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# 1 SUMMARY OF POLICY

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## 1.1 Overview of Policy

Policy Name	Human Resources Policy Manual
Written By	Shahid Ahmad
Reviewed By	Board
Approved By	Management Committee
Contact Person	Management Committee Members

## 1.2 Version History

Version	Date	Description
Version 1.0	1 <sup>st</sup> August 2015	Human Resources Policy Manual Released
Version 2.0	1 <sup>st</sup> August 2017	Human Resources Policy Manual Released
Version 3.0	1 <sup>st</sup> August 2019	Human Resources Policy Manual Released
Version 4.0	1 <sup>st</sup> April 2024	Human Resources Policy Manual Released
	1 <sup>st</sup> April 2026	



## 2 ABOUT THE MANUAL

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Congratulations on your appointment and welcome to the team at DIGITAL EMPOWERMENT FOUNDATION! We are excited that you have decided to join us and look forward to a long, happy and successful partnership together. You have been hired because we believe you can help us deliver the best results to fulfill our vision and mission.

This handbook is designed to acquaint you with DIGITAL EMPOWERMENT FOUNDATION (DEF) and to provide you with information about working conditions, employee benefits and organizational policies vis-a-vis your employment. It describes many of your responsibilities as an employee. It outlines the policies, rules & guidelines developed by DEF to benefit employees and ensure a healthy, safe and equitable work environment that is conducive to both personal and professional growth.

It is mandatory for all employees to read, understand and comply with all provisions & policies of this handbook. Any employee who violates these guidelines in any way is subject to disciplinary action, as deemed fit by the Management Committee of the organization.

NOTE: No employee handbook can anticipate every circumstance or question that may arise about policies. As DEF continues to grow, the need may arise, and DEF reserves the right, to revise,

supplement or rescind any policy/policies or portion of the handbook from time to time as it deems appropriate, in its sole and absolute discretion. You will be notified of any changes as they occur. If you have any questions about the content, please do not hesitate to contact Human Resource Department (HR Dept.).



### 3 ORGANIZATION HISTORY

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The increasing and fruitful use of Information & Communications Technologies (ICTs) is being recognized and acknowledged world over. That ICT is a great tool for development and empowerment is being realized by its various stakeholders. Countries of the world are resorting to the use of ICT to better their socio-cultural and economic landscapes in ways feasible and sustainable depending on their respective situations in underprivileged and underserved areas.

It is more than a decade that ICT has seen its vertical as well as horizontal growth in various domains of interventions be it education, health, livelihood, trade and commerce, and governance. Both public and private projects and programs have been initiated at the behest of Governments, CSOs, Corporate bodies and individuals using ICT. No doubt such gigantic exercises using ICT for development and empowerment have borne mixed outputs.

There are reports emanating from states in India like Kerala, Tamil Nadu, Uttarakhand and Delhi where ICT has been used in the most utilitarian and qualitative perspectives. Instances are reported of how individuals and local communities are being empowered and sustained using various ICT tools like Internet, Personal Computers (PCs), Community Radio and other media. Projects like National e-Governance Plan (NeGP), Mission 2007, Common Services Centers (CSCs), Information Kiosks run by various bodies and agencies are all leading to an accelerated use of ICT for all round holistic growth and development of India.

Despite all these, the bug of digital divide haunts India for various reasons. There are cases where ICT has been pumped into those hands and heads wherein the existing environment is either already healthier or better as compared to those areas where even the basic services of ICT are still lacking i.e. deprived in terms of telecom facilities along with non-availability of power, no PC penetration, no trace of internet, no means of traditional technology and so on.

With these, the information gap is hampering the community development in a holistic sense. The rich-poor divide is seen to have its reflection in this information and ICT maps as well. With this a huge gap is created for quality and timely interventions of ICT in those inaccessible, unreachable, alienated lands and communities for their upliftment and empowerment.

It is here that Digital Empowerment Foundation could find its ICT interventions justified and timely. Digital Empowerment Foundation, the Delhi based not-for-profit organization was registered on December 16, 2002, under the Societies Registration Act XXI of 1860, to find solutions to bridge the digital divide. With no political affiliations, it was founded by Mr. Osama Manzar, to uplift the downtrodden and to create economic and commercial viability using Information & Communications Technologies as a means.



