



International Management Institute, Bhubaneswar

## Faculty Performance Measurement System

Incentive Scheme

(w.e.f. Academic Year 2017-18)

### Introduction

The performance appraisal of faculty members is carried out every year with the basic objective of helping them grow as professionals and to improve the quality of their academic output. This is intended to enhance Institute's academic quality and contribute to the intellectual capital of IMI, Bhubaneswar. It is expected that the process will bring greater accountability and measurability in terms of output and performance of the faculty. The system of performance monitoring will be reviewed periodically for further improvement in the measurement of faculty output. In keeping with the integrated approach to management education, faculty members are expected to contribute to various academic activities like Teaching, Training, Research, and Academic Administration at IMI.

### Mandatory Requirement

The performance of the faculty is measured in terms of work units earned by them. The work units are assigned for each of the academic activities performed by the faculty, which contribute to the overall output and performance of IMI. A faculty member is expected to carry out a minimum workload of **300 work units**. A faculty member may choose to pursue an activity mix depending on his / her background, aptitude and institutional priority.

The norms for minimum work units from direct teaching in the long term post-graduate programmes for a faculty member is 150 units. Remaining 150 work units should be distributed amongst training, research/publication and academic administration. The upper limit for teaching in the long term post-graduate program will be 6 full courses of 3 credits each, i.e., equivalent to 300 work units. Faculty should try to generate atleast 50 points from training and/or research activities.

Work units earned by the faculty member over and above the minimum level of 300 units will be rewarded by the Institute at the rate of Rs. 3,000 per additional work unit. Maximum units that can be rewarded to any faculty member in one academic year is 200. In case, faculty member earns more than 500 units in one academic year, he/she can carry forward the extra units to next academic year. Similarly, if the faculty member earns less than 300 units, he/she has to earn extra units in the next academic year, so that the average number of units in two years is 300. Not meeting the minimum workload norm of 300 points in any academic year will not be considered favourably and necessary counselling will be done. This will also have an impact on the performance of an individual faculty. However, no points will be awarded for teaching in long duration programmes beyond 300 points, unless a prior approval is taken from the Director. Faculty members are encouraged to earn points from diverse activities.

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## Linking Activities to Work Units

The institutional activities that any faculty member (from all academic activities taken together) is expected to perform, are converted into the work units to facilitate measurement. Both quantitative and qualitative criteria are taken into account wherever applicable, in calculating the work units for various activities. For this purpose, the following system of measurement of activity-specific work units will be applied:

**Table: Activities, sub-activities and their equivalence**

Activity	Sub Activity	Class Size (as per PGDM norms)	Equivalent Work Units	Remarks
Long Duration Post Graduate Programs [PGDM / PGDM(PT)]	Compulsory and Elective courses  3 credit course	36 and above	50	30 hours direct teaching at 1 work unit per hour plus 20 work units for course coordination and evaluation, Maximum of 6 hours of the total 30 hours can be conducted by other faculty for earning the full amount of 50 work units. If more than 6 hours of the total 30 hours are conducted by other faculty then 1 work unit per hour plus 20 work units for course coordination and evaluation for a 3 credit will be earned. For courses with class sizes of below 36 or with a credit load other than 3 credits, proportionate work units will be earned. For PGDM-PT, where majority of courses are of 2 credits, total work units to be awarded will be 35 (20 units for teaching plus 15 units for coordination)  Minimum course feedback required to earn the work units is 3.5 on a 5 point scale. If the course feedback is between 2.5 to 3.5, the work units for that course will be discounted by 25%. Courses with feedback below 2.5 will not earn any work units.
		12 - 35	45	
		less than 12 (This is allowed only with prior approval)	15	
Guidance of Company Project / Field Projects for PGDM and PGDM(Part-time) including evaluations			3	
Guidance of Course of Independent Study (CIS)**			5 for each student	

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Additional sessions such as guest lectures in a course, orientation program sessions, etc. - per session (upto 90 minutes) conducted.	1	
Evaluation of summer internship reports for PGDM**	1	
Outstation Admissions Interviews for one Full Day	1	
Additional Points for Designing, Developing & successfully offering of a new course (Core/Elective Course) as per the industry needs and subject to approval of Faculty Council		
For a Full Course (3 credits)	15	
For a half Course (1.5 credits)	10	
** No points for being a member of Project Evaluation Panel for Summer Project Presentation/CIS		

