

Deans Office (AA&D)

APPROVED MINUTES

MINUTES OF THE 92nd BOARD OF GOVERNORS MEETING OF INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE HELD ON 17 OCT 2020 AT 11:00 HRS VIA ZOOM

BGM 92.19 Review of the Leave Rule Policy for the Faculty members

A Committee was constituted by the Director, IIM Kozhikode (hereinafter 'the Institute'), vide Office Order No.01-10(73)/2020-IIMK.DO/dated: July 28, 2020, with the members to undertake a comprehensive review of the leave rule policy of the faculty members of the Institute, with a specific focus on the review of -

1. Academic Vacation
2. Extra-Ordinary Leave (EOL)
3. Sabbatical Leave
4. Deputation on Foreign Service (DFS)

The Committee perused available information on the above types of leave of IIM Kozhikode, IIM Ahmedabad, IIM Bangalore and IIM Indore and sought inputs from the Director, IIM Kozhikode, former Dean (Academic), the Chief Administrative Officer, the Chief Financial Officer and the Chief Manager (HR) of the Institute, before arriving at its own assessment. Based on its deliberations, the Committee presents the following. The Proposal is attached as **Annexure IV**.

The Board may kindly approve the Leave Rule of the Faculty as proposed.

The Board approved the Leave Rule of the Faculty as proposed.

July 2021

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COMMITTEE REPORT ON REVIEW OF FACULTY LEAVE RULES

A Committee was constituted by the Director, IIM Kozhikode (hereinafter 'the Institute'), vide Office Order No.01-10(73)/2020-IIMK.DO/dated: July 28, 2020, with the members

- (1) Prof P Rameshan - Chairperson
- (2) Prof R Radhakrishna Pillai - Member
- (3) Dean (AA&D) - Member

to undertake a comprehensive review of the leave rule policy of the faculty members of the Institute, with a specific focus on the review of:

1. Academic Vacation
2. Extra-Ordinary Leave (EOL)
3. Sabbatical Leave
4. Deputation on Foreign Service (DFS)

The Committee perused available information on the above types of leave of IIM Kozhikode, IIM Ahmedabad, IIM Bangalore and IIM Indore and sought inputs from the Director, IIM Kozhikode, Prof Debashis Chatterjee, former Dean (Academic), Prof SSS Kumar, the Chief Administrative Officer, the Chief Financial Officer and the Chief Manager (HR) of the Institute, before arriving at its own assessment. Based on its deliberations, the Committee presents the following.

Purpose of Leave

The purpose of granting the relevant types of leave is as follows.

- A) **Academic Vacation:** To enable *professional rejuvenation* from year to year, after spending a year in academic activities.
- B) **Extra-Ordinary Leave:** To facilitate *individual professional pursuits* such as taking up professional assignments with other organizations.
- C) **Sabbatical Leave:** To provide for *professional enrichment*, e.g., by completing a challenging research project or a targeted research output.
- D) **Deputation on Foreign Service:** To support the *extension of professional competencies to other national level institutions* through leadership roles, specifically in the larger public interest.

Earned Leave (EL) is a different type of leave; however, EL accumulation for faculty is mostly related to vacation. Hence, the Committee intends to make a recommendation related to EL also. (see 'E' in page 8).

Each of the above leave types from **A** to **D** plays a vital role in the professional development of faculty as well as in their expectations about their professional trajectory. In addition, as a professional development tool, some of these leave types might also influence the decision of faculty recruits to choose the Institute as a preferred destination.


Nonetheless, the leave types mentioned under **B**, **C** and **D** above do not constitute a right to faculty and their granting is not automatic. Rather, they mandate to the faculty an eligibility to apply; and, as instruments intended to serve the Institute's interest, their actual availability to faculty is subject to the academic schedules, faculty's existing commitments, various institutional priorities and constraints including availability of faculty resources, and the financial implications to the Institute. These leave rules are subject to review and change from time to time.