## 4 MISSION & VISION STATEMENT

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### 4.1 Our Vision

To end economic poverty and social backwardness through the simple expedient of ending information poverty by empowering marginalized and information-dark communities with digital literacy, access to digital tools and information-rich knowledge society ushered in by the Internet and the digital revolution.

### 4.2 Our Mission

To adopt a seven-fold path for constantly empowering people, especially marginalized and information-dark communities, with the power of information and knowledge using digital tools. Our seven-fold path is:

1. **Access & Infrastructure:** Providing people with access to the Internet and making them digitally literate.
2. **Governance & Entitlements:** Raising awareness about their rights and entitlements and giving them the voice to demand better governance, better delivery of government services and better protection of their basic human rights using digital literacy and digital tools.
3. **Education & Empowerment:** Enabling people to access better health, education, skill, and livelihood opportunities using digital literacy and digital tools.
4. **Social Sector & CSOs:** Empowering grassroots-level civil society organizations working in the developmental sector with online presence and digital literacy and digitally ensuring protection of people's culture, heritage, environment, and natural resources.
5. **Markets & Enterprise:** Digitally empowering micro-enterprises and communities by training them to use digital tools and enabling them to access new markets through website presence and e-commerce.
6. **Knowledge Hub & Database:** Creating a knowledge network of digital practitioners and database of effective ICT for Development (ICTD) innovations and interventions so that these innovations and interventions can be scaled up and partnerships can be forged for using them according to specific socio-economic developmental needs.
7. **Advocacy & Research:** Advocacy and activism to ensure access for all to the Internet as a basic human right and more extensive use of ICT and digital tools for development.



## 5 ATTENDANCE POLICY

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### 5.1 Description

Attendance Rules and Regulations described in this section have to be strictly followed by all employees across all official work locations of DEF throughout India.

It is important to note that the number of working days, working hours, timings, attendance rules and guidelines can be modified by the Management Committee at any point in time as deemed necessary to suit current work requirements. Staff members falling under the purview of these rules & regulations will be duly informed of the same. Any exceptions to these rules will be suitably informed to the respective staff.

### 5.2 Working Days and Timings

1. The number of Working Days, Weekly Working Hours and Work Timings for each employee are defined in their Duty Roster by their Reporting Managers (RMs) or the Management Committee (MC) of DEF as per the work requirements.
2. As per work requirements, different work locations in the organization may have a work week of 5 days or days or 6 days.
3. Typically, all work locations have 8 working hours per day with an additional hour for lunch break.
4. For any full-time employee, the maximum number of working hours per week is 48. For a part-time employee, the maximum number of working hours per week is 33. Depending on job requirements, working hours can also vary.

### 5.3 Methods for Capturing Attendance

Three methods are currently being used in DEF for capturing attendance:

#### 1. [Biometric Device Based Attendance Monitoring System \(BDBAMS\)](#)

All employees for whom BDBAMS is applicable are required to provide thumb/ finger impression in the Biometric device at the entrance of their office for checking in and out of the office. Staff members can check in and check out multiple times during the day to mark their office time and field work time.

#### 2. [Web Check-In/Mobile App](#)

This is a method to mark attendance online via the Human Resources Management System (HRMS) software application. The “check-in” and “check- out” buttons in the “Web Check-In/Mobile App Module” in HRMS can be clicked to mark the Start & End Time for daily work. More details can be found in the HRMS User Manual.

#### 3. [Attendance Registers](#)

In some work locations, a hard copy spreadsheet-based Attendance Sheet is maintained by all staff. This attendance sheet has to be filled and signed by the

employee every day. At the end of the month his/her Immediate Supervisor has to provide signed approval as per HR rules. The scanned copy as well as the excel sheet have to be sent to the HR Dept.

## 5.4 Guidelines for Capturing Attendance

To capture attendance, the following priority has to be given to the three methods mentioned above: **BDBAMS > Web Check-In/Mobile App > Attendance Register.**

## 5.5 Attendance Rules

It is important to note the following additional rules about attendance.

### 1. BDBAMS:

- a) In all work locations with 10 or more employees, the Management is planning to gradually introduce BDBAMS.

### 2. Web Check-In/Mobile App:

In work locations with less than 10 employees, the Biometric device will not be installed.

