

M.A.M. SCHOOL OF ENGINEERING

(ACCREDITED BY NAAC)
(Approved by AICTE, New Delhi and Affiliated to Anna University, Chennai)

SIRUGANUR, TRICHY - 621 105

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HUMAN RESOURCE SPOLICY HANDBOOK

Chennai Trunk road, Siruganur, Trichy-621105, Tamil Nadu.

M.A.M School of Engineering-HR Policy

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I. INTRODUCTION

INTRODUCTION ABOUT M.A.M SCHOOL OF ENGINEERING

M.A.M School of Engineering, a renowned self-financing Engineering Institution in South Tamil Nadu is affiliated to Anna University Chennai and is situated at Siruganur which is 15 kilometers away from Tiruchirappalli. The campus is spread over 11.37 acres of lush green environment with lots of green cover and pristine surroundings

Our college was established in the year 2010 with the basic goal to impart quality education for the students from rural areas in the fields of Engineering and Technology at Under Graduate and Post Graduate levels equipped with state of the art laboratories and well qualified faculties. Our students are tutored, mentored and counseled to promote 'out of box' thinking to compete in the prevailing industrial environment

To promote research culture, we encourage and guide our students to do innovative projects in all engineering disciplines which influence the betterment for mankind.

Career growth should be personalized according to the aspirations and strengths of the student. Through practical and innovative approach, we enhance the students' employability and career prospects to match with the expectations of industries. Career planning starts in the first year itself to flourish the professional growth earlier. Our regular happenings like guest lectures, seminars, workshops, industrial visits, internships and career counseling strengthens interaction between the students and industries.

Our college has a vibrant placement cell and signed MoUs with SACL, Innova Skills Pvt Ltd and etc. Apart from education, we practice self-discipline to realize social responsibility as well as mutual respect which improves communication between individuals and intensify teamwork.

Our college entered into e-revolution by making the entire campus Wi-Fi with 150Mbps internet facilities. We encourage our students to utilize the available resources at the most to grow.

Entertaining sports is committed to enhance the wellness and personal skills of students to concentrate better on studies.



Students' experience at our institution is brilliant and distinctive

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II. VISION&MISSION

To deliver the highest quality engineering education, create cutting edge research and innovative technology for the benefit of the society locally and globally.

To be recognized as a leader in engineering education, research and application of technology to benefit society.

QUALITY POLICY

M.A.M School of Engineering, committed to achieving excellence in technical education and producing responsible citizens and progressive leaders, strives to achieve theinstitutiongoalby

- o Focusing on the overall development of the students and strengthening their capacities and leadership abilities.
- o Creating a conducive environment for effective teaching, active learning and purposeful research.
- o Incorporating value-added programs to the curriculum and improving the job prospects of the students.
- o Periodically evaluating the effectiveness of the programs offered at the institute and responding positively to the needs of the industry.
- o Exposing the students to the challenges of the twenty-first century and providing them with opportunities to think innovatively and to demonstrate their entrepreneurship skills to contribute effectively to the growth of the nation, and
- o Continuously benchmarking the institution against premier institutions to adopt the best practices for quality improvement.

IV. PLANNING

HUMANRESOURCEEPLANNING

- ✓ The Principal shall assess in the month of April every year, the staff requirement for the subsequent academic year.
- ✓ He will obtain the staff requirement lists from all the Heads of department and arrive at the number of faculty members and Lab assistants required with the following guide lines in mind.
- ✓ He will consider appointing a Professor to be the Head of every discipline, besidesthe number of Assistant Professors required in accordance with the teacher student ratio prescribed here in.
- ✓ The teacher student ratio shall be 1:20 and for this purpose the Professor shall also be

RECRUITMENT

- The selection committee shall prepare a job description and job specification for the candidate to be recruited.
- The committee shall augment candidature in a ratio of 1:3 for every position to be filled from any or all of the following sources: Advertisements in the Newspapers, Files maintained for storing the unsolicited applications and References.
- If the committee deems it fit, may also conduct Walk in Interviews for augmenting the required candidates.
- The committee shall short list the candidates in the following processes: Written test in their discipline, Personal interviews and class room demonstrations.
- The committee shall finalize the shortlisted candidates and submit their recommendations along with the personal data sheets of the candidates to the Chief Administrative Officer who in turn will approve the decisions of the committee on the appointment.
- An Offer of appointment shall be released by the Principal through HR.

