



Leadership and Ideas for Tomorrow

Institute of
Business Administration
Karachi

FACULTY AND STAFF HANDBOOK

October 2009

INSTITUTE OF BUSINESS ADMINISTRATION (IBA) FACULTY AND STAFF HANDBOOK OF POLICIES AND PRACTICES

The Institute of Business Administration (IBA)'s Faculty and Staff Handbook has been prepared to provide a summarized ready-reference to those procedures, policy statements and regulations that are of particular concern to members of IBA faculty and staff. It does not claim to be a comprehensive documentation of all of the Institute matters. It is intended that this handbook will provide introductory information about the Institute to new and existing members of IBA and will also serve as a convenient reference on HR policies and procedures.

This Handbook is also available on the IBA intranet or portal, which can be accessed through **<http://iba/>** by all faculty and staff members who have authorized access to the intranet. The detailed Standard Operating Procedures (SOPs), which have been summarized here, are also available on the portal.

The information in this handbook is subject to change as and when deemed necessary. Amendments will be issued to keep this document up-to-date.

Ayesha Menai

Human Resources Director



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Introduction to IBA

About IBA

IBA is the oldest business school outside North America. It was established in 1955 with initial technical support provided by the world famous Wharton School of Finance, University of Pennsylvania; later, the University of Southern California set up various facilities at the Institute and several prominent American professors were assigned to the IBA.

Till 1994, the University of Karachi awarded degrees to the graduates. In that year the Sindh Assembly elevated the Institute's status to that of a degree-awarding institution. A bill is pending in the Assembly for conferring the status of a University to IBA.

Future Strategic Direction

Having realized that it can no longer thrive on its past laurels and has to adapt itself to the changing market demands IBA has embarked upon an ambitious five year strategic plan with the objective to become one of the top 100 global business schools and one of the top 10 regional business schools. It has benchmarked itself against a few chosen business schools in India, Singapore, China, Hong Kong and Turkey. The four pillars of this strategy are (i) Investment in physical infrastructure (ii) Faculty Development (iii) Technology up gradation and (iv) Community outreach and links to industry.

IBA is exploring collaborative partnerships, alliances and exchange programs with the top business schools. Generous financial supports from Higher Education Commission of Pakistan (HEC), foundations and the private sector have been obtained to implement this plan in the next five years. IBA has recently become the first institution in Pakistan to become partner of CFA Institute, SAP University alliance and other such ventures. Seeking accreditation to the Asian, European and U.S. bodies are part of the plan. The management is seeking other avenues of collaboration with the Universities and B-schools in Asia.



Employment

Employee Selection

- IBA is committed to attracting and retaining excellent staff capable of meeting the Institute's strategic and operational objectives.
- Selection is made purely on the basis of job-related criteria and merit, where merit indicates the extent to which a person has the relevant abilities, aptitude, skills, qualifications, knowledge, experience and achievements (including community experience), characteristics and personal qualities; and where applicable, the manner in which the person carried out the duties or functions of any previous position or previous educational or other learning experiences; and the extent to which a person has the potential for development.
- The minimum age for employment at IBA is eighteen years. Applicants must have a Computerized National Identity Card, without which an employment offer will not be made.
- Favorable consideration will be given to applicants previously employed with IBA, and who have re-applied, subject to their past employment history and satisfactory performance.
- For the purposes of IBA services, employees will be divided into the following main heads, namely:
 - A. Faculty
 - a. Full-time (regular/contract)
 - b. Visiting
 - B. Staff
 - a. Regular
 - b. Contract
 - c. Part-time
 - d. Daily-wage

A. Faculty

a. *Full-time Faculty*

The categories for full time faculty appointments are:

1. Teaching Fellow
2. Lecturer
3. Assistant Professor
4. Associate Professor
5. Professor

The qualifications and prior experience criteria for the above are available with Human Resource Department.

IBA offers its faculty the choice to opt for the Tenure Track System at the Assistant Professor level and above. The criteria and other details are available on the IBA intranet or with Human Resources.



Professor Emeritus

The Institute may appoint a limited number of “Professor Emeritus” from eminent retired Professors of the IBA in recognition of their scholarship, service to the IBA, education and research/publication. To be appointed as Professor Emeritus, a Professor must have served the IBA for a minimum period of 10 years as Professor with an outstanding track record. The Director and BoG resolution by a ¾ majority of the members recommend the appointment to this post.

b. Visiting Faculty

Visiting faculty members are appointed outside the tenure system on a year-to-year or semester-to-semester basis. Such appointments are not permanent and carry no implication of continuing connection with the Institute.

B. Staff

- a. Regular:** Full-time, permanent employees of the Institute.
- b. Contract:** Full-time employees hired for a specific period of time.
- c. Part-time:** Employees hired for a short duration, who are either present in the office only a certain number of days of the week, or for part of the day during the week.
- d. Daily-wage:** Employees hired on daily-wages.

Pre-employment Medical Examination

- All full-time and part-time faculty and staff members selected for employment at IBA, to whom the medical benefit is extended, are required to undergo a pre-employment physical examination before commencing employment.
- As part of the hiring process, the Human Resource Department will issue a Pre-Employment Medical Examination authorization letter along with the Offer for Employment letter.
- The HR department will issue the appointment letter after receiving satisfactory results of the pre-employment physical examination.

Work Week

IBA follows a 41-hour workweek for non-teaching staff and offers flexible timings as follows, inclusive of lunch break:

Standard Office Timings:

Monday to Thursday, and Saturdays:	8:30a.m. to 4:00p.m.
Fridays:	8:30a.m. to 12p.m.

Flexible Office Timings:

Monday to Thursday and Saturdays:

Start: between 7:30am and 9:30 am

End: between 3:00pm and 5:00pm

Friday:

Start: between 7:30am and 9:30 am

End: between 11:00am and 1:00pm



1. Flexi-time can only be used with the approval of the respective supervisor/ department head and the HR department.
2. The agreed timing will be recorded by Leave In-charge and the approval will be placed in the Personnel File of the employee, so as to avoid being marked 'late'. Once a flexi-time schedule has been opted for by the employee, he/she will not have the option of deviating from this selected band of work-time, and his/her 'late' timings will be marked according to this time slot.
3. The supervisor / department head reserves the right to refuse or partially approve the flexi-time request, for example: the departments where seasonal assignments (e.g. audit, graduation, new student orientation etc) require the staff to be presented on standard time can approve flexi-time for non-seasonal duration only. In the same way, approval granted for flexi-time can be revoked as per the need of the department/institution.

