonpermanent and temporary employees.
2. Maternity Leave may be granted to a female staff with less than two surviving children, for a period of upto 90 days from the date of its commencement.
3. Permanent employees and approved probationers are eligible for 90 days of Maternity Leave from pre-confinement test to post confinement recuperation at the option of the employee. This is allowed only up to two living children.
4. In the case of non-teaching staff probationers will first be sanctioned Earned Leave at their credit and the balance period to make 90 days shall be sanctioned as Maternity Leave even though they have not completed one year of service.
5. Temporary employees should have completed one year of service to be eligible for Maternity Leave.. They shall first be sanctioned Earned Leave at their credit and the balance period sanctioned as maternity leave.
6. If there is no Earned Leave at credit of probationers and temporary employees, maternity leave may be sanctioned for the full period of 90 days.
7. If the employee is on any leave and confinement takes place during the leave, maternity leave commences only from the date of confinement.
8. Maternity Leave may also be granted on full pay in cases of miscarriage including abortion, subject to the condition that the leave applied for does not exceed 45 days in entire service and the application for leave is supported by a medical certificate.
9. Maternity Leave shall not be debited to the leave account.
10. Maternity Leave may be combined with leave of any other kind except Casual Leave.
11. Any leave in continuation of maternity leave should be supported by Medical Certificate. It may also be for attending on the new born baby which is ill.
12. During maternity leave, leave salary equal to last pay drawn is admissible.

## **MATERNITY LEAVE FOR ABORTION**

1. Married women employees may be sanctioned maternity leave of 6 weeks for natural abortion or voluntary abortion. It shall be allowed on the following conditions:
  - a. For a woman employee with 2 living children, leave may be given only for 2 times with the condition to undergo sterilization.
  - b. For those having one child, leave may be granted for 3 times with the condition to undergo sterilization.
  - c. For those having no child, leave may be granted two times only without the condition to undergo sterilization.
  - d. Maternity Leave for natural abortion or medical termination of pregnancy will be allowed irrespective of any number of children. The condition that the employee would undergo sterilization is dispensed with



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## **PATERNITY LEAVE**

1. Male staff with less than two children may be granted 15 days Paternity Leave during the confinement of his wife for childbirth.
2. The Paternity Leave can be availed up to 15 days before or upto six months from the date of delivery of the child.
3. Paternity Leave shall not be debited to the leave account.
4. During paternity leave, leave salary equal to last pay drawn is admissible.

## **HOSPITAL LEAVE**

1. Hospital Leave is admissible to Group C staff whose duties involve handling of dangerous machinery, explosive materials, poisonous drugs and the like or performance of hazardous tasks and all Group D staff.
2. Hospital Leave may be granted to staff under medical treatment for illness or injury, if such illness or injury is directly due to risks incurred in the course of his official duty. This concession will be available to such staff, the nature of whose duties exposes them to such illness or injury and whose appointing authority is director.
3. Hospital Leave may be granted on leave salary, either average or half average, as the authority granting it may consider necessary.
4. The staff eligible for Hospital Leave will be entitled to such leave without any restriction on the quantum of leave and the leave can be granted for such period as is considered necessary by the authority competent to grant it.
5. Hospital Leave is not debited against the leave account and may be combined with any other leave, which may be admissible, provided that the total period of leave after such combination shall not exceed 28 months.
6. Leave salary for the first 120 days will be pay last drawn and for the remaining period, it will be equal to leave salary during half-pay leave.

## **SABBATICAL LEAVE: (FOR PERMANENT ACADEMIC STAFF ONLY)**

1. The Sabbatical Leave is a special facility to the academic staff members in order to enable them to update their knowledge and experience so that they will be of greater use to the Institute on their rejoining. It should be applied 4 months in advance. Sabbatical Leave shall be admissible to a permanent member of the academic staff: -
  - a. After the completion of 20 years of continuous service, or more in the Institute.
  - b. Where he/she avails of Special Leave, after the completion of 20 years service or more in the Institute after his/her return from such Special Leave.
  - c. The continuous service will commence from the date of joining the Institute or from the date of rejoining on return from Sabbatical Leave/Special Leave/EOL without leave salary except EOL granted on medical grounds.
  - d. In any case, sabbatical leave shall not exceed three times (inclusive of Special Leave in case such leave has been granted) during the entire service of such a member.



