

SDG8: DECENT WORK AND ECONOMIC GROWTH

Economic Growth and Living Wage in India:

Economic Reforms: India has been implementing economic reforms to foster growth, employment, and financial stability. However, these changes haven't uniformly impacted the standard of living for all segments of society.

Living Wage Concerns: Despite economic growth, there are concerns regarding a living wage. Many workers, particularly in unorganized sectors, struggle to earn an income that covers basic necessities due to wage disparities and rising living costs.

Labor Laws and Rights: The government has enacted labor laws aimed at safeguarding workers' rights, including fair wages, safe working conditions, and protection against discrimination in the workplace.

UPES University's Compliance with Labor Laws:

Equal Employment Opportunities: UPES ensures an equal opportunity work environment, complying with labor laws to prevent discrimination based on gender, caste, religion, or ethnicity, providing fair and just employment opportunities.

Adherence to Labor Standards: The university maintains compliance with labor standards, ensuring a minimum wage that aligns with legal requirements and establishes fair working conditions for its staff and employees.

Employee Rights Advocacy: UPES advocates for the rights of its workforce, offering a platform for employee representation and addressing grievances or concerns in alignment with labor laws.

Future Goals and Impact:

UPES University's commitment to upholding labor laws and providing fair wages and working conditions aligns with the government's objectives to ensure employee rights. By continually improving compliance, advocating for fair treatment, and fostering a supportive work environment, UPES can contribute to a more equitable and just labor landscape.

In conclusion, while the Indian government is dedicated to enacting labor laws that ensure fair treatment and wages, UPES University's adherence to these regulations and commitment to advocating for employee rights establishes a harmonious and equitable workplace environment.

Recruitment and Selection

<https://upes-production-cvb3e7frghdda0a4.z01.azurefd.net/drupal-data/2023-09/principles-of-engagement.pdf>



1. Objective

1.1. The objective of this policy is to lay down guidelines for hiring talented and competent professionals for UPES who will contribute their best to fulfill the goals of UPES.

1.2. UPES is committed to select candidates based only on merit and as seen fit for the role to be hired for. UPES is against any form of discrimination while employing people at UPES.

2. Applicability

2.1. This policy is applicable to all full-time and part-time employees, including those appointed on contract basis.

3. Equal Opportunity, Diversity & Inclusion

3.1.1 UPES is committed to **provide equal opportunity to all and attract a diverse and effective workforce with a wide range of abilities, experience and skills.**

3.1.2 Therefore, employment practices in UPES will be **based on merit, qualifications, and competencies suitable to the given role;** and will **not be influenced or affected by an applicant's or**

employee's gender, caste, religion, age (within statutory limits), marital status, nationality, ancestry, ethnicity, geographical origin, sexual orientation, disability, proximity to another employee, or any other trait protected by law.

3.1.3 UPES does not tolerate any form of bias or discrimination against any employee, by virtue of any above indicated trait.

3.1.4 There will be no preference given to any candidate. Existing employees may provide references; however, hiring decision will be solely based on merit.

3.1.5 Any employee involved in the hiring process, found to be **engaging in any type of unlawful discrimination will be subject to disciplinary action**, up to and including termination of employment.

3.2. Employment of Relatives

3.2.1. UPES permits the employment of relatives in the University provided:

- a. They do not work for the same department or function.
- b. They do not share the same Reporting Manager and do not have any direct or indirect reporting relationship.
- c. When an employee becomes aware that a relative is seeking employment in the University, it is her/his duty to inform HR regarding the relationship shared with the candidate. It is the duty of HR to let the Reporting Manager know about the candidate.
- d. The Dean/ Functional Head shall approve hiring of relatives. HR should ensure that the same is documented and kept in records.
- e. It is the responsibility of the Dean/ Functional Head to monitor changes in employee reporting relations after the initial hiring to ensure compliance with this policy.
- f. In the course of employment, if the situation arises that two employees become close relatives and are in a position where direct or indirect conflict of interest may arise, it is the responsibility of the employees to inform the Reporting Manager and HR regarding this change.
- g. Either of the employees may seek a transfer or change, with the approval of the Vice-Chancellor. If there is no possibility of a change within the University, the HR may ask either of the two to seek alternative employment.
- h. The definition of relatives, for the purpose of this policy, includes relatives both by blood and marriage, i.e., parents, parents-in-law, spouse, children, brothers, sisters, brother-in-law and sister-in-law.