Attendance

In order to encourage employees to report to work on time every day and to take leaves of absence only when absolutely necessary, the following rules apply to all non-academic staff. Faculty members are not required to record their daily attendance in view of the nature of their work.

A 15-minute allowance for late arrival will be provided to all employees to accommodate an occasional delay in reporting to work. However, an employee who arrives later than that, without obtaining prior approval from his/ her Function Head, will be recorded as 'late.'

1. An employee arriving later than the grace period of 15 minutes from his/her selected work timings (i.e., normal or flexi-time), but within 2 hours of the start of the work timings, will have one-fourth day of casual leave deducted; if no casual leave balance remains, then the deduction will be made from the employee's earned leave, and if no earned leave balance remains, then one-fourth day's salary will be deducted. On arriving late by 2-4 hours, half a day of casual or earned leave will be deducted, or half day salary deducted if no earned leave balance is available.
2. One who arrives later than 4 hours after his/her work time, or doesn't come to work at all, without notifying the supervisor will have one day of his / her casual leave deducted and he/she will be marked 'absent' for that day. If no casual leave balance remains, then earned leave will be adjusted for the absence, or will be treated as leave without pay if no earned leave balance remains.
3. Employees, who foresee themselves availing casual or sick leaves or being unable to report to work on time on a certain day due to unforeseen delays or emergencies, will need to obtain permission from Functional / Departmental Heads in order to avoid being marked as having availed an unauthorized absence.
4. Late comings must be marked in the attendance register each day by the nominated staff of each campus.
5. The maximum limit of late comings each month will not be more than seven (07) days. Anyone becoming late beyond seven (07) days will be served with a Show Cause Notice.
6. Any leave before and after Sundays and Gazetted/announced holidays will be treated as absence, and casual leave deducted. If no casual leave balance remains, then annual leave will be adjusted for the absence. If no annual leave balance remains, then the leave will be considered 'without pay'.
7. All staff members (Regular / Contract) are required to intimate their respective In charge / Supervisor, the time of departure and return, in case they have to proceed on any duty during the working hours. A movement register may also be maintained by each function for this purpose.

Good Attendance Reward

Grades 1-15 (or contractual equivalent) employees who have no absence or have not availed any leave in a month, will be given 1 point, where 1 point is worth a reward of Rs.150. Employees in grade 16 and above will be rewarded Rs.300 for the same. Points will be totaled at the end of a quarter and employees will be rewarded according to the number of points they have earned. An employee who has 3 points will be awarded an additional Rs.450 (for employees in grades 1-15) and Rs.900 (for those in grades 16 and above). This amount will be over and above the monthly reward amount.

Change in Personal Information

Faculty/staff members are required to inform Human Resources about any change in their personal information (e.g. change of address or telephone number, marital status, birth of a child, etc.), education qualifications, honorary appointment etc, so that the employee records can be updated.

Outside Employment or Business

- Full-time faculty/staff members of IBA are not permitted to be engaged in employment with another organization or have any financial/business interest with any other organization/entity even on a part-time basis.
- A faculty/staff member may take up a teaching activity in his/her free time (non work hours) at any professional institution pertaining to his/her professional expertise for the purpose of professional development, societal contribution, networking etc, but is **not** permitted to retain any form of remuneration for the services rendered to avoid any conflict of interest.



IBA Code of Business Conduct

The management requires all faculty and staff members to abide by the IBA Code of Conduct and maintain the highest standards of work performance and conduct, abide by the established rules and regulations, and to contribute effectively towards accomplishment of IBA's goals. This Code of Business Conduct is binding on all employees throughout the Institute without any exceptions. All employees are required to familiarize themselves with these codes.

Employee Behavior

Compliance with the Law

Compliance with the local laws in which we operate is an absolute requirement for IBA and its employees. Each employee is expected to be familiar with the law as it applies to his/her job, and management shall be responsible for the provision of necessary instruction and advice as appropriate. Although few employees are legal experts, they are expected to use good judgment and common sense in seeking to comply with all applicable requirements and to ask for advice from management and/or from the Audit or Human Resources functions, as appropriate, when uncertain.

Regardless of the sanctions foreseen by the law, any employee guilty of a violation will be liable to disciplinary consequences because of the violation of his/her employment duties and may entail dismissal from service.

Responsibility for the Image of IBA

To a large extent, the image of IBA is determined by our actions and by the way each and every one of us presents and conducts himself/herself. Inappropriate behavior on the part of even a single employee can cause the Institute considerable damage.

Every employee should be concerned with the good reputation of the IBA in all aspects of performing his/her job.

Every employee must focus on maintaining the good reputation of, and respect for, the Institute.

Respect for People

Each employee is entitled to fair, courteous and respectful treatment by his or her supervisors, subordinates and peers. IBA will not tolerate discrimination or harassment based on race, sex, religion, creed, regional/national origin, disability, age, family status or any other factor.

All employees shall conduct themselves in accordance with the letter and the spirit of these principles. Any person who believes he or she has been discriminated against or personally harassed should report the incident and circumstances to his or her immediate manager or Human Resources



Manager or other senior manager. They will arrange for the incident to be investigated impartially and confidentially.

IBA values the individuality, diversity and creative potential that employees bring to its business, and supports the continuous development of their skills and abilities. Judgments about people for the purpose of recruitment, development or promotion should be made on the basis of a person's ability and potential in relation to the needs of the job. Only those elements relevant to the performance of that job should be taken into account. Overall, success and advancement within the group must depend on personal ability and work performance.

IBA does not employ individuals under the age of eighteen.

Honesty and Integrity

We respect the personal dignity, privacy, and personal rights of every individual. We tolerate no discrimination and no harassment or offence. We are honest and ethical and stand by our responsibility. These principles shall apply to both internal cooperation and conduct towards external partners.

Avoiding Plagiarism

IBA has stringent rules for students regarding plagiarism when writing their papers, which are available in the form of a booklet on the IBA Portal. The same rules apply to faculty members in their research/publications.

Interaction with Business Partners

Offering and Accepting Advantages

No IBA employee may directly or indirectly offer or accept gifts, services or entertainment intended for the personal use of an individual or employee or an agent of another corporation, organization or government in return for specific favorable business decisions or treatment, neither in monetary form nor as some other advantage.

Gifts to business partner employees must be selected so as to avoid any appearance of bad faith or impropriety in the mind of the recipient.

Gifts must not be given to public officials or other civil servants.