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2. Sabbatical Leave may be granted for one or more of the following purposes, namely: -
  - a. to conduct research or advanced studies in India /abroad.
  - b. Any other purposes for the academic development of the staff as recommended by the Principal and approved by the Board.
3. The grant of Sabbatical Leave shall be subject to the following conditions, namely: -
  - a. The period of Sabbatical Leave shall not exceed one year at a time inclusive of vacations.
  - b. Academic staff shall, during the period of Sabbatical Leave, be paid half (1/2) salary and allowances as admissible under the normal rules but he/she shall not be entitled to any traveling allowance or any extra allowance in India or Abroad.
  - c. Academic staff shall not undertake during the period of Sabbatical Leave, any regular appointment under any other organization in India or abroad. She/he shall, however, be free to receive a scholarship or fellowship or bursary or any other adhoc honorarium other than regular employment.
  - d. Academic staff availing himself /herself of sabbatical leave shall furnish a bond in the prescribed form to serve the Institute for a minimum period of 3 years on return to duty and it is reduced to 2 years in cases where the staff member is unable to serve the Institute for a period of 3 years on the expiry of Sabbatical leave due to superannuation.
4. Sabbatical Leave shall not be granted for less than 6 months at a time and splitting of Sabbatical Leave is not permissible and cannot be utilized in parts.
5. If the leave availed of is less than the maximum permissible period, it would still be presumed that the opportunity has been fully utilized and the eligibility criteria would apply afresh from the date of reporting back from such leave.
6. The faculty member shall specify the places he proposes to visit, the nature of work he proposes to do and how this would contribute to his academic development.
7. While recommending the leave, the Head of the Department/Centre has to certify that alternative arrangements have been made for sharing of the academic, research and project activities and other departmental duties and commitments of the staff member concerned during his absence.
8. A staff member having a long-term project may request for permission to avail himself of Sabbatical Leave only after completion of one year from the commencement of a project and only if a co-investigator as approved by the funding agency is available to take care of the project.
9. At any point of time, in a department a maximum of 15% of the sanctioned strength of the academic staff members of the Department (subject to any fraction in the figure thus arrived at being rounded off to the next higher integer) may be permitted to avail of long leave either within India or abroad. No substitute will be appointed in the vacancy and the other members of the Faculty will share the work. This 15% rule will not apply in the case of staff members who are 55 or more years old.
10. No other type of leave except leave at credit EL/HPL up to a maximum of 120 days will be permitted as an extension of Sabbatical Leave.
11. A staff member who does not have the required period of service in the Institute on his return, may, however, be eligible for leave at credit such as EL and HPL for visit abroad to accept academic responsibilities.



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## STUDY LEAVE

1. Study Leave is granted to staff with not less than seven years of service for undergoing a special course consisting of higher studies or specialized training in a professional or technical subject having a direct and close connection with the sphere of his/her duties or being capable of widening his/her mind in a manner likely to improve his ability.
2. Course should be certified to be of definite advantage to the Institute from the point of view of public interest.
3. The competent authority to grant leave should approve the particular study or study tour.
4. The official on his/her return should submit a full report on the work done during study leave.
5. Study leave is not admissible for studies out of India if facilities for such studies exist in India; to an official due to retire within three years on return from the study leave; to same official with such frequency as to remove her/him from contact with her/his regular work or cause cadre difficulties owing to his absence on leave. Maximum period of study leave is 24 months in the entire service and may be granted at a stretch or in different spells.
6. Study leave shall not be debited to the leave account. Study leave may be combined with any other leave due, but maximum period of continuous absence, including vacation, if any but excluding extraordinary leave, should not exceed 28 months generally, and 36 months for study leading to Ph.D. degree.
7. Before grant of study leave for study outside India, Finance Ministry's agreement for release of foreign exchange is necessary.
8. If the course falls short of the study leave, the official should resume duty on conclusion of the course; or the excess period may be treated as ordinary leave with the leave sanctioning authority's prior approval.
9. **Leave Salary:**

If the salary of the substitute is covered by the agency or institution in which the staff pursues higher studies.

- i. **Outside India:** Pay last drawn according to the existing pay scale drawn by the faculty and study allowance admissible by the Management.
- ii. **In India:** Leave salary will be equal to pay last drawn plus DA, HRA and CCA. No study allowance admissible.
- iii. Stipend, scholarship or remuneration for any part-time employment during the period of study leave should be adjusted against the leave salary subject to the conditions that the leave salary will not be less than that admissible during half pay leave.

If the salary of the substitute is not covered the agency or institution in which the staff pursues higher studies.



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- i. **Outside India:** Pay last drawn according to the existing pay scale drawn by the faculty and study allowance admissible by the Management less the salary for substitute.
  - ii. **In India:** Leave salary will be equal to pay last drawn plus DA, HRA and CCA. No study allowance admissible less the salary for substitute
  - iii. Stipend, scholarship or remuneration for any part-time employment during the period of study leave should be adjusted against the leave salary subject to the conditions that the leave salary will not be less than that admissible during half pay leave.
10. Those who go on a study leave shall execute a bond to the effect that they would continue their service in the College at least for 5 more years failing which they would have to repay the salary drawn for the entire period of such leave.
11. Requisite Bonds in the prescribed forms are required to be executed by the official before proceeding on study leave. The bond amount will be decided by the BOARD.

#### **UNEARNED LEAVE ON MEDICAL CERTIFICATE (UEL)**

1. Leave on Medical grounds is sanctioned to permanent members of employees or to those who have completed 2 (two) years of service.
2. The leave entitled is related to the number of years of service of the staff as indicated in the table below.

<b>Period of service (in years)</b>	<b>Leave on MC entitled</b>
Up to 5 years	3 months – 90 days
Between 5 and 10	6 months – 180 days
Between 10 and 15	9 months – 270 days
Between 15 and 20	12 months – 320 days
More than 20	18 months – 540 days

3. Leave on Medical grounds shall be given only on production of certificate from the medical authority as indicated below and for a period not exceeding the amount of leave recommended in the certificate.
4. Medical certificate shall be obtained from a Registered Medical Practitioner of Tamil Nadu only dealing under Star Health Insurance Scheme.
5. However Medical Certificates issued by Doctors of other States for availing any kind of leave shall be considered on merit of the case.
6. The application for Medical Leave should be submitted within 7 days along with Medical certificate from the date of entering into such leave.
7. The unearned Leave on Medical certificate starts on the date on which the certificate is issued by Medical Officer and ends on the day on which the Fitness Certificate is issued by the Medical Officer.
8. Government Holidays or any other notified holidays (under negotiable instrument act) can be suffixed or prefixed to UEL on Medical certificate.



