



KLE Society's
S. NIJALINGAPPA COLLEGE

II-Block, Rajajinagar, Bengaluru-10
Re-accredited by NAAC at A⁺ grade with 3.53 CGPA
College with UGC-STRIDE Component – I

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Human Resource Policy
(Prepared by IQAC & Revised from 2019)



INTERNAL QUALITY ASSURANCE CELL

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**KLE Society's
S. Nijalingappa College
Rajajinagar, Bengaluru -10**

HUMAN RESOURCE POLICY

About us

K.L.E. Society's S. Nijalingappa College, established in the year 1963, is one of the premier institutions of K.L.E Society. It made a humble beginning in a rented building on Mahatma Gandhi Road, near Mayo Hall, as a Science College. It was shifted to the present premises in 1966. The founder Principal Dr.V.G. Nelivigi laid a firm foundation for the college and was responsible for development of the college, by its inclusion under 2(f) and 12(B) of UGC.

The College has seen phenomenal growth in terms of courses offered, quality enhancement, students & staff strength besides development in infrastructure. The College offers higher education to 2,567 students from all sections of the society. We are proud to celebrate Golden Jubilee this year 2014, on the successful completion of 50 years.

Over its glorious service of more than half a century to the community, the college has earned many significant laurels. The crowing ones of these are: it has the rare distinction of having been accredited at 'A' level by NAAC in 2004 and re-accredited at 'A' Grade by NAAC in 2010 with a CGPA of 3.82 on a 4 point scale, highest in Karnataka; it has received the status of the 'College with Potential for Excellence' (CPE) in 2010 by UGC; further, the UGC has accorded the status of the 'College with Potential for Excellence'(CPE) in April 2014 for the second time and has granted 1.5 crores, which is a rare feat achieved by only a handful of top-ranking colleges in India.

Quality Policy:

We, at KLE SNC, shall strive hard continuously to achieve academic excellence in Commerce, Science, Management, Arts, Research, Technology (C SAMRAT) and to produce the most competent Scientists, Entrepreneurs, Managers and Researchers through objective and innovative teaching methods, dedicated and duty conscious and consistent updating of facilities, welfare and quality improvement of the faculty and a system of continuous process improvement.

Core Values:

- Respect individuals and values
- Be learning and learner focused
- Embrace knowledge and Intellectual pursuits
- Value self learning and collaborative team work
- Be Innovative and drive change & Be ethically and socially conscious
- Pursue leadership and take initiative
- Adaptability, Integrity and Honesty

A. Preamble:

KLE Society beliefs that, for a sustainable development, institutional effectiveness and employee satisfaction, it is imperative to have a sound set of human resource policies which are dynamic and accommodative in creating conducive working environment, where employees can work and benefit in conformance to the vision, mission and quality policies of the institution.

B. Objectives:

- To ensure that, the recruitment of the different categories of staff / faculty, defining their roles and responsibilities.
- To respect basic human values, culture, loyalty, commitment, dedication, discipline, devotion and practices that promotes team spirit, responsibility and participatory functioning.
- To build capacity of staff / faculty through STTPs, FDPs, workshops, symposiums, professionals interactions and associations.
- To create opportunity for career development and commitment to support the overall development of its human resources.
- To enable the staff / faculty share their personal and professional issues.

C. Privacy:

- Employees who disclose secrets or confidential information of the organization / administration will be subject to disciplinary action which may lead even to dismissal and prosecution.

D. The Governing Body – Powers and Functions:

The Governing body of KLE Society's SNC is constituted as per the guidelines of Bengaluru City University, Bengaluru and All India Council for Technical Education (AICTE), New Delhi. The functions of governing body are as follows;

- Create and fill various positions as per requirements of the Principal, following the prescribed qualification, experience and pay scale of the Bengaluru City University, Bengaluru, Karnataka.
- Approval of budget proposals for infrastructure, academic, R&D and event management.
- Approval of action plans of the institution regarding introduction of new courses and increase of intake in existing courses.
- Prepare, provide and revise the functioning of various committees in administering KLE SNC.
- Ratification of appointments made by the institution from time to time.
- Review, monitor and take necessary actions in execution of plans and schemes.
- Provide, help and issue necessary guideline to the Principal for administration.