'Gifts' will not refer to flowers and eatables like sweetmeats (mithai), chocolates etc, often given by students to faculty and staff members in the department as a whole, or institutional giveaways of nominal value.

Employees concluding contracts with consultants, intermediaries, agents, or comparable third parties must see to it that these also offer or grant no unjustified advantages.

No employee may use his/her job title to demand, accept, obtain, or be promised advantages.



Faculty/staff members should, as far as possible, politely decline the offer of gifts and communicate that they are not permitted to do so as an institutional policy. However, if the presenter is insistent, the faculty/staff member should inform him/her that the gift will not be retained but will be forwarded to the Institute's "Gift Bank".

Gifts received by a faculty/staff member must immediately be reported to the department head in writing, and then forwarded to the "Gift Bank" maintained by the Internal Audit Department.

Special Rules for Awarding Contracts

Any bidder for a contract expects us to examine his/her bid fairly and without prejudice. Employees whose work involves the awarding of contracts must particularly abide by the following rules:

- The employee must inform his/her supervisor of any personal interest he/she could possibly have in connection with the execution of his/her professional duties.
- There must be no unfair discrimination for or against any suppliers in their competition for contracts.
- No employee may have private contracts fulfilled by companies with which he/she has business dealings. This is particularly applicable if the employee exercises or is capable of exercising a direct or indirect influence upon that company.

Donations

A donation is a gift given typically for charitable purposes and/or to benefit a cause.

The following rules apply to giving donations on behalf of IBA:

1. Donations to political or religious parties will not be made.
2. Payments to private accounts are inadmissible.
3. In no case may the grant be made to any person or organization that would damage our reputation.
4. The donation must be transparent and must be approved by the Director IBA. The recipient of the donation and the recipient's actual use thereof must be known.

Avoiding Conflict Of Interest

The IBA considers it important to prevent its employees from succumbing to conflicts of interest or of loyalty in their professional activities. Such conflicts can come about if an employee is active on behalf of, or has interests in, another company. The following examples of conflict that must be declared and resolved include:

- having a family interest in a transaction with IBA or any supplier of IBA, including through a family member acting as an officer of the counterparty company;
- being an employee or consultant or advisor to, or being a shareholder of any counterparty in a transaction with IBA or of any supplier of IBA;
- hiring or encouraging others in the Institute to hire a family member in any capacity who doesn't otherwise qualify on merit;
- having an interest in a competitor or supplier IBA including acting as an officer, director, employee or consultant or advisor to or being a shareholder of any competitor, supplier or joint venture partner;



- having an interest in an organization that has, or seeks to do business with IBA, including acting as an officer, director, employee or consultant or advisor to or being a shareholder of any competitor, supplier or joint venture partner;
- acting as an elected or appointed official of any branch of government or any government agency, or as an advisor or consultant to any government agency, which has any regulatory or supervisory power over IBA;
- making unauthorized use of the IBA name or letterhead or otherwise representing oneself as a representative of IBA to the public, any governmental agency or public interest group regarding policies or positions;
- having any other business interest or relationship in which it might appear to third parties that an employee has the ability to influence IBA's decision-making so as to obtain a monetary or other benefit for the employee, his or her spouse, child or close family member.
- intending to begin paid sideline activities; he/she must inform his/her immediate superior beforehand in writing in such an instance. Permission for such activities may be denied if it leads to a decrease in work performance, contradicts the employee's duties within the IBA, or threatens to present a conflict of interest. Exceptions are occasional writing activities, lectures, and comparable occasional activities.

Any employee wishing to know whether an outside business interest represents a conflict of interest must ask the designated senior manager in advance.

Handling Of IBA's Property

Assets

Assets of the IBA such as vehicles, equipment, furniture & fixtures, machinery, spares etc are to be used exclusively for IBA business, unless specifically authorized, as in the case of Company-assigned cars, laptops, mobile phones, etc.

Information Handling

In no case may any information be retrieved or transmitted which incites racial hatred, glorification of violence, or other criminal acts.

No employee shall be permitted without the consent of his/her superior to make records, databases, recordings or reproductions unless this is done for IBA's business.

Records and Reports

Open and effective cooperation requires accurate and truthful reporting. This applies equally to the relationship with investors, employees, customers, and business partners, as well as with the public and all governmental offices.

Any records and reports produced internally or distributed externally must be accurate and truthful.



Confidentiality

Confidentiality must be maintained with regard to internal matters, which have not been made known to the public.

The obligation to maintain confidentiality shall extend beyond the termination of the employment relationship.

Data Protection and Security

Personal data may only be collected, processed, or used insofar as this is necessary for pre-determined, clear, and legitimate purposes. High standards must be ensured with regard to data quality and in technical protection against unauthorized access. The use of the data must be transparent for those concerned; and the rights of the latter must be safeguarded with regards to information and correction and, if applicable, to objection, blocking and deletion.

Electronic Media Usage

IBA provides access to and use of electronic mail, the intranet and the Internet for business purposes. We do this to make it easier for IBA employees to communicate with each other and with appropriate outside parties – including contractors, suppliers, and government agencies and other academic institutions.

We must not use IBA's electronic media for any purposes that violate applicable laws, rules and regulations or IBA standards, policies or procedures. This includes transmission of threatening, obscene or harassing materials.

Incidental personal use of electronic media that does not interfere with IBA's business or an employee's performance of his or her responsibilities is acceptable, as long as such use does not include illegal, unethical or otherwise offensive subject matter.

Except as otherwise provided by applicable law, no employee has any right to privacy regarding use of or access to any electronic media provided by or through IBA. IBA may monitor or access officer or employee use of its electronic media at any time in accordance with applicable law.

Implementation

The management of IBA shall actively foster the widespread distribution of the Code of Business Conduct and see to it that they are implemented permanently.

Compliance with the law and observance of the Code of Business Conduct shall be monitored on a regular basis.

In none of these areas can the Code serve as an exhaustive statement of policy and practice. Reference should be made, where applicable, to the detailed policies, guidelines and rules referred to above. The standards set out in the Code are general and do not address each and every situation which may confront employees at IBA. Guidance on the application of the Code to particular situations should therefore be sought from management or from the Human Resources, or Audit functions, as appropriate.

Grievance Handling and Code of Conduct Violations

It is the policy of the Institute to provide every employee the right to an internal review of a condition, decision, or treatment unsatisfactory to the employee and affecting his or her employment. Open communications between supervisors and employees are strongly encouraged to assist in effective and timely resolution of employee issues. Human Resources staff is also available to discuss any matters brought forward and assist in informal problem resolution. Retaliation in any form against an employee initiating a grievance is prohibited.