Activity	Sub Activity	Equivalent Work Units	Remarks
MDP / FDP			
Conducting MDP sessions	Per 90 minutes of session conducted in Bhubaneswar	1	If more than one faculty member jointly takes the session then work units will be earned proportionately.
	Per 90 minutes of session conducted Outstation	1.5	
Coordination of MDPs	One Day	3	Each MDP/FDP needs to have minimum 10 paid participants and the programme needs to be profitable. If more than one faculty member jointly coordinates a programme then work units will be earned proportionately. For DGR and other Government sponsored programmes of long duration, points will be decided at the budget approval stage. FDP points will be calculated as 2/3 <sup>rd</sup> of MDP points.
	2-3 Days	7	
	Four to Six Days	10	
	Two weeks programme	15	
	Three weeks programme	20	
	Four weeks and above	25	
Research & Publications			
	Paper in – Classified journals		Affiliation: should mention IMI for the credit. Credit available only on publication. In case of joint authorship by more than one author, proportionate work units to be earned.(List of Journals belonging to various categories of FT50, SSCI, ABDC, WEB of Science and SCOPUS)
	Category A+	150	
	Category A	100	
	Category B	50	
	Category C	30	
	Category D (as per UGC List)	10	
	Case Writing along with teaching note	20	Affiliation: should mention IMI for the credit. Should be cleared by International case clearing house such as ACRC. In case of joint authorship by more than one author, proportionate work units to be earned. Any Royalty earned is to be shared with IMI as per consultancy rules every year.

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	Book		
	• Research (published by Category 'A' publishers)	100	Affiliation: should mention IMI for the credit. In case of joint authorship by more than one author, proportionate work units to be earned.
	• Research (published by Category 'B' publishers)	50	
	• Edited by the IMI faculty member (inclusive of all volumes).		Credentials of publishers not belonging to 'A' or 'B' category to be submitted to Faculty Development & Evaluation Committee for approval.
	- Published by Category 'A' publishers	50	
	- Published by Category 'B' publishers	25	
	• Edited by the IMI faculty member - Published by publisher other than those mentioned in Category 'A' and 'B'	10	
	Edited Volume (editor not from IMI) but paper contributed by IMI faculty		Affiliation: should mention IMI for the credit. In case of joint authors, proportionate credits only. In case of joint authorship by more than one proportionate work units to be earned.
	- Published by Category 'A' publishers	15	Maximum two chapters in any edited book
	- Published by Category 'B' publishers	10	
	Book chapters		
	- Published by Category 'A' publishers	15	Affiliation: should mention IMI for the credit. In case of joint authorship by more than one author proportionate work units to be earned.
	- Published by Category 'B' publishers	10	
	Working Paper	10	Affiliation: should mention IMI for the credit. In case of joint authorship by more than one author, proportionate work units to be earned.  In case working paper is converted into conference paper and / or published in refereed journal, the work units already earned for working paper will be deducted from the points for which a faculty member is eligible
	Monograph	15	In case a monograph is converted into book or book chapter the work units already earned for monograph will be deducted from the points for which a faculty member is eligible

	Full Conference Papers Submitted and Presented in National /International Conferences		<p>Affiliation: should mention IMI for the credit. In case of joint authorship by more than one author, proportionate work units to be earned.</p> <p><b>All Conference related points would be counted only for calculation of Work Units and NOT for reward beyond 300 units.</b></p> <p>Participation in IMI-B organized conferences is mandatory.</p> <p>A maximum of <b>four</b> conference papers in an academic year will be eligible for work unit allocation</p>
	Full Conference Papers (organized by IMI)	10	
	Full Conference Papers in Conferences that have been held for 10 or more consecutive years where 50 papers or more are presented in the said conference	10	
	Full Conference Papers in Conferences that have been held for 5 years and where 30 papers or more are presented in the said conference	5	
	IMI Journals :		Per Faculty
	(i) Global Business Review		
	- Editor	50	
	- Associate/Assistant Editor	25	
	(ii) Emerging Economy Studies		
	- Editor	30	
	- Assistant Editor	15	Per Faculty