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9. If the day on which an employee is certified medically fit for rejoining duty happens to be a holiday, he shall be automatically allowed to suffix such holidays to his/her medical leave and such days shall not be counted as leave.
10. If the employee applies for suffixing holidays but produces Medical Certificate to be fit on the next working day, then suffixing is not permissible.
11. Reference to the Medical Board is necessary for granting unearned Leave on Medical Certificate in the case of employees availing 60 days or more.
12. In the case of employees admitted as in-patients in any Hospital and even though the leave exceeds 60 days, reference to Medical Board is not necessary for granting Unearned Leave on Medical Certificate.
13. Leave on Loss of Pay with Medical Certificate exceeding 60 days shall be referred to Medical Board.
14. Referring to the Medical Board can be done before the expiry of the leave.
15. In cases of Tuberculosis, Leprosy, Cancer or Hansen disease, Coronary Surgery and Kidney transplantation, the UEL on MC may be granted 540 days in all at a time without any reference to their period of service.

#### **LATE ATTENDANCE/PERMISSION**

1. Due to unforeseen events or unavoidable circumstances or in an emergency employees can report for duty late by one hour. They can do so by leaving the campus one hour earlier. Late arrival or early leaving by one hour is treated as permission.
2. Late attendance/Permission up to one hour for not more than two occasions in a month can be condoned by the Principal if convinced that it is due to unavoidable reasons. This is applicable to Group A, B and C Employees.
3. For Group D Employees Late attendance/Permission up to one hour for not more than five occasions in a month can be condoned by the Principal if convinced that it is due to unavoidable reasons.
4. However, availing of permission shall not become a regular practice every month. Prior permission by the Principal is compulsory to avail of this facility for known/predictable reasons.
5. Half-day's Casual Leave shall be debited to the CL account for each late attendance, over and above two permissions/late attendance.
6. One hour permission to nursing mothers belonging to all categories shall be allowed for a period not more than 6 (six) months.

#### **LEAVE ON OTHER DUTY**

1. This kind of leave is granted to the staff for performing duties assigned by the College/University/Government to do elsewhere other than the already assigned routine work.



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2. LOD up to a maximum of 15 days in an academic year (from June to May) is admissible to a staff for the reasons mentioned below.
3. Leave on other duty shall not be claimed for attending viva voce examination etc.

### **CONTINGENCIES ON WHICH LEAVE ON OTHER DUTY COULD BE AVAILED**

1. UNIVERSITY PRACTICAL EXAMINATION
2. INVIGILATION OF UNIVERSITY EXAMINATIONS
3. INVIGILATION OF TNPSC EXAMINATIONS
4. CENTRAL VALUATION OF ANSWER BOOK OF THE EXAMINATIONS
5. VALUATION OF ANSWER BOOK OF THE TNPSC EXAMINATION
6. ATTENDANCE AT THE MEETINGS OF THE BOARD OF STUDIES
7. ATTENDANCE AT THE MEETINGS OF THE COMMITTEES OF THE UNIVERSITIES
8. CONDUCT OF NSS CAMP [FOR NSS POs AND OTHER STAFF ADDRESSING THE STUDENTS]
9. WORKSHOP SEMINAR NATIONAL SEMINAR ETC
10. COUNSELLING FOR SCHOOL STUDENTS [FOR ADMISSION]
11. EDUCATIONAL TOUR ORGANISED / PERMITTED BY THE COLLEGE
12. TO ATTEND NSS / RRC MEETING
13. PAPER PRESENTATION AT SEMINAR
14. TO ACCOMPANY STUDENTS ON GENUINE REASONS
15. TO ATTEND TO AND DISCHARGE THE DUTIES ASSIGNED BY THE COLLEGE
16. INVIGILATION DUTY ASSIGNED BY THE GOVERNMENT
17. ELECTION DUTY ASSIGNED BY THE GOVERNMENT / ELECTION COMMISSION

### **EARNED LEAVE**

1. All the office staff [except attendants] who have completed 7 [seven] years of service are eligible for earned leave 1/22 of duty period subject to a maximum of 30 days
2. In case of employees leaving the college on superannuation or voluntary retirement they will be permitted to encash EL at their credit subject to a maximum of 90 days.
3. During the course of their service, they can encash 30 days of EL at their credit once in a year.

### **LEAVE DURING NOTICE PERIOD**

A notice period is the amount of time an employee has to give from the time she/he decides to quit until she/he actually stops working. Members of staff who have issued notice cannot enjoy any kind of leave except casual leave to their credit subject to the leave rules. If anybody, on reasons beyond her/his control, is not in a position to work during notice period shall pay an amount equivalent to the salary eligible for that period of leave /absence.



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## **LEAVE FOR PILGRIMAGE TO THE HOLY CITY OF MECCA AND MEDINA IN SAUDI ARABIA [FOR MUSLIMS ONLY]**

The **Hajj** is the annual pilgrimage to Mecca, Saudi Arabia. It is the fifth pillar of Islam, a religious duty that **must be carried out at least once** in their lifetime by every able-bodied Muslim who can afford to do so. The Hajj is a demonstration of the solidarity of the Muslim people, and their submission to God [Allah in the Arabic language]. The Pilgrimage occurs from the 8<sup>th</sup> to 12<sup>th</sup> day of Dhu al-Hajjah, the 12<sup>th</sup> and last month of the Islamic Calendar.

Taking into consideration the mandatory obligation of Muslims, Pilgrimage leave not more than 50 days for **Hajj** shall be sanctioned to employees [Muslims] with full salary for those who have rendered 10 years of service or above. Such leave can be availed once in the entire period of service.