HUMAN RESOURCE MANAGEMENT

1. Definition of Terms used in the Manual

1.1. “Basic pay” means the component of pay scale which forms part of all emoluments that are earned by an employee while on duty or on leave or on holidays with wages in accordance with the terms of the contract of employment and which are paid or payable in cash to him/her but does not include

a) The cash value of any food concession

b) Any dearness allowance that is to say, all cash payments by whatever name called paid to an employee on account of a rise in the cost of living, house rent allowance, overtime allowance, bonus, commission or any other similar allowance payable to the employee in respect of his employment or of work done in such employment

c) Any presents or gifts made by the employer

1.2. DA: Dearness Allowance declared by the Management periodically.

1.3. AGP: Academic Grade Pay declared for the Faculty members.

1.4. HRA: House Rent Allowance declared periodically by the Management.

1.5. “Academic year” means the normal period stipulated in the Academic calendar for activities of odd and even semesters. In the present system it is stipulated from June to May.

1.6. “Date of Appointment” means the first day of joining the duty by the employee as mentioned in the appointment order.

1.7. “GB” means the Governing Body of KLE SOCIETY.

1.8. “HoD” means Head of the Department.

1.9. “Employee” means any person who is employed for salary in any kind of work, manual or otherwise, in or in connection with the work of KLE SOCIETY and who gets his salary directly from KLE SOCIETY.

2. Classification of Human Resource

KLE Society recognizes the following classification of its staff.

2.1. Administrative Staff: Chairman, Director, Principal, Administrative Officer, Accountants, Office and Accounts staff, Library staff and office staff.

2.2. Teaching Staff: HoDs, Professors, Associate Professor, Asst. Professors, Librarian and Physical Director.

2.3. Technical Support Staff: System Administrator, Computer Programmer, Workshop Superintendent and Lab Instructors / Technicians.

2.4. Non-Technical Support Staff: Junior Assistant, Lab Assistants / Attendants, Drivers, Attenders, Aayahs and Gardeners.

3. Job Responsibility

The responsibilities of various faculty positions are designed as per the norms of UGC & AICTE, New Delhi and Bengaluru City University, Bengaluru in line with the vision & mission of the KLE Society.

3.1. Academic:

3.1.1. Class room teaching with modern aids.

3.1.2. Lab instruction and demonstration with master readings.

3.1.3. Development of laboratory, curriculum and resource materials by using modern techniques.

3.1.4. Student evaluation and assessment.

3.1.5. Participation in curricular and co-curricular activities.

3.1.6. Student guidance, counseling, personality and overall development.

3.1.7. To prepare, provide, generate and disseminate knowledge in the interest of students.

3.2. Research and Development:

3.2.1. R&D activities through projects and research guidance.

3.2.2. Potential search for opportunities to provide consultancy services.

3.2.3. Promotion of institute – industry interaction.

3.2.4. Promotion of Patent development and Inventions.

3.3. Administration:

3.3.1. Planning, designing and development of new programmes and promotional activities.

3.3.2. Mobilizing resources for the institution.

3.3.3. Administration both at departmental and institutional levels.

3.3.4. Development, administration and management of institutional facilities.

3.3.5. Monitoring and evaluation of academic and research activities.

3.3.6. Participation in policy planning for development of technical education

3.3.7. Maintain accountability.

3.3.8. Conduct performance appraisal.

3.4. Extension Activity:

3.4.1. Guiding the students in overall character development.

3.4.2. Extension services by interacting with society / community through NSS, NCC, etc.

3.4.3. Providing technical support in areas of social relevance.

3.4.4. Providing non formal education for the benefit of the community.

3.4.5. Promotion of entrepreneurship and job creation.

3.4.6. Dissemination of knowledge.

4. Appointing Authority:

The Chairman / Secretary of the KLE Society shall be the appointing authority for the post of Principal, Academicians and Administrative Officer of KLE. All staff of college will be appointed by the Principal on behalf of the Board of Trustees and members with the approval of the Constituted Board & its Members & Secretary.

5. Qualifications and Experience:

The qualifications and experience required for the candidates to fill various posts shall be the norms prescribed by the UGC & AICTE, New Delhi / Government of Karnataka.

6. Recruitment and Selection:

6.1. The recruitment of faculty members is need-based. HoD projects the staff requirement based on workload.

6.2. The rules prescribed for selection of employees from time to time by UGC/AICTE/Bengaluru City University shall be followed.