The purpose of the grievance procedure is to provide a system for addressing Code of Conduct violations or other work-related issues. Matters of IBA policy cannot be grieved.

Definition:

A grievance is defined as any dissatisfaction, complaint, irritation or any misunderstanding of an employee or group of employees concerning a matter or situation related to work or management or any other employee. Some examples of grievances are listed below.

- Grievances relating to the terms and conditions of employment;
- Grievances relating to the work relationship between an employee and colleagues, supervisor and/or Line Manager;
- Grievances relating to various types of harassment, including sexual harassment;
- Grievances resulting on account of victimization of an employee.

IBA strongly encourages all employees to try and resolve issues before they become grievances by discussing them informally with their supervisor/department head and/or HR Manager/Director.

When informal approaches have been exhausted and the issue has not been resolved, the employee has the option of resorting to a formal grievance procedure, which can range from lodging a formal written grievance with the Department Head all the way up the Director IBA. The detailed Grievance Procedure Rules and Regulations available with HR or on the portal explains the process, along with a suggested list of misconduct which will be considered a Code of Conduct Violation, and resulting disciplinary actions, which can be:

- a. Verbal Warning(s) / Reprimand(s)
- b. Written Warning(s) / Reprimand(s)
- c. Transfer to another position
- d. Demotion
- e. Withholding of promotion or increment not extending one year
- f. Restitution in whole or in part any pecuniary loss caused to the organization due to the negligence, dishonesty or any other act of omission
- g. Instant Dismissal

The Employee Grievance Procedure is not a legal proceeding and no legal representative will participate.



Employment of Relatives

Standards for hiring, promotion, reappointment, and evaluation, working conditions, responsibilities, salary and termination for all employees at IBA are based on ability, qualifications for the position, and performance. Relationship (meaning connection between persons, hereinafter referred to as "relatives," by blood, marriage, adoption, or other personal relationship in which objectivity might be impaired) to another individual employed by the Institute shall not constitute a bar to hiring, promotion or reappointment; provided, however, that no employee shall be under the direct supervision or control of a "relative." Employment of "relatives" in the same unit or department or under the same supervisor is authorized only with the prior written approval of the head of the unit or department and the Office of Human Resources or the Director, as appropriate. In addition, "relatives" should not participate in roles that have the potential for influencing employment decisions, e.g., peer review.

General Principles:

- a) To avoid possible conflicts of interest, any director, chairperson/supervisor or participant in peer or administrative review procedures who is a "relative" of an employee or job applicant must not participate either formally or informally in decisions (including rendering advice on decisions) on personnel matters affecting the "relative," including, but not limited to, decisions to hire, retain, promote or determine the salary.
- b) In cases where a chairperson/supervisor has primary responsibility for evaluation or for assignment of duties (e.g., a department chairperson's supervision of faculty in the department), no employee may supervise a "relative." An appropriate individual must be designated by a higher level of authority to perform the functions of chairperson/supervisor in decisions to hire, retain, promote, assign duties or set the salary of the individual "related" to the chairperson/supervisor. Within the limitations set forth above, individuals "related" to other IBA employees have all general rights extended to employees in comparable positions. For example, a faculty member has the right to serve on a departmental peer review committee even though the committee will consider a "relative"; the faculty member, however, would not participate in the review of the "relative." Supervision and evaluation procedures, even when altered, should ensure comparable treatment of employees. In circumstances which have the potential for the conflicts of interest referenced in item (a), individuals have the responsibility for disclosing that a conflict of interest may exist to the department chairperson, school director, or other relevant supervisor; the specifics of the potential conflict do not have to be provided. Decisions about individual cases should be made on the basis of these principles. In cases where the application of a principle is disputed, the administrator/supervisor at the next level may be asked to assist in resolution.



HR Policies

Leave Policy

Please refer to the detailed Leave Rules and Regulations on the IBA portal (intranet) or to the HR Department for procedures and other details of leave policies.

Earned Leave (Annual Leave)

IBA strongly promotes a healthy work-life balance, and encourages all its employees to avail their annual leave when due. Department/Function Heads are should have their subordinates submit a leave plan in advance, so that so that leave of each department can be appropriately managed.

ENTITLEMENT:

Non-Teaching Staff:

30 calendar days per year, which will accrue from the date of appointment on a monthly basis, i.e. 2.5 days of leave per month of employment. Faculty can only avail their leave during the semester break, as no leave will be allowed to them during the semester other than in case of medical emergency.

ELIGIBILITY:

Earned Leave can normally be availed after successful completion of the 3-month probation period, up to the maximum accrued entitlement. However, if circumstances so require, the Department Head/Director may permit Earned Leave for the year even earlier subject to approval.

An employee may be 'advanced' leave not yet earned at the discretion of the Department Head, up to the maximum annual entitlement of 30 days.

An employee can utilize his/her earned leave balance to count towards notice period prior to separation from employment.

ACCUMULATION:

Non-Teaching Staff and Teaching Staff:

The earned leave(s) of non-teaching and teaching staff shall accumulate without limit and shall not lapse except on retirement or resignation from service of an employee.

ENCASHMENT:

Non-Teaching Staff:

A non-teaching employee will be able to obtain encashment from his / her accumulated balance of leaves for a maximum of 30 days in a calendar year. An employee who leaves service (on account of end of contract, resignation or retirement) will be permitted to encash up to a maximum of 180 days of accumulated leave. Any accumulated balance over and above this will lapse.

Teaching Staff:

Teaching staff will not be able to encash their leave or obtain any benefit in place thereof, unless the IBA engages them in some mandatory activity during the semester break.



OTHER RULES:

- Earned Leave entitlement for the current year commences on January 01 of that year.
- A full-time employee (both teaching and non-teaching) joining during the course of the year will have his/her Earned Leave entitlement for that year computed on a pro-rated basis.
- Holidays (i.e. weekends and holidays as notified by the Federal or Provincial Government) falling within the period of any kind of leave shall be counted as leave, with the exception of major religious celebrations like Eid (both Eid-ul-Fitr and Eid-ul-Azha), Christmas, Diwali and Nauroz. These specified holidays may be added either to the beginning or to the end of the leave period with the permission of the sanctioning authority.
- Employees are not allowed to accept employment, part time or under any other arrangement, in any other trade or organization while on leave from the IBA.

Sick Leave

ENTITLEMENT:

Up to 10 working days paid sick leaves, i.e. leaves for medical emergencies, per annum.

