

Human Resource Policy at the Muhammad Medical College (MMC)

Faculty Recruitment and Selection Process

- The Institution aims to hire, develop and retain high-caliber faculty to meet its mission and strategic plans in the areas of education, research, professional service and leadership.
- The head of each department/ division, in consultation with the colleagues, will plan its requirements for new faculty for the following year during the annual budget process, based on the mission of MMC and strategic plans for the department.
- After making sure that there is a PM&DC requirement and ensuring that an approved vacant budgeted position exists, the department head/ chair will forward a Personnel Requisition form and Job Description for the position to Director Human Resource for initiation of the search process.
- All full-time faculty positions to be filled at the level of Senior Instructor/Senior Lecturer/Senior Registrar and above (new and replacements), need to be advertised in MMC's website and dedicated social media pages/groups. Advertisement may also be given in local and/or national newspapers, journals for which the recruitment department do the needful in consultation with the Dean/ Director depending on the level of the position.
- All advertisements for faculty positions will also be placed on the MMC's website.
- A data base for all applications, including unsolicited ones will be maintained by the Recruitment Department, and hence all applications received for faculty positions should be forwarded to the Recruitment Department, where they will be acknowledged and logged.

Employee Selection

- At MMC all decisions regarding selection and hiring of employees are made solely on the basis of job-related criteria and merit. Every effort will be made to place new employees in positions that best utilize their skills and abilities, and in which they will be able to achieve both personal satisfaction and opportunity for growth.
- The minimum age for employment at MMC is eighteen years. Applicants for positions must have a National Identity Card or a valid passport, without which an employment offer will not be made.
- Applicants previously employed with MMC and who have reapplied will be given consideration, subject to their past work history and performance being satisfactory. However, they will normally not be re-hired before a minimum period of 6 months after separation.

Pre-Employment Physical Examination

- • All faculty and staff members selected for employment at MMC are required to undergo a pre-employment physical examination before commencing employment.
- • Pre-employment physical examination will include diagnostic tests to assess the prospective employee's health status vis-à-vis the position being offered and related responsibilities.
- The Recruitment Department will normally issue the appointment letter for employment after receiving satisfactory results of the pre-employment physical examination. However, if by exception an employee is required to join before the pre-employment physical examination or before the receipt of results, the appointment letter will include a clause that the appointment is subject to receiving satisfactory results of the pre-employment physical examination. Such employees will not be issued a confirmation letter until certified as fit for employment.

New Employee Orientation

a) General Orientation

- All faculty and staff members are required to attend a general orientation program on commencement of employment i.e. preferably the first orientation program to be held after joining.

- The general orientation programme will familiarize new faculty/ staff members with the goals and objectives of the Institution, its history, organization structure, services provided by the MMC, important human resources policies, safety and security procedures, and other aspects related to employment at MMC.

b) Departmental Orientation

- A new faculty/ staff member's supervisor has the responsibility to induct him/ her into the department and the position. He/ she is required to familiarize the new faculty/ staff member with the department's functions, the duties and responsibilities of his/her position, the rules and regulations of the Institution, and any other related aspects.

The cost of the pre-employment physical examination will be borne by MMC.

Workweek

- MMC follows a standard 42-hour workweek for Non-Shift employees.
- Shift employees will follow the schedules in their department

Code of Conduct

Attendance

- Punctuality and regular attendance is of significant importance at MMC.
 - MMC and MMCH have biometric attendance recording system, whereby each department maintains a record of the daily attendance of its staff either in the standard Attendance Sheet or through the computerized system, as applicable. Faculty members are not required to record their daily attendance in view of the nature of their work.
 - Department heads are responsible for ensuring attendance regularity and punctuality of faculty and staff in their department.
- In cases of persistent late arrivals and absences without leave, the department head will ensure that the concerned faculty/staff member is counseled to become punctual and regular. If the tardiness continues, the department head will proceed according to the guidelines in the policy for employee discipline to correct this behavior

Identification Card

- All faculty and staff members are issued an MMC Identity Card by the Safety and Security Department and are required to display their cards while on duty in order to facilitate in identifying employees for access and better security control. Faculty/staff members are responsible for the safe custody of the MMC identity card issued to them.
- In case of loss of your identity card you must report the same in writing immediately to your department head and the Safety and Security Department, so that the lost identity card is not misused. You will need to obtain a new identity card from the Safety and Security Department at a fee.

Dress Code

- All faculty/ staff members are required to be well groomed and dressed appropriately for the job at all times.
- Both male and female faculty/ staff members are required to portray a professional, business-like image in their attire, which should be in harmony with national cultural sensitivities.

- Where there is a prescribed uniform, faculty/staff members are required to wear it.
- If the Dress Code is not adhered to, the faculty/staff member may be liable to disciplinary action.

Confidentiality

- Faculty/ staff members must ensure that all information and records are maintained in a confidential manner.
- This will include any confidential information or document with respect to the Institution, and matters related to employees, patients, students or others associated with the MMC which should not be disclosed or mentioned to anyone except to persons authorized to access such information.

