



Faculty Related Policies

**Approved in the meeting of Board of Governors
held on June 26, 2021**

PERMANENT FACULTY HIRING AND PLACEMENT (Supersedes: All previous Policies & Procedures) **Ref: AACSB standard 3**

SCOPE

Applicable on faculty hiring, placement, development, and retention in Institute of Business Management.

PURPOSE

Streamline and standardize the process with best practices and accrediting bodies' guidelines. Provide standard policy framework for hiring, placement, development, and retention of the faculty to all academic departments and Human Resources function.

FACULTY CLASSIFICATION CRITERIA

The following faculty classification table shall be applicable and used to prepare the manning budget, hiring, placement, and development of faculty in the Institute of Business Management.

	Academic (Research/Scholarly)	Applied/Practice
Terminal degree (in field of teaching)	Scholarly Academics (SA) <i>Sustain currency & relevancy thru scholarship related to field of teaching.</i>	Practice Academic (PA) <i>Sustain currency & relevancy thru professional engagement, interactions & activities related to field of teaching.</i>
	40%	20%

Master's degree <i>(In field of teaching)</i> + <i>Professional experience, sustained in duration and level of responsibility</i>	Scholarly Practitioners (SP) <i>Sustain currency & relevancy thru scholarship related to their professional background & experience in their field of teaching.</i>	Instructional Practitioners (IP) <i>Sustain currency & relevancy thru continued professional experience & engagement related to their professional background & experience in their field of teaching</i>
	20%	10%

The faculty members exclusively involved in teaching and have no other academic or administrative responsibilities in the institute may not exceed 10% of the total strength in the business school.

POLICY

New Faculty hiring

The recruitment of existing vacant positions and creating new positions shall be based on faculty classification criteria in all departments as per the following job specifications.

Scholarly Academics (SA)	Practice Academics (PA)
<ul style="list-style-type: none"> - PhD in the field of teaching - Relevant Research Publications - Currency of knowledge. 	<ul style="list-style-type: none"> - PhD in the field of teaching - Relevant Industry Experience - Currency of Professional Industry Engagement
Scholarly Practitioner (PA)	Instructional Practitioner
<ul style="list-style-type: none"> - Master in field of teaching - Relevant Research Publication - Currency of Knowledge 	<ul style="list-style-type: none"> - Masters in the field of teaching - Relevant Industry Experience - Currency of Professional Industry Engagement

Existing Faculty

The existing faculty members shall also be mapped as per faculty classification criteria. The faculty members not meeting the faculty classification criteria shall be placed in “others” and gradually developed and adjusted in the faculty classification matrix.

RESPONSIBILITY

Execution of the policy framework shall be mutual responsibility of the following to ensure meeting faculty classification criteria and the implementation of the principle of “Relevance and Currency”.

- Head of department
- Dean
- Human Resources department

HIRING PROCEDURE

1st step

All Head of departments shall prepare a manning budget as per faculty hiring criteria classification and future requirements. Dean will review and approve the plan and submit in the Human Resources department for senior management review.

2nd step

Head of the departments will initiate the hiring request for the vacant position as per approved budget. However, for the new position prior approval of senior management (President / Executive Director) shall be required.

3rd Step

Human Resources will have the following option to arrange potential candidates

- Human Resources database
- Candidates profiles received through reference
- Engage Executive search recruitment firms

Human Resources will arrange candidate's profile using the above-mentioned sources, and all relevant and appropriate profiles shall be forwarded to the respective Head of Department.

4th step

- Head of Department will initiate recruitment process and arrange a technical evaluation of the potential shortlisted candidates.
- The technical committee shall be comprised of subject expert(s) from the faculty members and head of the department.
- The technical evaluation process includes classroom presentations and panel interviews by a technical committee. All interviewers shall use an interview form for recording their assessment.
- The shortlisted candidates' list shall be shared with the Dean, and hiring recommendations shall be forwarded to Human Resources Department.

5th Step

- The human resources department will arrange the interview of the shortlisted candidates with the Executive Hiring Panel comprised of President, Executive Director Administration, Finance and Admissions, Rector, Dean, concerned Head of Department and Head of Human Resources.

- All panel members shall be provided the interview form along with the candidate profile in advance before the interview.
- The panel members will record their assessment comments on the interview form and sign.
- The candidate(s) selected by the Executive Hiring Panel shall be forwarded to the Human Resources department.
- Human Resources will maintain the record of all candidates interviewed by the panel.