## **COMPENSATORY LEAVE**

Compensatory leave is paid time off for an eligible employee having worked additional hours in a workweek; having worked on an official office closing day, a holiday, or a scheduled day off; or when a holiday falls on an employees scheduled day off. Prior permission from the principal shall be obtained in advance for the extra work to be done by the employees or after if the work was already carried out. If anybody worked on a holiday and duly remunerated, compensatory leave cannot be claimed. [for example, university examination duty]

## **LEAVE ON LOSS OF PAY**

The staff members those who have not eligible for taking any kind of leave on the consideration of emergency that a day itself treated as leave on loss of pay

## **LEAVE ON PRIVATE AFFAIRS**

In case of emergency and dire necessity as ascertained and confirmed by the Head of the Institution Members of staff with two years of experience or more can be granted Unearned Leave on Private affairs of 180 days [One hundred and eighty days only] during the whole period of service.

1. The leave so enjoyed shall not exceed 90 days [ninety days only] at a time. This kind of leave shall be considered on the merit of the individual cases only. Holidays as per negotiable instrument act can be prefixed or suffixed with the leave.
2. 50% of the Basic Pay, and DA, HRA and MA in full calculated on the last pay drawn shall be allowed.
3. There shall be an interval of three [3] months between two spells of LPA
4. However, for genuine reasons extension of LPA within 90 days [one spell], while availing such leave, shall be granted on the merit of the case.
5. Members of staff can avail this leave getting prior approval of the Secretary on the recommendations of the Principal. Applications for LPA shall be submitted through the Principals at least 10 [Ten] days prior to date of availing such leave. The staff can



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proceed on leave only after written orders from the Secretary through the Principal is delivered to the individual.

### **PROCEDURE FOR FACULTY THOSE WHO ARE GOING TO ABROAD**

Member of staff are advised to follow the mandatory procedure while going abroad during working days of vacation or on any other holidays.

1. Submit a letter, well in advance, to the Secretary through the Principal, duly forwarded by the HoD requesting for permission to go abroad clearly mentioning the purpose of the visit and an undertaking to the effect that the individual would not take up employment abroad.
2. Submit a leave letter applying for the appropriate leave for which the individual is eligible after permission is granted
3. Submit a copy of the passport, documentary evidence for the visit (invitation, call letter, flight ticket (both way), visa or any other relevant document in support of one's visit.) along with the leave letter.

Staff can proceed on journey only after getting written permission from the management.

Dr S Sumaya

Copy to

1. IQAC
2. All Departments
3. Office



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## **6. DISCIPLINARY CODE**

### **Introduction**

- a) This document is an expression of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN' policy on discipline and a guide to all THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN employees.
- b) Discipline is a system designed to promote orderly conduct.
- c) Formal disciplinary action should be the final course of action in rectifying employee behavior.
- d) Disciplinary action should be supported through investigation, reasonable evidence of guilt, and careful consideration of the circumstances of each case before formal action is taken.
- e) Disciplinary action should always be prompt, fair, and firm.
- f) While every attempt has been made to ensure that this Disciplinary Code is applicable to general disciplinary instances in THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN, the requirement for use of discretion within the framework of and in accordance with the spirit of the code may be required.
- g) A successful disciplinary system and climate is dependant on the good judgement, understanding and consistent treatment of the parties involved in disciplinary action.

### **Procedure and Documentation**

The action of senior when an alleged offense has been committed or is reported to have been committed.

When an offense is alleged to have been committed, the senior concerned will investigate or have the matter investigated, and Take any form of the following actions:



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- a) Dismiss the case,
- b) Counsel the employee,
- c) Give a verbal warning,
- d) Give a recorded warning,
- e) Initiate a formal disciplinary inquiry.

### **Informal disciplinary action**

It is desirable for sound interpersonal relations within THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN that senior where possible resolve disciplinary matters by means of informal disciplinary action. Informal disciplinary action can take the form of either a verbal warning or counseling.

An employee found to have committed an offense of a minor nature should be counseled by the Director, without an entry being made on the employee's personal record. The Director may, however, make a record of the counseling session to allow for an assessment of the employee's performance record, should this be necessary at the time, and with the employee's knowledge and understanding thereof, formulate a plan of corrective action.

During the counseling, the senior should ensure that the employee is made aware of the nature of the offense and the standard of the conduct or performance that will be expected in the future.

### **Procedure for formal complaints**

- a) A Director handling a formal complaint must investigate the case with the assistance of the Human Resources Officer, where possible, and ensure that the relevant sections of the complaint form are correctly completed within 48 hours of the offence having been committed or the Director having been made aware of the fact that an offence has been committed,
- b) A copy of the complaint form should be passed without delay to the Human Resources Officer who will advise whether,



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- c) The accused should be suspended pending full investigation (if this has not already been done),
- d) Advise the Director on whether to continue with a formal complaint.

### **Disciplinary Inquiries**

The Human Resources Officer will be responsible for the overall application of the code and should where possible.