6.3. Staff selection committee shall be constituted.

6.4. A post shall be filled up by direct recruitment through open advertisement or by promotion from among qualified and eligible internal candidates.

6.5. The candidates for Assistant Professor and Associate Professor are required to give a demo lecture and take an interview by a selection committee followed by one-on-one interview by the Principal / Chairman / Board Member.

6.6. Candidates for non-teaching posts are selected based on practical test conducted by department selection committee and if need be a final round of one-on-one interview by the Principal.

6.7. Vacancies for various positions may be filled through internal promotions of eligible candidates based on length of service and good performance in the institution

6.8. An appointment letter duly signed by the Appointing Authority is issued to the candidate. The Appointment letter should contain:

- The designation/title of the job and responsibilities specific to the job.
- The level of commands/reporting to and taking responsibilities in the absence of supervisors.
- The letter of Appointment and Job Description (JD) should be signed by the employee as a sign of acceptance.

6.9. On joining, the candidate should give the joining report duly filled and signed. If the candidate joins at the Department or Office, the joining report should be accepted and countersigned by the person in-charge and forwarded to the Principal Office.

7. Pay, Allowances & Increments:

7.1. Scales of Pay, allowances and other financial benefits for various categories of staff shall be as decided by the governing body, keeping in view the scales suggested by AICTE / Government of Karnataka.

7.2. Annual increments shall be sanctioned by the Principal with the approval of Chairman & Secretary on satisfactory performance of the employee based on the recommendations of HoDs.

8. Salary and Disbursement:

Annual increments are sanctioned to all the staff members in general after completion of one successful academic year and satisfactory conduct. As a policy of the Institution, the salaries of all the staff members will directly be credited to their respective SB accounts of the bank. In the process of disbursement, if any statutory deduction is made, it will be remitted into the respective bank accounts of the Government departments concerned.

9. Salary Advance:

KLE Society discourages the practice of salary advances. Exceptions for genuine cases like personal illness, death of dear ones etc. can be made with the special approval by Principal / Secretary.

10. Provident Fund:

KLE Society is committed to comply with statutory provisions of Employees Provident Fund Deduction will be made from the salary of employees and will be deposited to the designated provident fund accounts along with the contribution of the organisation as per the provisions of the said Act. Employees must comply with the statutory requirements like nomination and can avail of such ensuing benefits as prescribed by law.

11. Teaching and Learning Process:

All the faculty members have to plan their academic teaching schedules well in advance before commencement of the semester / year. The following are some of the contents of learning modules irrespective of the subjects:

- Course files
- Lesson Plan and Micro Plan
- Additional Topics and Assignments
- Provision for Mid Tests and Distribution of scripts
- Delivery sheets and Tutorial sheets
- PPTs
- Lesson and Course material
- Web downloads
- Case studies
- Self Learning Materials
- E-Learning materials through Digital Library
- Guest/Expert Lectures
- Industrial visits and tours relevant to their respective specialization
- State-of-art technology through journals, articles and magazines

12. Feedback Evaluation:

Twice in every semester, the students evaluate the teachers handling their respective subjects covering various aspects of student-teacher interaction through a computerized structured format.

The computer on-line-evaluation pertains to

- Teaching process dimensions viz: punctuality and regularity of the teachers, teacher's discussion of class tests, tutorial & assignments and syllabus coverage.
- Assessment of college environment, facilities and management responsiveness measured on the following dimensions: College environment, cleanliness/sanitation, Library facilities, canteen water supply, games/sports, transport, HoD's attitude towards problem resolution, principal response to grievance, support of management in general.

Absolute privacy and confidentiality is maintained so as to avoid the individual student assessor's identity. After the evaluation process is completed, if any faculty member is found to be deficient, he/she is counseled, advised and trained to improve through an advisory committee consisting of Professors and Head concerned. The institutional administration will take necessary steps to

encourage and reward teachers with excellent performance through appreciation letters, additional increments or promotion.

13. Faculty Self-Appraisal:

At the end of each academic year, the faculty shall evaluate themselves using prescribed Faculty Self-Appraisal as annexed, filled and submit it to the Principal which may taken into consideration at the time of increments or promotion.

