

AIMS COLLEGE OF BUSINESS AND IT
(PVT) LTD

HR AND TALENT MANAGEMENT POLICY



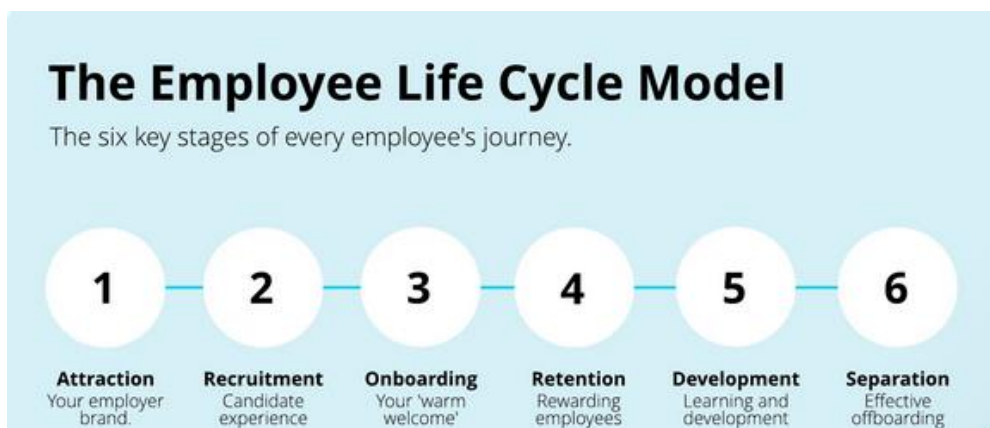
Table of Contents	Page
1. Summary of Policy Document	
2. Forecasting of HR Needs and Decision Making	4
2.1. Talent Acquisition	4
2.2. Communicating the Talent Needs	4
2.2.1. Posting Ads	5
2.3. Process of Selection and Interview Process	5
2.4. Issuing the Letter of Appointment	5
2.5. Induction & Familiarization Process.....	6
2.6. Probation & Confirmation.....	7
3. Training & Development.....	7
4. Performance Evaluation	8
5. Compensation	9
6. Leave Policy	9
7. Termination & Disciplinary Actions	10
8. Grievance Handling.....	10
9. Health & Safety of Staff & Students	11
9. Transfers	13
10. Managing Diversity	13
11. Equal Employment Opportunities.....	13

1. Summary of Policy Document

Goals

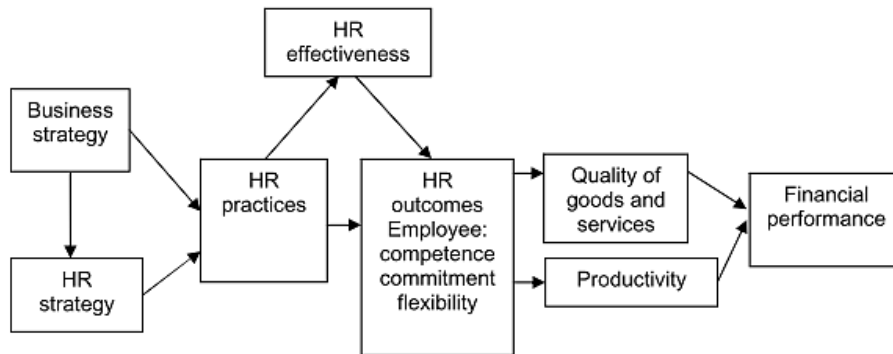
- AIMS believes that HR is the live wire of an organization. All of them have equally contributed to the development of the organization since the inception. Hence, the key goals of this policy document are stated as follows.
 - Forecasting of HR needs
 - Creating a work friendly environment and culture
 - Connect strategic direction of AIMS
 - Attract and retain the right talents
 - Determine the probation period and extension of the probation
 - Plan training & development
 - Sponsoring staff further development
 - Evaluate the performance against the strategic plan
 - Managing leaves
 - Transfers among the divisions
 - Determine compensation & benefits
 - Disciplinary actions
 - Manage grievances
 - Guidance of health & safety
 - Managing diversity
 - Promote equal employment opportunities

Scope: This policy covers the entire employee lifecycle of AIMS and links the HR performances with strategic goals & objectives.