ORIENTATION

- Every faculty appointed in the college shall be given a brief introduction about the college by the Principal on the day of his/her joining.
- The Principal shall take him/ her to the department of his /her work and introduced to the Head of the department.
- The HOD will give a brief introduction of the department and will introduce the new incumbent to all the teaching and non-teaching members of his team.
- He will also take him/her on a tour of the campus, explaining the various codes of conduct observed in availing the facilities in the college.
- The HOD will also ensure all the registration formalities, including submission of joining report, User Id for secured internet accessing facility, Identity card application etc., by obtaining the assistance of the HR team.
- The HOD will assign the subject for the new faculty member immediately.

IV. SALARIES, INCENTIVES

POSITIONSANDPAYSCALES

- The college will have the following positions of Hierarchy in the teaching departments: Principal, Professors, Associate Professors, and Assistant Professors.
- o HODs appointment should decided by the Management.
- o In addition, each department shall support staff like programmers, Lab assistants.
- o The college office will have the following positions of hierarchy in the administrative department: PA to Principal, Accountant, office supporting staff and office Assistants.
- o The Scales of pay for various teaching positions will be as follows:
 - Principal and Special Positions Pay as per AICTE norms, commensurate with the qualifications and experience.
 - ✓ Professor-Rs.37,400-67,000 Grade pay 10,000
 - Associate Professor-Rs.37,400-67,000 Grade pay 9,000
 - Assistant Professor-Rs.15,600-39,100 Grade pay 4,400/6,000/7,000/8,000

DEARNESS ALLOWANCE

o In addition to the basic salary, a monthly dearness shall be extended to Teaching In addition to the basic salary, a more reaching faculties. Management can also decide other allowances for Principal, Professor and Special Posts.



BENEFITS TO FACULTY AND NON-TEACHING STAFF MEMBERS

- Employee's Group Insurance from TATA AIG General Insurance Company Ltd.
- Management Provide Free Bus facilities to all the Staff members.
- Preference given to employees' children in admission, Scholarship and concession in Tuition fees.
- Management offer Free Accommodation and Mess facilities to the staff members who stay in our Hostel.
- Incentive for faculties Completed Ph.D in Engineering by Rs.5000/, Science & Humanities by 2,500/-.
- Free Medical Check-up for Faculty.
- Interest Free Loan in case of Marriage/Emergency Situations.
- Gifts are given to the Faculty Members for Diwali Celebrations.

INCENTIVES FOR PUBLICATION:

- Consultancy Projects: Suitable incentive will be granted to the person who takes the consultancy project from an industry/research organization if the income from the project exceeds Rs.2.5Lakhs per annum.
- Sports activities and awards are also initiated and encouraged suitably.
- o As institutional development is a product of developed faculty and student groups, the institution extends its effort in this direction and offers incentives of faculty, some of which are listed below

Sl.No	Conference/Workshop	Category	Sponsor Amount
1	Publication of Papers in National level Conference	Faculty	Registration fee only
2	Publication of Papers in International Level conference	Faculty	Registration fee With TA & DA Max. Rs.10,000
3.	Workshop / FDP	Faculty	Registration fee With TA & DA Max Rs.5000

Teachers who publish research work in reputed journals will be eligible for financial assistance the quantum of which will depend up on the nature of the journal as shown below

Types of Research Journal	Quality	Type of article	Assistance
Referred journals	Impact factor above 5	Full paper	Rs.10,000
Indexed journals Impact factor between 2.5 to 5		Full paper	Rs.5,000
Indexed journals	Impact factor between 1 to 2.5	Full paper	Rs.1,000
Indexed journals	Without Impact factor	Full paper	Max Rs.1500

YEARLY INCREMENTS

o Increments shall be given to the staff members based on their contributions and results achieved in the University Examinations and based on their Performance Appraisal system evaluation by the College Principal.

INCENTIVE AND REWARDS

Staff members are eligible for the following incentives and rewards, based on their performance, contribution and years of service at the Institution.

- $\circ~$ For producing 100% results in a theory paper Rs.1,000/- Cash award from Trust.
- Yearly BEST TEACHER AWARD from Trust.

