

HR Rule 6: PERFORMANCE APPRAISAL REPORT (PAR) SYSTEM FOR SYMBIOSIS

The policy on performance appraisal for employees of Symbiosis Society (SS) and Symbiosis International University (SIU) issued under Symbiosis Notification S/N/2015/12 dated 19 February 2015 are superseded:

Short Title and Commencement

- 6.1 These rules will be called as 'Rules for Performance Appraisal Report (PAR) system for employees of Symbiosis Society and Symbiosis International (Deemed University)'.
- 6.2 These rules will supersede all previous Circulars/ Notifications issued by Symbiosis Society and the University on the subject.

DEFINITIONS

- 6.3 Following terms are defined in context of these rules:
 - (A) Assesse: Employee on whom the report is being raised.
 - (B) Assessing Officer (AO): Immediate Superior Officer under whom the assesse is working or has worked for specified length of time.
 - (C) Senior Technical Officer (STO): An officer senior to the assesse and belonging to the same technical stream as the assesse refer to HR Rule 2.12 C of 'Rules for creation of posts, selection, appointment and terms & conditions of service of employees'.
 - (D) Reviewing Officer (RO): Superior Officer who will review the report written by AO. Generally he/ she is the AO for the assesse's AO.
 - (E) Performance Appraisal Review Committee (PARC): A committee constituted for guidance, monitoring and review of Performance Appraisal Report system.

OBJECTIVES OF PERFORMANCE APPRAISAL REPORT

- 6.4 Performance Appraisal Report (PAR) is a tool for development of employees. It is a communication between the employee and the Management. The employee is given an opportunity to present to the Management his/ her work during the period under review and also give personal evaluation of the work. The Management evaluates his/ her work and lets the employee know their views on the performance. The employee gets a fair idea of his/ her strengths and weaknesses as perceived by Management and can use this for improving his/ her career profile. The communication is strictly between the employee and the Management represented by AO and RO. Hence this report has to be treated as a confidential matter between the employee and the Management. Other employees should not be privy to the PAR of the assesse.
- 6.5 Performance appraisal will be done at yearly intervals for all full time employees including 'On Contract' and 'Ad-hoc' employees. It can also be raised for special reasons if so desired by the Management. Thus there are two types of PAR that can be raised:
 - (a) Special PAR (SPAR): Optional and to be raised if specifically asked for
 - (b) Annual PAR (PAR): Mandatory for all employees

SPECIAL PAR (SPAR)

- 6.6 Principal Director on behalf of the Managing Committee of Symbiosis Society and Vice Chancellor on behalf of Board of Management of the University can call for special PAR to be raised on any employee working under them for a specific purpose like appreciation of exceptionally good work or very poor performance requiring immediate action.
- 6.7 When Principal Director / Vice Chancellor want to call for SPAR, they will nominate the Officer who will raise the report and also give a format for raising the report. All such reports will be filed in the personal file of the concerned employee and will not be destroyed without specific orders from the officer who has asked to raise the report.
- 6.8 SPAR is not mandatory for conveying appreciation or counseling. These are also not essential for confirmation, extension or promotion. If any AO feels it necessary to raise such a report on an employee working under him/her, then he/she will request the Vice Chancellor of SIU and/or the Principal Director of Symbiosis Society and raise the report only if directed to do so by these authorities.

ANNUAL PAR

- 6.9 All subsequent paragraphs are applicable for PAR which will be raised for all employees of Symbiosis once every year and called as Annual PAR. Performance appraisal will be done at yearly intervals for all full time employees including 'On Contract' and 'Ad-hoc' employees.

GENERAL INSTRUCTIONS FOR RAISING PAR

- 6.10 These instructions are common for PAR of all employees:
- (a) PAR will be raised every year during the period given in subsequent paragraphs by issuing Notification to that effect.
 - (b) Period covered by PAR will be called as 'period under review'.
 - (c) PAR will be raised only if the employee has completed at least six (6) months of service in the period under review. So, PAR will not be raised for employees in service for less than six months before the due date for raising PAR. For example, if PAR is due on 1st January, then it will not be raised for employees joining service on or after 2nd July of the previous year. For such employees the concerned AO will complete the Non Initiation Report (NIR) giving reasons and submit it to the HR Department of SS.
 - (d) The employees of Grade I and II only will be nominated as AO, STO and RO. Exceptions will be allowed only with prior consent of the Principal Director, Symbiosis.
 - (e) The AO can raise the PAR for other employee of the same grade provided he/she is senior in service.
 - (f) The AO will raise report only on employees who have served for at least three months under him/ her.
 - (g) In case the present AO cannot raise the PAR on an employee working under him/ her due to para 6.10(F), then he/ she will inform the Chief HR, who will then send the form to another Officer under whom the employee may have worked for more than three months during the period under review. In case the employee has not served under any AO for three months, then Chief HR will prepare NIR for the employee and keep it on record.

