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SPECIAL ISSUE ON **Effect Of Reward & Recognition On Employee Motivation**

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Effect Of Reward & Recognition On Employee Motivation

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FOREWORD

K Beji George IRTS
Chairman and Managing Director
HLL Lifecare Limited

Reward and Recognition and impact on Employee Motivation

“Good teams become great ones when the members trust each other enough to surrender the Me for the We.” - Phil Jackson

What Phil says is worth deciphering for any organisation. All organisations if questioned about their teams would say that we have a good team but are the teams “great” so that they are willing to be addressed as one entity the “we”. I have often wondered as to what really motivates an employee is it money, peers, award, acceptance, company’s reputation etc., understanding what really motivates an employee is one of the key challenges faced by a manager. The need ultimately is to find out what could influence an employee enough so that his own growth and welfare gets aligned with that of the organisation’s.

It has often been said “it is people who make businesses succeed-or fail”. The question is, do we as manager’s truly believe that this is true? Well I for one believe this saying from my experience. People are truly the key ingredient of an organisation’s success. The success of an organisation has increasingly started depending on how people are treated. Rightly so I would argue as we realise that there is a dependent relationship between an organisation’s success and employees feeling of belongingness and love for the organisation. Research and managerial experience has proven that Reward and Recognition are key methods which lead to employee motivation and belongingness.

Recognition in lay man’s understanding is a sense or a feeling conveyed to an employee that he is valued in the organisation. This recognition however has to be conveyed or communicated to an employee in the work-place, that is among his peers and seniors. It is thus a public acknowledgement of the employee’s contribution. The recognition can be monetary or non-monetary in nature.

Reward is a little different in as much as it is usually a tangible incentive given to an employee in recognition of his accomplishment or success. It is usually in the form of bonuses, increments or gift certificates.

Psychologists have often mentioned that every human being wants to be understood and appreciated. Everyone wants to know whether he really matters to someone and an employee wants to know whether he matters for an organisation. Reward, appreciation and recognition are the ways in which this feeling can be readily conveyed to an employee.

In my experience with the Railways, I remember that every year we conduct the railway week celebrations (usually in April). This event commemorates the formation of the Railways in India and also is the time when awards which include a citation and a small token monetary sum is given to employees who have performed well during the past financial year. This is also the time when we take special effort to also recognise those employees who have contributed as teams to achieve something significant for the organisation. The employees look forward to these events and I truly feel that these awards are truly a recognition of the employees' contribution and is definitely a motivating factor.

In my current assignment as the Chairman and Managing Director of HLL Lifecare Limited I noticed that the general morale of the employees was down when I joined in 2019 as the company was not doing well and also since the disinvestment process for the company had begun. I could only hold regular meetings with the employees and try to motivate them to "pull together as a team" so that the company does well. We did very well in 2019-20. Towards the end of 2020 Covid-19 struck and we were entrusted with the huge task of procuring and distributing Covid-19 emergency items to the major hospitals and states in the country as we were nominated as the procurement agency for the Ministry of Health. We managed the difficult task under lock down conditions in the country. The exemplary efforts put in by the employees to pull off one of the largest logistics efforts undertaken by the Organisation was recognised and discussed in various employee forums. I feel that the recognition really motivated the employees to continue to perform at their very best even after Covid emergency works got reduced. Often the pat on the back and acknowledgement of efforts in a public forum is enough to galvanise the teams and individuals to give their best.

I also feel that recognition among peers is important, the employees need to be encouraged and empowered to appreciate and recognise good workers amongst them. An organisation can resort to efforts such as rewards, gift cards, appreciation messages, employee of the month recognition, years of service award etc. I am happy to mention that all these efforts are currently being followed in HLL Lifecare Limited. In addition a recognition initiative called "Vijay Diwas Award" is observed in HLL every month to celebrate the success of a department/ team/individuals for their contribution to the company by way of developing an innovative product, idea, or process that would directly benefit the company and the society at large. The winners of the award receive a memento and certificate of recognition from the Chairman & Managing Director.