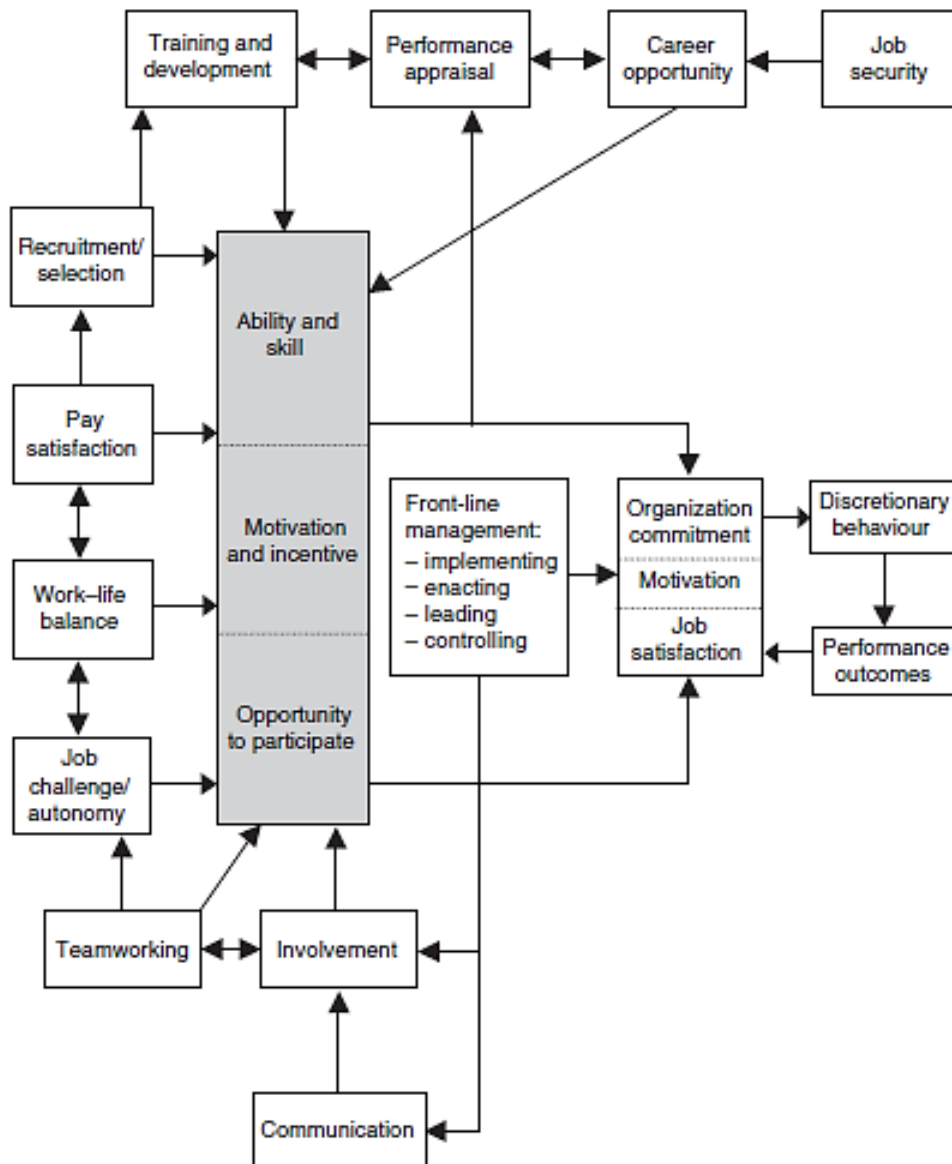


AIMS follows three models under the scope of HR practices

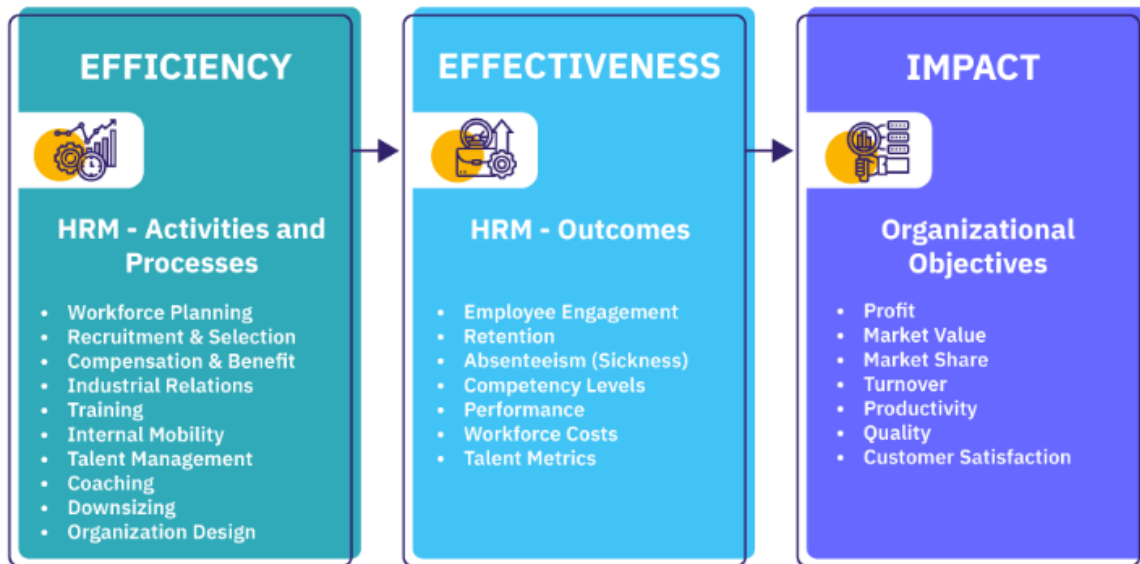
Guest Model (Guest *et al.*, 2000b)



People and Performance Model (Purcell *et al.*, 2003)



HR Value Chain Model (Paauwe and Richardson, 1997)



Responsible Divisional Head

- HR Manager

Review & Approved by

- Advisory Board
- Board of Management
- HR Manager

Revision/Alteration of policy

- The policy is subject to review or revise in the event of the top management decision. They are;
 - When drastic changes happen in the external environment
 - When the management decides to change the leadership & culture
 - When employee performances are not up to standard
 - In terms of business expansions such as merges & acquisition and partnerships.

2. Forecasting of HR needs and decision making

The HR needs of AIMS is totally based on the business expansion. The total HR requirement is communicated by the CEO to the Board of Management by collecting the HR needs of each division. Total HR requirement of AIMS is approved by the Board of the management by reviewing the necessity of HR.

2.1. Talent Acquisition

The Talent Acquisition Policy aims to attract high-performing employees, with the correct attitudes and values for the operations and development of the organization. In order to appoint the most appropriate persons for the positions, potential candidates are drawn from a wide pool and equal opportunities are ensured for all candidates. Talent pool assessment must be based on job-related qualifications including, but not limited to:

- a) Required and preferred education
- b) Experience
- c) Knowledge, skills, and abilities as identified in the job description.
- d) References