Employee Discipline

- The management requires all faculty and staff members to maintain the highest standards of work performance and conduct and abide by established rules and regulations and to contribute effectively towards accomplishment of organizational goals.
- A faculty/staff member may be liable to disciplinary action for noncompliance to organizational policies, or misconduct, depending on the nature and extent of the offense. However, he/she will be entitled to receive a fair and just hearing, and to state his/ her version of the issue during disciplinary proceedings.
- Required to wear the complete uniform while on duty.
- ‘Disciplinary action’ will consist of one or more of the following measures depending on the nature of offense:
 - Verbal counseling
 - Written reprimand
 - Suspension from work
 - Withholding of annual increment or promotion for a specified period not exceeding one year.
 - Withholding annual merit increment for a specified period (to be given later with or without retroactive effect from the due date) Passing over annual merit increment for that year.
 - Termination of employment (with full benefits)
 - Dismissal for misconduct (without benefits).
- Department heads will manage disciplinary action for minor offenses (e.g. habitual late attendance, absence without leave, etc.).
- In case of instances of major offenses (e.g. insubordination, theft, fraud, etc.) the department head should immediately inform the Human Resource department for appropriate disciplinary action to be taken as deemed expedient. Contravention of institutional policies and guidelines may result in disciplinary action which may lead to conclusion of employment depending on the nature of the offence.

Employee Records

- The personnel file of any employee will be maintained as confidential data; only the employee’s department and organization head and immediate supervisor will have access to personnel records of employees reporting to them. An employee is not authorized to have access to his / her file.
- In case an employee requires information from his/her personnel file; the employee should request this through their Department Head or via the Manager of the Human Resources Department.
- Faculty/staff members are required to inform their department head in writing about any change in personal information (e.g. change of address or telephone number, marital status, birth of a child, etc.), education qualifications, honorary appointments, etc., and this information should be forwarded to the Human Resource department for his/her personnel records.
- The department head must also communicate to the Human Resource department any other information, which would have an impact on the faculty/staff member or his/her work at MMC.

Acceptance of Gifts

- Faculty/ staff members are not permitted to accept gifts in cash or in kind from patients (or their relatives), vendors, suppliers, students, other faculty/ staff members, or any other persons/ institutions, for services rendered, or on the basis of professional/ business relationships developed.
- ‘Gifts’ will not refer to flowers and eatables like sweetmeats, chocolates etc. often given by patients or students to faculty and staff members in the department as a whole, or institutional give aways of nominal value.
- • Faculty/ staff members should, as far as possible, politely decline the offer of gifts and communicate that they are not permitted to accept gifts 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 Institution’s ‘Gift Bank’.
- Gifts received by a faculty/ staff member must immediately be reported by her/ him to the department head in writing and then be forwarded to the ‘Gift Bank’ maintained by the Internal Audit Department.
- Patients/ students or any other persons desiring to give expensive gifts should be encouraged to make a donation to MMC of the equivalent amount in lieu, and be guided to the Resource Development Department.

Conflict of Interest

- The activities and involvements (professional or personal) of employees should not in any way conflict with the interests of MMC directly or indirectly. Employees’ acts must be motivated by MMC’s best interest rather than any consideration of potential or actual personal advantage to himself/herself or family members or associates.
- A conflict of interest may arise when a faculty/ staff member is in a position to influence either directly or indirectly the Institution’s service, business, research, or other decisions that could lead to gain for him/herself, family members, or other associates. Faculty/ staff members must ensure that such situations do not arise.
- In case an employee feels that a situation could pose an actual or potential conflict of interest, he/she should discuss it with the supervisor or the Human Resources Manager, for guidance.
- However, in such a situation or its likelihood, a faculty/staff member is responsible to provide the supervisor a full disclosure in writing of the circumstances that could lead to a conflict of interest with the Institution. A copy of this should be given to the Human Resources Manager. In some instances, full disclosure of the facts by the employee is all that is necessary for the employee or MMC to protect its interests and may not require any further action.
- Each situation will be assessed jointly by the Human Resource Director and the concerned department/division head. Consideration will be given to the circumstances and the extent of involvement of the employee, his/her family members and/or others concerned.

Outside Employment or Business

- Full time faculty/ staff members of MMC 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 or temporary basis.
- A faculty/ staff member may take up a teaching activity in his/her free time (non work hours) at a professional institution pertaining to his/ her professional expertise for the purpose of professional development, societal contribution, networking, etc.
- The faculty/ staff member will not retain any form of remuneration for the service rendered. Remuneration or honorarium received (in cash or in kind) will need to be given over to MMC.

Use of Official Stationery

- The Institution authorizes eligible faculty and staff to use official stationery for business purposes. Official stationery includes letterheads, visiting cards, greeting cards, files, etc.