<b>Organising Conferences</b>	<ul style="list-style-type: none"> <li><b>International Conference:</b></li> </ul> <p>Should be at least two-day event with minimum 50 research papers from paid delegates out of which at least 10 papers from foreign paid delegates</p>	60	In case of joint organization by more than one IMI organiser, proportionate work units to be earned.
	<ul style="list-style-type: none"> <li><b>National Conference:</b></li> </ul> <p>Should be at least two-day event of total 50 paid delegates</p>	25	In case of joint organization by more than one IMI organizer, proportionate work units to be earned.
	<ul style="list-style-type: none"> <li><b>Round Table Conference:</b></li> </ul> <p>There should be one-day event of at least 25 registered delegates</p>	15	In case of joint organization by more than one IMI organizer, proportionate work units to be earned.
<b>Fellow Programme / Ph.D</b>	Supervision of completed and successfully defended FPM/PhD Thesis– per thesis	25	In case of joint supervision by more than one IMI faculty supervisor, proportionate work units to be earned.
	Members of the thesis Committee	10 points each	
<b>Administration</b>	Chair – PGDM	50	Administrative points will be awarded based on the achievements of targets set for the said position. In case, one is not able to achieve the set target for his/her vertical than the points will be allocated on pro-rata basis. Performance of the faculty handling Administrative roles would be
	Chair – Executive Education-MDP	50	
	Chair -- Placements	50	
	Chair – Admissions	50	
	Chair – Accreditation & Ranking	30	

	Chair – PGDM-PT	15	evaluated by the Director in terms of overall quality of administration-related work which may include innovation, involvement, commitment, and quality output. Actual points would be awarded for each position, subject to the specified ceiling.
	Chair – Library	15	
	Chair -- Research	15	
	Chair -- E-Cell	15	
	Chair – Branding & Media	15	
	Chair – IT Services incl. Website	15	
	Chair – Student Affairs	15	
	Chair – Centre of Excellence	10	
	Chair – Purchase	05	
	Chair -- Consultancy	05	
	Area Chair	05	

## Research

The whole purpose of awarding points to research is not merely to recognize the work done, but also to influence the activity mix and overall work portfolio of each faculty member. In order to aim at National and International accreditation and enhancing the ranking of the Institute, focus on research becomes an imperative. Research has to be a major activity. Quality research in Scopus listed journals will add to the credibility of individual faculty as well as to the Institution. **Nil research output by any individual faculty should be viewed very seriously and will impact the performance of the individual.**

All faculty members will be encouraged to develop a research focus and a Research grant of Rs. 100,000 will be provided to fund research proposals selected by the research council. They will also be provided financial support to present papers in both national and international conferences, as per prevailing Institute guidelines.

Permanent Faculty members are encouraged to present their research in reputed international and national conferences. IMI will sponsor paper presentation in a reputed international conference once in two years and in a reputed national conference twice a year. A reputed international conference is defined as a conference organized by an academic society/University/Institute with a **track record of at least 15 prior conferences**. A reputed national conference is defined as a conference organized by an academic society/University/Institute with a track record of **at least 10 prior conferences**. If the conference paper presentation sponsorships are not availed they cannot be carried over to subsequent years.

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## Consultancy

Consulting assignments undertaken by faculty will not be counted in work units. Net surplus from consulting will be shared between the concerned faculty and IMI in the ratio of **2:1**.

Sponsored research will be treated as consulting.

International teaching/training billed in foreign/national currency will be treated as consulting.

Domestic teaching/training awarded by an external agency to an individual faculty, not exceeding one full day in duration, will be treated as consulting. Any training assignment exceeding one full day will be treated as MDP and work units will be calculated accordingly.

Though any activity outside IMI is not allowed, in case any Domestic Course Teaching/special lectures/short workshops or any other assignment outside IMI are undertaken by the faculty with prior permission will also be treated as consulting. Faculty members need to share their honorarium with IMI as per consultancy rules.

All consulting billing is to be done in the name of IMI, Bhubaneswar.


**All Consulting Assignments/ Assignments Outside IMI to be undertaken by IMI faculty will require prior written approval of the Director.**

## Faculty Evaluation Process

The faculty members are expected to generate a minimum output of 300 work units in a year. Teaching in long term academic programmes should contribute to a minimum of 150 work units and a maximum of 300 work units. After 150 work units from teaching in long term academic programmes, faculty members are free to choose activities of their preferences. Individual faculty would have the flexibility to design their own work plan depending on their choices, subject to institutional requirements/ priorities as per the Director's instructions/decisions.

Each additional work unit beyond 300 will earn an incentive as per the existing norm. Maximum work units eligible to receive payments under this incentive scheme are 500 units. If any faculty member exceeds 500 work units in a particular academic year, the faculty concerned may be allowed to carry forward work units earned over and above 500 to the next academic year. At no point in time, however, will a faculty member be allowed to earn monetary incentive for work units beyond 500, including at the time of retirement or leaving the organization.