The Chief Executive Officer (CEO) is responsible for effectively implementing the Talent Acquisition process and Program Coordinators/Managers must inform the CEO about their HR requirements with expected academic qualifications, work experience, job knowledge, technical knowledge, and salary scale well in advance. Program Coordinators/Managers are also required to mention the employment category (Full time, Part time, contract) when the talent acquisition request is made to the CEO.

2.2. Communicating the talent needs

The CEO will select the most appropriate channel(s) such as press, websites, social media or any other channel, for job postings. AIMS encourages the consideration of current employees for open positions (i.e. promotions and lateral movement). Each position must be posted for a minimum of seven calendar days, but no longer than one month. The CEO may not hire an applicant or close a requisition prior to the seventh calendar day.

2.2.1. Posting the ads

HR Unit must publish an advertisement in the local websites or newspapers. The advertisements must comply with the current advertising standards of Sri Lanka, and shall include the following;

- Job Title
- General Responsibilities
- Person Specification
- To whom/where the applications must be addressed/posted/emailed
- The deadline for closing application.

Additionally, the remuneration rate must also be included to maximize the efficiency of short-listing applications and avoiding applications from candidates with expectations that cannot be met by the institution.

2.3. Process of selection and Interview process

The CEO may consider applicants immediately upon receipt of all application materials, including reviewing resumes for basic qualifications. A job seeker who does not meet all the required qualifications as provided in the job posting, is not an applicant and should not be considered.