- a) Advise and guide all employees on the Disciplinary Code,
- b) Ensure that the code is applied fairly and consistently in all cases,

### **Special Cases**

#### **Suspension**

An employee may be suspended from work immediately if he/she has allegedly committed or is allegedly involved in any one of the following offenses:

- Assault/attempted assault,
- Desertion,
- Sleeping on duty,
- Negligent loss, driving, damage or misuse of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property,
- Abuse of electronic/data facilities,
- Sexual Harassment,
- Fighting,
- Riotous Behavior,
- Alcohol and drug offenses,
- Willful loss, damage, or misuse of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property,
- Theft/Unauthorized possession of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property,
- Breach of Trust,



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- Offences related to dishonesty,
- Offences related to Industrial Action,
- Any act or omission which intentionally endangers the health or safety of others, or is likely to cause damage to THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property,
- Interference with disciplinary and/or grievance investigations,
- Abusive or provocative language (when it is likely to cause a disturbance),
- Insubordination (if the situation shows signs of getting out of control),
- Persistent refusal to obey instructions.

### **Poor Work Performance**

Cases involving substandard or deteriorating work performance are to treat differently from those regarded as transgressions of misconduct.

The following guidelines should be considered when dealing with such cases. An attempt should be made to resolve alleged poor work performance by means of counseling the individual involved. Where senior identifies work performance, the following procedural action should be considered:

- Investigate and identify the problem area(s),
- Communicate this to the individual concerned, and jointly agree on the appropriate plan of action in order to resolve the matter. If deemed necessary and relevant, norms should be established by arranging appropriate task lists and the time duration allowed for the completion of each task,
- Consideration should be given to the appointment of a coach or mentor to assist the employee to improve performance,
- Accurately minute the agreed contents of any agreement put in place and provide the Human Resources Officer with a copy for record-keeping purposes,
- Regular evaluation and follow up on the agreed plan of action should be made,



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- Should counseling fail to produce the desired improvement, alternative action should be considered in liaison with the Human Resources Officer in consultation with the Principal,
- Alternative action could include but is not limited to, termination of the employment contract on the grounds of incapacity, demotion, or a transfer to an alternative position. The employee, throughout this process, will be entitled to representation.

### **Offenses outside normal working hours**

THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN reserves the right to take any action it may deem appropriate against employees who are, in the opinion of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN, guilty of gross misconduct not merely in their working situations. This is particularly so where the nature of the misconduct may affect the employment relationship with any other party. Actions that directly relate to the nature of the business are also liable for disciplinary action.

### **Court Actions**

Where an employee has been criminally charged or legal action has been instituted for an employment-related breach, THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN reserves the right to take disciplinary action against the employee for the alleged offense, in terms of this Code.

### **Classification of Offences:**

Offenses are classified into five major categories.

- Absenteeism,
- Offenses related to Control at Work,
- Offenses relating to indiscipline or disorderly behavior,
- Offenses related to dishonesty.



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### **Absenteeism**

Absenteeism in the disciplinary context means being absent from work for an entire working shift, or part thereof, without the expressed permission from a senior.

A sanction of dismissal can apply for the first offense of being absent without permission provided that the employee was absent for three continuous working days without a valid reason.

- a) Absent without leave,
- b) **Desertion:** Leave the workplace without intending ever to return; leave without help or support; abandon; leave without authority or permission.

### **Offenses related to Control at Work**

- a) Poor Time Keeping and related offenses,
- b) Late for work,
- c) Leaving work early,
- d) Extended or unauthorized breaks during working hours,
- e) Persistently committing all or any of the above.

### **Sleeping on duty**

Any employee who is found asleep on duty, whether or not such an action constitutes a hazard to the safety and health of the offender or others or leads to damage to THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property, shall be deemed guilty of an offense.

### **Negligent Loss, Driving, Damage or Misuse of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property**

- a) **Negligent loss of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property**



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Any act whereby an employee, through carelessness or negligence, loses THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property or is unable to account for it satisfactorily.

**b) Negligent driving**

Driving a THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN owned or rented vehicle without due care, whether such an act results in an accident or not.

**c) Negligent damage to THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property**

Any act whereby an employee through carelessness or negligence causes or allows THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property to become damaged.

**d) Misuse of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property**

Using THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property for a purpose other than that for which it was intended.

**Unsatisfactory Work Performance**

**a) CARELESSNESS**

Performance of a task or duty without the exercise of due care and attention.

**b) NEGLIGENCE**

Failure to exercise proper care and regard to the manner of discharging duty to the extent that tasks have to be repeated or equipment or persons are at risk of damage or injury.



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**c) INEFFECIENCY**

Failure to carry out work at the required standard or failure to complete tasks within the given reasonable time limits, without reasonable cause. This includes poor supervision.

**d) LOAFING**

Passing time idly or failing without reasonable cause to complete tasks set.

**Offences Related to Indiscipline or disorderly behavior**

- Disobedience and related offenses.
- **Refusing to obey an instruction**

Deliberate refusal to carry out a lawful and/or reasonable instruction given by Person in authority and within the area of his/her jurisdiction.

- **Failing to obey an instruction**

Failure to obey a lawful instruction given by a person in authority and within the framework of his/her jurisdiction.

- **None-compliance with established procedure/standing instructions**

Failure to follow established procedures.

- **Abuse of electronic/Data facilities**

Excessive use/abuse of e-mail and communication facilities; storage and/or transmission of material of discriminatory nature; storage and/or transmission of pornographic material; unauthorized monitoring and interception of electronic documentation.



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## **Abuse and related offenses**

### **Abusive Language**

The uttering of any words or the publication of any writing expressing or showing hatred, ridicule or contempt for any person or group of persons. The offense is more serious when it is wholly or mainly because of his/her/their nationality, race, color, ethnic origin, sex, marital status, religion, creed, political opinion, social or economic status, degree of physical or mental ability, sexual orientation or culture.

### **Insubordination**

Insolence towards a superior shown by action or words.