Research also says that Rewards and Recognition leads to improvement in productivity, motivates staff to deliver greater customer experience, employees feel more engaged, attrition levels drop, overall mental health of employees improve which in turn help them to be better persons at home and in society, talented persons would want to join the company as the word spreads around that the organisation is a great place to work. Well these are enough reasons in my opinion for any organisation to keenly examine their reward and recognition policy and tweak the existing policies to really motivate their employees further.

I am sure that as you go through the various research articles that have been enclosed here the idea of reward and recognition as a means for motivating employees would be further reinforced. The contributors to this edition have really put in a lot of effort to showcase their research findings and thoughts which will greatly benefit each one of us. I also take this opportunity to congratulate NIPM for their continued and focussed efforts to add value to the management community at large and especially to HR professionals. I wish all the readers happy reading.

I end by quoting Simon Sinek who says” when people are financially invested they want a return, when people are emotionally invested they want to contribute” and after all we want all our employees to contribute to the organisation so let us get them emotionally invested.

Best wishes

K Beji George IRTS

Chairman and Managing Director

HLL Lifecare Limited

About Mr K Beji George:

K Beji George IRTS, is presently the C&MD of HLL Lifecare Limited a Mini Ratna PSU under the Ministry of Health and Family Welfare, GOI. He was appointed as C&MD in 2019 and has been instrumental in the turnaround of the company which was incurring losses during the previous years. He is an astute and charismatic manager who easily gains acceptance from all stake holders to drive change management and implement strategic growth plans. Under his guidance the company has recorded profits for 3 years in a row and has also implemented the 7th pay commission recommendations in 2021 which were due since 2017.

Prior to joining HLL Lifecare Limited, he has worked as Chief Traffic Planning Manager (CTPM), South Central Railways, Director (Planning) Railway Board, Senior General Manager Container Corporation of India (CONCOR) and General Manager and CVO Centre for Railway Information Systems(CRIS) New Delhi. He has made significant contributions in all these organisations and has also received the prestigious Railway Minister’s award in addition to various awards in his career. He is also a recipient of the prestigious Chevening Scholarship for his Masters in Transport from Imperial College, London. He is also an Alumni of Faculty of Management Studies, New Delhi.

WORDS OF WISDOM

Feedback is the breakfast of champions.

- Ken Blanchard

*Nothing is more effective than sincere, accurate praise,
and nothing is more lame than a cookie-cutter compliment.*

-Bill Walsh

A brave man acknowledges the strength of others.

- Veronica Roth

Treat your employees like an investment, not a cost.

- Dan Sullivan

FOREWORD

Mr. Vishwesh Kulkarni
National President, NIPM
Chairman, Yashaswi group

Dear Member,

Compliments to all readers of this Compendium!!

I am happy to share 7th Research Compendium published by NIPM. It is a great milestone for any professional organization to have consistency, mainly on Research Activity. Thanks to Dr. S. V. Bhawe, Fellow & NC member of NIPM, & Director HR & IR, Bharat Forge Ltd. for accepting and delivering this herculean task. As National President of NIPM, I wish to put on record, highest appreciation of all Research writers & reviewers for their excellent work

“Effect Of Reward And Recognition On Employee Motivation” is considered as subject of preference at all levels.

Timely rewards and recognition is important to improve organizational values, employee happiness, increase customer satisfaction which motivates employees to go the extra mile. Employee's rewards and recognition impacts positively on performance of organization.

According to **William James**, a well-known psychologist, “the deepest principle in human nature is the craving to be appreciated”. (Refer “Quotation Celebration”, written by Samuel Rodenhizer in 2016) The fact is, that we all want to believe that our life matter to others & employees are no exceptions to it. Like all mortals, they despise the environment where appreciation is scarce, and they need to work hard to remember the last time they had received a warm and encouraging pat on their backs.

Numbers, as usual, never lie:

- Nearly 80% say lack of appreciation is a significant reason for leaving.
- 27% of employees quit their jobs due to a lack of recognition.
- 52.5% want to receive more public recognition from their managers.
- 41% want more recognition from their immediate co-workers.