The CEO must ensure consistent administration of the interview process. The interviewer's questions should address the applicant's qualifications and ability to meet the requirements of the position. Consistent administration includes equal treatment of applicants, avoidance of discriminatory questions, and uniform interview content. All staff positions and temporary positions require an offer letter to be provided to the applicant. The CEO must notify an unsuccessful applicant who was interviewed by indicating the applicant's status in workday and also may send a letter or call the applicant

2.4. Issue the Letter of Appointment

1. The purpose of this policy is to establish guidelines for conflicts of interest or commitment that might arise in the course of staff employees' duties and external activities of students as well. This policy does not seek to unreasonably limit external activities, but instead seeks to emphasize the need to disclose conflicts and potential conflicts of interest and commitment, to manage such conflicts and to ensure that AIMS's interests are not compromised.

2. Staff employees and students must disclose and avoid actual and perceived conflicts of interest or commitment between their AIMS responsibilities and their external activities. Depending on the circumstances, employee participation in activities in which a conflict or perceived conflict of interest exists may be prohibited or may be permitted but affirmatively managed.
3. Letter of Appointment of Employees – In order to carry out this policy, the following clause is included in each employee`s letter of appointment:

“You shall not either directly or indirectly engage or be concerned in any other employment or any commercial or business pursuit or activity either in your own name as principal or agent or otherwise which is directly or indirectly in competition with any business carried out by the company or which causes loss to the company or any of its subsidiary or associate companies. You shall not receive or accept from any person, whether directly or indirectly, except with the written authority of the company, any profit or commission or any other gain out of or from any business activity or contract in relation to the company or in relations of its subsidiary or associate company. You shall not receive any payment or reward whether in money or in any kind from any customer of the company or any of its subsidiary or associate companies for the performance of any work or function.”

2.5. Induction & familiarization process

The induction process should begin before the person has started. This includes offer letters and information from Human Resources (HR) and ensuring induction arrangements are in place in line with this policy and procedure. The length of induction will depend upon the individual, the post and directorate requirements. For new employees, HR managers will cover core areas via induction meetings and mandatory e-learning training.

- Facilities
- Health and Safety
- Information
- ICT
- Corporate Governance
- Human Resources & Organizational Development
- Finance
- Corporate Improvement & Public Engagement

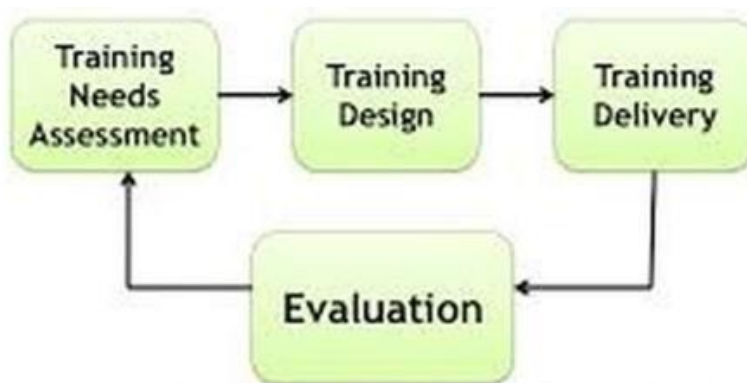
2.6. Probation & confirmation

The probationary period is an initial period of employment during which AIMS carefully assesses new employee performance to determine whether the employee is able to adequately perform the role for which the employee was hired and thus should be retained as a "regular" employee. As per AIMS policy new candidates are required to work as per the agreed target. During this time, AIMS assesses the full spectrum of job performance, including but not limited to the employee's ability to perform job duties, to adapt to a new environment, the quality of work, attendance, professionalism, attitude & behaviors, team work, etc. The divisional head assesses the fitness for delivering tasks based on those criteria.

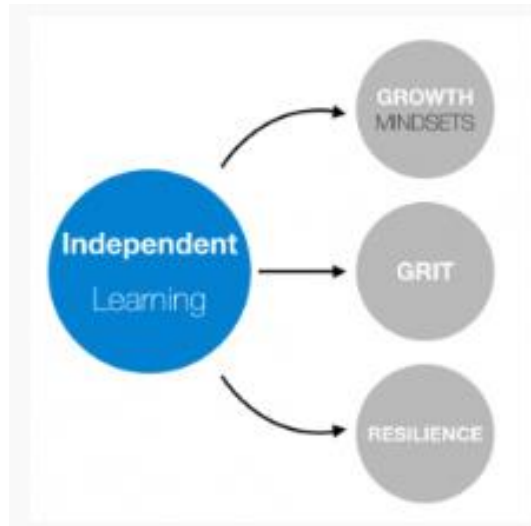
The probationary period lasts six months for employees who are paid monthly but it may be extended if the immediate supervisor of the employee is not satisfied with his or her performance during the probationary period. If the divisional head is satisfied with performances, the HR department is communicated and the confirmation letter is issued. Any probationary employee who does not meet the requirements of the job may be released at any time during the probationary period.