## **Disorderly behavior and related offenses**

### **Disorderly behavior**

Indulging in rough or unruly behavior or practical jokes whether or not such behavior endangers the safety or health of others or the smooth running of the workplace.

### **Threatening violence**

Threatening to do physical injury to any other person.

### **Fighting**

Physical contact between two or more persons, engaging in or inciting a group of persons to indulge in disorderly behavior or willfully damage THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property.

### **Riotous behavior**

Unruly behavior between two or more persons, engaging in or inciting a group of persons to indulge in disorderly behavior or willfully damage THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property.



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### **Sexual Harassment**

Any unwanted or unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment causes unreasonable interference with an individual's work performance or creates an intimidating, hostile or offensive work environment.

### **Discrimination**

Any act whereby an employee discriminates against any other employee or group of employees on the grounds of nationality, race, color, ethnic origin, sex, marital status, religion, creed, political opinion, social or economic status, degree of physical or mental ability, sexual orientation or culture.

Willful loss, damage, or misuse of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property.

#### **Willful loss**

Any act whereby an employee willfully or deliberately loses or causes THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property to be lost.

#### **Willful damage**

Any act whereby an employee willfully or deliberately damages, or allows or causes damage to THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property.

#### **Willful misuse**

Any act whereby an employee willfully or deliberately misuses Thassim Beevi Abdul Kader College for Women property.

### **Offenses Related to Dishonesty**

Disciplinary cases involving the following offenses must be reported to the Human Resources Officer.



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### **Bribery or Corruption**

Giving or receiving or attempting to give or receive any bribe or inducing or attempting to induce any person to perform any corrupt act.

### **False Evidence**

Deliberately giving untrue, erroneous or misleading information or testimony whether verbally or in writing.

### **Forgery and uttering**

Falsifying or changing any documentation with fraudulent intent or attempting to do so. Uttering or attempting to utter. Fraudulent or false statements or documents.

### **Misappropriation**

Applying or attempting to apply to wrong use or for any unauthorized purpose, any funds, assets or property belonging to THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN.

Stealing or attempting to deprive THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN permanently of its rightful owner. Being in possession or disposing of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN property without due authorization.

### **Fraud**

The unlawful making of misrepresentation with intent to defraud, which causes actual or potential prejudice to another party.

### **Breach of Trust**

Actions or conduct of an employee that cause a reasonable suspicion of dishonesty or mistrust and for which there exist extraneous evidence to prove a breakdown in the relationship of trust between the concerned employee and THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN.



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This will include a situation where the conduct of the employee has created mistrust, which is counterproductive to THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN's commercial activities or to the public interest, thereby making the continued employment relationship an intolerable one.

### **Security**

- a) A number of measures are in place to ensure adequate security around the office. The entrance to the premises is guarded round the clock.
- b) The doors to the building as well as those of individual offices are locked after working hours. Staff members expecting to work late or over the weekend should obtain a key and an authority to operate.
- c) Staff members working after hours should ensure that all the windows are closed and the lights turned off before leaving.
- d) No money or valuables should be left unattended.

### **Penalties**

#### **Classification of Penalties**

- Verbal Warning,
- Recorded Warning,
- Severe Warning,
- Final Warning,
- Dismissal Demotion,
- Transfer,
- Alternative Penalty to Dismissal.



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### **Verbal Warning**

Any senior may, at any time and at his discretion, reprimand an employee without completing a complaint form, in which case there will be no entry made on the employee's disciplinary record. When a verbal warning is given, the senior must ensure that the employee being reprimanded is made aware of the existence and function of the Disciplinary Code. A verbal warning is usually issued where the offense is of a minor nature.

### **Recorded Warning**

#### **Application**

This may be given for a repetition of an offense for which an unrecorded warning has been given, or it may be given for a first offense.

#### **Validity Period**

The employee must be informed that the warning will remain in force for a period of six months.

### **Severe Warning**

#### **Application**

Given for a repetition of the same offense or similar offense during a period when a recorded warning is still in effect, or for the first offense of a more serious nature.

#### **Validity Period**

The employee must be informed that the warning will remain in force for a period of nine months.

### **Final Warning**

#### **Application**

Given for a repetition of the same offense or a similar offense during a period when a severe warning is still in effect or depending on the nature thereof, for the first offense of a serious nature.



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In the case of an employee being found guilty of an offense of a dissimilar nature within the prescribed period, the hearing official may, at his discretion, issue a comprehensive final warning on the understanding that if any offence is committed within the next 12 months, it will render him liable for dismissal.

### **Validity Period**

A final warning is effective for a period of twelve months. The employee is advised in writing by the official hearing the case of the period applicable and reminded that a repetition of the offence or the committing of any similar serious offence within the prescribed period will render him liable for dismissal. A copy of the notice shall be forwarded to the Human Resources Department.

### **Dismissal**

#### **Application**

Dismissal is the final sanction and should be used:

- When other forms of disciplinary action have failed.
- When an employee on a final warning commits a serious offense.
- When the offense committed is of such a serious nature that it amounts to a serious breach or repudiation of the employee's contractual obligations.
- In cases relating to dishonesty e.g. theft, fraud, or corruption.
- In the case of any employee who is absent from work without permission for a period of six continuous working days or more. In this case, the employee will be dismissed in absentia after the sixth day if no reason for such absence is received. Should the employee return to work after she/he has already been dismissed, she/he may request that the case be re-opened?

Once an employee has been dismissed in accordance with the procedure contained in this Code, under no circumstances will he be considered for re-employment should he re-apply at a later stage.