ELIGIBILITY:

Faculty/staff members are eligible to avail paid sick leave from the date of appointment at IBA.

OTHER RULES:

- Sick Leave entitlement for the current year commences on January 01 of that year.
- An employee joining during the course of the year will have his/her Sick Leave entitlement for that year computed on a pro-rated basis.
- Sick Leave and Earned Leave may be subjoined if required, but Casual Leave cannot immediately follow Sick Leave.
- Sick leave can neither be encashed nor accumulated.
- In all circumstances it is required that a medical certificate from a PMDC-registered Medical Practitioner be submitted along with the Leave Application on the 3rd day of absence, if more than two days sick leave has been taken consecutively.

Casual Leave

Casual Leave may be permitted, at management discretion, to meet urgent personal responsibilities which may be sudden in nature, e.g. a domestic emergency, or are known in advance or can be planned e.g. marriage in the immediate family, license renewal, a visit to children's school, etc. depending on the nature of the situation. Casual leave may also be granted in case of absence due to situations beyond the employee's control, inclement weather conditions (e.g. heavy rains), a transport strike, a or similar situations which prevent an employee from reaching work on that day.

ENTITLEMENT:

Non-Teaching Staff:

Up to 10 working days casual leaves per annum. Casual leave accrues on a monthly basis, i.e. 0.8 days of casual leave per month of employment.



Teaching Staff:

Keeping in mind the flexible working hours of teaching staff, there is no provision for casual leave.

ELIGIBILITY:

Casual Leave entitlement is effective from the date of appointment at IBA, up to the maximum accrued entitlement.

OTHER RULES:

- Casual Leave entitlement for the current year commences on January 01 of that year.
- Those employees joining during the course of the year will have a pro-rated Casual Leave entitlement for that year.
- An employee may request casual Leave for a full day or half the day depending on the circumstances. Accordingly, the supervisor may sanction casual leave for a full day or half the day depending on operational circumstances in the department.
- Casual Leave cannot be subjoined with Earned Leave, nor can it be subjoined at the end of a Sick Leave period.
- There is no accumulation of casual leave. Any un-availed casual leave automatically lapses at the end of each year.
- There is no encashment of casual leave.
- Any casual leave taken above three consecutive days shall be treated as annual leave and adjusted against the same. If a public holiday or weekend comes between two casual leaves, it will be counted as three consecutive days of casual leave.

Maternity Leave

ENTITLEMENT:

- A female employee of the IBA is entitled to maternity leave, leave in regard to childbearing responsibilities, for a maximum period of 90 days with full pay without debiting the Annual Leave account.
- Maternity leave can be sanctioned for a maximum of three times in the entire service of the female employee. Any further application will be approved against accumulated annual leaves account.

ELIGIBILITY:

- All full-time and part-time faculty and staff members who have completed at least one year of service with IBA and who are on a contract of 1 year or more.
- Female employees on contractual appointment of less than 1 year will not be entitled to any salary during the period of maternity leave.

OTHER RULES:

- A doctor's certificate is required to be submitted when requesting maternity leave.
- Maternity leave can neither be encashed nor accumulated.



Conference Leave

“Conference Leave” refers to leave granted to:

- Deliver lectures, as invited speakers.
- Present papers at conferences and other professional forums.
- Attend conferences, seminars.

ENTITLEMENT:

A maximum of 15 working days in a year. Leave days will include travel time.

ELIGIBILITY:

Full-time faculty members of IBA.

Employees on conference leave will not have their leave accounts debited for the period of conference. They will be paid the same remuneration during their absence they would otherwise have earned.

Study Leave

ENTITLEMENT:

Leave for foreign or local training or study leave may be allowed up to a maximum of four years with the prior approval of the Director IBA. The IBA will support foreign training of its employees only if the training / study are in an area of interest to the IBA.

ELIGIBILITY:

Full-time faculty members who have completed at least 2 years’ continuous employment with IBA.

SALARY PAYMENT:

During the period of foreign training / study leave, 100% salary will be paid up to a maximum of 4 years that the faculty member is away for coursework.

OTHER RULES:

- The employee on study leave is not allowed to avail any other leave, nor will earn leave accumulate during this period of absence.
- For such employees it would be necessary to sign a service bond as per the following schedule, and provide any other documents required by the IBA:

❖ 1-year study leave	1.25 years bond
❖ 2-year study leave	2.5 years bond
❖ 3-year study leave	3.75 years bond
❖ 4-year study leave	5 years bond

A change/extension in the study leave will result in the corresponding change in the required bond period.

- The IBA will also provide these employees economy class return air ticket for visa purpose and once for departure / arrival.
- Breach of the service bond will necessitate the employee to refund the salary paid to him/her during the study leave period, as well as cost of the return air ticket(s).



- Faculty members who request to go on study leave without pay will not be required to sign a service bond.
- A faculty member is eligible to go on another study leave after fulfilling the relevant service bond.
- Salary will only be transferred in Pakistan rupees to the employee's bank account/any other account as specified by employee anywhere in Pakistan. Foreign currency remittance facility will not be available.

Compensatory Leave

Compensatory Leave" refers to leave granted in lieu of work done on a public holiday, on being scheduled or formally and specifically asked to do so by the department head/ supervisor. "Public holiday" is a holiday declared by the Federal/Provincial Government, and announced by the Institution.

ELIGIBILITY:

IBA staff who are not entitled to overtime.

GENERAL RULES:

- a) Compensatory leave must be availed within the next two months of the public holiday(s) worked on.
- b) Compensatory Leave cannot be accumulated or encashed, nor can it be subjoined with any other leave - Sick, Casual, or Earned Leave.

Sabbatical Leave

IBA encourages its faculty members (including administrative officers who hold faculty rank) to engage in scholarly research or other activities that will increase their scholarly achievement or their capacity for service to the IBA.

ELIGIBILITY:

All full-time faculty members (regular and contract, tenured, non-tenured) at Assistant Professor level and above, having continuing appointments who have completed at least six consecutive years of full-time service at IBA are eligible for sabbatical leave. In computing consecutive years of service, periods of vacation leave and periods of sick leave with salary shall be included; periods of leaves of absence, other than vacation and sick leave with salary, and periods of part-time service shall not be included but shall not be deemed an interruption of otherwise consecutive service.