6th Step

- The human resources department will negotiate salary and terms of employment with the candidate and arrange a final interview with the executive director to approve the salary package and employment terms.
- Upon Executive Director approval offer letter shall be issued to the candidate, and the concerned department shall be informed in respect of the date of joining.
- The personnel files shall be prepared of all the employees so hired immediately and thereafter, all communication with the employee in respect of terms of employment no matter whatsoever shall be filled

ORIENTATION PROCEDURE

1st Step

Human Resources will issue notification for new joining and introduce the candidate with the President and Executive Director and respective Dean in case of senior positions.

2nd Step

- Dean along with head of department and Human Resources representative, will hand over the appointment letter to the candidate.
- The Head of the department will give him his job description and explain his role as per the faculty classification matrix and written objectives for six months and explain the performance evaluation process and benchmark (KPIs matrix.)
- The signed copies of the appointment letter, job description, and objectives shall be handed over to HR representative for the personnel file.

3rd Step

- The Head of the department will arrange a corporate presentation of the institute in respect of institute vision, mission, values, environment, recreation, facilities etc.
- The presentation would include information regarding academic policies and procedures, examination, grading, and academic & social standards.
- One of the most important parts of faculty orientation would be to provide guidelines “How to comply with the faculty qualification criteria” and ensure the sustainability of assigned role being current and relevant with the field of teaching.

The Corporate Presentation shall be recorded by the Media department and made available to Human Resources and Head of the department. All faculty employees joining the Institute shall be given this presentation.

The presentation shall be updated on a regular basis to incorporate changes.

Human Resources, Dean and Rector shall be responsible to ensure the presentation is updated as and when so required.

4th step

The faculty shall be provided a complete briefing on the faculty development opportunities available in the institute (refer to faculty development process).

The faculty shall be informed about the institute policy that requires the faculty members to sustain currency and relevance of their knowledge with the teaching area and use of contemporary technologies to ensure teaching effectiveness.

5th Step

Head of the department will arrange a collective meeting of the departmental faculty members to introduce the newcomer in case of a senior faculty member. The junior faculty members can meet the faculty in their offices.

The following form shall be used in the hiring process

1. HR 01: HR Budget Form
2. HR02: Hiring Request form
3. HR 03: Interview form
4. HR 04: Offer letter
5. HR 05: Appointment letter
6. HR 06: Job Profile (standard layout)

FACULTY DEVELOPMENT PROCESS (Supersedes: All previous Policies & Procedures)

AACSB standard 3: Faculty and Professional Staff Resource

Ref: Faculty Development: Describe how faculty are provided with professional development opportunities to remain current in their field of instruction, and particularly with respect to the use of current and emerging technologies to deliver instruction.

SCOPE

Applicable on development of permanent faculty of Institute of Business Management

PURPOSE

To streamline and standardize the faculty development process in line with best practices and ensure IoBM Faculty remain current in their field of instruction, particularly concerning the use of current and emerging technologies to deliver instruction.

POLICY

All faculty members will make consistent efforts to ensure currency and relevance of their knowledge in teaching and scholarship and use of learning management systems and other contemporary technological tools.

RESPONSIBILITY

The following member shall ensure implementation of the policy

- Faculty - follow
- Head of Department
- Dean
- Rector

OPPORTUNITIES

The following development opportunities are available for the faculty

- Sponsorship & Financial support
- Registration & Travel Grant – Local & International Conferences
- Nomination in Faculty Development Workshops & Seminars
- Publications in IFJ & HEC Recognized journals
- Faculty Exchange Programs – with International Universities

In- House Capacity Building

- Faculty Capacity building programs by ORIC
- Involvement in grant proposals and project by ORIC
- Involvement in industry engagement projects (capstone)
- Participate in EMEC programs
- Involve in administrative activities of the institute

PROCEDURE

1st Step

The faculty members need to take initiatives to avail the benefits of the Sponsorship and Grants and in-house Capacity Building programs organized by EMEC, ORIC, and MRSS.

The faculty to take the initiative to develop themselves in multiple roles as per faculty classification criteria matrix such as scholarly classified faculty members may be involved in industry engagement activities and also build the capacity for meeting the other Practice academic criteria and otherwise.

2nd Step

HoDs will facilitate faculty members in identifying the areas of improvement by candid feedback on teaching effectiveness, use of technology, and other areas. Both faculty and HoD will agree on a development plan for the year.

3rd Step

HoD will recommend and nominate the faculty members and help them to avail benefits of personal development opportunities available in the institute.

4th Step

Head of Department and Dean will give due consideration to the personal development initiatives taken by the faculty during the academic year during annual performance evaluation and achievement of agreed development goals.

5th Step

HoDs will make an annual budget for the development of the faculty based on an individual development plan and get it approved through Dean and Rector by President. Executive Director shall approve the expenses as per the approved budget through the Human Resources department.