- (h) The AOs, STOs and ROs for assesses should be known to the employees. Indicative list is given in Appendix - 1 (at page 10 & 11 of this Annexure A).
- (i) The RO will endorse the report only for employees who have served for at least one month under him/ her.
- (j) PAR for technical category employees will be raised by a senior officer from the same department as far as possible. The technical category for this purpose will include, but is not restricted to, professionals specified in Rule 2.12(C) In Symbiosis Society and Symbiosis International University Head Offices, such employees will be normally working under officers of the same category. However, when such employees are working in institutes, the AO from the concerned branch may not be available. Hence the PAR format of employees of technical category will have separate part for report of STO. In these cases, if the AO is from technical category, then he/ she will complete both parts i.e. AO as well STO's part. When AO and STO are different then they will complete respective portions. This clause will not be applicable to senior most technical category employee, whose AO will be the officer to whom he/ she reports.
- (k) PAR will not be considered as complete unless endorsed by both AO and RO. However, this is not applicable in case of personal staff (Personal Assistant, Personal Secretary or Executive Assistant) of senior executives like Directors of Institutes, Full time Deans, Principal Director, Vice Chancellor and President of the Society. In such cases the report will be completed by the concerned senior executive as AO and will not be endorsed by any one as RO.
- (l) Chief HR will give clarifications, if required, for interpretations of these clauses. If there is any difference of opinion on interpretations of any clauses in these rules or for situations not clearly covered under these rules, the PARC is authorized to give decisions.

SPECIAL POWERS OF VICE CHANCELLOR AND PRINCIPAL DIRECTOR

- 6.11 PAR is not required to be necessarily endorsed by Vice Chancellor and Principal Director, if they are not AO or RO, which would be the case for PAR of most of the employees. However, these officers are functional heads of Symbiosis International University and Symbiosis Society respectively. Hence, they will have authority to endorse the PAR of any employee working under them, if they so desire. These officers may give directives to Chief HR to put up the PARs which they want to endorse. The remarks given by these authorities on PAR could be in the form of appreciation or poor performance of the employee noted by them. They may also order modification in grading given by AO and/or RO.
- 6.12 Necessary action on the remarks of these authorities will be taken by Chief HR and the remarks will be communicated to the assesse, AO and RO through a confidential letter. The grading awarded by AO/ RO will be deemed to have been modified as directed by the Vice Chancellor or Principal Director.
- 6.13 Since Symbiosis Society is responsible for the financial health of the University, all major financial decisions are approved by Symbiosis Society. Institutes under the University need to maintain financial discipline and participate in improving the financial health of the institutes. Hence PAR for Directors/Heads of institutes under the University will also be endorsed by the Principal Director of Symbiosis Society with special reference to

parameters mentioned in the PAR format. The Principal Director may also be the AO or RO as the case may be and will endorse all applicable parts of PAR forms of these employees.