- Letterheads should be used for official purpose only. These should not be used for personal references, letters of resignation, interdepartmental communication, or any personal correspondence.
- All faculty members and management staff are eligible to obtain visiting cards required for official business use as per the standard institutional specifications.
- Greeting cards may be used for sending greetings to official contacts outside MMC. These greeting cards should not be used for interdepartmental or personal greetings.
- Desktop stationery (e.g. pencils, ball pens, writing pads, plain sheets, computer paper, envelopes, etc.) should be used with discretion and only for office use.

HIV and AIDS At The Workplace

- The MMC recognizes that HIV & AIDS is an important workplace issue that adversely impacts the organization's performance and in particular threatens the lives of employees, their families and society at large.
- MMC will adhere to non-discriminatory practices that reflect the policy that employees are recruited and assessed solely on merit and ability to perform.
- Discrimination or harassment towards someone because of his/her HIV status will be considered a disciplinary offence.
- MMC will endeavor to ensure that faculty and staff is trained in and observes Universal Precautions and that they are knowledgeable about procedures to be followed in the event of an occupational accident or injury. Members of the workforce will accept responsibility to protect themselves and others, to manage illnesses and not to endanger others.
- No employee of the MMC will be required to undergo HIV screening for purposes of employment, promotion, training or any other work related activity.
- If an HIV test is required by a third party contracted by the MMC e.g. for insurance purposes, members of the workforce will have the right to decide whether or not to undergo such a test. Their decision will not affect their employment status but may affect the level of coverage/ benefits as per the terms and conditions set by the third party.

Drug-free Workplace

- The MMC expressly prohibits the unlawful manufacture, distribution, dispensing, possession or use of dangerous drugs or narcotics, and endeavors to maintain a workplace, free of the unauthorized use of controlled substances.
- The MMC's policy statement on Employee Discipline also maintains that, the unauthorized possession of intoxicants or illegal drugs, and / or working under the influence of drugs or alcohol is cause for disciplinary action.

Harassment

- Any unwanted conduct which is intended to or which creates the effect of violating the dignity of an employee or creates an intimidating, hostile, degrading, humiliating or offensive environment for an employee will constitute harassment. Harassment may be intentional or unintentional, conscious or subconscious.
 - All allegations or complaints of harassment, both oral and written will be treated with the strictest confidence for all parties concerned.
 - Anyone who feels that they are being subjected to harassment in any form, whether a one off incident or on a regular basis should take action to prevent it from happening by reporting to their supervisor or to the Human Resources Department.
 - A complaint can be made either verbally or in writing; however all sexual harassment complaints should be in writing.

3.6 Transfers

- Faculty/staff members are given an opportunity to apply for a transfer to new job openings and/ or existing vacancies within MMC. Correspondingly, management may transfer faculty/ staff members to meet institutional needs.
- A transfer may be interdepartmental or intradepartmental which may be a promotion or a lateral transfer.
- A faculty/ staff member may apply to the Recruitment Department through his/her department head for a vacant position posted on the bulletin board, or for any other vacancy he/ she may have learnt about. A faculty/ staff member may apply for a transfer after having

completed at least one year in his/ her current position. The faculty/ staff member will need to obtain approval from his/ her department head for the transfer application to be processed by the Human Resources Department. The department head will need to inquire from the faculty/ staff member his/her reasons for applying for a transfer.

- The faculty/staff member will forward the approved application for transfer along with an updated resume to the Human Resources Department.
- Applications for a transfer are considered on the basis of :
 - - Skills, qualifications and abilities to perform the new job.
 - - Satisfactory performance in the current position.
- A faculty/ staff member qualifying for the transfer shall be released from his/ her present position on a schedule consistent with the needs of the two departments involved.
- All transfers will be at the management's discretion. The Management reserves the right to transfer or re-assign faculty/ staff members when required

Employment of Relatives

- Employment of persons who are related by blood or marriage to a faculty/ staff member will be considered, provided:
 - - The individual possesses the necessary qualifications
 - - One is not the supervisor of the other.
- Normally related employees will be assigned to different departments
- 'Related persons' refers to spouse, parents, sons, daughters, brothers, sisters, grandparents, grandchildren, brothers-in-law and sisters-in-law, father-in-law, mother-in-law, daughter-in-law and son-in-law.
- If a faculty/ staff member marries another faculty/staff member, both may retain their positions provided one is not under the supervision of the other.

Job Descriptions (JD) for Faculty and Staff

- The job description will incorporate the nature and scope of one's job, competencies required and the job specification.
- The job description will define the position of the job in the organization and clarify the contribution the job holder is expected to make to the achievement of the organizational and departmental goals and objectives.
- The job description will provide the framework for setting objectives for purposes of performance management.
- 'Benefits are applicable to regular full-time faculty/ staff members having an employment contract of at least one year, subject to respective policy provisions.

Leave

Earned Leave

- An employee is entitled to 14 calendar days paid annual leave.
- Workers are entitled to 1 day of rest per week (24 consecutive hours). The weekly rest day is usually Sunday. If a worker has to work on holiday; he can't be made to

work consecutively for 10 days without being given a compensatory holiday for full one day.