OTHER RULES:

- A sabbatical leave will not be granted for the purpose of taking regular academic or other employment of pecuniary advantage elsewhere.
- Sabbatical Leave cannot be subjoined with any other leave like Earned Leave.
- There will be no leave accrual in the period during which the faculty member is on Sabbatical leave. This includes earned leave, sick leave and casual leave.
- A faculty member becomes eligible for a subsequent sabbatical leave provided that the minimum required contract years, i.e. 6 years, of full-time service has elapsed since the end of the previous sabbatical leave.



TERM AND COMPENSATION OF THE SABBATICAL:

- Sabbatical leave will be granted to the eligible faculty member for a maximum of one academic year (Spring, Summer and Fall semesters), inclusive of travel time if they are going out of the country for research.
- Percentage of salary paid while on Sabbatical: 75%
- Leave start dates are fixed as follows:
 - First day of the Spring Semester
 - First day of the Summer Semester
 - First day of the Fall Semester

A year's leave starts and finishes on one of the above dates.

Leave Preparatory to Retirement (LPR)

LPR is applicable only to existing regular employees (both Option A and Option B) as per the following rules:

- a) The maximum period, up to which an employee may be granted leave preparatory to retirement, shall be three hundred and sixty five days. This is applicable to those employees who have accumulated leaves prior to any subsequent change that may occur in the earned leave policy.
- b) Such leave may be taken, subject to availability, either on full pay, or partly on full pay and partly on half pay, or entirely on half pay, at the discretion of an employee. The pay will be the last drawn gross salary on of the day the employee goes on leave.
- c) An employee may, fifteen months before the date of superannuating or thirty years of qualifying service, at his/her option, be allowed to encash his/her leave preparatory to retirement if he/she undertakes in writing to perform duty in lieu of the whole period of three hundred and sixty-five days or lesser period which is due and admissible.
- d) In lieu of such leave, leave pay may be claimed for the actual period of such leave subject to a maximum of one hundred and eighty days of accumulated leave.
- e) If at any time during such period leave is granted on account of ill health, supported by medical certificate, or for performance of any religious obligations (e.g. Hajj, ziarah, etc.), the amount of cash compensation on account of leave pay shall be reduced by an amount equal to the leave pay for half the period of leave so granted.

Employee Medical Policy

IBA offers all its full-time employees unlimited coverage with their spouses, dependent children and parents for Medical facilities of hospitalization across Pakistan.

ENTITLEMENT:

- a) Hospitalization and any treatment required during hospitalization in emergency and non-emergency cases in the panel hospitals (list available on the IBA portal) subject to the following deduction schedule in case of treatment at any panel hospital other than Liaquat National Hospital (LNH):

S.#	Name of Panel Hospitals	Deduction % on the Hospitalization Expense
1.	Liaquat National Hospital	0%
2.	Ibn-e-Seena Hospital Complex	15%
3.	Patel Hospital	35%
4.	Aga Khan University Hospital	50%
5.	City Medical Centre & General Hospital	As per Comparison with LNH
6.	Karachi Adventist Hospital	15%
7.	OMI	40%
8.	Chiniot Medical Centre	5%
9.	Nehal Hospital	20%
10.	National Institute of Cardiovascular Diseases (NICVD)	As per Comparison with LNH
11.	Dr. Ziauddin Hospital/Cancer Hospital/Medical University Hospital	20%

- b) Hospitalization and any treatment required during hospitalization in emergency and non-emergency cases in non-panel hospitals, reimbursable on the basis of agreed rates of LNH.
- c) Laboratory & diagnostic tests, blood transfusion, medicines, vaccines or other therapeutic substances declared essential for the recovery of the patient as prescribed/recommended by the attending physician during hospitalization.
- d) Pharmacy/Medicines & Surgical Items required during hospitalization at hospital (panel & non-panel) other than LNH are covered at its actual cost.
- e) For treatments that are not available at LNH, employee can avail that facility at any other hospital at actual however employee will need to inform the designated HR Executive accordingly, otherwise deduction rule will apply.
- f) Minor and Major Surgeries, including Day Care Surgeries.
- g) Maternity facilities including prenatal & postnatal treatment in case of hospitalization only.
- h) Diagnostic tests, prescribed medicines, consultation fees 15 days before admission and 15 days after discharge from the hospital related to that particular hospitalization case.

The hospital room entitlement per BPS grade or equivalent is as follows:

Grade 20 & above	Executive Room
Grade 17-19	Private A/C Room
Grade 14-16	Private Room Ward

ELIGIBILITY:

All full-time regular and contractual staff and faculty members are eligible for the medical facility from their date of appointment along with their eligible dependents. which include, spouse; in case of more than one wife, only the wife nominated by the employee will be eligible; unmarried daughter(s) with no age restriction till she/they get independent either by way of marriage or employment; unmarried son(s) up to the age of 25 years who is/are financially dependent on employee and not gainfully employed; mentally retarded children with no age restriction and financially dependent parent(s).

EXCLUSIONS:

- (a) Hospitalization expenses outside Pakistan.
 - (b) OPD/Outdoor medical care/medications and Radiotherapy administered in outpatient care.
 - (c) Charges for phone calls, attendant/guest meals during hospitalization and private nursing etc.
 - (d) Expenses pertaining to any cosmetic treatment.
 - (e) Facilities availed in excess of entitlement will be borne by the employee (e.g. if bed entitlement is general ward but employee takes a semi-private room, the difference in charges will be borne by the employee).
 - (f) Treatment in an emergency ward not resulting in hospitalization is not covered.**
 - (g) Treatment resulting from participation in war, riots, civil commotion or any illegal act including resultant imprisonment; War, Invasion, act of foreign enemy, hostilities, etc.
 - (h) Tests or treatment related to contraception or sterilization.
 - (i) Hospitalization due to injuries resulting from rock climbing, mountaineering, pot-holing, skydiving, parachuting, hang-gliding, para-sailing, ballooning, all diving and surfing, racing of any kind other than on foot and all professional sports.
 - (j) Expenses incurred as an organ donor.
 - (k) Dental examinations, x-rays, extractions / surgical extractions, fillings and general dental care.
 - (l) Self-inflicted injury including attempt at suicide, abuse of alcohol, drug addiction or abuse, sexually transmitted disease and any treatment or test in connection with Acquired Immune Deficiency Syndrome (AIDS) or any AIDS related to conditions or diseases.
- Employee needs to inform the relevant HR Executive in case s/he has availed hospitalization for treatment which is not available at LNH otherwise deduction rule will apply.

For other details of the Medical Policy and a detailed procedure as to how to avail the medical facility in panel and non-panel hospitals, please refer to the Medical Policy Rules and Regulations on the portal.