CATEGORIES OF EMPLOYEES FOR PAR

- 6.14 HR Policy Manual has classified various posts into Grade I to IV. It also has an unclassified category.
- 6.15 PAR for Officers of Unclassified Category: The officers included under unclassified category are Principal Director of Symbiosis Society and Vice - Chancellor of Symbiosis International University. Annual PAR will not be essential for this category. In case so desired, the Hon'ble Chancellor of the University and the Hon'ble President of Symbiosis Society may respectively write their opinions on the working of Vice Chancellor and Principal Director respectively. Annual Reports of Symbiosis Society and Symbiosis International University will be considered as Self-Assessment Reports for Principal Director and Vice Chancellor respectively. No separate self-appraisal will be required. In case the report is initiated, then it will be kept in personal file of the officer. No format is prescribed for these reports.
- 6.16 PAR for the Employees Categorized as Grade I to Grade III in HR Rule 2 of HR Policy Manual: Employees of these grades include both teaching and non teaching staff. However, formats required for these two types of staff are quite different. Separate formats for PAR have hence been developed for employees classified as under:
- (a) Teaching staff of the University and Symbiosis Society: The Teaching Category has been defined under 'Rules for creation of posts, selection, appointment and terms & conditions of service of employees'. This category will include
 - (i) Directors/ Principals/ Heads: of institutes/ colleges/ schools of SIU and Symbiosis Society as applicable
 - (ii) Full time Deans of SIU
 - (iii) Professors, Associate Professors and Assistant Professors (whether qualified as per UGC norms or not) of institute of SIU
 - (iv) Teaching staff in special domains like Design, Photography etc
 - (v) Teaching staff of institute/ colleges affiliated to Pune University.
 - (vi) Teaching staff of institutes/ colleges/ schools of Symbiosis Society.
 - (b) Senior Administrative Staff of Symbiosis Society and the University: These will include:
 - (i) Dean Academics and Administration
 - (ii) Chiefs/ Heads of Departments of Symbiosis Society
 - (iii) Statutory Officers of the University including Registrar, Controller of Examination & Finance Officer of the University
 - (iv) Administrative staff in Grade I
 - (c) Other Staff of Grade II and III: All other non teaching staff in Grade II, III and Academic Support staff are included in this category.
- 6.17 PAR for Grade IV employees: PAR is also important for Grade IV employees and separate form is developed for them.

- 6.18 Some employees of Symbiosis are working in institutes/ school receiving grant-in-aid and are covered by some other statutory regulations. In case there are prescribed formats for PAR for such employees, then they will be used in place of formats prescribed under these rules.

FORMAT FOR PAR (ANNUAL)

- 6.19 Academic Performance Indicator (API) formats are required to be completed for all teachers under the University. AO will be considered as 'Reviewer' for completion of API form. This form covers only academic parameters. Other qualities, essential for growth of self and institute, are also required to be evaluated. Hence additional PAR formats have been developed to evaluate the following aspects:
- a) The qualities of individual as human being (Personal Characteristics)
 - b) Qualities which are necessary for the growth of institution
 - c) Teamwork and public relations

In tune with the progressive approach of the Symbiosis Management, suitable software for PAR process will be used to conduct it online.

- 6.20 The PAR format requires brief description of employee's work and personal qualities and also a numerical grading under different qualities. Due care should be taken by Assessing and Reviewing Officers in completion of forms as these will have profound impact on employee's career prospects. It is necessary that AO should be objective in reporting as far as possible. It is necessary to have documentary evidence to back up their remarks and grading awarded. This is especially in case of adverse remarks as well as while giving 'outstanding' grades. The AO should hence keep records of outstanding or below average performance during the year for those employees on whom they have to initiate PAR.
- 6.21 The formats for employees of Grade I to III will start with 'self-assessment report', so that the assessee will have an opportunity to mention the work done during the period under review. However, no self-assessment is required by Grade IV employees.
- 6.22 Every year the Chief HR, Symbiosis will issue a detailed notification ensuring following mandatory attachment to the notification.
- (a) Notification declaring timelines for completing the PAR process for the year
 - (b) Guidelines for completion of forms should be circulated to employees along with the notification and also made available online.
 - (c) Formats for Annual PAR for different categories of employees as detailed below are different and should be circulated/ made available online
 - i. Employees in service for less than six months before the due date for raising PAR: Non-Initiation Report (NIR) as explained in point 6.10.
 - ii. Directors/ Heads of Institutes and Full Time Academic Deans: PAR form supplemented with API forms as applicable along with guidelines
 - iii. School Director/ Principal/ Head: PAR form supplemented with applicable forms along with guidelines
 - iv. Chief/ Heads of Non-Teaching Departments of SIU/ Symbiosis Society: PAR form with guidelines
 - v. Teachers under SIU: PAR form supplemented with API form as applicable along with guidelines

- vi. School Teachers: PAR form supplemented with specific form applicable to school teachers along with guidelines
- vii. Non-Teaching Employees (Technical Category) of Grade I to III (Excluding Heads of Departments): PAR form with guidelines
- viii. Non Teaching Employees (Other than those of Technical Category) of Grade I to III (Excluding Heads of Departments) : PAR form with guidelines
- ix. Grade IV employees: PAR form with guidelines

Principal Director/ Vice Chancellor may amend these Annual PAR formats, if necessary

- 6.23 While writing the report additional pages may be added/ uploaded & attached, if the space under any point is insufficient.