- Only 07 accrued earned leave days can be carried forward to the next calendar year.
- Earned Leave can normally be taken after completing at least six months employment, up to the maximum accrued entitlement.
- Faculty and staff members should plan their Earned Leave for the year in consultation with their department head at the beginning of the year in accordance with the operational exigencies of the department/Institution.
- Department heads should plan earned leave for faculty/ staff of the department as a whole at the beginning of every year.
- A faculty/ staff member should submit a formal Leave Application to the supervisor/department head for approval at least four weeks prior to the date for which leave is required.
- On returning to work, the Duty Resumption Report must be completed and forwarded by the faculty/ staff member to the Human Resource department for timely payroll processing.
- Sick Leave and Earned Leave may be subjoined subject to a medical certificate being provided.
- Faculty/ staff members are not permitted to engage in any form of employment or business during Earned Leave.
- Faculty/ staff member will normally not be permitted to avail Earned Leave during the notice period prior to resignation, unless exceptional circumstances warrant this as determined jointly by the concerned Manager in the Human Resources department and the Department Head. In the event of resignation/termination, accrued earned leave days will be encashed with the faculty/ staff member's final settlement of dues.

Sick Leave

- All full time permanent faculty/staff members are eligible for sixty calendar day's sick leave per calendar year for absences resulting from illness or injury. Of these sixty days of sick leave; thirty will be at full pay, 15 will be at half pay and 15 will be unpaid sick days.
- If a faculty/staff member is sick and unable to come to work on a particular day, he/ she must inform the supervisor by telephone, or by a written message. Employees working in shifts should inform their supervisor before the commencement of work time so that the supervisor can make necessary alternate arrangements as required.
- If the period of absence is to exceed two consecutive days, the faculty/ staff member should submit to the supervisor, by the third day, a medical certificate along with the Leave Application Form.
- Sick Leave during probation will be governed by Law.
- Sick Leave may be subjoined with Earned Leave.

Compensatory Leave

- Faculty and Management staff will be permitted compensatory leave in lieu of work done on a public holiday subject to departmental exigencies.
- Compensatory leave may be permitted for 2 or more consecutive days if the employee has worked for an equivalent number of consecutive days on public holidays.
- If compensatory leave is permitted for consecutive days it should preferably not be subjoined with a weekly holiday.
- Compensatory leave must be availed within the next 2 months of the public holiday worked on. Compensatory leave cannot be accumulated.
- Compensatory leave should not be subjoined with any other leave unless accompanied by a doctor's certificate.

Examination Leave

- All permanent MMC employees are eligible to paid examination leave after successful completion of probation.

- Paid Examination Leave may be granted to a faculty/staff member, on the day of a final examination of a general degree or a professional examination. This refers to a written, practical, or viva voce examination.
- If the faculty staff member is pursuing a study programme having more than one subject he/she will be entitled to leave on the final examination days for all subjects.
- Faculty/staff members pursuing a study program must ensure that work is managed in a manner so as not to let study conflict with work. While enrolling for study classes, the faculty/ staff member must ensure that these are not during his/her normal work hours. Supervisors will as far as possible facilitate faculty/ staff members to maintain regular attendance at classes after normal work hours except in case of urgent work requirements.
- A faculty/ staff member may apply for Earned Leave for study purposes and subjoin it with Examination Leave, but Examination Leave cannot be subjoined with Sick Leave.
- The Leave application Form for Examination Leave should normally be submitted 2 weeks prior to the Leave required, supported by the official examination schedule. The request for examination leave must be supported by the examination schedule
- Faculty/ staff members are not permitted paid examination Leave for a retake examination.

Unpaid Study Leave

- A faculty/staff may apply for an unpaid leave of absence for a period of up to one year for purposes of professional development at a reputable institution.
- This leave of absence will be unpaid, and there will be no financial support involved by the MMC.
- Unpaid leave of absence for professional development purposes may be permitted up to a maximum period of one year. However, in case of confirmed programme requirements, leave may be extended up to one more year, which would be only in case of exceptional situations.
- Professional development will refer to the faculty/staff pursuing a well-defined programme at a reputable institution. The specific program may pertain to:
 - Acquiring expertise or enhanced skills/ qualifications in an area of the faculty/staffs operations or one having significant values to MMC.
 - Research, clinical work, or a scholarly activity which may include acquiring a post graduate qualification.
- A faculty/staff being sanctioned a leave of absence for professional development will be required to commit a one year Service Agreement with MMC on return from leave. In case this period is extended for another year, the service agreement would be revised accordingly.
 - Earned and sick leave entitlement will not accrue during this period.
 - Faculty/staff member on unpaid leave are still entitled to medical benefits and insurance coverage however Provident Fund/NSSF/Pension Contributions would be suspended for the duration of this leave since it is linked to the salary and this leave of absence is unpaid.

Maternity Leave

Paid Maternity Leave for a period of three (3) calendar months is granted to all regular full-time female faculty/ staff members, female residents and medical officers.