FOREWORD

Social support, then, appears as the only silver bullet. Research outcomes bring to light how heart-to-heart talks with colleagues, words of praise, and peer recognition can create lasting bonds among people. Over time, these prosocial nudges will become cornerstones of a healthier, supportive, and collaborative work culture.

Looking at all these elemental and future-impacting effects of recognition, it won't be far-fetched to say that employee recognition will create better workplace performance—more than financial rewards. It ticks most of the checkboxes that are vital performance indicators of any organization.

I am sure this 7th issue of Research Compendium on the topic **“Effect Of Reward And Recognition On Employee Motivation”** will also be beneficial for HR Professionals at large.

My sincere thanks to all NC members, for encouraging this Research Activity wholeheartedly.

Looking forward to have your valuable support to all such activities initiated by NIPM.

Thanks & regards

Vishwesh Kulkarni
National President (NIPM)

EDITORIAL DESK**Dr. Santosh Vishnu Bhawe**

Fellow Member NIPM & Director-HR and IR,
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After successful completion of six issues of Research Compendium, National Institute of Personnel Management (NIPM) - Personnel Today, is releasing its seventh issue of Research Compendium on Theme – “**EFFECT OF REWARD AND RECOGNITION ON EMPLOYEE MOTIVATION**”.

Rewarding & Recognizing (R&R) employee always leads to greater employee engagement. Awarding timely reward and appropriate recognition eventually helps in ensuring high level of motivation, which increases retention and helps to create more positive environment at respective workplaces. Incorporating reward and recognition program supports in ensuring sustainability which leads to competitive edge in business. Apart from this timely R&R brings in positive synergy and increase level of productivity.

While considering reward each business need to consider affordability, prevailing practices with competitors, employee friendly compensation structure, appropriate portion of fixed & variable component etc.

Few organizations believe in analyzing self-created R&R system and few organization tend to engage professional consultants to advice on the subject considering market benchmarking such as i.e. Mean, Median, Average Pay, Relationship with qualification and experience, demand for niche talent etc. Over the years HR Professionals are finding it challenging to balance affordability vs. expectations while analyzing important subject like R&R. Considering the importance of this subject NIPM has decided to invite application based research articles on the theme “**EFFECT OF REWARD & RECOGNITION ON EMPLOYEE MOTIVATION**”.

We have received many research articles based on the theme of this compendium. NIPM has started journey of publication of Research Compendium few years back and as an Editor, I am happy to present this seventh issue to all readers. In last issue we had published guideline from Dr.Shivaji Mundhe on “How to write an effective research article”. I am happy to note that research writers from HR Profession have utilized the tips from this article, which is evident from the quality of this issue. This research compendium consists of 33 Articles from practicing managers, academicians, highlighting importance of reward and recognition and its effect on employee motivation.

For this issue we have received a forwarding note from Mr.K.Beji George IRTS, Chairman and Managing Director, HLL Lifecare Limited, Thiruvananthapuram, India. I wish to express my sincere thanks to him for giving us the Forwarding Note.

I wish to appreciate leadership of Mr.Vishwesh Kulkarni, National President of NIPM, who extended his support in sponsoring publication of this issue too. Mr.Kulkarni always guided and supported all of us to reach to this level.

Editorial board is also grateful to all members of National Council of NIPM for their unstinted support in ensuring continuation of publication of Research Compendium.

Dr.Shivaji Mundhe, Dr.Vandana Mohanty, Ms.Lorraine Coelho, Mr.Parth Jadhav, Mr.Yogesh Rangnekar, Mr. Pawan Sharma, Mr. Sham Vaychal, Ms.Amala Karandikar, Dr. Sachin Misal & Mr. Gaurav patil have continued their support in ensuring this publication. I am grateful to you all.

Thank you all for your support

Happy Reading!!!

Dr.S.V.Bhave
Editor – Research Compendium
NIPM – Personnel Today.