- a) These employees need to mark their attendance through Web-based/Mobile App Check-In via the HRMS system.
- b) Also, employees who have been given “Work from Home” permission use this method for marking their attendance.

### 3. Attendance Register:

- a) For newly opened or even older office locations or centers, where Biometric device or Web-based Check-in has not yet been implemented, an Attendance Register is to be maintained by all staff to mark their attendance.
- b) Employees from Grade Level E16 to E17 are exempted from marking their attendance by any of the above three methods. For all other employees, it is mandatory to mark their attendance by the method prescribed to them.
- c) Employees should note that the data captured in the Biometric Device will not be used for any other purpose except for maintaining employee attendance records during his/her tenure in the organization. The data will be deleted once the tenure ends and/or the employee contract is officially terminated.

### 4. Attendance Calculation:

- a) Attendance for a month is calculated from the first day to the last day of the Calendar month.
- b) Salaries are paid as per the attendance captured during this month.

## **5. Attendance Grace Period:**

### *For employee mapped in Shift Master (Flexi Time)*

- a. For employees mapped to the duty roster of completing 9 hours must punch in between 9am to 11am and punch out after completing 9 hours before 8pm.
- b. Marking attendance before 9am and 8pm will not be counted in the calculation of 9 hours. However, it will show your actual in time and out time, but calculation of official working hours will be calculated from 9am to 8pm only.

### *For employee mapped in Shift Master (without Flexi Time)*

- a. A specific duration (15 minutes) is defined as the “Grace Period” for all employees to accommodate any unforeseen eventualities or reasons for getting late to office or leaving office early.
- b. The Management Committee can extend or shorten this Grace Period at any point in time as per work requirement.
- c. If an employee gets late or leaves early by the duration mentioned in Grace Period, then he/she is excused for a limited number of times, as defined by the Management Committee. The HR Dept. can be contacted for the current information on this.
- d. For employees mapped to the duty roster of 9:30am to 6:30pm needs punch in and punch out before and after the said timings.

## **6. Rules for Coming Late or Leaving Early:**

### *For employee mapped in Shift Master (Flexi Time)*

- a. On a particular day, if an employee whose duty roster is of completing 9 hours, punches in after 11:00 a.m. then he/she is “Marked as Coming Late” on that day.

### *For employee mapped in Shift Master (without Flexi Time)*

- a. Similarly, at the end of the day, if the employee whose duty roster is fixed at 0930hours to 1830 hours, punches out before 1830 hours, including the Grace Period, then it will be considered as “HALF DAY” on that day.

## **7. Rules for Half-Day Loss of Pay:**

### *For employee mapped in Shift Master (Flexi Time)*

Under the following circumstances, employees qualify for “Half-Day” attendance with Loss of Pay (LOP):

- a. For employees on 9-hour roster, coming to office and working for 4.5 hours or more on a particular day and less than 9 hours.
- b. Applying for a Half-Day Leave on a particular day and the number of hours worked on that day is less than 4.5 hours.

- c. Applying for a Half Day Official Duty (OD) and number of hours worked in the other half is less than 4.5 hours.

For employee mapped in Shift Master (without Flexi Time)

Under the following circumstances, employees qualify for “Half-Day” attendance with Loss of Pay (LOP):

- a. For employees on 9-hour roster, coming to office and working for 4 hours or more on a particular day and less than 8 hours.
- b. Applying for a Half-Day Leave on a particular day and the number of hours worked on that day is less than 4 hours.
- c. Applying for a Half Day Official Duty (OD) and number of hours worked in the other half is less than 4 hours.

**8. Rules for Absence from Duty:**

- a. Coming to office late or leaving early, as per Duty Roster timings of that day, without applying for a Leave or Official Duty (OD) and with number of hours worked on that day less than 4.5 hours for (Flexi Time) or less than 4 hours for (without Flexi Time); the employee will qualify for a Full Day “Absence from Duty”.
- b. If an employee is absent from duty without prior leave approval or proper intimation under certain unavoidable circumstances, then he/she is considered as being “Absent from Duty”.
- c. The days of absence will be treated under Loss of Pay.
- d. The employee has to report to his/her Immediate Superior on rejoining the duty after Absence and provide valid reasons for Absence in writing before taking up work again.
- e. If an employee is absent from duty continuously for more than 10 days (including any National / Festival / Declared / Weekly Off days which may fall in-between), an official correspondence from the HR department will be sent to him/her asking to report to duty and to provide explanation for his/her absence. Based on the enquiry, an action deemed fit would be taken by the Management Committee based on the Disciplinary Conduct Policy.
- f. If there is no response from the employee within 30 days of sending the first official correspondence, it would be assumed that the employee has withdrawn his service from the organization on his own accord and action will be taken accordingly.