V. LEAVE

(a) Casual Leave (CL):

All staff members are entitled to take casual leave of 1 day /month. However the casual leave of forthcoming months (Jan-June & July-Dec) also be taken in ad-vance for maximum of three days with prior permission from Head of the Institution. While considering the additional CL for prior months, the Individual Leave Record (Previous year) can be taken into consideration. The special cases on leave requisition will be discussed with the Chief Administrative Officer for approval.

(b) Permission:

All staff members are entitled to take 2 permissions of 1hour each either in the morning (9.20-10.20 am) or in the evening (3.30-4.30pm) per month. However the permission cannot be availed in a day in which casual leave is taken either in AN/FN.

Staff members availing permission in the morning should ensure that their classes are engaged on time. It is the responsibility of the faculty to ensure and the HOD should follow the same.

(c) ON-DUTY(OD):

OD for attending Programmes /Semester:

	Total Experience of the Staff members			
Programme	Less than 6 months experience	Above 6 months but less than 1 year	Above 1 year but less than 5 years	Above 5 years
Conference		1 day	2 days	2 days

			2 days	2.
- Secretario	Workshop	1 day		3 days
Mary State of the last	/Seminar	As non recommen	ndation from HOD & ap	proval
Seat New York	FDP/STTP	As per recommer	rom Principal	
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Note: Staff members who have less than 6 months experience is not eligible for OD.

(d) Compensatory Leave (CCL):

Faculty members are eligible to avail CCL in lieu of working for the Institution on an on working day/ general holiday. CCL can be availed only one day/month. On special cases it can be extended to a maximum of 2 days. The CCL earned can be availed with in a calendar year.

(e) SPELL LEAVE

	Total Experience o	of the Staff members	
Less than 6 months experience	Above 6 months but less than 1 year	Above 1 year but less than 6 years	Above 6 years
4 days only during summer vacation	4days in winter vacation & 7 days in summer vacation	7 days in winter vacation & 10 days in summer vacation	15 days in winter vacation & 30 days in Summer vacation

OD for Exam Duties:

Nature of Work	Max No. of days allowed / semester	Details
Hall Superintend for theory exams	7days	 7 full working days (both FN & AN) allowed. Additional duties beyond 7 days have to be Transferred to their staff members
External Examiner For Labs	As per order from AU- Zonal office	
Paper valuation	As per order from AU- Zonal office	-
AU representative As per order from AU- Zonal office		Only one duty per semester
Squad	As per order from AU- Zonal office	•

(f) MATERNITY LEAVE

The leave can be granted to all women staff members subject to the following conditions:

- ✓ The maternity leave is limited to a maximum of 3 months only.
- ✓ Should give an undertaking that they will work for two years after rejoining the duty for ego the vacation to the extent of 0 days (at 30 days per year) in succeeding summer vacation.
- ✓ Non Teaching women staff members are eligible to avail of 30 days only subject to the above conditions.
- ✓ Paternity leave may be availed under the discretion of the Management.

(g) MEDICAL LEAVE

✓ Treatment and Hospitalization for serious complaints will be decided on the merit of Individual case.

✓ For other ailments and hospitalization the medical leave will be given on submission of medical certificate and discharge certificate from recognized hospital.

VI. PROMOTION

(A) PROMOTION POLICY

- All promotions shall be considered on the basis of merit cum seniority.
- The Principal shall appoint a committee for promotion in which he shall be the Chairman, with two Professors and invited experts from Industries.
- o The committee shall consider promotion of teaching staff to the next higher position on the basis of the guidelines given in this as per AICTE norms, subject to condition that there has not been any disciplinary action taken against such candidates.
- Under normal circumstances the senior most members of the staff shall be considered for promotion to the next higher level position, provided he/she had completed the years of service in the present position and qualification as prescribed by AICTE.
 - ✓ Professor: PhD with 5 years experience as Associate Professor.
 - ✓ Associate Professor: PhD with 5 years experience as Assistant Professor.
 - ✓ Assistant Professor: Post Graduate Degree in respective Discipline with 2 years of experience.
 - ✓ Those who are promoted shall be fitted in the Scale of pay applicable to the respective category.

(B) PERFORMANCE APPRAISAL

The objectives of performance appraisal of our institution area follows:

- o Provide feedback of the employees on their performance.
- Assessment of Training needs.
- o Compensation (Increment) decisions.
- o Benchmark for Promotions.
- Personal development of the employee.