Staff/faculty taking maternity leave will not forfeit annual leave.

Maternity leave can be granted 2 weeks prior to the estimated delivery date.

Sick Leave or Earned Leave may be subjoined with Maternity Leave for up to a maximum total duration of four months leave.

The faculty/ staff member is required to submit the completed Leave Application Form to her supervisor for approval three months prior to the first day from which leave is required. The faculty/ staff member will be eligible to apply for advance salary for the duration of the Maternity Leave.

- The faculty/ staff member must submit a completed Duty Resumption Report to her department head within three days of duty resumption.

Paternity Leave

- Paid Paternity Leave will be granted for a period of 2 consecutive weeks, upon the birth of a child to the spouse of the employee, provided in the dependant form at the time of joining or supported by a marriage certificate. The employee will not forfeit annual leave during the year.
- An employee proceeding Paternity Leave must inform his supervisor/department head by submitting a leave form at least 2 months prior to the date from when leave is required.
- Paternity leave can be granted 1 day prior to the estimated delivery date.
- Paternity leave is not encashable and cannot be accumulated.
- Earned leave may be subjoined to Paternity Leave. However, the total leave period should not exceed 3 weeks.

Conference Leave

- Full time faculty and staff members are eligible for paid conference leave upto 15 working days in a year, to participate in conferences and meetings of professional forums essential for their professional development, subject to approval (This will be inclusive of travel time).
- Conference leave will be a matter of privilege and not a right. It will be approved at the discretion of the supervisor based on the employee's member's position, responsibilities, need for participation, and departmental priorities.
- Faculty members will be allowed to attend a maximum of two conferences in a year while staff will be allowed to attend one. Employees will be encouraged to contribute and present at such forums for their professional development which would be an important consideration for their participation.

Sabbatical Leave

- Full-time faculty members at the rank of Associate Professor or Professor who have completed at least six years continuous service with MMC are eligible for sabbatical leave.
- Sabbatical leave is a privilege awarded to eligible faculty members within the context of faculty development.
- Eligible faculty members may request for sabbatical leave for either six months at full Base salary or one full year at half Base salary.'
- During the period of sabbatical leave, faculty member's entitlement for Provident Fund, Medical and Insurance will remain operative, however Earned/Sick leave will not accrue.
- If salary and benefits are availed during the sabbatical leave, the faculty member will be required to commit a 2-year post – sabbatical service agreement, otherwise the service agreement will be for one year.
- In case a faculty member does not fulfill the service agreement committed, he/she will be required to pay twelve months' Base salary (last drawn) if the service agreement was for two years; if the service agreement was for one year, the payment will be for six months Base salary (last drawn). In case of partial fulfillment of the service agreement, the recovery will be on a pro-rata basis.

Medical Benefits:

- The Institution provides outpatient and inpatient medical benefits to regular full-time faculty and staff members and their eligible dependants within the limits of their entitlements and other provisions of the medical benefits policy.

- Staff and eligible dependants will be able to access the staff maternity package as part of the outpatient and inpatient cover.
- If on probation, the medical bills will be reimbursed after satisfactory completion of probationary period.

Definition of dependants:

For purposes of medical benefits a regular full-time faculty/staff member's dependants can be:

- (i) Spouse
- (ii) 3 Children up to the age of eighteen years

Outpatient Medical Expenses:

- This will be available for consultation/investigations/treatment at MMCH.
- Annual maximum limit is Rs. 15,000 p.a for employee and dependants.
- The discount on an employee's or their dependant's Antenatal Package is 75% while the discount on the Delivery package is 85% and will be charged to individual staff/faculty member's inpatient cover.
- Faculty and staff are entitled to an 85% discount on MRI and CT scans and a 10% discount on all other diagnostic services. All Pharmaceuticals and pharmaceutical services are available at a 15% discount.

Inpatient Expenses

- The organization will bear 85% of the admissible hospitalization expenses for self and dependents. Hospitalization will only be allowed at MMCH.

Provident Fund/Pension Scheme

- All permanent full time faculty and staff members of MMC are members of the Provident Fund/Pension Scheme.
- A faculty/staff member's monthly contribution will be five percent of the basic salary which will be deducted directly from his/her salary. The Institution will simultaneously contribute an equivalent amount to the faculty/staff member's provident fund/pension account. The accumulated funds are invested to earn profits, which are allocated to the individual faculty/ staff member's account on a pro-rata basis periodically.
- The Provident Fund/Pension Scheme is managed by Trustees of the Fund comprising of representatives of faculty and staff members and the management in accordance with the Provident Fund/Pension Scheme Rules.
- At the time of commencing employment, the faculty/ staff member will complete the Form for nomination of beneficiaries for the Provident Fund/Pension Scheme. A faculty/ staff member may nominate one or more persons as his/her beneficiary for the Provident Fund/Pension scheme.
- If a faculty/ staff member wishes to change the nominee(s), he/she will need to revoke the previous nomination in writing and submit a revised nomination to the concerned manager in the Human Resources department.
- At the time of retirement, the faculty/ staff member is paid the total amounts accumulated in his/her account, which will comprise of:
 - the faculty/ staff member's monthly contributions, contributions by the Institution, and profits earned on investments made from these amounts.
 - In the event of the death of the faculty/ staff member, the nominee(s) will be paid the accumulated amount in the fund in accordance with the requisites of law.
 - For employees who separate earlier but have ten years of service, they will be paid according to MMC rules at the time.
 - For employees who separate earlier than ten years of service, they will be not be paid.