**9. Rules for Loss of Pay:**

- a. If an employee takes a leave after all available leaves have lapsed for the given period of time, then it results in Loss of Pay (LOP).
- b. When an employee is on leave with “Loss of Pay”, he/she is not entitled for any pay or allowance.

- c. A maximum of 3 months of leave can be availed with “Loss of Pay” on approval of the Management Committee under special circumstances such as Childbirth, Serious Illness etc.
- d. If the employee fails to report to duty on the specified date after the sanctioned leave has lapsed, it is deemed that the employee has abandoned service with the company on his/her own accord.
- e. LOP can be implicated on disciplinary grounds with regards to attendance by the Management Committee regardless of the availability of other types of leave.

#### **10. Work From Home:**

- a. “Work from Home” is applicable in scenarios where an employee has been on a long travel, personal emergency or pandemic like situation declared by the Govt. and the employee needs to stay at home and be connected to work.
- b. Employees working from home must mark attendance via Web Check-In/Mobile App or mark OD as mentioned previously.

#### **11. Attendance Flexibility:**

For staff members working on projects and travelling frequently, office timings can be made flexible and may be modified on a case-to-case basis or on a regular basis as per the sole discretion of the Management Committee.

Such information must be shared with the HR Dept. by the staff and/or their reporting manager(s) to avoid unnecessary salary deductions.

##### **Three types of working shifts are used for attendance flexibility:**

- a. **Custom Shift:** Shift timings can be changed for a limited period of time for any requesting employee on a needy basis, at the sole discretion of the Management Committee. All attendance rules, without any modifications, are applicable to the Custom Shift.
- b. **Relaxation Shift:** On a particular day, if office timings need to be reduced for a particular reason, then the Check-in time, Check-out time and Grace Period will be redefined as required by the Management Committee. The usual rules for coming late and leaving early will not be applicable in this scenario.
- c. **Flexi Time Shift:** The flexi time shift spans from 9 am in the morning till 8 pm at night. Between this time span the employee must complete 9 hours. Two hours of flexi time is provided in the morning during check-in, which spans from 9 am till 11 am. Between this time the employee can check in. Similarly, two hours of flexi time is provided during the evening, which spans from 6 pm till 8 pm. During this time the employee can check out. No in out relaxation is provided during the flexi time shift.



## 6 LEAVE POLICY

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Leaves are granted to employees with the intention of providing rest, recuperation of health and fulfilling personal and social obligations. Taking enough rest and personal care is necessary to maintain high work productivity.

The following chapter describes in detail all types of leave, holidays and weekly offs for which employees are eligible, entitlements as per employee category & grade, the rules and regulations for application, cancellation, extension of leaves and more.

It is important to note that if the Leave Policy is revised from a particular date, then the policy will be applicable even for current employees who joined the organization prior to this date. The policy changes will, however, not be applicable to employees who have already left the organization.

### 6.1 Types of Leaves

The types of leaves applicable in the organization are:

1. Casual Leave (CL)
2. Sick Leave (SL)
3. Optional Holiday Leave (OH)
4. Earned Leave (EL)
5. Compensatory Leave (CO)
6. Maternity Leave (ML)
7. Abortion/Miscarriage (AB)
8. Adoption Leave (AD)
9. Paternity Leave (PL)
10. Special Disability Leave/ Hospital Leave (DL)

### 6.2 Leave Rules

The following section describes rules for applying all types of leaves for which employees of the organization are entitled.

#### 1. Casual Leave Rules (CL)

- i. Casual leave is a recognized form of leave. Technically, therefore an employee on CL is not treated as “Absent from Duty”.