AOs, STOs and ROs

- 6.24 The category wise AO, STO and RO are indicated in the 'Appendix - 1' to these rules. In case changes in appointments are done or new posts are created by the Management, then AO / RO may be required to be changed. This will be communicated by Chief HR after getting approval of Principal Director of Symbiosis Society. In any urgent situations, Chief HR will take decision from the Vice Chancellor of the University in case of teaching staff of institutes under the University and from the Principal Director in other cases, processing such cases through the Dean Academics and Administration, as the case may be.
- 6.25 When AO of an employee of technical category is from the same category, then he will also be the STO and complete both parts of PAR. However, if the AO of the technical category staff is from a different category then a Senior Technical Officer from head office will be nominated as STO.
- 6.26 The list given in 'Appendix - 1' is indicative only. At the beginning of the period under review, the Heads of institutes will nominate the AO, STO and RO for the employees and forward the list to Chief HR of Symbiosis Society. This will help the Chief HR to set appropriate online access in the software system to each employee, his/ her STO (as applicable), AO and RO for online appraisal process. This will also help the employees to know his/ her STOs (if any) AO and RO.

PERFORMANCE APPRAISAL REVIEW COMMITTEE (PARC)

- 6.27 A 'Performance Appraisal Review Committee (PARC)' will be formed to make appropriate utilization of PAR for career development of employees and propose further refining of the PAR system.
- 6.28 Functions of PARC: It will perform following functions:
- (A) Review institute wise grades assigned by Chief-HR as per policy. The grades are based on 'composite scores' calculated from the weightage given to scores of different parameters given by AO STO & RO. This will be decided by the Management (VC/PD) based on the goal settings of the institution and recommendation of the PARC.
 - (B) Evaluate the grading and remarks given by the AO, STO, and RO.
 - (C) Modify the PAR grading given by Chief-HR, if required
 - (C) Take action as directed by VC and/ or Principal Director on PAR forms

- (D) Recommend increment/s, incentives, promotions, discontinuation of service etc. based on the evaluation of PAR
 - (E) Provide guidance for suitable improvements in formats
 - (F) Monitor timely completion of PAR process
 - (G) Periodically review the system and suggest changes when required
- 6.29 Any dispute during PAR processes will be referred to the PARC. The disputes of teachers of SIU which cannot be resolved by PARC will be referred to Vice Chancellor and Principal Director who will jointly be the appellate authority for all such disputes. The disputes of other teaching staff and non teaching staff which cannot be resolved by PARC will be referred to Principal Director who will be the appellate authority for all such disputes.
- 6.30 PARC will prepare a summary report on completion of PAR process. This report will be prepared separately for each institute and also for the staff of head office of Symbiosis Society and SIU. The summary report of teaching staff of the University will be put up for information of Vice Chancellor and Principal Director. The summary report of other teaching staff and non teaching staff will be put up for information of Principal Director. The format for report will be decided by PARC.
- 6.31 The PARC will prepare the summary report to highlight following aspects:
- (A) Reporting trends of AO and RO
 - (B) Below Average and Outstanding performers
 - (C) Employees who get very low grades in some quality(s)
 - (D) Special remarks of reporting officers like recommending promotion, monetary rewards, withholding increments, accelerated increments and training needs of employees
- 6.32 PARC will suggest further actions based on their evaluation. Any further action will be taken only after approval of Vice Chancellor and/or Principal Director as applicable.
- 6.33 The constitution of PARC will be put up by Chief-HR to Principal Director for approval annually. The PARC will be constituted as follows:
- (A) For Teaching Staff*
- | | |
|--|------------------|
| Nominee of Board of Management of the University | Chairperson |
| The Dean Academics & Administration | Member |
| Two Deans of Faculty nominated by VC | Member |
| The Registrar of the University | Member |
| The Chief HR, Symbiosis | Member Secretary |
- (B) For Non Teaching Staff*
- | | |
|--|------------------|
| Nominee of Managing Committee, Symbiosis | Chairperson |
| The Dean Academics & Administration, Symbiosis | Member |
| The Registrar of the University | Member |
| Nominee of Principal Director | Member |
| The Chief HR, Symbiosis | Member Secretary |

The procedure for functioning of PARC will be notified by Chief-HR.