4.2. Manpower Planning

4.2.1. Manpower Planning helps to estimate the annual manpower costs and ensures its alignment with the current plans of UPES. This provides clarity to HR department on the basis of which recruitment strategy for the year is designed by Head - HR in consultation with the Vice-Chancellor/ and Deans/ Functional Heads.

4.2.2. Manpower plan should clearly indicate

- (i) the positions,

(ii) number of vacancies

(iii) the type of employment and

(iii) whether it is a new/ replacement position.

4.2.3. The final approval on manpower plan will be given by the Vice-Chancellor.

4.3. Job Description

4.3.1. Job descriptions are an important input for HR to hire the right candidate.

4.3.2. It is the responsibility of the Reporting Manager to prepare a Job Description in the prescribed format in consultation with HR for every position.

4.3.3. The Dean / Functional Head is required to approve the Job Description.

4.4. Recruitment Process

4.4.1. Vacancy and Approval

a. Recruitment is the responsibility of the Reporting Manager and s/he shall initiate the recruitment process for a vacant position.

b. The Reporting Manager is required to inform HR when a vacancy arises, through an e-mail.

c. In case of a vacancy arising, which is not part of the annual manpower plan, a business case will have to be presented by Deans/ Functional Heads to the Vice-Chancellor and Head - HR for exceptional approvals.

d. HR will be responsible for identifying the sources to be used for sourcing of candidates.

e. The different sources of hiring are as described below:

External Sources

- Job Portals like Naukri, Monster
- Social Networking sites like LinkedIn
- Consultants
- Advertisement in newspapers
- Campus Hiring

Internal Sources

- Internal Mobility/Job Posting
- In-house Data Bank
- Employee referrals
- UPES Website

- a. Job Portals / Websites
- b. Vacancies will be advertised on the identified Job Portals by HR for a minimum of 30 days depending on the urgency of the required position
- c. Consultants / Executive Search firms
 - Recruitment consultants are specialists in sourcing candidates for all kinds of recruitments and their services can be used for recruitment for various positions.
 - The terms and conditions including the commercials for the recruitment agencies shall be negotiated and empaneled accordingly by HR.
 - HR shall coordinate the entire process with the recruitment consultant. No other employee will contact recruitment agencies directly. However, employees may refer such consultants to the HR, who may then follow the empanelment process.
 - The recruitment consultants engaged shall be evaluated every 6 months and may be changed if the services offered are not found satisfactory.
 - HR will track the expenses on regular basis and maintain the records.
- d. Advertisements in Newspapers
 - HR shall give advertisements in local and national newspapers regarding vacancies at UPES.
 - The content of the advertisement shall be drafted by HR in consultation with the Vice-Chancellor / Deans / Functional Heads.
- e. University Website and Social Networking Sites
 - HR shall also upload the vacancies on UPES website and the UPES's accounts on various social networking sites, as and when required. No employee will be authorized to post any

4.5 Internal Mobility

- Based on the recruitment plan and the position, HR shall first make an attempt to utilize an internal resource to fill in the vacancy.
- An employee applying for an internal job posting should
 - a. have at least 24 months of continuous employment in the current role with UPES.
 - b. have a rating of 'E' or above during last 2 consecutive performance review cycles.
 - c. have the requisite qualifications, skill sets, behavioral competencies and track record of achievements
- The internal job postings (IJPs) will be shared with all employees in an email format.
- The IJP will be active for 1 week from the date of posting within which the interested employees can apply with last date for application clearly being specified in the IJP.
- All employees meeting the eligibility criteria can apply to the position keeping their managers informed about the same. These applications will reach the internal mobility counsellor who will then evaluate all the applications based on the eligibility criteria. All those meeting the eligibility criteria, will then be evaluated by the hiring manager(s).
- In case the employee is required to travel, TA/DA for attending interviews will be reimbursed to the candidate in accordance with the company's travel policy.