Compensation Salary Payment

- Salary payment of all regular full time faculty/staff members is normally done through a bank transfer before 5th of next 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 January 01 every year subject to their having been in employment with MMC for 12 months.
- Annual salary increase is based on the employee's performance during the past year, which is formally assessed by the supervisor in writing.
- Annual salary increase percentages are based on the salary increase budget for the year.

Salary Advance

- It is the policy of MMC to grant salary advance to assist an employee meet his/her obligation arising from unforeseen circumstances/emergencies.
- Staff or faculty applying for a salary advance must have been confirmed on permanent terms of service to qualify.
- Salary advance will be deducted in full in the proceeding monthly salary payment.

Probation

Probation refers to the initial period of employment during which an employee's performance is assessed to evaluate suitability for the position.

All staff members are required to serve an initial period of probation; faculty members are required to serve a probationary period depending on their position.

The probationary period for staff is determined on the basis of their grade, while for faculty it is based on position:

1. Non- Management staff: 3 months
2. Management staff: 6 months
3. All faculty: 6 months

Faculty/staff members are not entitled to avail benefits; medical cover, provident fund, earned leave, sick leave (entitlement as per law), group life insurance, group personal accident insurance, compassionate leave during the period of probation but benefits will accrue from the date of employment, for which an employee will be eligible on confirmation of employment subject to respective policies.

However, in cases of emergency, medical treatment will be provided to the employee and the costs will be deducted from his/her entitlement which will become operational upon confirmation.

- During the probationary period, the supervisor will evaluate the new faculty/staff member's job performance, as well as assist him/ her in adjusting to the duties and responsibilities of the position.
- If an employee is not doing well, the supervisor should counsel the employee and document this to be included in the employee's personnel file with a copy to the employee. Such counseling should normally be provided to the employee mid-way during the course of the probationary period, or even earlier if required, giving him/her adequate time to improve performance.
- The supervisor will provide the faculty/staff member with appropriate feedback (formal and/ or informal) during the probationary period regarding his/her performance. Just before the end of the probationary period the supervisor will complete the probationary evaluation form and will discuss it with the faculty/staff member.

- On receipt of the department head's recommendation, the Human Resources department will issue the faculty/staff member a letter of confirmation through his/her department head.

- On receiving the confirmation letter, the faculty/ staff member is confirmed as a permanent faculty/staff member of the Institution and is eligible for the benefits he/she is entitled to.

Employment during the probation period can be terminated by either the employee or the Institution giving the other notice as per the appointment letter or payment of equivalent salary in lieu thereof.

Performance Appraisal

- At MMC, performance of all faculty and staff is assessed on an on-going basis by respective supervisors and department heads.
- Performance appraisal at MMC is an open appraisal system, requiring that a faculty/staff member be provided ongoing feedback (formal or informal) about his/her performance, and the opportunity to give his/her views. However all discussions are required to be kept confidential on the part of both the faculty/staff member and the supervisor.

Performance Review for Staff Members

- A formal performance appraisal report is prepared at least once in the year for each staff for his/her performance during the preceding year (January to December). Based on the performance assessment, staff are given an annual salary increase, (comprising economic and merit factor components), effective January 01 every year, within the Institution's salary increase guidelines for that year.
- In view of different performance assessment factors needed for staff at different levels of responsibilities, MMC has separate performance appraisal forms for management staff and for non-management staff.
- The performance appraisal form is initially completed by the immediate supervisor (Rater), which he/she discusses with the next level supervisor (Reviewer). Subsequently, the completed appraisal report including the overall performance rating is discussed with the staff member. The annual salary increase is based on the employee's overall performance rating, and the overall annual salary increase guide approved for that year.
- • The Staff Performance Appraisal system at MMC requires a collaborative effort and open communication between the supervisor and the employee throughout the year.
- **Non-Management Staff Performance Review**
- An employee's performance appraisal is based on an assessment of his/ her job performance and related factors, which are rated individually on a five level scale of Outstanding, Excellent, Good, Fair, Unsatisfactory. The overall performance rating is a composite of the component ratings for job performance and related attributes.
- **Management Staff Performance Review**
- The key feature of the Management Performance Review system is the identification of key job responsibilities and work goals/ objectives jointly by the supervisor and the employee at the beginning of the performance review period. Mutually agreed weightages are assigned to each job responsibility and work goal/ objective depending on its relative importance. This work plan outlines for the employee the key work goals he/she is expected to achieve during the forthcoming year.