TRAINING FOR EMPLOYEES, ASSESSING OFFICERS (AOs) AND REVIEWING OFFICERS (ROs)

- 6.34 To ensure uniformity, accuracy and to obtain desired-end-results the AOs and ROs should be given training and made familiar with the formats, processes and expectations of the Management. The members of PARC should also be properly briefed about the entire PAR processes and expectations of the Management.
- The employees should be trained on the use of software and online process for completing the API form (as applicable) and PAR forms. The calculations of scores based on pre-decided weightages should also be explained to SIU teachers before starting the PAR process. The Chief HR of Symbiosis will organize such training programs periodically.

TIMELINES FOR PAR PROCESS

- 6.35 To facilitate focused attention on PAR, the process for Teaching staff and Non Teaching staff will start and end at different points of time.
- 6.36 PAR Process for Teaching staff: Every year PAR process will be conducted as per following steps preferably between March to June. The dates will be notified by the Chief HR
- (i) Initiation of PAR process by notification
 - (ii) Completion of Self Appraisal of PARs
 - (iii) Completion of Assessment by AOs/ STOs
 - (iv) Completion of Review by RO
 - (v) Institute wise compilation of grades by HR department
 - (vi) Conduct of PARC meetings
 - (vii) Report to Principal Director
- 6.37 PAR Process for Non-Teaching staff: The PAR process will be conducted as per following steps preferably between January to June. The dates will be notified by the Chief HR
- i. Initiation of PAR process by circular
 - ii. Completion of self appraisal of PARs
 - iii. Completion of assessment by AOs and STOs
 - iv. Completion of review by RO
 - v. Institute wise compilation of grades by HR department
 - vi. Conduct of PARC meetings
 - vii. Report to Principal Director

PROCEDURE FOR RAISING OF PAR

- 6.38 The Chief HR, Symbiosis, will issue Notification and ensure completion of PAR process as suggested. The formats will be made available online to employees. A copy of this Notification will be endorsed to all employees, AOs, ROs and PARC.
- 6.39 It will also communicate the (names of) members of the 'PARC'.
- 6.40 In cases where PAR cannot be raised as mentioned under Rule 6.10, then Non Initiation Report (NIR) forms should be initiated and filed.

The API form and PAR forms with guidelines are made available online to each employee, as applicable. The information required in the API form is obtained from Faculty Management System used by the University/ Symbiosis Society. The teachers upload the information about classes undertaken, student feedback, institution building activities,

student activities, conferences, FDPs attended, research publications etc. on regular basis. This information is pulled-in the API form and scores are obtained. The teacher is required to check the scores populated in the self-appraisal part of the API form. The AO verifies the scores obtained from software referring the supporting documents/ information. The RO confirms the scores. The employee can view the scores and recommendation online and submit his/ her confirmation. In case of any discrepancy the issues are expected to be resolved mutually by the employee and AO/ RO.

The scores earned by employee using pre-decided weightages are presented to the PARC for their review in presence of the Director/Head of the institute/department. The final scores are considered for grading the employee, payment of Performance Related Incentive (PRI), and promotion/ upgradation. The Chief HR provides necessary information about fulfilment of norms/ eligibility and performance history details of each case. The PARC considers each case and gives its recommendations. In case of promotion/upgradation the employee is interviewed by the Promotion Committee. The recommendations of Promotion Committee are submitted to the Principal Director/VC for final decision.

6.41 All concerned should maintain timelines notified by the Chief HR.

6.42. In case the PARs are not raised within timelines prescribed, Chief HR will bring it to the notice of PARC and Management for remedial action.

CUSTODY OF PAR

6.43 Custody of the duly completed PARs will be as follows:

(A) Unclassified and Heads of institutes: Principal Director, Symbiosis

(B) All employees other than A. above: Chief HR, Symbiosis or officer nominated by him/her

6.44 Duly completed PAR forms (soft copy data) shall be kept on record for 5 years. A statement of PAR of all the earlier years shall be maintained in personal file of the employee. The statement shall be jointly signed by the concerned employee, Head of the Institute and Chief HR, Symbiosis. The statement shall be updated every year.