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If it is discovered that a dismissed employee has obtained re-employment with THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN either inadvertently or through deception, her/his services will be terminated immediately.

### **Demotion**

Demotion is not an acceptable corrective action and is, therefore, not used as a punishment for a specific offense. It is used only where the employee is unable to meet the requirements of his present job but is suitable for continued employment in a lower capacity.

### **Transfer**

The transfer is not permitted as a tool for disciplining employees. A transfer shall only be effective in terms of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN Conditions of Employment and Service. Transfer, as the result of the outcome of disciplinary action, will be considered in special circumstances.

### **Alternative Penalty to Dismissal**

A comprehensive final warning may be considered at the discretion of the Hearing Chairperson as an alternative penalty to dismissal in instances where an employee is found guilty of an offense of a dissimilar nature to a valid final warning on his personal record.

The sanctioning of a comprehensive final warning will only be considered in circumstances warranting corrective action and liaison between the Hearing Chairperson and the Human Resources Officer is encouraged before such a penalty is imposed. A comprehensive final warning will be valid for twelve months from the date of the imposed penalty.

### **The Role of the HR Officer**

The maintenance of workplace discipline is strictly a function of line management. Human Resources Officer should be available to assist line management where required. As far as possible, the Human Resources Officer should, in consultation with the official chairing the hearing, ensure that disciplinary action taken is procedurally and substantively fair.



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The Human Resources Officer should be available to advise and assist all employees on all disciplinary matters. The Human Resources Officer must not impose penalties, nor hear appeals in respect of their own subordinates.

The Human Resources Officer is responsible for:

- Ensuring that the complaint form properly identifies the offense and is otherwise correctly completed.
- Ensuring that the alleged offender is aware of the charges against him/her.
- Interviewing and taking statements from the Complainant, accused, and any witnesses.
- Investigating the domestic circumstances of the alleged offender, when necessary.
- Ensuring that all facts are collated marshaled and presented without bias.
- Advising the Complainant, accused, witness (as), and representative of their roles and rights.
- Ensuring that documentation pertaining to the hearing is forwarded to the appropriate officials.
- Advising the accused and his representatives of progress made for cases that are pending or in recess.

The Human Resources Officer may at his/her discretion recommend that a concluded disciplinary case be reopened in instances where gross non-compliance to the Disciplinary Code is evident.

### **The Role of the Representative**

Any employee, against whom formal disciplinary proceedings are held may at his request, be accompanied at the initial and any subsequent hearing by a colleague from the same working section, or in the case of an employee who is represented by a properly constituted consultative committee, by a member of such a committee.



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The representative has no right to insist on the employee being accompanied if he does not wish it; that is, a representative will attend a disciplinary hearing only at the request of the employee. He will be invited to comment on the evidence.

The representative may ask questions and cross-question during the disciplinary hearing, but may not give evidence during such hearings. The representative may make submissions to the hearing officer on the guilt or otherwise of the accused prior to the hearing official making his finding. He may also make submissions to the hearing officials on the mitigating factors to be considered and on the penalty to be imposed. Should the representative's comments at the hearing be of such a nature as to warrant re-consideration of certain matters or further investigations, time should be allowed for this and, if necessary, the enquiry recessed.

### **Dismissal Procedure**

- a) A direct Department Senior may recommend that an employee be dismissed.
- b) For the purpose of the dismissal procedure, a direct Department senior is defined as an employee graded D-lower or above who has a senior link to the employee concerned.
- c) Following a disciplinary hearing outcome being advised to the employee who results in the recommendation for a dismissal and the employee accepts the recommendation; the Hearing Official will refer the case documentation for review to the relevant Manager for the department concerned.
- d) The relevant Manager will endeavor to review the case within forty-eight hours/two working days and endorse or reject the recommendation.
- e) If the recommendation for dismissal is endorsed, the hearing official shall refer the recommendation to the Human Resources Officer who will review the case with the relevant Head of Department.
- f) If the recommendation for dismissal is rejected, the case shall be referred to the Human Resources Officer and the original hearing official.



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- g) The relevant Manager may sanction the recommendation in writing, thereby effecting dismissal, or reject it.
- h) The employee shall be notified of the decision verbally by the Hearing Official. If the employee is dismissed, the employee will be notified in writing. This notification shall be signed by the relevant Executive Committee Member.
- i) Every employee has the right to appeal against a decision to dismiss him/her.

### **Disciplinary Appeal Procedure**

Every employee has the right of appeal against any decision which involves any entry on his/her disciplinary record and which may thus affect his future employment prospects.

Any employee who wished to appeal against the outcome of any disciplinary hearing against him/he must notify the Human Resources Officer in writing within two days of being notified of the outcome of the disciplinary hearing. The right of appeal must be based on one or more of the following appeal grounds.

- a) Dispute of Guilt
- b) Severity of Penalty/Mitigating Factors
- c) Procedural Inconsistencies
- d) New Evidence

Classification of Offences – Guide to Disciplinary Action



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## **7. GRIEVANCE POLICY**

### **Introduction**

Grievances may be real or imagined, but in either case, it is essential that the grievance is brought to light, discussed and the matter resolved to the satisfaction of all concerned. Failure to do so will only result in the grievance becoming a worsening source of conflict and eventually ending in a far more serious problem.

THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN regards it important that all its employees will have sufficient knowledge of such procedure and easy access to it. To this effect, THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN has formulated a grievance procedure, which has as its main objective the speedy resolution of grievances and thereby eliminating possible and unnecessary causes of conflict.