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Reward and Recognition of Teachers; Tool for True-blue Commitment

Dr.M.A.Lahori

Director,

Anekant Institute of Management Studies (AIMS),
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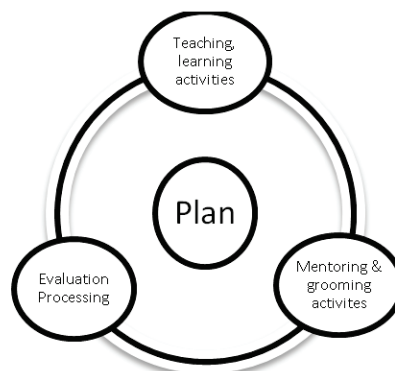
Abstract: - Seldom we talk about teachers' recognition and teachers' performance appraisal (reward), but it is observed and notices that, teachers are mostly buckled with admission, other administrative work, research, white papers and sometime hooked on self-centric work. It is very rare baring few; we can say that in real sense teachers are contributing for the benefits of students and Institute as a whole. The immediate and clear answer is NO. Hence, in this paper an attempt is made by formulating a simple but need based Teachers Performance and Competency Appraisal. It analyses various factors which amount to reward and recognition of a teacher. And this leads to the certainly true-blue commitment of a teacher and will have win-win situation.

Key words: confined appraisal, more administrative work, need based performance appraisal, institutional development.

Introduction: Teachers are playing very important role in developing and shaping the students at large. Teachers are not only teaching the subjects but inculcating the values, ethics and manners in the students. The working quality of teachers has to be rewarded and recognize suitably. The role of teacher is multi faced.

Diagram No.1.

Teacher's Educational Spiral



Role of a Teacher: In the 3 E formula of teaching process viz Excellence, Effectiveness and Efficient in the higher education. The role of 'Teacher' is towards totally functional based rather than teacher-learner interaction. *It is rightly said that, 'Mediocre teacher tells; Good teacher explain; Superior teacher illustrates; Exceptional teacher inspires.'* Thus, functional knowledge and inspiration is the main tool for excellence in the education. The major function in 3 E formula processes, a teacher is supposed to perform the following functions.

a) **Managerial Function:** This is most important function of a teacher which consists of planning, organizing, coordinating and controlling. The overall development of student and Institute as well, is very significant.

Teacher as a Communicator: As we know henceforth teaching is not only a transmission of information is not only a transmission of information but also it

a) will be two-way process of sharing thoughts and feelings with the students. Teacher may use both verbal and non-verbal mode of communication based on the situation to explain. *This is rightly said, 'Teachers **TEACH** by what they **DO** more than by what they **SAY**'.*

●**Teacher as a Self-learner:** In to-days dynamic environment of fast technology, research, economic and political changes, the explosion of information is very much amazing, and teacher has to up-date him / herself. Hence *it is rightly said by Bruner that, 'Knowing is a process-not a product'*. Teacher needs to Learn-It-All the hybrid teachings methods.

●**Role as a Researcher:** Teacher need to go for the research work with the help of technological tools to increase the excellence in their subject as to acquaint with the latest happening and application of his/her knowledge.

●**Teacher as a Resource Generator:** In the educational Institutes teacher should be a resource generator, by contributing towards collaborations, research work, patents, strong alumni relationship and connects. The resource generation for the development of Institute goodwill.

●**Teacher as a Role Model:** It is often said that student learn from what they see rather than from what they are taught and *H. Miurn said 'What you say is not important, how you say it'*. Thus, it is essential that teacher should try to decrease the precept-

practice gap and thus help students acquire skills and attitude by providing a role model.

In precise Education is a process of self-discovery, self-sculpture, to explore latent intellectual, artistic skill & humanist capacities. Teacher's role is all about upfront discussion, inspire learner, with the distinctive teaching methods to achieve the program outcome.

The objective and problem of the study is very simple,

Objective: Teachers need to be rewarded and recognize for their work.

Problem: Teacher's don't have proper performance and competency appraisal for their work.

Limitation: The framework of Teachers Performance and Competency Appraisal is basically designed for the upcoming and growing management Institute. Hence it can't be generalized and may not be applied to all Institutes, unless it customizes as per need. The discussed format is basically for Management Institute.