General Provisions

- (G.1) Throughout this document the term 'faculty' has been used to mean each member of the faculty.
- (G.2) With respect to the leave types **A** to **E** covered in this document, wherever the Institute rules are not explicitly specified, the relevant provisions of the Central Government rules will be applicable.
- (G.3) Specific supporting document(s) will be required to be submitted with the concerned leave application.
- (G.4) With respect to the leave types **B** to **D** covered in this document, the Director of the Institute will be the recommending authority and the Board of the Institute will be the approving authority.
- (G.5) Not more than 20% of faculty belonging to a particular academic Area and not more than 10% of the total faculty of the Institute will be considered for granting leave under leave types **B** to **D** – all put together - at any point of time. However, this provision is not applicable to *Category-1* of leave type **B** (Extra-Ordinary Leave) that is more of compassionate nature.
- (G.6) Before proceeding on leave under leave types **B**, **C** and **D**, except where the duration of leave is less than 3 (three) months, faculty is required to complete all academic and administrative responsibilities assigned, including handing over charges and tasks where it is permitted or mandated, and settle all pending financial liabilities to the Institute and to any outside agencies where the Institute is involved in the oversight or procedures.
- (G.7) In the case of leave under leave types **B**, **C** and **D**, during the entire duration of a leave, faculty cannot change the organization for which the leave has been sanctioned. In the event of violation of this condition, faculty has the option to cancel the leave and return to the Institute or to resign from the Institute services subject to the relevant terms and conditions of the leave, including the bond obligations where applicable. In the event of resignation, service benefits will be

applicable only till the date of relieving of the faculty from the Institute for the leave. The Institute can also initiate other disciplinary actions in the event of violation of the provision.

- (G.8) Application for any leave under leave types **B** to **D** covered in this document are expected to be submitted sufficiently in advance, preferably 3 months in advance. Applicant is required to mention in the application, or in an annexure to the application, the arrangements being made for fulfilling the applicant's academic and administrative commitments at the Institute and the alternative arrangements being made for completing responsibilities needing such arrangements. Faculty (applicant) is also required to settle all financial dues, if any, with the Institute or any other agency linked through the Institute, and return to the Institute any returnable assets of the Institute in one's possession, unless the Institute specifically exempts the faculty from such requirements.
- (G.9) During the entire service of faculty with the Institute, leave type **B**, under both categories put together, can be granted for a maximum of only 3 (three) times or a total of 6 (six) years, whichever occurs first.
- (G.10) In the event of having multiple applicants at a time for leave under leave types **B**, **C** or **D**, preference will be given to the applicant(s) having lower total duration and, then, fewer frequency of past leave under the relevant leave type.
- (G.11) On matters related to faculty's external earning opportunities during the leave under leave types **B** (EOL) and **D** (DFS), relevant rules of the borrowing organization will prevail. This provision will be applicable even where the Institute (lending organization) requests for the services of the concerned faculty under any circumstances.
- (G.12) In the case of leave under leave type **C** (Sabbatical Leave), faculty is not permitted to involve in any income earning activities during the leave. This is applicable even in the rare event of the Institute requesting for the services of the faculty during the tenure of the leave – there will not be any payment for such services. The host Institution/Organization being selected for Sabbatical Leave should be of high reputation, comparable to the parent Institution (IIM Kozhikode).
- (G.13) In the case of leave under leave types **B**, **C** and **D**, the periods of leave will not be counted for completing the probation period.
- (G.14) A minimum of 3 years of continuous service excluding long leave period (EOL/Sabbatical/DFS) must elapse between consecutive spells of long leave of any kind.


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Specific Leave Rules

A. ACADEMIC VACATION

Existing Policy

Currently 60 days of vacation is available to faculty for a completed accounting year. This can be taken either in full during the designated vacation period or in part, with 20 days available in any part of the year subject to academic schedules and prior approval and up to 40 days available during the normal vacation period, subject to prior approval. For faculty joining within an academic year, vacation entitlement is proportionate – at a rate of 5 (five) days of vacation for every completed month (or $((60/365) \times \text{No. of days of service in the year})$ rounded to the lower full digit). The period of Extra-Ordinary Leave without pay will not be considered for calculation of vacation.