The HR team will be responsible for the performance appraisal process, which will also provide guidance on conducting appraisals, will coordinate timely execution on the same.HR also imparts skill to concerned evaluators for executing on an objective on impartial basis. All performance appraisal evaluations are monitored by concerned Heads of the department (HODs). The evaluation scores are used to determine the annual increment and their promotions.

VII. DISCIPLINE AND GRIEVANCE PROCEDURE

DISCIPLINARY PROCEDURE

- Any teacher who is violating the code of conduct defined in the code of conduct for Teachers in subsequent page of this manual will be subjected to appropriate disciplinary action by the Principal /Chairman/Managing Director.
- o If Teacher commits an act of misconduct or misdemeanor by violating the code of conduct, any one can report in writing to the Principal.
- The Principal shall hold a preliminary enquiry on the matter, by calling the person on whom the report is given, as quickly as possible and such enquiry shall be held in presence of the complainant.
- o If the Principal is satisfied with the facts of the complaint on such enquiry, he shall

proceed with the disciplinary process, depending upon the veracity of such violation.

 The Principal shall report the proceedings periodically to the Chairman/Managing Directors.

GRIEVANCE PROCEDURE

- The Principal shall constitute a Grievance committee to redress the grievance of the teaching and Non-teaching staffs.
- Any teaching or non-teaching staff having a grievance, he or she shall make a representation to the committee.
- The grievances shall be redressed immediately by the committee and by the Chairman/Managing Director.
- o A committee member shall record and maintain the minutes of the meetings.

CODE OF CONDUCT FOR FACULTIES

- Faculties shall be at the appointed classroom at the appointed time without any exception.
- Every faculty shall take attend an cattle beginning of the teaching session.
- \circ Every faculty shall closeted our punctually at the end of the session.
- A faculty finding a student committing any act of misconduct in the classroom or in premises, shall immediately take appropriate action, which shall be taking correctional action if it is with his /her power or reporting the matter to the Principal.
- o Every Staff member shall attend all the department and institutional functions and carry out responsibilities assigned by employing best of their skills and attention.
- Faculties and staff members shall not engage themselves in other activities
 /businesses, which affect their effective contribution in the Department and the college.
- Faculties and staff members shall not receive gifts on any kind from the students or their parents for any favoritism.

Faculties shall maintain are spectacle work conduct in terms of:

- ✓ Preparation for the particular day's classes, with latest information added to earlier course content.
- ✓ Keeping all teaching aid material required for conducting the class in an orderly manner.
- ✓ Going according to session plan for the day and completing the syllabus for the semester without any backlog.
- ✓ Following up assignments and tests given to the students, evaluating in time and giving feedback to the students.
- Ensuring the orderly arrangement of classroom and its cleanness with the help of students and the cleaning staff, wherever appropriate.
- ✓ Obtaining the prior sanction for leave of absence and forwarding the students of such absence a same sure of courtesy.

Faculties shall observe good personal conduct in terms of:

- ✓ Not using any abusive language towards students, fellow teachers, parents and other members of public.
- ✓ Not entering in to quarrels, fights or any act of disrespectable nature.
- ✓ Not engaging any activity of business inside or outside the college premises, including

money lending, canvassing for the sale of any article or distribution of any commodity.

✓ Strictly not to affiliate with any political organization this might cause conflict of

interest with the duties of the teacher and the reputation of the institution.

ETHICAL STANDARDS FOR FACULTIES

- A FACULTY shall live and lead by example in every sphere of conduct particularly to inculcate a culture in students.
- Shall have a sense of belonging to the Institution.
- o Shall assume total dedication to the teaching profession.
- Shall always have an urge to excel in professional acumen.
- o Shall wear a respectable attire, benefiting the society's expectations
- Shall keep up immaculate personal hygiene at all times
- Shall never appear untidy, through style of dressing, grooming of hair or in respect of any other ornament one wears.
- o Shall never have the habit of chewing, smoking or consumption of alcoholic drinks.
- Shall never gossip or discuss unauthentic information with peers or other members of public which might provoke a sensation or ill feeling of any sort.
- o Shall always listen to students with concern, whether it be in respect of doubts in lesions or it be relating to any personal help.
- o Shall always motivate the students, giving them a feeling of comfort and encouraging their enthusiastic expressions.