Discussion on Format of Teachers Performance Appraisal & Competency:

As on date the appraisal of teachers is in place with title of Academic Performance Indicator (API). The assessment parameters have classified into three categories namely,

●Category I: Teaching, Learning and Evaluation Related Activities

●Category II: Co-Curricular, Extension and Profession Development Related Activities

●Category-III: Research and Academic Contributions

A review and in-depth analysis has put forth the new format for the teachers Performance Appraisal & Competency, as teacher / faculty ranking. This will help to recognize and reward teachers suitably by the education Institutions. The complete Performance Appraisal & Competency, as teacher / faculty ranking is shown in the annexure. However, the outline is basically classified into five categories.

Category A: Faculty General Profile: It is all about the information of the faculty like education, experience, date of birth, publication etc., in precise a faculty at a glance.

Category B: Teachers Competency on Teaching Learning & Evaluation Activities (135 Points). It has weightage of 135 points, divided into; Classes taken (Max. 40 Points/year), Project supervision (20 Points/year), Innovative Teaching & learning methodologies (Max. points 40 /year), Examination related works (Max. 25 Points/year) and Subject results (Max. 10 points/year)

Category C: Sportive-ness of Teacher on co-curricular, extension and professional development, (65 Points), which is divided into, Students activities (Max. 10 pints/per), Mentoring /Remedial/ Bridge Courses /other (Max.15 Points/year), Organizing conferences, FDP, workshops (Max. 10 Points/year), Administrative work of the Institute /Department (10 points / year), participation in administrative and academic bodies (Max.05 Points/year), Professional development activities and (Max.15 points/year)

Category D: Teachers IPR on Patents, Research & Academic Contributions (115 Points/year). The point are divided into Patent / Publications (60 Points/year), Research Projects (20 Points/year), By

Research Guidance (10 Points/year), Training courses Attended/ Conference Papers Presented & Invited Lectures (25 Points/year)

Category E: Institute Vibes like, Institute Building / Goodwill (Max 20 Points-Top up). These points are top-up weightage in total, in other words additional. This is divided into, Placement Activity (Max.11 Points/year), Admission activity Coordinator (Max.5Points/year), Outreach Activities / Self-Drive / Proficiency contribution / Coordinator: (Max. 4 Points/Max).

Working: All the category shall have other minute sub-division with allotted points, that can be more visibility in the annexure. Please follow.

The points and weightage of Faculty Performance & Competency Appraisal (FPCA) taken on evaluation sheet for their ranking on 315 scores/points. And there shall be 20 points top-up for all faculties to add-on by scoring.

The table No. I denotes the total score and the **Faculty Ranking Grades (Based on 315 score)** on that top-up scored points need to add. Further it tagged with **Green colour:** Should be recognize and suitably rewarded **Orange colour:** Should be notified need improvement **Red color:** Should be cautioned to go out, unless get into orange.

In the table No. II, Level of Faculty is determined based on the designation like assistant, associate and professor indicates how much minimum points to be scored in total.

Conclusion: This is the most feasible format for the recognition and reward for the teachers and it need to be in place. On the green zone that is recognition and reward (R & R zone) teachers need to be rewarded with variable pay.

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- a) The complete format category A to D and the table No. I and II as annexure I.
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Annexure:

Faculty Performance & Competency Appraisal (FPCA)
Faculty Ranking Evaluation Sheet
 Academic Year

Category A:**Faculty General Profile:**

1.	Name of the Faculty	:	
2.	Academic Qualification (at date of joining)	:	Regular:
3.	Academic Qualification gained during service till date	:	Distance:
4.	Date of Birth (DD/MM/YY)	:	
5.	Date of Joining & Total Number of Years /Months at AIMS	:	
6.	Designation	:	
7.	Work Experience a. Academic b. Professional / Corporate c. Total	:	
8.	Permanent Address	:	
9.	E-mail / Telephone / Mobile Number	:	
10.	Research Papers publication / patents /books, etc., a) National b) International	:	
11.	Conference participation / FDP/ presentation / chair a) National b) International	:	