14. Incentives and Awards:

Awards are instituted for the faculty as well as supporting staff members. In case of faculty members, variables considered are academic performance measured by student feedback, student pass percentage, student grades/marks obtained by the student in their respective subjects and Faculty Self-Appraisal form submitted by them. These awards are in the form of cash, appreciation letter, commending letters, promotions, increments etc.

15. Redeployment / Transfer:

KLE Society's enjoys the option of redeploying any member of the staff to the fresh vacancy or transferring a staff from one department to another. All employees may be transferred depending on the needs and priorities of the organisation. Transfers may be effected in any of the following manners:

- From one department to another department or within an office
- From one post/office to another post/office

16. Resignation, Relief & Termination:

16.1. Resignation and Relief:

All the employees of the institution who are desirous of resigning voluntarily should give proper notice as mentioned below:

Category - Notice Period

1. HoDs and Professors - Three months notice or salary in lieu of notice at the discretion of Principal
2. Teaching Staff - Three months notice or salary in lieu of notice at the discretion of Principal
3. Technical Staff - Three months notice or salary in lieu of notice at the discretion of Principal
4. Administrative Staff - Three months notice or salary in lieu of notice at the discretion of Principal

In case applications are submitted through the institution seeking outside employment / pursuing higher studies, the management may prescribe suitable conditions for relieving the employee as and when the employee is selected so that there shall not be any disruption to the academic program in the College.

The employees of the Institution should get the No-Due Certificate duly signed by the authority mentioned in the NoC as prescribed by the Institution as annexed. Only after submitting the NoC, they can get back their originals from the Institution.

16.2. Termination:

The institution reserves the right to terminate the services of an employee, without any notice or assigning any reason in such cases as under-performance, misconduct etc.

16.3. Death:

In the event of an employee's death, the immediate next-of-kin shall intimate the death to the Principal. The next-of-kin shall submit a copy of death certificate for the payment of dues to the deceased. The final pay settlement will include their total Monthly Compensation for that month, and other payments due, will be made to the employee's designated nominee after deduction of the applicable items.

17. Administrative Procedures:

17.1. Personnel Records:

The basic information of staff will be collected and maintained by PA-Head of the Institution in separate staff personal files. Some of the documents which will be in the personal file may include: Resume with a covering letter along with two photographs applying for position in the institution; call letter if any; appointment letter; all original certificates along with photo copies in proof of age, qualification, experience and last pay drawn; feedback appraisal, incentives, promotions and increments given; and any appreciation, commending letters issued by head of the institution.

17.2. Office Hours & Attendance System:

- The class timings are from 9.00 A.M. IST to 5.00 P.M. IST. The usual office timings are from 8.57 A.M. IST to 5.10 P.M. IST with one hour lunch break from 1.00 P.M. IST to 2.00 P.M. IST.
- Management enjoys the right to shift to a different pattern for working days and working hours.
- Any change in the Class and Office timings shall be notified to the respective staff through HoD or direct circular vide KLE SNC.
- All employees shall be at work at the time and place assigned to them. Habitual late comers shall be liable for disciplinary action.
- All staff shall swipe their finger prints at the biometric reader, both in the morning before 8.57 A.M. IST and afternoon after 5.10 P.M. IST respectively.
- Late Attendance with Permission: Normally late attendance shall be allowed for all employees only for twice in a month and should mark their biometric attendance on or before 9.15 A.M. IST. Permission for coming late is granted only for twice in a month. The permission may be taken with the approval of HoD either in morning (attendance timing on or before 9.15 A.M. IST) or in the evening morning (attendance timing on or after 5.10 P.M. IST). If the staff exceeds the limit the biometric attendance automatically marks as “Casual leave”.

17.3. Punctuality:

The institution is very serious in enforcing punctuality through its Heads of the Departments. A special limited provision is made available to all the staff members of all departments to avail themselves of early going and late coming permissions, which will be granted at the discretion of Principal.