Traveling and Accommodation

The traveling entitlements, daily allowance and lodging allowance entitlements of faculty and staff are applicable only when the faculty or staff member travels for official work within or outside of Pakistan outside of Karachi. The allowances are as follows:

ELIGIBILITY:

All employees in BPS – 17 & above (or equivalent grade) of the IBA will be eligible for the following for travel and accommodation entitlements depending on their position/ grade as stated in Traveling & Accommodation Policy of the IBA:

#	Grade (equivalent in contract hiring)	Designation	Air Travel		Accommodation		Per Diem
			Domestic	Int'l	Domestic	Int'l	
1	22	Dean & Director IBA	Economy Plus	Business Class	5 Star	5 Star	Actual* including Mini Bar OR Rs.2100/- DA as per IBA Policy
2	20	Directors / Associate Deans	Economy Plus	Business Class	5 Star	4 Star	Actual* OR Rs.2100/- DA as per IBA Policy
3	20	Professor / Officers	Economy Plus	Economy	5 Star	4 Star	Actual* OR Rs.2100/- DA as per IBA Policy
4	19	Associate Professor / Officers	Economy Plus	Economy	5 Star	4 Star	Actual* OR Rs.1750/- DA as per IBA Policy
5	18	Assistant Professor / Officers	Economy	Economy	5 Star	3 Star	Actual* OR Rs.1750/- DA as per IBA Policy
6	17	Lecturer/ Officers	Economy	Economy	4 Star	3 Star	Actual* OR Rs.1400/- DA as per IBA Policy

* Per Diem at actual is restricted to breakfast (if complimentary breakfast is not provided), plus two meals a day for self, reimbursement of rent-a-car (1300 cc maximum) at actual for official purposes only. The reimbursement of per diem at actual bill will be subject to production of proper bills. Reimbursement of bills for mini-bar and personal telephone calls is not allowed (already approved by the Board of Governors IBA). Either Actual or Daily Allowance may be availed, not both.

The Travel Section of the IBA will make all air travel and hotel arrangements. However, if the approved hotel/ room in the approved hotel are not available, the incumbent will arrange the accommodation by himself/ herself and claim reimbursement as per his/her entitlement.

Persons desiring to travel by upper class not allowed in the policy may do so. However, they will have to pay the difference on their own.

Employees going on HEC funded program will be governed by the HEC T.A./D.A. rules.

For employees below grade 17 or equivalent, Daily Allowance, Lodging Allowance and Lodging Reimbursement are proposed as under.

Grade in BPS or equivalent	Daily Allowance (Rs.)	Lodging Allowance (Rs.) (for those persons who use private accommodation and do not claim lodging reimbursement)	Lodging Reimbursement (Rs.) * (maximum allowed for hotel room charges)
12 – 16	1050	1050	2625
7 – 11	875	875	1750
5 – 6	700	700	1400
Below 5	525	525	1050

* The above is the maximum reimbursement (subject to production of original bills), inclusive of additional facilities used at the hotels, e.g. laundry, telephone, etc.

OTHER RULES:

1. The Travel Section will make all travel arrangements other than by train or by road.
2. Accommodation for female employees traveling within Pakistan could be at hotels other than those specified or as per their entitlement levels, if so required in view of safety and security considerations, if applicable.
3. Employees in BPS – 17 & above or equivalent are allowed to travel by train in Air Conditioned Sleeper and employees of BPS – 16 & below or equivalent are allowed to travel by train in Lower Air Conditioned. Rent-a-Car is allowed for traveling by Road to BPS – 17 & above or equivalent and for BPS – 16 & below or equivalent Air Conditioned Bus/Daewoo service is allowed. The concerned departments will make these arrangements directly.
4. If employees of different grades/ positions are traveling in groups, their respective travel and accommodation entitlements will apply. If an employee opts for a lower grade of travel or accommodation, this would be permitted; however, he/she would not be entitled to receive any payment in lieu of the difference in cost.
5. In exceptional cases the Dean & Director can give the approval for traveling by air to grade-16 & below or equivalent.
6. An employee traveling abroad for official purposes is required to have the validity of passport for at least six months from the intended date of travel. Passport renewal fee or any other related fee will have to be borne by the employee.
7. Non-management staff required to travel in relation to their work assignments would not be eligible for overtime payments for the travel / commuting duration, if the same is after normal work hours or on weekly / public holidays.
8. All admissible travel expenses will be reimbursed in accordance with the IBA Travel & Accommodation Policy. The travel expenses claim must be made on a completed Travel Expense Report duly supported by original vouchers / bills.

9. Cash Advances – To help ensure accurate and timely expense report preparation and reduce the additional paperwork required to process and track advances, the IBA **generally discourages cash advances** other than for TA and DA unless special circumstances apply. Employees are encouraged to use credit cards with a grace period to provide float time between incurring the expense and receiving reimbursement from the company.
10. Car Rentals – If a car is required at the destination, the travel department will make an effort to make advance arrangements. Vehicle selection will be based upon the most cost-effective class that satisfies requirements for the employee(s) and any equipment. If IBA vehicle is used then no travel allowance will be paid to the employee. However, in other cases travel allowance will be reimbursed according to the lesser of expense or per diem rate pre-approved by the management.
11. Taxi Fare – Actual taxi fare shall be reimbursed as per receipts submitted by employee. However, reasonableness must be ensured by Finance Department.
12. Airport/train station/bus stand pickup and drop in Karachi will be provided by IBA.



Compensation

Salary Payment

Salary payment of all regular and contract full-time faculty and staff members is done through a bank transfer or by cheque (if a faculty/staff member so requests), before the last working day of the month. Salaries are disbursed by the Payroll Department, in the Finance Division.

Annual Salary Increase

- Faculty and staff members are eligible for an annual salary increase effective April 01 every year, subject to their having been in employment with IBA as of July 01 or before of the previous year, i.e. a minimum of 6 months of service as at the last day of the increment cycle is required, in order for an employee to be eligible for a pro-rated salary increment.
- For staff, annual salary increase is based on his/her performance during the past year, which is formally assessed by the supervisor in writing and shared with him/her (through the performance management process).
- Faculty members are given a general annual salary increase, and an additional merit increase to those eligible for this, based on their performance during the preceding year.
- Annual salary increase percentages are based on the salary increase budget for the year.