3. Training & Development

Staff development refers to all the policies, practices, and procedures used to develop the knowledge, skills, and competencies of staff to improve the effectiveness and efficiency of both the individual and the institution. We are committed to providing staff with development opportunities to ensure that individuals and departments are able to contribute fully to the achievement of department and Institution objectives in the context of the strategic plan. The following process is applied for T & D.



Further, AIMS promotes self-learning & independent practices, where it is expected to achieve three common characteristics.



4. Performance evaluation

- Quality of working
- Execution and organization
- Progress and growth
- Handwork or strength
- Communication
- Job knowledge
- Teamwork skills and problem-solving

All other personnel actions including performance, compensation, benefits, transfers, layoffs, recalls from lay-offs, training, education, tuition assistance and recreation programs will be administered without regard to race, color, religion, sex, age, national origin, disability, veteran status, or any other protected status, in accordance with the appropriate law. This policy aims at improving efficiency, productivity, growth and corporate ethical standards such as:

- a) Employees must be cordial with each other.
- b) Appreciating top performers
- c) Encouraging open discussions in the workplace
- d) Promoting team building activities to form team spirit and camaraderie.

5. Compensation

Human resource managers at AIMS Campus use compensation to attract talented candidates and improve staff retention. They use benefits to motivate team members, encourage engagement and improve performance in the workplace. Each team member and potential candidate has different needs, and we, AIMS Campus, motivate some people with financial rewards and others with nonfinancial rewards. In addition, compensation is a monetary value and is subject to taxation. In contrast, some benefits are tax -free, such as transportation and meals.

1. Salaries and Wages
2. Commissions
3. Staff bonuses
4. Professional development opportunities
5. Travelling
6. Meals
7. Staff Loans
8. Flexible alternative arrangement
9. Training & Workshop

6. Leave Policy

1. An employee is entitled to Casual Leave, Sick Leave and Annual Leave.
2. Casual Leave and Annual Leave are given according to the provisions of Shop and Office Employees (Regulation of Employment and Remuneration) Act, No. 19 of 1954 of Sri Lanka .
3. Entitlement to Annual Leave will be 14 days per annum. Employee will not be entitled to this leave in the first year of employment. In the second year such holidays will be proportionate to the period of employment in the first calendar year. If employment is commenced in the following manner.
 - a) First quarter of the year - 14 days,
 - b) Second quarter - 10 days,
 - c) Third quarter - 7 days, and
 - d) Last quarter - 4 days.

- e) From the third year, employees will be allowed 14 days' annual leave and shall be taken at a time mutually convenient to both parties and on prior application and approval.
4. Upon confirmation of the Employee's appointment, the employee will be entitled to 7 days of Casual Leave for one year of employment, which shall mean the period from 1st January to 31st December. Employees shall be entitled to 7 days' casual leave which cannot be accumulated. Casual leave should normally be applied for, in advance, unless circumstances render it impossible to do so and should not normally exceed 2 working days at a time nor should it immediately precede or follow annual leave.
5. Granting sick leave is not a mandatory requirement and AIMS grants 7 days' sick leave per annum upon confirmation of employee's appointment.
6. Requested leave is approved by the relevant department head and the leave sheet is submitted to the HR Department.
7. No pay leaves – This happens, if the staff members take leave without prior approval or exceed the granted leave by laws or organization.

7. Termination & Disciplinary actions

This policy sets requirements for initiating and processing different types of terminations within the human resources system. Termination of Employment may occur due to one of the following reasons:

- a) Reaching retirement age of 55 years
- b) Resignation
- c) Termination due to misconduct, and/or negligence, and/or inefficiency, and/or breach of any express or implied term of employee's employment

An employee's employment may be terminated by either party with one-month notice or by payment of one-month salary in lieu of notice, provided that the company may terminate employee's employment at any time without notice or payment in lieu of notice on the ground of misconduct, and/or negligence, and/or inefficiency, and/or breach of any express or implied term of employment.

8. Grievance handling

AIMS follows two main strategies to handle the grievances of staff members

1. Open door policy: any employee can come and explain their grievances at any given time to their immediate supervisor or board of management.
2. Buddy system: Assign existing staff member to look after new staff member/s to adapt to the organization culture and monitor his/her work closely.