Normally full vacation is expected to be availed of in the same year as referred in the previous paragraph. However, where this could not be done due to approved institutional activities, un-availed part of the vacation can be converted, with prior approval, to Earned Leave (EL) at the rate of one EL per 2 days of vacation foregone. EL so accumulated over the years is treated as part of EL earned under any other EL rules – accumulated up to 300 during the entire service and available for encashment on retirement or resignation subject to encashment rules. Up to 60 EL can be encashed additionally during the entire service, in six instalments of up to 10 days at a time as part of approved LTC availment. EL earned beyond these limits will lapse after the specified period if not utilized as leave as per availability and relevant rules. With regard to the accrual, accumulation and financial matters related to EL, the Central government rules from time to time are applicable.

Revised Policy Recommended

The revised policy of academic *vacation* is recommended to be the following.

(A.1) Sixty (60) days of vacation will be available to faculty for a completed accounting year. This can be taken either in full during the designated vacation period or in part, with 20 days available in any part of the year subject to academic schedules and prior approval and up to 40 days available during the normal vacation period, subject to prior approval. For faculty joining within an academic year, vacation entitlement is proportionate – at a rate of 5 (five) days of vacation for every completed month (or $((60/365) \times \text{No. of days of service in the year})$ rounded to the lower full digit). The period of Extra-Ordinary Leave without pay will not be considered for calculation of vacation.

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- (A.2) For availability of proportionate vacation, a faculty member should have been in the service of the Institute as on 1st of March of the closing academic year in case of new joining or at least one month during the academic year in case of rejoining after an Extra-Ordinary Leave.
- (A.3) In cases where a faculty member is held-up within the campus or outside including at one's own hometown during the period of declared vacation due to a *force majeure*, s/he will be considered as on vacation unless s/he has been specifically permitted to be on work as per the vacation approval process.
- (A.4) For approval of a faculty member's request to be on work during any part of the declared vacation period, commensurate volume of the following activities will be regarded as permissible:
- (a) relevant administrative responsibilities,
 - (b) active teaching schedules and course preparations,
 - (c) ongoing research projects,
 - (d) declared specific research target(s),
 - (e) preparation for impending responsibilities, and
 - (f) any other activities considered important by the Institute from time to time,
- (A.5) EL accumulated during a contractual tenure as faculty either from duly forfeiting any part of vacation or under any other provisions cannot be carried forward when faculty later joins a regular (permanent) position; instead, faculty may be allowed to either avail of the accumulated leave before joining the regular position or partly encash such EL up to a maximum of 10 EL per each completed year subject to any other relevant Central government rules related to EL.
- (A.6) Proportionate vacation leave as per entitlement for each closing year (till March 31st) will be credited to one's vacation account as on the ensuing 1st of April of every year.

B. EXTRA ORDINARY LEAVE (EOL)

Existing Policy

Extra-Ordinary Leave (EOL) is a *leave without pay and other benefits*, except for terminal benefits as per rules.

Currently faculty in permanent category can apply for 1 (one) year of EOL for every 3 (three) years of uninterrupted completed service, subject to a maximum of 2 (two)


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years at a time. Approval of EOL will be dependent on the institutional schedules and the assessment of the approving authority. Period of an EOL will not be counted for entitlement for an EOL. Completing 3 (three) years of continuous service after return from the previous EOL or Sabbatical Leave is necessary for applying for a subsequent EOL. EOL is granted for a specific assignment; hence, faculty cannot take up any other assignment during the tenure of an EOL. During the period of EOL, no institutional benefits other than terminal benefits as per rules will be available to faculty.

Revised Policy Recommended

The revised policy of *Extra-Ordinary Leave (EOL)* is recommended to be the following.

- (B.1) Extra-Ordinary Leave (EOL) is a leave without pay and other institutional benefits, except for terminal benefits as per rules; throughout this document it will be meaning as such.
- (B.2) Periods of an Extra-Ordinary Leave (EOL) will not be counted for reckoning eligibility for promotion, closure of probation, granting of higher grades or for a subsequent EOL.
- (B.3) Applications of faculty for EOL will be considered under two categories.