Category B:**Teachers Competency****Teaching Learning & Evaluation Activities (135 Points)**

S #	ESSENTIAL Documents in support	Points allotted	Self-appraisal Score	Verified Coordinator Score
1.	Classes taken (Max. 40 Points/year) – Lectures, Seminars, tutorials, practical & contact hours undertaken. (1P for 5 classes)	40		
2.	Project Supervision (20 Points/year) No. of students Guided at UG, PG, & Govt. projects (1P for one student)	20		
3.	Innovative Teaching learning methodologies (40 Points/year) 1. No. of Subjects / course Handled with study material (5P for one Subject, Max. 15P) 2. No. of Certificate Programs given (5P per Certificate Max.10 P) 3. No. of Experimental learning sessions conducted outside Institute (2P/event, Max. 2P) 4. No. of Subjects Curriculum updated (4P per subject, Max. 8P) 5. Annual average Student Feedback (Max. 5)	40		
4.	Examination Related Works (25 Points/year) 1. CEO/Invigilation/Supervision related (1P/Invigilation, Max. 10 P) 2. Evaluation/Assessment (2P per subject, Max. 10 P) 3. University Question Paper Setting work (2P per QP, Max. 5 P)	25		
5.	Subject Results (10 Points/year) Average result in subjects per year in percentage = x. Points = [(x - 50)/5]	10		
Total Score		135		

Category C:**Sportive-ness of Teacher****Co curricular, Extension & Professional Development (65 Points)**

	Co-curricular & Extension Activities	Points allotted	Self-appraisal Score	Verified Coordinator Score
1.	Student related Co-curricular & Extracurricular Activities (10 Points/year) Name of Activity (2P/activity, Max. 10P) 1. Guest Lectures Arranged : 2. Industry visits Arranged : 3. NSS/AICTE/UGC/University/DTE etc., Program : 4. Alumni Association Program : 5. Students Presentation / Debate :	10		
2.	Mentoring /Remedial/ Bridge Courses /other (15 Points/year) 1. 1P/program, (Max. 5P) :	15		
3.	Organizing Conferences, FDP, Workshops in Dept/Institute (10 Points/year) 1. Conferences : 2. FDP : 3. Workshops : 4. Management Fest etc. (Mention) : (Chairperson -3P, Convener- 2P, Member -1P per event)	10		
4.	Administrative work of the Institute / Department (10 points / year) Responsibility : 1. Dean – 10 P 2. HOD – 8 P 3. Course Coordinator – 7 P 4. Class Coordinator – 5 P 5. Activity Head / Committee – 4 P	10		
5.	Participation in Administrative & Academic Bodies (05 Points/year) 1. BOS Member : 2P 2. BOE Member : 2P 3. Any other Committee : 1P	5		
6.	Professional Development Activities (12 points / year) 1. No. of Certificates completed in NPTEL /SWAYAM/other Online 3 Month Course (5P/Certificate, Max 5P) 2. Conferences/Seminars/Workshops attended with Attendance Certificate (1P/Event, Max 5P) 3. PhD adjudicator / evaluator (5P/Max. 5P)	15		
Total Score		65		

Category D: Teachers IPR Patents, Research & Academic Contributions (115 Points)