A Faculty member will not be eligible for any awards /incentive if he/she fails to meet the minimum requirement of 300 work units and/or fails to meet the minimum requirement of 150 units from teaching in long term academic programmes. The Faculty Development & evaluation committee and the Director may counsel the faculty member concerned and in case there is no improvement appropriate action will be taken.



## Annual Work Plan and Activity Report

As a part of this system, a faculty member is required to prepare a plan of his/her activities in a given academic year in the prescribed format. The Director, keeping in mind the needs of the individual and the institution, will modify/approve this plan. The final plan approved by the Director will then be kept on the personal record of the faculty concerned. Half-yearly review will also be conducted in the month of October every year based on the approved Work plan and Half-yearly activity report. At the end of the academic year, each faculty member will submit an activity report comparing actual output vis-a-vis the corresponding activity plan submitted at the beginning of the year, providing adequate reasons for major deviations from the activity-wise plan. This achievement versus the plan will be then evaluated by the Faculty Development & Evaluation Committee and the Director.

The annual work plan that the faculty submits may henceforth indicate their activity mix and the break up of their workload. The following may apply:

1. Annual work plan to indicate how many work units under each activity head.
2. Annual work review to compute the actual number of work units accomplished.
3. Excess of work units completed may be:
  - i. Encash at the rates prescribed from time to time
  - ii. Carried forward to next year and adjusted against the workload of that year
4. Shortfall in work units will be carried forward to the next year and adjusted against the workload of that year.
5. Research output is an important requirement for career progression of the faculty.
6. Consistent and continued shortfall in work units will result in termination of service.

The above norms reflect some activities that are easily measured while other equally important activities may escape due recognition. These norms will be modified from time to time to evolve into a better set of norms that captures faculty performance more accurately.

## PROMOTION

Promotion/Career Advancement is one of the core aspects of HR policy of the organization. In order to have high-level satisfaction amongst employees an organization should have a transparent and fair promotion policy. In order to bring more clarity on the issues, regulations as enumerated in the succeeding paragraphs will be adhered whilst considering promotion for faculty at IMI Bhubaneswar.

### Promotion Stages

- a) As per IMI Service Rules, there are three stages for Career Advancement/Promotion, available to the faculty throughout the career. They are:
  - a. Lecturer/ Senior Lecturer to Assistant Professor
  - b. Assistant Professor to Associate Professor
  - c. Associate Professor to Professor
- b) Lecturer/Senior Lecturer will be considered for promotion to Assistant Professor on completion of three years with continuous demonstration of performance of achieving minimum workload units and achieving the qualification of Ph.D or equivalent.
- c) Assistant Professor, who have completed minimum 5 years of post-Ph.D and has overall combined experience of minimum 12 years in teaching, research and industry experience,

will be only considered for promotion to the Associate Professor provided one has achieved minimum workload units.

- d) Associate Professor, who has completed 5 years in the scale of Associate Professor and completed overall experience of minimum 15 years in teaching, research and industry will only be considered for promotion to the scale of Professor provided one has achieved minimum workload units.
- e) In exceptional cases, where a faculty has made a exceptional contribution to his/her profession and to the institute may be considered for promotion on completion of 3 years of service in the present position.
- f) In all cases, beside other parameters the research output of the faculty will be considered to be eligible for promotion as per the table-A. The research output will be considered only for single authored papers. In case of co-authored research papers, the faculty member has to be a first or second author.
- g) Faculty review committee may also decide to get the research output of the faculty under consideration get reviewed from internal and/or external experts. In case, there are diverse opinions on the quality of research output, the same is to be sent to the third external expert for review. The opinion of the third expert on the research output will be accepted as final review.

#### Promotion Process

- a) Faculty who wishes to be considered for promotion is required to submit in writing to the Director of the Institute along with submission of Activity Report and Work Plan. After the evaluation of eligibility criteria, all such applications will be forwarded to the Faculty Review Committee for their consideration. This process will be held once a year along with the Annual Review process.
- b) Faculty Review Committee will consider the cases on merit and requirement of the Institute.
- c) Faculty has to consistently perform and to achieve minimum required workload units over the review period of 5 years at least on average basis, to be considered for promotion to next stage. Faculty members failing to achieve the minimum workload norm even on average basis will not be considered.
- d) Decision of the Faculty Review Committee shall be final.