- ii. An employee may be granted Casual Leaves of not more than 6 days in a calendar year, credited half-yearly, on the first day of January and July of that calendar year.
- iii. Essentially intended for short periods, it should not be granted for more than 3 days at a time.
- iv. Sundays or closed holidays falling at the beginning or at the end or in between the days on which an employee is on Casual Leave, shall not count towards Casual Leave.
- v. Sundays/ Festival Holidays/ Restricted Holidays/ Weekly Offs can be prefixed/ suffixed to Casual Leave.
- vi. Casual Leave can be taken while on tour, but no daily allowance will be admissible for the period.
- vii. Casual Leave can be taken for half a day also.
- viii. Unspent Casual Leaves will not be carried forward to the next calendar year. However, it can be carried forward to the next month of the same calendar year.
- ix. Individuals appointed and joining duty during the middle of a Calendar year will be granted Casual Leaves proportionately.

## 2. Sick Leave (SL) Rules

An employee may be granted Sick Leaves of not more than 6 days in a calendar year, credited half-yearly, on the first day of January and July of that calendar year.

- i. Sick Leave can be taken for half a day also.
- ii. Sick Leave can be taken only for back dated.
- iii. Essentially intended for short periods, it should not be granted for more than 3 days at a time.
- iv. Unspent Sick Leaves shall not be carried forward to the next calendar year. However, it can be carried forward to the next month of the same calendar year.
- v. Individuals appointed and joining duty during the middle of a Calendar year will be granted Sick Leaves proportionately.

## 3. Optional Holiday Leave (OH) Rules

An employee may be granted Optional Holiday (OH) Leaves as a Restricted Holiday of not more than 2 days in a calendar year, credited yearly, on the first day of January of that calendar year.

- i. Optional Holiday (OH) Leaves or **Restricted Holiday** cannot be taken for half a day.
- ii. Unspent Optional Holiday (OH) Leaves or Restricted Holiday shall not be carried forward to the next calendar year.

- iii. The "List of Holidays" both National & Restricted is uploaded on the HRMS portal at the beginning of the year. The Holiday List for the current year is attached in the **ANNEXURE HR-II**.

#### **4. Earned Leave (EL) Rules**

##### **A. Details of Entitlement of Staff:**

- i. Every Full Time Permanent staff member is entitled for 15 days Earned Leaves during a calendar year.
- ii. Staff members on probation are not entitled for Earned Leaves during their probation period.
- iii. However, the period of probation starting from the Date of Joining will be taken into account for calculation of Earned Leaves after confirmation.
- iv. Earned Leaves cannot be availed by Trainees, Consultants, or Interns.
- v. Earned Leaves should not ordinarily be denied to any employee, especially in the last 10 years of service.
- vi. Earned Leaves can also be taken up to 150 days as leave preparatory to retirement.

##### **B. Earned Leaves Credit:**

- i. An employee is entitled to earn 1.25 leaves on a monthly basis and those will be credited to his/her Earned Leave balance monthly.

##### **C. Accumulation of Earned Leaves:**

- i. The Earned Leave credits of an employee at the close of the previous year will be carried forward to the next year subject to the condition that leaves so carried forward plus the credit for the current month does not exceed the maximum limit of 150 days.
- ii. When adding credit under the above method, fractions of a day will be rounded off to the nearest day **ONLY at the time the employee officially exits the organization.**
- iii. Leaves can be carried forward for a period of 10 years during service with the organization.

#### **5. Compensatory Leave (CO) Rules**

##### **A. Entitlement**

An employee of Grade W01 to W07, Grade S01 to S10, and Grade T01 to T03 (as mentioned in Clause 7.4) required to perform official duties on a non-working Saturday, Sunday or on holiday(s) may be given Compensatory Off for the corresponding number of days provided that he/she will not be entitled to draw any Overtime Allowance admissible to him/her for those days.

## **B. COMP OFF Credit & Validity:**

- i. An employee can earn a maximum of 15 days Compensatory Off half-yearly.
- ii. A Compensatory Off is valid for up to 6 months only.
- iii. From the COMP OFFs earned from 1 Jan to 30 June of the Calendar year, only 5 COMP OFFs will be carried forward to the next 6 months. From the COMP OFFs earned from 1 July to 31 Dec of the Calendar year, only 5 COMP OFFs will be carried forward to the next 6 months.
- iv. As proof of work done on a non-working day, the employee must either mark attendance in office or apply for Official Duty (OD).
- v. To get COMP OFF Credit for half-day, an employee needs to work for a minimum of 3 hours on a non-working day.
- vi. To get COMP OFF Credit for a full day, an employee needs to work for a minimum of 6 hours on a non-working day.
- vii. If an employee is on OD on a non-working day, then a half-day COMP OFF can be earned against an approved half-day OD application and a full-day COMP OFF can be earned against an approved full-day OD application.