- In case selected, the internal mobility counsellor, the current manager and the new hiring manager along with the internal candidate will work on the transition plan including the plan for knowledge transfer, last date of work etc.
- Ideally, no current manager will be allowed to retain the employee beyond the notice period applicable to the moving employee. In case of conflict in release of the employee, the final decision will rest with the Vice- Chancellor, and Head - HR. This is to ensure that both business continuity & personal aspirations are met, as part of this process.
- Employee has the option to decline the offer if her/his expectations are not met, after the offer has been made.
- Once the movement of the employee is finalized, the movement will happen at the same level and any increments or promotions will happen as per the merit cycle. If a movement happens during the middle of the year – ratings from both managers will be taken on a prorated basis and a common rating will be arrived at.
- Relocation assistance will be paid in the event of change of place of work due to a successful IJP movement.
- The talent acquisition team in the meanwhile will work directly with the current manager on the positions that get vacant, as a result of the internal mobility.
- This policy may see certain variations depending on the need of the role, which shall be informed with the IJP mail. d. Employee Referral
- UPES encourages its employees to refer their friends and acquaintances who fit the specifications given in the job descriptions for the vacant positions.
- Participation in the Employee Referral Scheme is open to all full-time employees excluding members of HR and employees in band G4 and above.
- All applications should be submitted to HR.
- The referrer should not be a part of interview panel or any decision- making process related to selection and hiring of referred.
- Referrals cannot include candidates who have already attended interview with the University in the past six months.
- There is no bar on number of candidates referred.
- The referral payout will happen in one month of the candidate joining.
- If any resume referred is already a part of HR database, it will not be considered as a part of this scheme.
- Below given are the rewards associated with the Employee Referral.

Positions	Amount
<ul style="list-style-type: none"> Professor & above & equivalent non - faculty positions 	<ul style="list-style-type: none"> INR 10000/- per person
<ul style="list-style-type: none"> Associate Professor, Assistant professor (selection grade) & equivalent non - faculty positions 	<ul style="list-style-type: none"> INR 7500/- per person
<ul style="list-style-type: none"> Assistant Professor (selection grade), Assistant professor, Lecturer, Adjunct associate & equivalent non - faculty positions 	<ul style="list-style-type: none"> INR 5000/- per person

4.6 Selection Process

4.6.1. The key steps in selection will be as follows:

4.6.2. First level of screening a. The first level of screening of candidates' CV will be the responsibility of HR. This is to ensure that only candidates meeting the minimum eligibility criteria (such as educational qualification, experience level, etc.) as outlined in job description are shortlisted for further selection process.

4.6.3. Selection Tools a. Depending on the level of position and requirements of job, the selection process may comprise telephonic interview, panel / face-to-face interview, demo session on teaching, etc. b. Broad guidelines on selection tools that may be used for various levels are given below. The indicated selection tools should be used in combination to identify the best candidates.