### **Objectives**

- a) The Grievance Procedure is aimed at resolving work-related grievances within THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN as fairly and as swiftly as possible. Grievances are feelings of injustice or dissatisfaction affecting an employee.
- b) This Procedure is not used for appeals against disciplinary action. Such is to be carried out in accordance with Disciplinary and Appeal Procedure and Code.
- c) Employees may lodge grievances without fear of victimization.
- d) Grievances should be resolved at the lowest possible level within the THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN.
- e) Employees can lodge grievances with Director through respective department HODs. Employees lodging grievances have the right to be represented by fellow employee of his/her choice.
- f) Records will be kept of all statements and decisions.



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## **Procedure and Guidelines**

The Grievance Procedure will be implemented as follows:

### **Step 1 - HOD**

- In Step 1, the employee must discuss his grievance with his HOD in the event of a grievance
- The HOD must endeavour to solve the problem within two (2) working days and inform the employee.
- Should the employee not be satisfied with the outcome, he may proceed to Step 2.

### **Step 2 - Director**

- The Director shall endeavour to solve the problem within two (2) working days and inform the employee.
- Should the employee not be satisfied with the outcome, he may proceed to Step 3.

### **Step 3 - Principal**

- The Principal in consultation with the HR Head by handing her the grievance detail together with any other further relevant written information.
- The Head HR shall convene a grievance hearing and attempt to resolve the matter within a period of ten (10) working days by discussing with the Principal and Management and that decision will be final.

### **Procedure to be followed by a Group of Employees**

If a grievance to be raised affects not one employee, but a group then a spokesman for the Group, accompanied (if he so wishes) by a delegation of not more than ten (10) of the employees concerned, should proceed with Step 2 as for an individual grievance.



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## **8. TERMINATION OF EMPLOYMENT POLICY**

### **Introduction**

### **Termination by Notice**

An employee who has given the notice to resign will be required to liquidate all loans with THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN (where applicable) before their last month's dues is paid to them.

### **Notice Period**

The employee on probation period can be terminated any time if the offense is serious or one month notice period can be given depends on the situation.

### **Retirement**

**Age:** The normal retirement age shall be 60 years. An extension of appointment beyond this age requires the authority to form the Board of Trustees. **Medical grounds:** THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN may, on the basis of a medical opinion from a qualified medical practitioner, call upon an employee to retire on medical grounds.

### **Death of Staff member**

In the event of the death of a staff member, THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN shall notify the labour office in the prescribed form all wages and terminal benefits due shall be paid to the next of kin, as specified in the Personal Data Form.

### **Certificate of Service**

Certificate of Service shall be issued to each staff member on resignation. This certificate is neither a reference nor a statement of the staff performance.

### **Discharge Form**

All employees leaving THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN employment will be required to submit duly filled discharge form to the Personnel and Administration Department before their dues is paid to them.



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## **9. Compensation: Salary & Allowances**

The office administration in consultation with Head HR and OS is assigned to look after the finalization salary statement and P.F of the employee every month (on or before 10<sup>th</sup>) for approval by the Head of the Institution and Secretary of the Trust. The salaries shall be credited on or before first fifteen days of every month through bank.

TBAKWC HR POLICY



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## **10. HEALTH AND SAFETY POLICY**

### **First Aid**

THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN will provide a first aid kit and ensure that at least two staff members are trained on how to use the aid adequately.

### **Visitors**

All visitors should report to the reception

### **Smoking**

Smoking shall not be allowed inside the building. All employees are urged to make sure that their visitors adhere to this.

### **Emergencies**

In the event of an emergency, e.g. fire.

- Raise the alarm.
- Inform the relevant authority e.g. in the case of fire, inform the Fire Brigade or the Police explaining what kind of fire it is.
- Disconnect all machinery and close all the windows.
- Evacuate the building. DO NOT LEAP OUT OF THE WINDOWS; AND If the situation is life-threatening.
- Raise the alarm.
- Evacuate the building immediately. DO NOT STOP TO CLEAR YOUR DESK OR COLLECT PERSONAL EFFECTS.

### **Office Services**

All computers should be strictly used for official purposes. Only authorized persons may access the computers. GAMES ARE STRICTLY PROHIBITED. Private diskettes are not allowed to be used on THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN computers except with granted permission and upon scanning for viruses.



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Permission must be sought from the Management for borrowing of portable computers equipment or accessories.

### **Telephone**

Use of mobile is prohibited in case of emergency employee can move out of the building and talk.

### **E-mail and Internet Facilities**

An E-Mail service is available for official use but staff is allowed to use it for personal mail, strictly during the work breaks-lunch break or at end of the day.

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## **11. SUCCESSION PLAN POLICY**

### **Introduction**

The staff compliment of THASSIM BEEVI ABDUL KADER COLLEGE FOR WOMEN is very limited and thus the need to have succession planning in place. If an employee is not available one should always have someone skilled and ready to act as a replacement.

### **Objectives**

- To identify replacement needs.
- To provide opportunities for high potential workers (retention).
- To increase pool of promotable employees.
- To encourage the advancement of diverse groups.
- To improve ability to respond to changing environmental demands.
- To improve employee morale.

### **Procedure**

- Assess the potential vacancies in leadership and other key positions (who is of retirement age? Which positions/departments/divisions are most affected?)
- Assess the readiness of current staff to assume the positions (competencies, Training and Development).
- Develop strategies to address these needs based on the skill gaps.