Table-A: Research Output to be achieved within Review Period\*\*

	C (30)	B (50)	A (100)	A+ (150)	Total Points
Lecturer to Assistant Professor	3	1			120-150
	1	2			
	1		1		
Assistant Professor to Associate Professor	4	2			200-240
	2	3			
			2		
Associate Professor to Professor	2	2	1		250-300
		3	1		
		1	2		
			1	1	

\*\* In Exceptional cases, where faculty member contributes more to Training & Consulting activities, the research output will be relaxed and Faculty Review Committee in consultation with Director will decide.

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## ACTIVITY REPORT

For the period .....

Name :  
Designation :  
Date of Joining :

The form enclosed provides an opportunity for you to list your contribution during the last one-year. Please ensure that this form is returned to the Director before 31<sup>st</sup> March of every year

Section 1      Teaching

(a) (include all courses taught at the Institute in the long term programmes during the academic year)

[illegible]

(b) List of new courses developed and executed

## Section 2 Training

## 2.1: Programme Coordination

[illegible]

## 2.2: Sessions handled

[illegible]

**Section 3      Research & Publications (Include Copies)****3.1.    Books**

<b>Title</b>	<b>Research/ /Edited</b>	<b>Text</b>	<b>Publisher</b>	<b>Reference      (ISBN etc.)</b>

**3.2 Articles, Cases, Conference Papers, Articles, Working Papers, Chapter in Book etc published.**

<b>Title</b>	<b>Name of Journal /Newspaper etc</b>	<b>Refereed Otherwise</b>	<b>or Reference</b>	<b>Category</b>

**3.3.    Research in progress or accepted for Publication****3.4.    Research grants awarded****3.5. Supervision of FPM/ Ph D Thesis**

<b>Thesis Title</b>	<b>Student's Name</b>	<b>Supervised Jointly/Single</b>	<b>Defended on</b>

**3.6.    Any other****Section 4      Consultancy**

(indicate consulting projects awarded / undertaken during the period under review including one day training programmes)

<b>Project title</b>	<b>Organisation</b>	<b>Amount</b>	<b>Target Date of Completion</b>	<b>Status</b>

## Section 5 Institution Building

### 5.1: Administrative Positions Held

Position Held	Period	Brief Note on overall contribution in terms of innovation, involvement, commitment and quality output

### 5.2: Conferences Organised

Conference	Dates/Duration	National/ International/ Round Table	No of Paid Delegates	Details of Edited Book, if any

### 5.3: Other Contribution:

(indicate your contribution in admission, placement, student activities, membership of committees etc.)

## Section 6 Services to the profession :

(indicate your contribution to the profession other than covered in 1-5 above including guest lectures, sessions chaired in conference, editorial board position held, subject expert for faculty selection/promotion, course review etc. at other institutes)

## Section 7: Identify areas where you would like to contribute more:

## Section 8: Identify areas where you need development support:

**Section 9: Any other point to support your performance**

**Section 10: Work Unit Computation**

Section	Work Units (Self Calculation)	Work Units (Approved by Director)
1		
2		
3		
4		
5		
6		
Total		

(Signature & Name of Faculty)  
Date

Director

## WORK PLAN

For the year .....

Name :

Designation :

Date of Joining :

The form enclosed provides an opportunity for you to plan your contribution and activity mix for the next academic year. Please ensure that this form is submitted to the Director.

**Section 1      Teaching**

(courses proposed to be taught at the Institute in the long term programmes)

Course Title	Programme	Credits	Core/Elective

**Section 2      Training**

(include programme coordination and sessions both in open programmes, and in-company programmes)

Activities	Details
Open Programmes	
In-Company Programmes	
Faculty Development Programmes	

**Section 3      Research and Publication**

(include books, articles, cases, conference papers, newspaper articles etc. on which you plan to work during the year)

Activities	Details
Books	
Research Papers	
Case Studies	
Chapters in Edited Books	
Supervision of FPM/Ph D Thesis	
Any other	

**Section 4      Consultancy**

(include any consulting projects planned including project under progress)

Project title	Organisation	Amount	Target Date of Completion	Status

**Section 5      Institution Building**

(indicate contribution in administrative position)

Activities	Details
Administrative Position held	
Conferences Planned	
- National	
- International	
- Round Table	
Any Other	

**Section 6      Services to Profession :**

(indicate your proposed contribution to the profession other than covered in 1-5 above including positions held like editor of a journal etc.)

**Section 7:      Developmental Needs Identified**

(Indicate areas where you would like institutions' support to grow)

(Signature & Name of Faculty)

Director

Date