- Telephonic Interview - HR will conduct an initial call with all candidates whose CV matches the requirement to understand basic information like experience, educational background, interest in pursuing the position, willingness to travel or relocate, notice period, etc.
- Panel Interview - All candidates for faculty positions will have panel interviews comprising of the panel members as shown in the table below:

Faculty	Cadre	Panel
All Schools	Assistant Professor (AP) , Assistant Professor –Senior Scale (AP SS), Assistant Professor – Selection Grade (AP SG)	HoD /Internal SME + Dean + Pro Vice Chancellor + HR
	Associate Professor, Senior Associate Professor, Professor	Dean/ClusterHead/Internal SME + External SME + Academic Strategy Team Member + VC + HR

Non Faculty	New Positions	Replacement Positions
All Schools	<ol style="list-style-type: none"> 1. Identify The Need For The New Role 2. Hiring Manager To Fill Talent Requisition Form (TRF) 3. Approvals On TRF (Talent Requisition Form) From: <ul style="list-style-type: none"> - Reporting Manager - Head of Department / Function Head - Vice Chancellor - Chairman HERS 4. HR Head, to be kept in the loop in all approval mails 5. Send TRF & Approvals to HRBP 6. HRBP to share all details to TA Team 7. CV Sourcing will be initiated 	<ol style="list-style-type: none"> 1. Identify The Need For The New Role 2. Resignation Mail from Employee 3. Hiring Manager To Fill Talent Requisition Form (TRF) 4. Approvals On TRF (Talent Requisition Form) From: <ul style="list-style-type: none"> - Reporting Manager - Head of Department / Function Head 5. Send TRF & Approvals to HRBP 6. HRBP to share all details to TA Team 7. CV Sourcing will be initiated

c. Psychometric test should be conducted for employee in grade G4 & above.

4.6.4. Background Verification Process

a. Background verification by an external agency shall be done for all selected candidates who have accepted the letter of intent.

b. A professional background verification agency would be appointed to check and verify the candidate's documents. c. The process will include the following documents to be verified:

- Educational Qualification
 - Previous Employment (up to 2 employers)
 - Permanent Address
- d. If the candidate is found to falsifying any of his / her documents or claims, the job offer will be terminated immediately by giving a written notice.

4.7. Final Selection

4.7.1. After the interview, the panelists shall summarize their interview notes and give their recommendation on which candidate will be selected, supported with concrete reasons.

4.7.2. HR shall prepare the final shortlist of candidates, based on the recommendations of the interview panel and collect the interview evaluation sheets (Annexure 4) and selection minutes

4.7.3. The selection minutes and interview evaluation sheets are submitted by HR to the Vice-Chancellor for approval.

4.7.4. The salary for the final candidate should be decided and negotiated by HR.

4.7.5. Any offer, where the designation and level being offered is different from that indicated on the approved vacancy, shall require prior approval of the Vice-Chancellor.

4.8. Letter of Intent

4.8.1. The letter of intent shall be sent to the candidate through e-mail within one week of salary negotiation.

4.8.2. The letter of intent contains the details of the position, school / department, location, reporting relationship, salary details, role and responsibilities, etc.

4.8.3. The letter of intent must be made in writing (Annexure 6) and signed by the authorized signatory of HR.

4.8.4. The candidate must convey acceptance of the offer within 7 days of receipt of the letter along with a signed copy of the letter of intent stating the confirmed date of joining.

4.8.5. If the candidate fails to comply with the provisions of the letter of intent or date of joining or for any other reason, the offer may be withdrawn.

4.8.6. In such cases, the next candidate in the final shortlist can be offered the position or a fresh recruitment may be undertaken.

Joining and Induction Policy

<https://upes-production-cvb3e7frghdda0a4.z01.azurefd.net/drupal-data/2023-09/principles-of-engagement.pdf>

Joining and Induction Policy



1. Objective

1.1. The purpose of this policy is to ensure that new joinees feel welcomed and settled in the new environment with all relevant information related to employment.

1.2. The policy details the joining process and formalities to be completed by new joinees at UPES. It also outlines the induction process to ensure that new joinees are made familiar with the culture, values and Principles of Engagement of UPES and are inducted into their role and work environment.

2. Applicability

2.1. This policy is applicable to all full-time employees, including those appointed on contract basis.

2.2. Visiting faculty will be given a brief Induction by respective Head of Department, based on the duration of their contract and the criticality / nature of their role.