Category-1: Personal Contingencies:

Based on personal contingencies including serious health issues, faculty in permanent category can apply (where normal types of leave such as EL and HPL are not available or adequate), for EOL at the rate of 1 (one) year, or part, for every uninterrupted completed service of 3 (three) years, subject to a maximum of 2 (two) years and subject to provision (G.9) under General Provisions of this document (pp.2-3). Under this category of EOL, the faculty cannot take up any full-time employment during the period of the leave. Violation of this condition will attract disciplinary action as decided by the Institute. Further, to be eligible for this category of leave, on returning from this leave, faculty should have at least 3 (three) years of remaining service with the Institute. During the entire service of the faculty with the Institute, this category of leave will be granted for a maximum of 2 years over a maximum of 2 occasions.

Category-2: Professional Pursuits:

For professional pursuits including taking up assignments with reputed organizations, faculty in permanent category can apply for EOL at the rate of

- (a) 3 (three) years, or a part, for every uninterrupted completed service of 5 (five) years, or
- (b) 5 (five) years, or a part, for every uninterrupted completed service of 7 (seven) years, subject to provision (G.9) under General Provisions of this document (pp.2-3) and the following conditions:

- (i) that the leave will be valid only for the organization for which the leave was sanctioned,
- (ii) that no extension will be granted beyond the 3 (three) years in the case of (a) or 5 (five) years in the case of (b), as granted,
- (iii) that the faculty should have at least 5 (five) full years of service remaining with the Institute on returning from the leave, and
- (iv) that after returning from such leave no further EOL, sabbatical or other type of long leave including deputation leave will be granted till the faculty completes specified years of continuous, uninterrupted service for respective leave types.

This type of EOL is granted for a specific assignment; hence, faculty is not permitted to change the organization or take up any other assignment during the tenure of this type of EOL. In the event of violation of this condition, faculty has the option to cancel the EOL and return to the Institute or to resign from the Institute services; in the latter case the service benefits will be applicable till the date of relieving of the faculty from the Institute for the EOL. The Institute can also initiate other disciplinary actions in the event of violation of the provision.

- (B.4) Before proceeding on EOL, except where the duration of leave is less than 3 (three) months, faculty is required to complete all academic and administrative responsibilities assigned, including handing over charges and tasks where it is permitted or required, and settle all pending financial liabilities to the Institute and to any outside agencies where the Institute is involved in the oversight or procedures.

C. SABBATICAL LEAVE

Existing Policy

Currently faculty in permanent category can apply for 1 (one) year, or part, of Sabbatical Leave, including vacation period, for every 6 (six) years of continuous uninterrupted service for undertaking research work leading to academic publications including major research reports to be submitted to reputed agencies. Sabbatical Leave will be granted subject to the faculty executing a bond as prescribed by the Institute. The Sabbatical Leave is expected to be spent outside the Institute at another organization as per prior agreement/approval, except in special circumstances where the faculty has been permitted to undertake the work at the Institute partially or fully. Faculty is eligible for a maximum Sabbatical Leave of 3 (three) spells of 1 (one) year each or part during the entire service at the Institute lasting for at least 21 years excluding the periods of Sabbatical Leave. The period of EOL or Deputation on Foreign Service (DFS) will not be included for reckoning the eligibility for Sabbatical Leave. During the Sabbatical Leave, faculty is entitled for all normal benefits associated with the service at the Institute, except that the retaining of office room and residence, as relevant, will be subject to the Institute norms from time to time. Faculty is not permitted to take up any assignment other than the work for which Sabbatical Leave has been granted or change the host agency to which

Sabbatical Leave was approved. On returning from Sabbatical Leave, faculty should complete at least 3 (three) years of uninterrupted service to be eligible for applying for any permissible EOL or DFS and at least 6 (six) years of uninterrupted service to be eligible for applying for another spell of Sabbatical Leave.

Revised Policy Recommended

The revised policy of *Sabbatical Leave* is recommended to be the following.