An employee's performance appraisal is based on an assessment of his/ her job performance and related factors, which are rated individually on a four tier scale of Outstanding, Commendable, Competent, Marginal. The overall performance rating is a composite of the component ratings for job performance and related attributes.

Performance Review for Faculty Members

- Faculty members set work plans jointly with their supervisor/chairperson for the forthcoming year or two years integrating both their professional development and institutional needs.
- This work plan is reviewed periodically and at the end of the review period between the faculty member and the supervisor/chairperson for feedback and to assess performance vis-à-vis expectations.

Training Programs

Training/education programs will include professional development (continuing education) programs, conferences, formal training courses, workshops, on the job/in service training, academic courses and higher education, etc.

Sponsorship/ funding for training/educational programs will be subject to Institutional needs/priorities, budgetary provisions and availability of funds.

On return from study leave, faculty/ staff members will be eligible for annual salary increases (economic factor only) for the leave period, and/ or any general salary increase given during this period. However he / she will not accrue earned or sick leave entitlements during the study leave period.

- All employees on study leave for a period of more than 3 months will be required to submit periodic progress reports of their training program as per the schedule agreed to with their department/division head. On return the employee must submit the final report to his/ her department/division head with a copy to the Training and Organization Development Department.

Promotions

- MMC encourages promotion from within where suitably qualified faculty and staff are available, in order to provide them the opportunity for career development, and recognition for their performance and ability to carry out enhanced responsibilities.

- All promotions are on merit and are subject to departmental/institutional requirements and the management's approval. All promotions must follow due process as per policy.

- A promotion must be earned by the faculty/staff member in recognition of his/her performance. Promotion will not be for acknowledgment or recognition of an employee's length of service with the Institution.

- Promotion recommendation against a vacant budgeted position can be implemented any time during the year.

- In case of a formal disciplinary action (taken by HR) an employee will not be eligible for a promotion for at least one to two years subsequent to that incident, based on the severity of the non-compliance and the disciplinary action taken, even if he/she meets all other requirements for the promotion.
- Faculty members will be eligible for a promotion on meeting the performance and qualification requirements for teaching, research, service and other professional activities as specified in the Appointments and Promotions guidelines for respective faculty groups. Promotions for faculty members will normally be effective January and July.
- Promotions to positions at levels of officer, Assistant Manager, Manager and Director will normally be subject to vacant budgeted positions.
- For promotional transfers the internal candidate's (i.e. Employees') qualifications and experience will be assessed in companion with external applicants to encourage open competition.

Resignation

- A faculty/ staff member intending to leave the Institution must give the required written notice of intention to resign as applicable to his/her position.
- 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 a faculty/staff member is unable to serve the required period of notice or a portion thereof, he/she will be required to pay the Institution, in lieu thereof, an amount equivalent to his/her salary for the requisite notice period not served.

- The resigning employee's Department Head/Academic Head/Chair may, in case of extraordinary circumstances, recommend to the Human Resources Department that part or all of the notice period be waived.
- A faculty/staff member will normally not be permitted to avail Earned Leave during the period of notice. Any accrued earned leave will be encashed as part of the final settlement.
- The faculty/staff member will obtain final clearance from all relevant departments in accordance with the separation checklist, which should then be forwarded to the Finance Division (Payroll Department) for settlement of dues.

Exit Interview:

- Exit interviews will enable the hospital to determine exactly why a staff/faculty member is leaving. The employee will be given the opportunity to make suggestions for improvement which can be very valuable to the institution.
- During the exit interview the employee will be advised the final dues and benefits due to them.

Retirement

- The mandatory retirement age for all faculty/ staff members is seventy years. However, it may change if the PM&DC allows him/her to continue beyond this age.
- MMC recognizes the need to capitalize on the experience, and knowledge of those faculty and staff members who have a special expertise in their respective functions, and would retain them on a post-retirement employment contract by mutual agreement based on identified institutional needs
- MMC welcomes the services of retiring faculty/staff members desiring to contribute voluntary services to the Institution.

Service Certificate

- A faculty/ staff member will be issued a service certificate by the Human Resources Department, on request. This will provide confirmation of the following details related to his/ her employment with MMC:

Name

Position Title

Period of employment at MMC

Current Gross Monthly Salary and/or Earned Leave sanctioned or balance (if requested by the faculty/ staff member)

- A reference letter giving a summary of work content and responsibilities will normally be given by the concerned department head, if required by the faculty/ staff member in relation to professional development, or at the conclusion of employment. The department head should forward a copy of this letter to the concerned manager in the Human Resources Department to be included in the faculty/staff member's personnel file.

Grievance Handling

- Faculty/staff members can bring to the attention of the management any concerns or complaints about work-related conditions or problems.
- In case an employee feels that he/she has a concern regarding a work related matter, it would be advantageous for him/her to discuss this issue with the department head/ supervisor or he/she can contact the Human Resources department. for guidance.
- Decisions concerning a faculty/ staff member's performance, salary and promotion do not fall within the purview of the grievance policy. However, if a faculty/ staff member feels that these policies have not been equitably applied he/she may take up the matter with the immediate supervisor/ department head.