FACULTY PERFORMANCE MANAGEMENT PROCESS (Supersedes: All previous Policies & Procedures)

Ref: AACSB standard 3: Faculty and Professional Staff Resource

Ref: Faculty Development:

1. Describe processes for determining performance expectations for faculty.
2. Describe evaluation, promotion, and reward processes, as well as ways that faculty are engaged in these processes.

SCOPE

Applicable for performance evaluation of permanent faculty of Institute of Business Management.

PURPOSE

To streamline and standardize the process in line with best practices and ensure that willing faculty are encouraged and duly supported to continue improving their capacity to impart quality education. The objective and focused evaluation system will provide a reward to the faculty as per their contribution and self-development endeavours.

POLICY

Institute of Business Management will hire, develop and retain the best faculty and ensure the currency and relevance of the faculty knowledge and capacity. Accordingly, the reward and recognition will be based on adopting the best teaching material, methods, technology and meeting teaching deliverable, faculty intellectual contribution (research), and Industry Engagement.

Annual performance review shall be based on achievement of *Teaching Effectiveness, Intellectual Contribution, Industry Engagement, and Personal Development goals and engagement in departmental and student activities.*

The attached Guide Charts (Key Performance Indicators Score Card) shall facilitate the process of setting goals and evaluation of performance.

PROCEDURE:

Performance Planning (setting performance goals)

1. The performance planning form shall be distributed to all faculty members in November for setting their performance goals for the coming year. The form will have five sections
 - a. Teaching
 - b. Intellectual Contribution (Research)
 - c. Industry Engagement
 - d. Student Affairs
 - e. Administrative Assignments (Personal development)

All HoDs will have personal meetings with the faculty members in December and agree on the individual goals for the next academic year (September-August). The faculty shall be categorized

as per AACSB classification as SA/PA/SP/IP (90%) and others. HoDs will ensure that the goals are set as per faculty classification.

2. HoDs will prepare a list of the faculty members and forward it to the Human Resources Department along with their individual goals matrix (duly signed by Faculty /HoDs/ Dean/Rector).
3. Human Resources will file the personal goals in the individual files of the faculty. Approved goals copy after HR receipt shall be provided to the respective faculty members for reference.

Performance Weighted Criteria

Following performance weighted criteria shall be followed for setting the performance goals of the faculty as per their classification.

Criteria	Scholarly Academics (PhD + Research)	Practice Academics (PhD + Teaching + Industry Engagement/ Consultancy)	Scholarly Practitioner (MS + Research)	Instructional Practitioner (MS + Teaching + Industry Engagement/ Consultancy)	Existing Percentage	Revised %
Teaching	20	30	35	40	30%	31%
Intellectual Contribution (Research)	50	20	25	10	25%	26%
Industry Engagement	15	35	20	30	25%	25%
Student Affairs	5	5	10	10	10%	8
Administrative Assignment (personal development)	10	10	10	10	10%	10%
Total	100	100	100	100	100	100

Annual Increments

Annual increments will be awarded to the faculty to adjust the cost of living during the preceding year and reward good performance based on the achievement of annual performance goals. The increments will be awarded based on the following criteria.

Rating	Fair	Average	Good	Excellent
Score	30-49	50-65	65-77	78-90
Increment rate	6-9%	9.5-13%	13.5-19%	19.5-23%

Promotion

The faculty consistently achieving their yearly performance goals and meeting HEC Criteria are considered for promotion on the recommendation of their Head of Departments and Dean. The Teaching Effectiveness, Intellectual Contribution (publications in Impact Factor /HEC Recognised Journals), and Industry Engagement are the essential requirements for promoting the faculty members. The promotion committee will meet the potential candidates for promotion and send recommendations for final approval from senior management.

Evaluation Process

1. Self-assessment by the faculty based on achievement of Teaching Effectiveness, Intellectual Contribution, Industry Engagement and Personal Development goals in preceding academic year. Faculty shall be encouraged to attach the evidence wherever required to support his/her self-assessment.
2. Review of the self-assessment by HoDs and validation of the deliverable in line with set goals. HoDs will have discussions with the faculty on the achievement of the previous year and future objectives
3. HoDs will sign the form as a reviewer and assign his rating if there is any change.
4. Faculty have to comment on HoDs revised rating and would have the liberty to disagree and record comments.
5. Dean will review the ratings assigned in self-evaluation and review and will have the right to change the ratings in consultation with HoD if required.
6. HoDs will prepare a summary of all faculty ratings and send the original form to ED through Human Resources. Copy of the assessment sheet shall be duly forwarded to Deans and Rector. ED will review the summary and send to the president for his review and final approval.
7. Upon president approval Human Resources together with Human Resources will award increment to the faculty as per increment rates agreed by the top management.