9. Health & Safety of the staff & students

This policy applies to all staff, students, contractors and visitors and is intended for implementation at AIMS and in all constituent academic and administrative departments, institutes, schools, faculties, divisions and Non-School Institutions. In this document the term 'Department' is used generically to apply to all management entities of Aims Campus. As the activities of the Campus are broad and complex and statutory duties are extensive, each Department must determine and record its own organization and arrangements to implement Campus Policies. These shall describe the responsibilities and mechanisms by which the Department will meet the Campus objectives and requirements and how the safety management responsibilities cascade within the Department. Failure to comply with the Campus' health and safety requirements may lead both to disciplinary action by the Campus and potential legal action by the enforcement authorities. This policy will be reviewed at intervals of not more than every 3 years.

The mission of AIMS Campus is to contribute to the society through the pursuit of education, learning and research at the highest international levels of excellence. This is underpinned by the University's core values which are freedom of thought and expression, and freedom from discrimination.

The diversity and nature of our work means we engage in a wide range of activities. Some activities will involve risk due to their nature, others because they are novel. It follows that we all have the responsibility to uphold the health and safety of all staff, students, apprentices, visitors and others who may be affected by our activities.

Our statutory requirements do not require us to provide a risk-free environment. Instead, we are expected to undertake risk assessments, make well-informed decisions, take responsibility for our actions and be cognizant of the potential risks we may encounter while engaged in Universities business whether conducted in AIMS or when working away.

The primary Health and Safety duty of AIMS Campus is to provide and maintain a safe and healthy environment for everyone who works, studies or visits the Campus. While

achieving this objective is mainly the responsibility of managers, everyone who engages with the Campus, regardless of role, must take ownership of this responsibility too. We should aspire to the highest standards in everything we do and health and safety management must be no exception. We must aim to always keep ourselves and others safe and well. We can achieve this through implementing high standards of health and safety management which embraces a culture where we strive to improve; and through effective leadership and collective accountability.

To state how Aims Campus complies with its legal and moral obligations relating to the health and safety of its staff, students and any other person who may be affected by its undertakings. Aims campus is committed to meeting its statutory health and safety responsibilities and to creating a culture that is both proactive and collaborative in supporting the health and safety of all its members.

The principal aim of this policy is to reduce the risk to people and property to enable the Campus to operate effectively; to manage the Campus work in such a way as to allow staff, students, contractors, visitors and others who might be affected by its undertakings, to carry out their activities without detriment to their health and safety whilst embedding health and safety as a core value in everything we do; to ensure that the campus has governance arrangements in place that enables it to demonstrate compliance with health and safety, and fire safety, legislation; and the development of a health and safety management framework. The following objectives are expected to be achieved by AIMS Campus.

1. To assess work activities by identification of hazards and evaluation of risks
2. To minimize health risks through the provision and maintenance of suitable plants, buildings, facilities, equipment and the provision of safe systems of work
3. To provide necessary information, instruction, training and supervision to ensure the health and safety of staff and others
4. To consult representatives of employees on health and safety matters
5. To implement a monitoring, inspection and audit process to ensure effective management of health and safety throughout the Campus
6. To co-ordinate, co-operate and exchange relevant information with organizations providing support and facilities to Campus employees and students
7. To co-ordinate, co-operate and exchange relevant information with contractors and visitors

8. To integrate health and safety responsibilities into everyday working practices and managerial responsibilities.

9. Transfers

Employees are transferred by top management of AIMS based on the following grounds.

- a) At employee request
- b) Decided by the management in case of
 1. Requirement of particular division or office
 2. A marriage between staff members working at the same premises.
 3. Any occasion or event which is decided by the management.

10. Managing diversity

AIMS always welcomes diversity of employees with any difference. AIMS accepts diversity in terms of race, color, religion, gender, age, national origin, sexual orientation, veteran status, disability, or any other form.

11. Equal employment opportunities

1. AIMS is an equal opportunity employer and does not tolerate any form of discrimination on the grounds of race, color, religion, gender, age, national origin, sexual orientation, veteran status, disability, or any other protected status.
2. This policy applies to recruitment and placement, promotion, training, transfer, retention, remuneration and all other details and conditions of employment. The policy aims to create a meritocracy driven culture, where high-performing employees are provided with opportunities to widen their exposure and further their career development within the organization.