	Documents in support	Points allotted	Self-appraisal Score	Verified Coordinator Score
1	<u>Patent / Publications (60 Points/year)</u> 1. Papers in ISSN Google Scholar/Scopus/ WoS Indexed Journals (8P/paper for first author, 2P/paper for other authors Max. 40P) ; 2. Papers in Conference Proceedings (4P/paper for first author, 1P/paper for other authors, Max. 20P) ; 3. Chapters in Edited Book with ISBN / Case studies in Journals with ISSN (4P/ for first author 2P/ for other authors, Max – 10P) ; 4. Books with ISBN (Min 6 Chapters & 250 page book. 8P/ for first author, 2 for next. Max. 10P) ; 5. One patent single 30 point Max 60 down the line 10 point Max 60. Patent submission by single only 10 Point	60		
2	<u>Research Projects (20 Points/year)</u> 1. Govt. / University Funded Working Project (10 P/Project, Max. 10P) ; 2. Consultancy Project for MoU partners or others (5P/Project, Max. 10P) ; 3. Linkages (5P/ Linkage, Max. 10P) ; 4. Any other project (5P/Project, Max. 10P) ;	20		
3	<u>By Research Guidance (10 Points/year)</u> 1. Guided M.Phil./M. Tech. (by Research)/MS. (by Research), 2P/candidate on award ; 2. Guided Ph.D. (10P/award) ; 3. Guided UG/PG Student Project resulted in Journal Copy right/ Patent Submission (2P/Publication) ;	10		
4	<u>Training courses Attended/ Conference Papers Presented & Invited Lectures (25 Points/year)</u> 1. Training courses / FDP attended (min. 3 days, 5P/ Certificate, Max. 10P) ; 2. Conference Papers Presented (5P/3P/2P for Int.N at./Nat./Regional; Max. 10P) ; 3. Invited Lectures/ chairing the session/ Inaugurator (other invited responsibilities like Ph.D. external examiner etc. (5P/Event, Max. 10P) ;	25		
Total Score		115		

Category E: Institute Vibes Institute Building / Goodwill (Max 20 P-Top up)

	File Documentation	Points allotted	Self-appraisal Score	Verified Coordinator Score
1	<u>Placement Activity (11 Points/year)</u> 1. Placement Training organized (1P/event/Max4P) – 2. Job Fair / On -campus / Off -campus Drive – (1P/Event+10 students offer letter 1P/ Max 7P)	11		
2	<u>Admission Activities Coordinator (05 P/Max)</u> 1. Intoto planning right from scratch to finish (Coordinator 3P & Team members 2P)	05		
3	<u>Outreach Activities/Self-Drive/Proficiency contribution /Coordinator; (04P/Max)</u> 1. Institute distinctive activity (1P/event/Max 1P) 2. NAAC/NBA/ NCC/NSS ETC.(2P/Max2P) 3. Self-driven/Proficiency of their subject -IT return/ Computer program/ subject knowledge /Employee citizenship behaviour/Course handling-CMA etc. (1P/Max1P)	04		
Total Score		20		
Faculty Grade Rank				

Signature of Candidate
Academic Coordinator
Director Secretary

Note:

- a) The faculty ranking shall be

workout on basis of 315 marks/score.

- b) Each faculty has to score minimum score shown in the table No. II for qualifying.
c) The score indicated in category E shall be 'Top-up Score' is not included in 315 but will be added on the secured percentage.

**Table 1:
Faculty Ranking Grades
(Based on 315 Score)**

	FPCA Score	Rank	Grade	Percentage Score
1	- - -	A ++ Grade	Excellent	95 % (R & R)
2	276 - 300	A + Grade	Extremely Good	88 % (R & R)
3	251 – 275	A Grade	Very Good	80 % (R & R)
4	226 – 250	B ++ Grade	Good	72 %
5	201 – 225	B + Grade	Adequate	64 %
6	161 – 200	B Grade	Average	51 %
7	140 – 160	C Grade	Below Average (No Increment)	44 %
8	120 - 140	D Grade	Poor (Warning)	38 %
9	Bellow 120	F Grade	Very Poor (Relieving)	Below 38 %

● **Category E:** Institute Vibes Institute Building / Goodwill scored pints shall be taken maximum 20 points, as top-up points in addition to above for calculation.

● **Green color:** Should be recognize and suitably rewarded

● **Orange color:** Should be notified need improvement

● **Red color:** Should be cautioned to go out, unless get into orange.

**Table II:
Level & Faculty wise Minimum
scores required**

Category	Asst. Professor	Associate Professor	Professor
Category - A (135)	80	80	80
Category - B (65)	20	20	20
Total (A+B) (200)	115	115	115
Category - C (115)	10	20	40
Total Score 315 (A+B+C)	140 (45%)	160 (51%)	170 (54%)

Note: Based on the level of (designation of faculty) they must get into the above brackets that is minimum.