DECENTRALIZATION IN WORKING Principal

- o Providing direction for programs through institution's Vision and Mission
- o Review of attainment of program out comes by departments
- o Provision of input to Governing Council Meeting and
- o Implementation of improvement initiatives suggested by Governing Council
- o Approval of Annual Academic Calendar at Institution Level
- o Approval of program budget on an annual basis and approval of expenses
- o Review of Department activities through HOD meetings
- o Skip Level meetings with department faculty, where required
- o Approval of annual performance appraisal outcome
- Collection of informal feedback from students for improvement of processes
- o Review of complaints and suggestions and monitoring corrective action implementation
- o Providing direction for establishing strategic relationship with Industry
- o Review and approval of co-curricular activities of the institution
- o Identifying and implementation of staff welfare measures
- o Single Point of Contact for Anna University and AICTE
- o Review and approval of proposal of projects to various funding agencies
- o Approval of human resources requirements for the institution
- o Identifying, Planning and Monitoring of Academic Performance Improvement initiatives
- Establishing an ecosystem conducive for academic excellence, research and entrepreneurial initiatives

Head of Department

- > Responsible for smooth conduct of department academic and administrative activities
- Supervise the smooth conduction of classes and get the daily attendance.

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- > Conduct the weekly meeting to discuss the progress of departmental activities of students and faculty.
- Sending formal progress report of students to parents.
- > Focusing on developmental works of department.
- Organizing seminars, workshops, faculty development programme, symposiums and international conferences.
- Arrange special coaching for weak and students with arrears.
- Sending requisition letters for project works in plant training to the companies and industries.

FACULTY

- Prepare lesson plan and get it approved by HOD well before commencement of classes
- Prepare lecture notes, power point presentations, video lectures etc. for subject allotted to them
- o Maintain course file along with the current copy of the syllabus for theory subjects
- o Identify and deliver minimum 1 topic as "beyond syllabus" coverage
- \circ Ensure completion of portion as per the timetable
- Prepare question papers for the internal tests and model examinations with in stipulated time
- o Conduct of tests on planned days and evaluation of answer sheets on the same day
- \circ Plan for extra classes if required to complete the portions before internal tests
- Plan for and conduct coaching classes for slow learners and maintain attendance of students attending coaching classes
- o Ensure that all prescribed experiments are covered with in the planned date
- Ensure minimum of 1 experiment included as "Beyond Syllabus" coverage
- Verify and hand over observation notes of students within two days after the completion of the experiment done in laboratory
- o Make alternate arrangements for taking classes against leave or permission
- o Discharge assigned duties as external examiner
- o Ensure recording of attendance in the Bio-metric system on time
- o Adhere to the dress code specified by the institution
- o Maintain students discipline in the classroom/campus
- o Enter lesson plan in the ERP Software-before commencement of classes
- Upload in the ERP, lecture notes, power point presentations, video lectures etc. related to the subject allotted to them, previous university question papers, test marks and attendance

DEPARTMENT TIMETABLE COORDINATOR

- o Identification of faculty for handling different subjects in consultation with the HODs and Academic coordinator.
- Identification of faculty for handling interdepartmental subjects from the respective HODs
- Consolidation of the number of hours to be allotted to different considering the syllabus requirements as well as through department meeting
- o Revising the class time table and faculty timetable against addition and deletion of faculty as well as changes in the workload of any faculty
- O Deciding the timetable to be followed for Saturdays with the HOD sand release of the circular not later than the previous Friday.

LABORATORY I/CS

- Maintaining stock of both capital and consumables in the laboratory and update the same against receipt and issue.
- Maintaining identification of items in the laboratory.
- Identification of purchase requirements of consumables for the laboratory and raising purchase requisition.
- Collection of quotations and preparation of comparative statements.
- Recommendation of the supplier for the purchase of laboratory consumables against the comparative statements.
- Preparation of purchase orders and forwarding the same through college office after approval.
- Verification of items received from the suppliers.
- Maintaining the equipments in the laboratory and ensure that they are in working condition for offering to conduct the experiments for students as per the cycle of experiments planned.

DEPARTMENT LIBRARY I/C

- o Maintaining stock of books in the department library.
- o Issue and receipt of books to and from the faculty/department staff.