## **6. Maternity Leave (ML) Rules**

- i. Maternity Leave for a period of 26 weeks (not more than 182 days) from the date of its commencement may be granted to a female employee of the organization with less than two surviving children. The duration of leave should be such that not more than 8 weeks precede the date of her expected delivery. However, a woman employee having two or more surviving children shall have the benefit of 12 weeks of which not more than 6 weeks shall precede the date of expected delivery.
- ii. The grant of leave should be so regulated that the Date of Confinement (i.e., Date of Expected Delivery) falls within the period of this leave.
- iii. Maternity Leave includes holidays and weekly off days.
- iv. An employee is entitled to this benefit subject to her having worked 80 days in the organization in the 12 months preceding her Date of Expected Delivery.
- v. It is granted on full pay and counts as service for annual performance reviews, appraisals, and increments.
- vi. It may be combined with any other kind of leave.
- vii. In special cases, a leave of absence without pay may be granted at the discretion of the Management Committee.

## **7. Abortion/Miscarriage (AB) Rules**

- i. In a female employee's entire service in the organization, 45 days of miscarriage/abortion leave is admissible irrespective of the number of surviving children.

- ii. It may be granted in cases of miscarriage and abortion, including the abortion induced under the Medical Termination of Pregnancy Act 1971 subject to the condition that the leave does not exceed 6 weeks (not more than 45 days) from the date of miscarriage including abortion and the application for leave is supported by a medical certificate from the Authorized Medical Officer.
- iii. This leave is not admissible for threatened abortion.

#### **8. Adoption Leave (AD) Rules**

- i. When a woman employee legally adopts a child under 3 months old, she is eligible for maternity leave of 12 weeks (not more than 84 days) from the date the child was handed over to adopting mother.
- ii. However, this facility will not be admissible in case she is already having two surviving children at the time of adoption.
- iii. Leaves will not be admissible unless the Adoption Certificate is submitted within 30 days of adoption.

#### **9. Paternity Leave (PL) Rules**

- i. Male employees with less than two surviving children are eligible for this leave.
- ii. It may be combined with any kind of leave.
- iii. It may not normally be refused under most circumstances.

#### **10. Special Disability Leave (DL) Rules**

##### **A. Entitlement Rules:**

- i. It is admissible to an employee of the organization in the case of injury sustained in the course of official duties including journeys undertaken for special purposes.
- ii. Only Full-Time Permanent employees who have served the organization for a minimum of 2 years are eligible to apply for this leave.
- iii. It may be granted more than once if the disability is aggravated or recurs in similar circumstances at a later date, but the maximum leave as a consequence of any one disability should not exceed 4 months.
- iv. SDL may be combined with any kind of leave.

##### **B. Salary/ Benefit Rules:**

- i. SDL is granted full pay up to 60 days.
- ii. If the employee is entitled to any benefit under the Group Insurance Act etc., the amount of leave salary will be reduced by the amount of benefit payable under the above Act.

## **6.3 Leave Entitlement**

**Following is the leave entitlement based on employee category & grade:**

**1. Casual Leave (CL):**

- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Contractual Employee & (ii) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time & (b) Part-Time
- ✓ Granted to Employee who on Probation Period.

**2. Sick Leave (SL):**

- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Contractual Employee & (ii) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time & (b) Part-Time
- ✓ Granted to Employee who on Probation Period.

**3. Optional Holiday Leave (OH):**

- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Contractual Employee & (ii) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time & (b) Part-Time
- ✓ Granted to Employee who on Probation Period.

**4. Earned Leave (EL):**

- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time.

**5. Compensatory Leave (COMP OFF):**

- ✓ Granted to From Grade W01 to W07 & From Grade S01 to S10
- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Contractual Employee & (ii) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time & (b) Part-Time
- ✓ Granted to Employee who on Probation Period.

**6. Maternity Leave (ML):**

- ✓ Granted to Female only.
- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time.