- In case the matter remains unresolved and the employee feels that a policy, or rule, has not been applied equitably as it affects him/her, he/she may seek guidance from the Human Resources Division regarding the formal grievance procedure.

On-The-Job Injury

- Faculty/staff members will be provided support and assistance by the Institution in case of an on-the-job injury or related disablement caused due to a job-related accident. However faculty/ staff members are responsible to observe general and departmental work safety procedures and precautions.

An on-the-job injury or job related accident will be considered so only if it occurs during the faculty/ staff member's working hours (including rest hours and/ or overtime) and at an MMC campus, except if the faculty/ staff member is on an official work assignment elsewhere.

- A 'job-related-accident' refers to any mishap or untoward event not expected to occur nor caused due to willful negligence, or disregard of prescribed safety measures, occurring during the course of an employee's work and being directly attributable to it.
- If a faculty/ staff member is injured or is involved in an accident while commuting to or from work in his/her personal or public transport, this will not be considered a job related injury or accident.
- However, if a faculty/ staff member is commuting to/ from work in his/ her personal or public transport in response to being called to MMC, while being 'on call', and is injured or is involved in an accident, it will be considered as an on the job injury or accident.
- A faculty/ staff member suffering an injury on-the-job must immediately report the injury/ accident to his/ her supervisor or person in charge of the unit. In case the faculty/ staff member is seriously injured, an associate present on the spot should report the injury to the concerned faculty/ staff member's department head/ supervisor.

No Smoking Environment

- MMC provides a No-Smoking environment. Smoking is not permitted at the MMC campuses with the exception of a few specifically designated areas where those desiring to smoke may do so.

This no-smoking policy is applicable to all faculty/ staff members, patients, attendants, students, volunteers and visitors at all premises of the MMC.

Service Awards

MMC recognizes the contributions and loyalty of its faculty and staff members in various ways. Two of these awards which are at an institutional level and presented annually are:

1. 'Long Service Awards' are presented to faculty and staff members on completion of ten years, twenty years and twenty-five years continuous service with MMC in recognition of their dedicated service.
2. Faculty and staff members receiving national or international awards are also in turn duly recognized by MMC for the same.

Computer Security

Faculty and staff members need to ensure that computer access passwords provided to them are maintained confidential at all times. Every faculty and staff member is responsible for the security and safe custody of information stored on his/her computer.

Also data stored in computers of other faculty and staff members must be duly respected for confidentiality and privacy; there should be no attempts to access the data for which one is not authorized.

- Non-compliance to confidentiality of access may lead to one losing network privilege and/or disciplinary action.
- Each laptop user will take personal responsibility for the security of the equipment, software and data under their care
- While traveling, the employee must ensure that the laptop is stored securely and is carried as hand luggage and should not be left unattended.
- Any unauthorized or unlicensed software must not be loaded on to the computers.
- The Supervisors will be responsible for informing HR/IT in case an employee leaves to ensure that the laptop is returned to the ICT department and any other ICT related rights are removed
- There will be a zero tolerance policy if an intentional misuse of official facility is identified and employee indulging in such activities will be liable for disciplinary action.

Official Travel and Accommodation:

- MMC will provide suitable travel arrangements and accommodation for faculty and staff traveling for Institutional business purposes.

Definitions

1. 'Travel' refers to travel within the country or abroad by a faculty or staff member for official business of the Institution and includes travel by air, train or by road.
 2. 'Accommodation' refers to boarding and lodging arrangements in the city/town to which the employee is traveling. This will include en route accommodation if required.
 3. 'Institutional business' refers to the nomination of a faculty or staff member by the management to represent MMC at a specified forum, or for an assignment by virtue of his/her job responsibilities. This includes travel for training programs or conferences.
- If employees of different categories are traveling in groups, their respective travel entitlements will apply. If an employee opts for a lower category 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.
 - If an employee is on official travel for a period of more than one continuous month the daily allowance entitlements will need to be reviewed and decided upon in consultation between the Human Resources Department and the concerned Director/Chairperson/Academic Head/Principal. The standard allowances, as stated herein would not necessarily be applicable.
 - Faculty/staff traveling need to follow the travel itinerary they have planned unless exceptional circumstances require changes at a later stage.
 - The HR/Administration/Travel Department will assist faculty/staff members in taking required travel related health precautions and certifications e.g. visa, inoculations, vaccinations, x-rays, and certificate of health. The cost related to these expenses will be borne by MMC

Reference Letters for Overseas Travel

- Faculty/ staff will be issued official letters of reference in respect of visa applications relating only to official travel overseas.
- Letters of reference will indicate only the faculty/ staff member's name, position title, purpose of visit, estimated duration of visit and sponsorship or covering of expenses incurred.