- (C.1) Faculty in the permanent category can apply for 1 (one) year, or part, of Sabbatical Leave, including vacation period, for every 6 (six) years of continuous uninterrupted service for undertaking research work leading to academic publications including major research reports to be submitted to reputed agencies. Sabbatical Leave will be granted subject to the faculty executing a bond as prescribed by the Institute. The Sabbatical Leave is expected to be spent outside the Institute at another organization as per prior agreement/approval, except in special circumstances where the faculty has been permitted to undertake the work at the Institute partially or fully. Faculty is eligible for a maximum Sabbatical Leave of 3 (three) spells of 1 (one) year each or part during the entire service at the Institute lasting for at least 21 years excluding the periods of Sabbatical Leave. The period of EOL or Deputation on Foreign Service (DFS) will not be included for reckoning the eligibility for Sabbatical Leave. During the Sabbatical Leave, faculty is entitled, subject to provisions (C.4) and (C.5), for all normal benefits associated with the service at the Institute, except that the retaining of office room and residence, as relevant, will be subject to the Institute norms from time to time. Faculty is not permitted to take up, at the host, parent or other organizations, any remunerative assignment other than the work for which Sabbatical Leave has been granted, or change the host agency to which Sabbatical Leave was approved. Violation of either of these conditions will attract disciplinary action as decided by the Institute. On returning from Sabbatical Leave, faculty should complete at least 3 (three) years of uninterrupted service to be eligible for applying, subject to other relevant provisions, for any EOL or DFS and at least 6 (six) years of uninterrupted service to be eligible for applying for another spell of Sabbatical Leave.
- (C.2) Where faculty has already spent, in permanent category, 12 (twelve) years or more of continuous uninterrupted service without taking any Sabbatical Leave (or EOL or Deputation on Foreign Service (DFS)), faculty can appeal to the Board for granting Sabbatical Leave of up to 2 (two) years, subject to the bond and the condition that on return from leave, faculty will be required to complete at least 6 (six) years of continuous service at the Institute before applying for any EOL, DFS or Sabbatical Leave.
- (C.3) Faculty will clearly specify in the Sabbatical Leave application what research output is expected to be produced during the Sabbatical Leave and communicate, in writing, within a week of rejoining after the leave the details of research output actually produced during the leave, with the proviso that if there is substantial shortfall, faculty will be liable to refund the salary and benefits received during the leave, in part or full, as decided by the Institute. Institute may

use appropriate mechanism to assess the output proposed in the leave application and the output reported after completing the leave.

- (C.4) With regard to the monthly salary and salary-related allowances during the Sabbatical Leave (SL), faculty can opt for such payments from either the Institute (the parent) or the host institution. This choice is required to be clearly indicated in the application for leave, with supporting document(s) issued by the host institution.
- (C.5) If the faculty decides to opt for a foreign institution for completing the SL where the salary and associated allowances are opted to be paid by the Institute (the parent), the faculty is permitted to receive per diem or subsistence allowances or relevant hospitalities, if any, provided by the host institution, with due intimation to the Institute before proceeding on leave. In this case, faculty will be liable for compliance with relevant Income Tax provisions for any such payments/benefits received. Failure to disclose any payments or other benefits received from the host institution will attract disciplinary actions as deemed appropriate by the Institute.

D. DEPUTATION ON FOREIGN SERVICE

Existing Policy

Currently faculty having spent 10 (ten) years of continuous service in the permanent category (excluding periods of Extra-Ordinary Leave (EOL) and Deputation on Foreign Service (DFS)) can apply for DFS to take up a leadership position as vice chancellor, director, principal, or head of institution, under central or state governments. DFS has been treated as an inter-organizational arrangement where the Institute and the borrowing organization needed to agree on the terms and conditions governing the DFS of faculty, irrespective of the mode of selection for the position followed by the borrowing organization. Granting of leave has been based on the institutional schedules and the assessment of recommending and approving authorities. In regard to the financial and other service benefits to be applied in the case of DFS, the Institute has been following the relevant Central Government norms from time to time. Application for DFS is considered if the application has been routed through proper channel; otherwise, faculty has the option to apply for EOL.

Revised Policy Recommended

The revised policy of *Deputation on Foreign Service (DFS)* is recommended to be the following.