SUMMARY

6.45 Performance Appraisal is an important tool for development of employees, and consequent improvement of the institution. Its success will depend on the efforts and sincerity of AOs, STOs and ROs. Its primary objective is not to scare the employees by threatening below average reports, but to assess the strengths and weaknesses of employees with a view to use their strengths appropriately and take remedial measures for correcting the weaknesses.

Nomination of AO, STO and RO for Symbiosis Staff

- 1) The immediate superior Officer of the employee will be AO.
- 2) Only Officers of grade I and II can be nominated as AOs, STOs and ROs. Exceptions will be allowed only with prior consent of the Principal Director, Symbiosis.
- 3) In case of employees of technical trade, a superior officer of the same trade will be nominated as AO if available in the same institute. Otherwise the Administrative Officer or Deputy Director will be nominated as AO. In such cases, a Senior Technical Officer from head office will be nominated as STO.
- 4) Normally AO of employee's AO will be RO.
- 5) Principal Director will endorse the PAR of all Directors, Full Time Deans, and Heads of the Non Academic Departments of Symbiosis Society and the University as given in Rule 8.3. This endorsement is in addition to writing as AO or RO where applicable.
- 6) The list given below is indicative only. At the beginning of the period under review, the Heads of the Institutes and Departments will nominate the AO, STO and RO for the employees and forward the list to Chief HR of Symbiosis Society.

(A) Assessing and Reviewing Officers for Heads of Non Teaching Departments of Symbiosis Society and Symbiosis International University

No.	Name of the Post	Assessing Officer	Reviewing Officer
1.	Registrar, COE and Finance Officer, of the University*	Vice Chancellor and Principal Director	Chancellor
2	Heads / Chiefs of Non Teaching Departments of Symbiosis Society**	Dean Administration	Principal Director

* PAR will also be endorsed by Principal Director of Symbiosis Society. The sequence of report writing and method of showing the report to the assessee will be decided by mutual consultation between Vice Chancellor and Principal Director.

** Principal Director will endorse as RO as well as complete Part 3 of the format. In such cases the report will be shared by Principal Director with the assessee.

(B) Assessing and Reviewing Officers for Non Teaching Staff Grade I to III of Symbiosis Society and the University (Technical and Non Technical Category)

No.	Name of the Post	Assessing Officer	Reviewing Officer
1.	Staff posted in the University / Symbiosis Society Head Office	Nominated Senior Officer	Head of the Department
2.	Staff posted in constituent Institutes of the University	Nominated Administrative Officer	Director/ Head of the Institute
3.	Staff posted in Institutes / Colleges / Schools under Symbiosis Society	Nominated Administrative Officer	Director/ Head of the Institute / College / School

Note: In case of personal staff (PA, PS or Executive Assistants) of ‘Senior Officers’ like Directors of Institutes, Full Time Deans, Principal Director, Vice Chancellor, Pro Chancellor, Chancellor and President of the Society, the report will be completed by the ‘Senior Officer’ himself / herself as AO and will not be endorsed by any one as RO.

(C) Senior Technical Officers for Non Teaching Staff (Technical Category) Grade I to III of Symbiosis Society and the University

No.	Name of the Post	Senior Technical Officers
1.	Staff posted in the University Head Office	Same as AO
2.	Staff posted in Symbiosis Society Head Office	Same as AO
3.	Staff posted in constituent Institutes of the University	Nominated STO from University Head Office
4.	Staff posted in Institutes / Colleges / Schools under Symbiosis Society	Nominated STO from Symbiosis Society Head Office

Note1: In case of Technical Category staff where AO and STO are different the report will be first endorsed by STO after the self assessment part is completed by the employee. STO will then send the report to AO, who will complete his/ her portion and share it with the assessee.

Note 2: In cases AO and STO is same then he/ she will complete both parts and share the report with the assessee.

(D) Assessing and Reviewing Officers for Grade IV staff

No.	Name of the Post	Assessing Officer	Reviewing Officer
1.	Staff posted in the University / Symbiosis Society Head Office	Nominated Senior Officer	Head of the Department
2.	Staff posted in constituent Institutes of the University	Nominated Administrative Officer	Deputy Director of the Institute
3.	Staff posted in Institutes/ Colleges / Schools under Symbiosis Society	Nominated Administrative Officer	Vice Principal/ Deputy Director of Institute/ College/ Head of School