**7. Abortion/Miscarriage (AB):**

- ✓ Granted to Female only.

- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time.

**8. Adoption Leave (AD):**

- ✓ Granted to Female only.
- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time.

**9. Paternity Leave (PL):**

- ✓ Granted to Male only.
- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time.

**10. Special Disability Leave (SDL):**

- ✓ Granted to Employment Engagement: - (a) Employee: - (i) Permanent Employee.
- ✓ Granted to Employment Type: - (a) Full-Time.
- ✓ Admissible Employees who have served for a minimum of 2 years with the organization.

**Please note the additional rules of leave entitlement:**

1. An employee is entitled to the said number of leaves in a calendar year from 1st January to 31st December.
2. Employees whose Date of Joining falls between the 1st to the 15th of a month only are entitled to get the Leave Credits for that month.
3. If an employee exits the organization on any day between the 1st to 15th of a month, then he/she is not entitled for leaves due for that month. However, if an employee exits the organization on any day between 16th to the end of the month, then he/she is entitled for leaves due for that month.

## 6.4 Leave Application Procedure

This section describes the general rules to apply leaves and specific application rules for each type of leave described previously.

### 1. General Rules

- i. It is mandatory for all employees to submit a leave application online or offline to avail any leave.

- ii. Employees who use the HRMS system need to apply for leave online through the HRMS. The leave can be approved/ rejected/ cancelled/ sent back for clarification by the Reporting Manager(s) of the employee.
- iii. Employees who have not been inducted to the HRMS need to submit a hard copy application to the HR Dept. as per the rules. The application form can be found in the **ANNEXURE HR-I**.
- iv. A Long Leave (of more than 7 days) is meant to be availed on a planned basis in the interest of smooth and uninterrupted working. The employee is therefore advised to consult with his/her Reporting Manager(s) in the vacation planning exercise at least 15 days in advance of the Vacation Start Date.
- v. **Sandwiched Leaves:** If any employee takes a leave on a working Friday as well as working Monday, then Saturday and Sunday will also be counted as leaves.

## **2. Application Procedure – Casual Leave**

- i. Application must be filed on the same date or must be pre-planned. Back-dated application is not allowed.
- ii. Application can also be submitted in advance from the Current Date up to the end of the Calendar Year.
- iii. The minimum number of CLs which can be availed is half a day.
- iv. The maximum number of CLs which can be availed at a stretch is days.

## **3. Application Procedure – Sick Leave**

- i. A Sick Leave (SL) can be applied on the same date and must be applied within 5 days after taking the SL. Back-dated application is allowed.
- ii. Sick Leave cannot be applied in advance.
- iii. After taking two full-day sick leave at a stretch or in separate instances, submitting a valid Medical Certificate is recommended from the next Leave Application onwards.
- iv. The minimum number of SLs which can be availed is half a day.
- v. The maximum number of SLs which can be availed at a stretch is 3 Days.

## **4. Application Procedure – Earned Leave**

- i. Earned Leaves (EL) must be applied at least 15 days in advance. Backdated EL application is not allowed.
- ii. The minimum number of ELs which can be availed is 1 Day.
- iii. The maximum number of ELs which can be availed at a stretch is 30 Days.

## **5. Application Procedure – Compensatory Leave**

- i. Application has to be filed at least 3 days in advance. Back-dated leave application is not allowed.

- ii. The minimum number of Comp-Offs that can be availed is half a day.
- iii. The maximum number of Comp-Offs that can be availed at a stretch is 10 days.

#### **6. Application Procedure – Maternity Leave**

- i. Application has to be filed within 15 days from the Start Date of the Maternity Leave. Back dated leave application is allowed.
- ii. Application can also be submitted in advance from the Current Date up to the end of the Calendar Year.
- iii. It is mandatory to submit a valid Medical Certificate to avail this leave.
- iv. The minimum number of Leaves that can be availed is 15 Days.
- v. The maximum number of Leaves that can be availed is 26 weeks (not more than 180 days).

#### **7. Application Procedure – Abortion/Miscarriage Leave**

- i. Application has to be filed within 15 days from the Start Date of the Abortion/Miscarriage Leave. Back-dated leave application is allowed.
- ii. Application can also be submitted in advance from the Current Date up to the end of the Calendar Year.
- iii. It is mandatory to submit a valid Medical Certificate to avail this leave.
- iv. The minimum number of Leaves that can be availed is 1 Day.
- v. The maximum number of Leaves that can be availed is 45 Days.