- (D.1) Only faculty in the permanent category in the Professor cadre on the date of application will be eligible for this type of leave.
- (D.2) Eligible faculty completing at least 5 (five) years of continuous uninterrupted service (excluding EOL and Sabbatical Leave) at the Institute can apply for DFS to take up a leadership position as specified in clause (D.6) below. After returning from a DFS, a minimum of 5 years (excluding EOL and Sabbatical Leave) should

elapse before applying for another round of DFS. DFS is an inter-organizational arrangement where the Institute and the borrowing organization needed to agree on the terms and conditions governing the DFS of faculty, irrespective of the mode of selection for the position followed by the borrowing organization. The financial and other service benefits applicable to DFS, including through pension/Provident Fund/Gratuity/Leave Salary contributions, will be as per the relevant central government norms from time to time. Application for DFS will normally be considered if the application has been routed through proper channel; otherwise, except in cases where Board grants exemption as in provision (D.7) under extraneous circumstances, faculty will have the option to apply for EOL.

- (D.3) Eligible faculty can apply for Deputation on Foreign Service (DFS) for a maximum of 5 (five) years at a time, in full or a part, after completing at least 5 (five) years of continuous uninterrupted service (excluding EOL and Sabbatical Leave) and no further extension of DFS will be permitted. During the entire tenure with the Institute, of at least 13 years excluding the periods of DFS, faculty will be permitted to take a maximum of 2 (two) spells of DFS, each full or a part, subject to all other conditions including the minimum number of years of uninterrupted continuous service required before each spell of DFS.
- (D.4) For eligible faculty to be permitted to avail of Deputation on Foreign Service (DFS), faculty should have at least 3 (three) years of remaining service at the Institute after returning from a DFS.
- (D.5) During the entire tenure of a Deputation on Foreign Service (DFS) granted to faculty, faculty cannot change the organization or the position to which s/he was deputed under any circumstances without the prior explicit approval of the Institute; in case the deputation in the approved organization is discontinued by either the faculty or the host organization, the faculty has to return to the Institute and rejoin after duly cancelling the remaining part of DFS. In the event of violation of this condition, faculty has the option to cancel the DFS and return to the Institute or to resign from the Institute services; in this latter case his service benefits will be applicable till the date of relieving of the faculty from the Institute for the DFS. The Institute can also initiate other disciplinary actions in the event of violation of the provision.
- (D.6) Application for Deputation on Foreign Service (DFS) is expected to be for deputation for a higher position, generally at a leadership level, than the applicant's current position at the Institute on the date of application, in an institution of national importance or international reputation by relevant yardsticks commensurate with the Institute's standing, such as institutes that fell under the Government of India Ministry of Education (formerly MHRD)'s Centrally Funded Technical Institutions (IIMs, IITs, IISc etc.) and Central Universities.
- (D.7) Application for Deputation on Foreign Service (DFS) will be considered only if the application for selection to the deputation post was routed through proper channel, except where the Board decides to condone the requirement with reference to any extraneous factors, based on recommendation by the Director.

Unless this exemption is granted by the Board, provision (D.2) will be applicable in cases of failure to apply through proper channel.

E. GRANTING OF EARNED LEAVE (EL) IN LIEU OF HALF-PAY LEAVE (HPL)

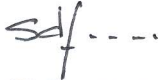
Existing Policy Provision

The Institute had in the past granted 10 EL per year to faculty, credited in 2 (two) equal instalments on 1st of January and 1st of July every year. Subsequently it was replaced with 20 HPL per year to faculty, credited in 2 (two) equal instalments on 1st of January and 1st of July every year. There was recently a further consideration for reinstating 10 EL per year in lieu of 20 HPL per year as per the relevant Central Government provisions.

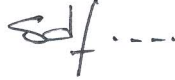
Revised Policy Provision Recommended

The revised policy provision of *granting Earned Leave (EL) in lieu of Half-Pay Leave (HPL)* is recommended to be the following.

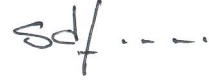
Ten (10) EL may be granted in lieu of 20 HPL per year to faculty, to be credited in 2 (two) equal instalments on 1st of January and 1st of July every year. All other rules of the Institute governing EL, including those related to maximum yearly limit of EL, maximum full-service limit of EL accumulation, and EL encashment, will apply to EL earned under this provision.



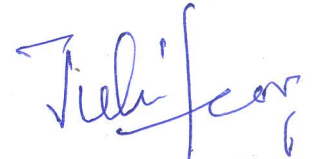
(R Radhakrishna Pillai)



(Anandakuttan B Unnithan)



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Secretary, Board of Governors

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