3. Guidelines

3.1. Policy flow

3.1.1 The joining and induction policy has been divided into three parts – a. Pre- Onboarding Formalities b. Onboarding Process c. Induction at Campus

3.2. Pre - Onboarding

3.2.1 New hires are required to submit the signed Letter of Intent as a token of acceptance of the offer, within 7 days from the date of offer roll-out.

3.2.2 It is the responsibility of HR to contact the hired candidate 2 weeks before the joining date and provide advance information pertaining to joining such as list of documents to be submitted, address of the joining location, contact person at the joining location etc.

3.2.3 HR will ensure that all arrangements are made, in coordination with the Administration and IT departments, to facilitate smooth joining experience.

3.2.4 HR is also required to update the Deans/ Functional Heads about the joining date and other details of the new hire.

3.3. Joining and On-boarding

3.3.1 Newly appointed / recruited employees are required to report at the assigned location / campus on the date mentioned in the Letter of Intent.

3.3.2 On the first day, joining formalities will be undertaken by HR, as detailed below:

a. New joinees should submit a copy of the following documents to HR and carry the originals for verification. Original documents should also be produced for verification, if required

- Signed Letter of Intent
- Resume
- Education certificates - 10th, 12th, graduation, post-graduation, others
- Resignation Acceptance / Relieving letter from the last employer / Experience letter from previous employers
- UAN
- Declaration of dependents
- Proof for current and permanent address
- Emergency Contact details
- Passport size photographs-6
- Aadhaar Card
- PAN Card
- Nationality Proof (A copy of the Passport) and Work Visa to be obtained in case of Expatriates
- Passport
- Verification from appropriate authorities as required in case of Expatriates

b. Post submission of documents, the new joinees will be provided 2 hard copies of their Appointment Letters. They shall keep a copy for themselves and sign the other copy and hand it over to HR for filing.

c. New joinees will be required to fill-in various employment forms (such as personal detail forms, PF and Gratuity nomination form, IT declaration form, etc.).

d. The process for bank account opening and email-id creation shall be initiated. e. HR will take the new joinees through a HR orientation session on the day of their joining, which will include the following:

- About the University (overview, history, vision, mission, values, etc.)
- Broad level University Structure
- HR Policies in a nutshell
- Links to important online portals / systems and a checklist to the employee(s) detailing out the first 90 days journey
- Contact details of the immediate Reporting Manager, Buddy and HR
- Campus/office tour and introduction to the leadership team

- Introduce the employee to her/his Reporting Manager/ Dean/ Functional Head and buddy. f. The school/ function shall take the individual(s) through departmental boot camps that will help the individual(s) understand the school/ function better. These boot camps shall include the following (but not limited to) elements as mentioned below:

- Strategic overview, domain and scope of the school/ function, key priorities/goals for the school/ function;

- School/ Function structure, work flow / processes, SOPs, key stakeholders within and outside the School/ Function,

- Roles and Responsibilities / pre-work for Goal Setting for the employee and KRAs.

3.3.3 Induction at Campus

a. HR shall organize formal and detailed Induction program of 2 days for new joinees at the Campus. However, for some employees the duration of the induction may vary according to seniority and criticality of the role.

b. HR will communicate the date along with the schedule of the induction to both the new joinees as well as the employees conducting the Induction.

c. Attendance for the 2 days induction program by all new joinees is mandatory and no exemption from the same shall be allowed.

3.4. Buddy System (Sahayak)

3.4.1 As indicated above, each new joinee shall be assigned a buddy, who will assist her/him to settle at UPES and address their queries, in the initial days of joining.

3.4.2 Buddy should be identified as per the criteria stated below:

a. Should have been in the system for a minimum period of 1 year;

b. Has a willingness and ability to support others;

c. Has a good track record of performance;

d. Is skilled in / has knowledge of the new employee's job;

e. Is a peer of the new employee; f. Has excellent communications and interpersonal skills; g. Is well regarded and accepted by current employees.