18. Leave Rules and Leave Policy:

18.1. General:

- Leave of absence from duty cannot be claimed as a matter of right. The Sanctioning authority has full powers to refuse or revoke leave of any kind when the exigencies of work so demand.
- An employee shall not take up any service or accept any employment, while on leave.
- Leaves, of any kind, can be taken only after they are sanctioned by the competent authority. Even for Casual Leave (CL), intimation by telephone, SMS or email is to be given to the HoD / Institution, if prior sanction cannot be obtained for justifying reasons.
- Leave accounts of all staff members are maintained in the office of the principal through KLE SNC.
- Sanctioning authority: Principal is the competent authority to grant all kinds of leaves to all the employees. Principal may delegate this power to heads/in charges for administrative convenience.
- All staff members, particularly those in responsible positions, are expected to use leaves based on needs and not with intent to use up all the leaves provided for in the rules. The total number of leaves taken in an academic year will be considered in the performance appraisal at the end of the year.

18.2. Casual Leave (CL)

All the regular employees of the college are entitled to twelve days of casual leave in a calendar year.

- The total number of CL is used in one spell including prefixed, suffixed and intervening holidays shall not exceed 10 days.
- Unused CL at the end of a calendar year is NOT carried forward to the next year
- Casual leave cannot be combined with any other type of leave
- Casual leave for half a day may also be granted for forenoon or afternoon
- CL can be availed using the prescribed form as annexed
- Newly joined / employees on during probation period shall normally avail one day CL in a month or in exceptional cases two CL in a month. However, the Principal can use his/her discretionary power to sanction leave depending on the circumstances.

18.3. Medical Leave (ML)

- All employees are entitling to 8 days of leave on medical grounds.
- The leave will be granted against production of medical certificate from a registered medical practitioner.

18.4. Compensatory Casual Leave (CCL)

All the regular staff members who work on public holidays are eligible for one day compensatory leave for each day of work. This leave must be used within 3 months of the date of work/eligibility. Fractional CCL will not be granted. Remunerative work is excluded from the provision.

18.5. On Duty (OD)

All regular faculty/staff members shall take OD with prior approval from HoD and Principal. The On Duty is categorized into three types as follows:

- On Duty for participation and/or presentation of paper in National / International seminars / Conferences / Symposium / Workshops.
- Exam On Duty for University examination supervision work.
- Other On Duty for any other institution related work.
- Employees can avail the OD using the prescribed form as annexed for getting approval.

18.6. Vacation Leave

All the regular faculty members (vacation staff) who have put in not less than one year of service in the college and who undertake to continue in service for the next academic year are eligible for up to Four weeks' vacation leave. This four weeks' period is split up as follows:

i) 3 weeks during summer

ii) 1 week during winter

- All the regular Non-teaching staff members (vacation staff) who have put in not less than one year of service in the college and who undertake to continue in service for the next academic year are eligible for up to 2 week's vacation leave. This two weeks period is split up as follows:

i) 1 weeks during summer

ii) 1 week during winter

- For the purpose of computing the service period the cutoff date would be the first day of vacation period notified by the Principal at the end of the academic year.
- Un-used vacation leaves are not carried forward to the next academic year. However, where a vacation staff member is required to attend to official duty during vacation as per the directions of the Principal.

19. Code of Conduct and Discipline

All employees of the institution in general shall abide by the following rules, unless and otherwise expressly circulated to this effect:

19.1. Do's:

- Maintain absolute integrity and devotion to duty.
- Attend the college regularly and punctually.
- Engage classes, both theory and practical, punctually and effectively.
- Correct the assignments and lab records systematically.
- Be meticulous in submitting the question papers & marks of the internal tests.

- Conduct guest/expert lectures with academic/industry professionals.
- Valuation of internal and external examinations.
- Attend internal invigilation and observer / squad duties.
- Attend guest lectures, FDPs, Workshops, Seminars, Industrial visits and tours.
- Downloading e-material from digital library, authorized online journals and legitimate sites.
- Preparing soft/hard copy of course files, delivery sheets and web materials.
- Monitoring and Counseling of student academic performance and mentoring.
- Be honest, impartial in dealings and courteous with others.
- Abide the rules and regulations of the institution.
- Promote decency, decorum, dignity and discipline among staff and students.
- Use the infrastructure facilities to improve the academic standards.
- Acquire and develop professional/interpersonal competence to enhance skills of students.
- Building team work, team efficiency and reinforcement of skills/knowledge in students.
- Administrative compliance.
- Authoring / Co-authoring of text books with other institution/organization professionals.
- Publication of papers in Seminars / Conferences / Conventions / Journals / Magazines.
- Publication and attending FDPs / Workshops / Conferences / Symposiums / conventions.
- Chairing sessions and delivering keynote address in any FTTP / WS / Seminar / Conferences.
- Professional, rational and intellectual behavior like an academician.