EXAMINATION CELL COORDINATOR

- o Maintaining the current list of Examination cell members and EMS coordinator with the approval of Principal
- Finalization of University practical examination time table through a meeting among department timetable coordinators

LIBRARIAN

- o Overall Library Administration
- o Arrangement of books following De way Decimal Classification
- o Maintenance of Library Management System in IMPRESERP
- Planning for and procurement of books and Periodicals
- o Collect the requirement of student textbooks from faculty members, procure and issue the same
- o Coordinate Photography and Videography and maintain photos and videos of various events.
- Maintenance of soft/hard copies of project reports of students
- Issue of College ID cards to students
- o Maintenance of Books and Periodicals
- Library Circulation Counter Activities (Issue and Receipt of books to students and members – Returning and Renewal–Overdue books fine collection)

VIII. INHOUSE R&D SEMINARS/ WORKSHOPS

Each Department shall organize at least two Conference / Seminar / Workshop/Facultydevelopmentprogramsduringeveryacademicyear.EveryDepartmentshallconductatleast2Guestlecturers / Special lectures per semester to impart knowledge beyond syllabus

FUNDING FOR ORGANIZING GUEST LECTURE, SYMPOSIUM & CONFERENCE

a) Guest Lecture: Honorarium for Resource person Rs.3000/- per lecture and this may be

- increased based on the value of the Resource person.
 - Guest house Accommodation will be provided.
 - Transport Facility:
 - > Local transport facility will be provided.
 - > Bus/Train fare will be provided for outstation Resource persons.
- b) Symposium: Maximum Rs.200/- can be collected from the students but not with all the cases.
 - Management contribution will be
 - a) Rs.15,000/-...for the Dept within take of 120 students.
 - b) Rs.10,000/-...for the Dept with intake of 60 students.
- c) Conference: Management contribution will be Rs.10,000/- for each conference, in the case of International conference the shortage will be duly contributed/supported by the management.
- d) Other General Guidelines: Only two banners are allowed, one at the stage and another at the college entrance for Conference and Symposium.
 - All financial transactions shall be made only through college account section.
 - o No money should be collected from the students for any specific purpose. (Prior permission to be obtained from the Principal for the special cases)

FACULTIES HIGHER EDUCATION: (M.E./M.Tech./Ph.D.)

- o Faculty members interested in pursuing Higher Studies (M.E. / M.Tech. / Ph.D.) on Part-Time basis shall submit an application to the Management through the Principal seeking permission for registration.
- o The College shall grant 30Ds per semester to the Ph.D. scholars to meet their Supervisors for any discussion related to their research, in addition to the ODs for writing the course work examination at the end of the first/second semester. The faculty member who is in the verge of completion of his/her research work and ready to submit the thesis, shall be granted a special leave of 2 months to enable him/her write the thesis. This may be decided by the Management based upon the recommendation of the Principal on case-to-case basis.

TEACHINGASSIGNMENTS

- o The college permits its teachers to take up teaching assignment with other Educational institutions / Industries subject to the approval of Chairman/Managing Director/Principal.
- o A teacher, who has been approached for giving guest lecturers in other educational institutions, shall make a request to the principal, who will go through the nature of the assignment and approve the same.

Unless approved by the Principal, a teaching staff member shall not take any teaching or Non teaching assignment in another institution whether for remuneration or on honorary basis.

IX. INCENTIVES-STUDENTS

The Management is pleased to announce the following incentives and awards for students studying in the campus.

- There will be a BEST-OUT GOING STUDENT AWARD.
- There will be a BEST STUDENT AWARD. (department wise) 0
- There will be a BEST PROJECT AWARD.
- There will be a BEST PERFORMANCE IN SPORTS.
- There will be a BEST PER FORMANCE IN CULTURAL. 0
- There will be free personality development. Entrepreneurship, Ethics, Communication skills, computing skills and Placement specific programs for students
- There will be free and subsidized-on skill programs as per Industries requirements
- BEST R&D initiative awards will be given to Faculty and Students and There will be BEST Coordinator, Social worker, Orator, Singer, Writer, Poet and
- Team Leader awards for their outstanding contributions.

Group Insurance for all students.

PRINCIPAL-MAMSE

PRINCIPAL M.A.M. SCHOOL OF ENGINEERING SIRIGANUR, TIRUCHIRAPPALLI-621 105.