3.4.3 Periodic workshops for buddies shall be conducted to apprise them of the scope, role and details on how they are to provide navigational support the new joinee.

3.5. Feedback from New Joinees

3.5.1 HR shall collect feedback from new joinees at 2 instances to understand their views and suggestions on improving their onboarding experience.

3.5.2 One immediately after the 2-day induction program. All new joinees attending the program shall fill up the Induction Feedback Form (Annexure 7).

3.5.3 The second feedback shall be taken post completion of 30days by the new joinees at UPES. HR shall invite them for a session and seek feedback over a discussion with the leadership, on their experience over the last 30days at UPES.

Leave Policy

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3.6. Maternity Leave

3.6.1. Maternity Leave will be available to all female employees to take time off work during the prenatal / postnatal stage of the child.

3.6.2. Maternity Leave can be availed up to a maximum of 26 weeks with full pay for up to 2 children and 12 weeks for more than two children

3.6.3. This is in accordance with the provisions of the Maternity Benefit Act (1961) and amendment of the Maternity Benefit Act (2017).

3.6.4. Maternity Leave with full pay will be given to employees who have completed a minimum of 80 days on the payroll in the 12 months preceding the expected date of delivery.

3.6.5. All intervening holidays / weekly offs will be counted as a part of the Maternity Leave.

3.6.6. In order to avail Maternity Benefit, eligible employees are required to submit an application to their Reporting Manager along with supporting medical documents. This would be to inform the expected date of delivery and the date on which Maternity Leave is to commence.

3.6.7. Subsequent to approval from Reporting Manager, the application should be submitted to HR for records and processing of salary / leaves.

3.6.8. In case the employee is unable to submit the application before proceeding on maternity leave, she may give the application as soon as possible.

3.6.9. The failure to give such application will not disentitle the employee from the maternity benefits and other entitlements.

3.6.10. Leave in case of miscarriage: In case of miscarriage or medical termination of pregnancy, an employee on production of related medical documents will be entitled to leave with full pay for a period of 6 weeks immediately following the day of her miscarriage or medical termination of pregnancy.

3.6.11. Leave in case of illness during pregnancy: In case the employee suffers from illness arising out of pregnancy, delivery, premature birth of child, she will be entitled to leave with full pay for a maximum period of 1 month, on production of such proof. This period shall be in addition to the period of maternity leave.

3.6.12. Work from home may also be considered in cases where the employee is capable of working but has restricted mobility

3.6.13. In case of illness of the new born baby, the employee shall be allowed to avail PL/CL in continuation to Maternity leave on production of Medical Certificate specifying the same.

3.6.14. All employees on returning to duty after maternity leave, shall, in addition to the rest allowed to her, be allowed 2 breaks during her daily work hours for nursing the child until the child attains the age of 15 months.

3.6.15. Extension of Maternity Leave

a. If extension of Maternity Leave is required, employee should apply for the same at least 1 month in advance.

b. The approval on extension of Maternity Leave will be provided by respective Reporting Manager.

c. The extension will be granted for a maximum duration of 6 months, which will be first adjusted against the available PL balance of the concerned employee. If PLs are exhausted, the balance extension period will be considered as a leave without pay.

d. The extension of Maternity Leave will be applicable post completion of the entitled Maternity Leave.

3.6.16. Child Support Post Maternity Leave

a. UPES will support the employees who have returned from Maternity leave and those who have kids below the age of 6 years.

- Employees at campus – day care facility on campus
- Other offices – day care facility around the offices.

b. Female employees may visit the facility to take care of their children as required.

Non-Discrimination

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3.16.1 It is UPES's policy to be fair and impartial in all its dealings with employees. UPES will not discriminate against employees as a result of the approved use of leave or a proper request for such leave.