19.2. Dont's

- Gross negligence of duties and responsibilities.
- Propagation of religious, communal and anti-social activities in the campus.
- Discriminate by caste, creed, religion, language, domicile, social and cultural background.
- Encouraging any form of 'Malpractice/unfair practices' in connection with exams.
- Leaving the campus without proper prior permission of the Head of the institutions.
- Absconding from the institution.
- Undertake private assignments whether remunerative or not.

- Enter into any monetary transactions with any stakeholder of the institution.
- Cause damage to institution or stakeholders property in any form.
- Encourage or involve in immoral practices with stakeholders.
- Organize, attend, involve in any duty outside the college without proper approval.
- Passing comments on religious, regional, personal, racial and cultural sentiments.
- Taking membership of a political party or taking part in politics.
- Any act which is detrimental to the interest of the institution.

19.3. Disciplinary action:

- All employees are liable for disciplinary action for disobedience, misconduct and dereliction/negligence of duty. However such disciplinary action shall be taken after establishing the grounds on which the disciplinary action is initiated and after a reasonable opportunity has been provided to the employee to defend him/herself
- Complaints of misconduct by a staff member are investigated by a disciplinary committee or adhoc committee constituted for the purpose by the Principal
- An employee may be placed under suspension by the appointing authority pending enquiry into framed charges by giving the employee a fair chance to represent his/her case. The Principal is empowered to suspend any employee if it is in the interest of the college and report his action to the management and the University as the case may be.
- As part of the disciplinary action, the following punishment for good and sufficient reasons may be imposed upon the employees of the institution, after establishing the facts about committing an offence and dereliction / negligence of duties.

i) Censure

ii) Withholding increments/promotion

iii) Recovery from his salary whole or part of any pecuniary loss caused to the college due to negligence of duty or breach of orders/rules.

iv) Suspension

v) Removal from service

19.4. Grievance Cell:

Grievance cells are constituted at department level by the HoD concern and at institution level by the Principal to looking into the grievance of the staff members and redress them.

20. Facilities and Amenities:

20.1. Identity Card (ID):

All KLE Society's SNC employees are required to have photo ID cards which they should carry with them to their respective work place and in the course of travel. KLE SNC will issue these cards to new staff within 15 days of their joining the organisation. At the time of cessation of service, employees are required to return their Identity Card to the organisation which should be destroyed by KLE SNC immediately.

20.2. Chapters and Professional Associations:

All departments of the institution, through the active participation, of faculty and student associations need to initiate, establish and organize various academic and professional activities such as technical quiz, technical symposiums, workshops, guest lectures, technical fairs, seminars.

20.3. Library:

Institution has an excellent library facility with a treasure of knowledge related to various disciplines and in addition digital library with a separate sever, space and internet facilities which are available for faculty/staffs and students. The faculty/staff members can take the books by using their ID cards. The library subscribe for National/International journals to encourage and create research atmosphere.

20.4. Transportation:

Driven by a team of trained drivers, a large fleet of buses ply from all places catering to the needs of students and staff members for a comfortable and hassle free transport.

The faculty/staff members can claim transport facilities, any such event, during the conduct of conferences/workshops/industrial visit or any other institution related official work and they can use the institution vehicles for guest pick-up using the prescribed vehicle booking form as annexed.

20.5. Medical Care:

Within the campus 24/7 General medical services are available along with Ambulance facility. The institution has appointed trained doctors & nurse with primary health equipment to attend on emergencies and / casualties and provide general medicine available for students and staff.

20.6. Food Court:

The food courts are located at various locations to cater to the needs of the staff and students.

20.7. Sports and Games:

The Physical Director provides sports facilities to the staff members of the institution. Apart from this, competitions are conducted during annual sports day celebrations of the institution. The winners and runner-ups are awarded prizes.

21. Governance

22. Annexure

The following are the formats developed for the convenience of the employee and are added as Annexure.

- Faculty Self Appraisal Format : Annexure – I
- No Due Certificate : Annexure – II
- Casual Leave Form : Annexure – III
- On Duty Form : Annexure – IV
- Transport Facility Reservation : Annexure –V

**Convener
HR Committee**

IQAC Coordinator

PRINCIPAL