Overtime Work and Compensation

- Employees up to grade 16 who are formally asked to perform work beyond their regular scheduled hours in order to meet operational needs as “overtime work” will be compensated for this within the limits of the IBA’s policy for the same.
- Only the relevant Head of Section/Department Head will authorize overtime work. The nature and need for overtime work, and the number of overtime hours of work required must be described in detail on an Overtime Request Form/Register.
- Recourse to overtime as a means for supplementing emoluments is not permissible.
- Overtime payments require written approval of the relevant Head of the Department.
- Overtime up to 3 hours a day and 30 hours a month can be worked without prior approval of the Director.
- Approval of the Director is required for overtime work exceeding the limits as mentioned above, in addition to the Head of Department.



- Overtime is paid along with salary through payroll.
- Overtime is paid for each hour in accordance with the following formula for calculating hourly rates:

Regular staff:	2 x Basic Salary/150 hours
Contract staff:	Monthly Gross Salary/150 hours

- If an employee above grade 16 works beyond four office hours in any given work day, he/she should be provided dinner and transport or taxi fare.

Fee Concession Program

- A full-time IBA faculty or staff member, his/her spouse or one child, having obtained admission into the IBA will be given a 100% fee concession/waiver.
- This benefit will be available after at least one year of service at the IBA. If the employee decides to leave the IBA, the benefit will be immediately cancelled.
- The above benefit is not provided to part-time teachers.
- **Note:** Admission to the candidate will be given strictly on merit and as per normal IBA admission procedures.

Staff Welfare Fund

- The institute operates a Staff Welfare Fund for promoting general welfare of permanent employees in grades 1 to 16.
- Under the Staff Welfare Fund, interest free loans are provided from the Fund to meet the following requirements:
 - a) Education of employees or their children
 - b) Medical Expense
 - c) Marriages in the employee's immediate family
 - d) House repairs
 - e) Any other purpose specifically authorized by the Director at his sole discretion. Any special approvals will not serve as precedents for the future.
- Maximum ceiling of loan from the Welfare Fund will be Rs. 10,000/- per loan. Only one loan will be permitted per employee at any one time. A second loan will only be sanctioned when the previous loan is cleared.
- Loans will be repaid in 10 equal monthly installments, to be deducted from salary.

Canteen Facilities

IBA has a small canteen on its premises that provides a limited assortment of snacks. Other food items are available in the Karachi University canteen.



Performance Management

Probation Period

Non-teaching staff and faculty appointed at IBA will be on probation for 3 months, on the expiry of which they will be issued a letter of successful completion of probation on the report of the Department Head. On successful completion of probation period, the service will count from the date of appointment. However, the Department Head, in coordination with HR, may extend the period of probation, if required.

Performance Appraisal

Performance appraisals are conducted on an annual basis through a formalized process for both faculty and non-faculty staff who been in employment with IBA as of July 01 or before of assessment year, i.e. who have a minimum of 6 months of service as at the last day of the increment cycle are eligible to participate in the Performance Appraisal cycle. The details are available with HR or on the IBA portal.

Separation

Resignation, Termination

Resignation:

A faculty member (regular/contract, full-time and part-time), or staff member (regular/contract), who has successfully completed the probation period and is intending to leave IBA must give a written notice of intention to resign at least one month before he/she intends to leave.

The faculty/staff member intending to resign will inform his/her department head of this formally in writing, indicating the last day of work, and preferably also stating the reason(s) that have led to this decision.

If the faculty/staff member decides to discontinue employment with IBA during the probation period, then no notice is required.

An employee can utilize his/her earned leave balance to count towards notice period prior to separation from employment. If there is no leave balance, and the faculty/staff member is unable to serve the required notice period or a portion thereof, he/she will be required to pay the IBA, in lieu thereof, an amount equivalent to his/her salary for the requisite notice period not served.

The Human Resource department will obtain final clearance from all relevant departments in accordance with the separation checklist, which is then forwarded to the Finance Division (Payroll Department) for the settlement of dues.



Termination:

As per the terms of employment, during the probation period, an employee's services may be terminated at any time without any prior notice, or any remuneration in lieu of. In that case, the employee will only be entitled to receiving salary up to and including the day of termination of services.

In the event that an employee is terminated for cause, the separation from the IBA will be with immediate effect and no deductions will be made from employee's salary in lieu of notice period, nor will IBA owe the employee any notice pay.

Retirement

All IBA employees shall retire at the age of 60 years, provided that the IBA may, in public interest with the prior consent of the Director and subject to physical fitness, re-employ a person beyond the age of 60 years for a period not exceeding 2 years at a time, on the salary not exceeding the one he/she drew when he/she attained the age of 60 years, and further provided that prior sanction of the Patron will not be necessary in case of a BPS-5 employee (or equivalent) if he/she is in sound health and capable of performing his/her duty for which a certificate from the Medical Officer shall be necessary.

A faculty/staff member will be informed of his/her retirement date one year in advance of the effective date through the HR Department.

During post-retirement employment, a faculty/staff member will not be entitled to any other benefits.

Wearing of IBA Employee Identity Card

As part of an ongoing effort to maintain good security practices, it is mandatory for all IBA staff, inclusive of full time, part time, daily wagers, whether regular or on contract, to wear IBA identity cards while on duty. These cards will be prepared by the Human Resources Department to ensure that only authorized staff are on IBA premises at all times, all employees are required to keep the Employee ID card on their person, display it while entering into the IBA premises and continue wear it during their duty timings.

IBA security staff on duty is authorized to request any person entering IBA to prove / show their identity and wear IBA identity card around their neck or hang it with their shirt pocket etc.



Academic Freedom of Faculty

IBA recognizes the importance of academic freedom for unhampered inquiry and exchange of ideas essential to the intellectual life of an institution of higher learning. Academic freedom is a right of every faculty member and every student. It implies the obligation to respect and to support the academic freedom of all other members of the Institute academic community. The responsibility for preserving academic freedom at IBA rests equally with the faculty and the administration. Academic freedom for the teacher implies the right to an unfettered search for truth and its exposition in his or her chosen field of expertise or scholarship.

Specifically, the following principles of academic freedom are endorsed by IBA:

- a) *Teachers are entitled to full freedom in research and in the publications of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.*
- b) *Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter that has no relation to their subject. Limitations of academic freedom because of other aims of the institution shall be clearly stated in writing at the time of appointment.*
- c) *College or university teachers are citizens, members of a learned profession and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others and should make every effort to indicate that they are not speaking for the institution.*

IBA Directory

The telephone directory for both campuses can be downloaded from the IBA Portal at <http://iba/>. Got to:

Faculty —> Telephone Directory —> Main or City Campus or Detailed