#### **8. Application Procedure – Adoption Leave**

- i. Application has to be filed within 15 days from the Start Date of the Adoption Leave. Back-dated leave application is allowed.
- ii. Application can also be submitted in advance from the Current Date up to the end of the Calendar Year.
- iii. It is mandatory to submit a valid Adoption Certificate while applying for the leave.
- iv. The minimum number of Leaves that can be availed is 7 Days.
- v. The maximum number of Leaves that can be availed is 12 weeks (not more than 84 days).

#### **9. Application Procedure – Paternity Leave**

- i. Application has to be filed within 15 days from the Start Date of the Leave. Back-dated leave application is allowed.
- ii. Application can also be submitted in advance from the Current Date up to the end of the Calendar Year.

- iii. It is mandatory to submit a valid Medical Certificate while applying for the leave.
- iv. The minimum number of Leaves that can be availed is 1 Day.
- v. The maximum number of Leaves that can be availed is 10 Days during wife's confinement.

**10. Application Procedure – Special Disability Leave**

- i. Leave application must be filed within 30 days from the Start Date of the Special Disability Leave. Back-dated application is allowed.
- ii. This leave cannot be applied in advance.
- iii. It is mandatory to submit a valid Medical Certificate to avail this leave.
- iv. The minimum number of leaves that can be availed is 1 Day.
- v. The maximum number of leaves that can be availed at a stretch is 60 Days.

**6.5 Leave Rules at a Glance**

Type Of Leave	Max. Days of Back-dated application	Min. Days in Advance for Application	Minimum Days that can be availed at a stretch	Maximum Days that can be availed at a stretch
Casual Leave	0	0	0.5	3
Sick Leave	3	NA	0.5	3
Earned Leave	0	15*	1	30
Compensatory Off	0	3*	0.5	10
Maternity Leave	15	0	15	184
Abortion/ Miscarriage Leave	15	0	1	45
Adoption Leave	15	0	7	84
Paternity Leave	15	0	1	10
Special Disability Leave	30	NA	1	60

- 
- 1. If Min. Days in Advance for Application = 0, it implies that the leave can be applied from Today's date up to the end of the Calendar Year
  - 2. NA - Not Applicable
  - 3. \* - Mandatory

## 6.6 Leave Rules Related to Employee's Exit

The following leave rules are applicable during and after resignation or retirement or termination of an employee and while the employee is serving his/her notice period with the organization prior to leaving.

### 1. Notice Period Rules:

#### A. Rules for Resignation/ Retirement:

- i. Once an employee resigns or retires, he/she is expected to serve a notice period of one month.
- ii. However, the resignation can be accepted with immediate effect or within any number of days up to two months as per the sole discretion of the Management Committee. Salary will be paid only for the number of days the employee serves the organization, once the resignation is accepted.

#### B. Rules for Termination:

- i. If the organization decides to terminate any employee, the notice period to be served by the employee is determined based on the reason for termination including but not limited to Disciplinary Conduct Policy violations or unsatisfactory performance.
- ii. If the employee is terminated with immediate effect, then he/she is paid one month's salary as compensation.
- iii. If the employee is asked to serve a notice period of a certain duration, then salary will be paid only for that duration.

#### C. Leave Rules:

- i. During the notice period, all accumulated leaves lapsed except Earned Leaves.
- ii. During this notice period, no leaves can be applied by or granted to the employee except Weekly Offs, National Holidays and Optional Holiday/Restricted Holidays.
- iii. If the employee takes a leave during this period, it will result in Loss of Pay. Also, depending on the number of leaves taken, the notice period can be extended by the Reporting Manager(s) or the Management Committee, if deemed necessary.

### 2. Earned Leaves Rules:

- i. Earned Leaves of the employee will be calculated for the days he/she worked from the Date of Joining till the Date of Relieving.
- ii. Payment for Earned Leaves not utilized will be made during the final settlement, provided he/she fulfills the EL eligibility criteria.

## 6.7 Leave Modifications

1. An employee has to get prior approval from Reporting Manager(s) for modification of leave dates.

2. Leave Start and End Dates can be modified under the condition that the new Leave Start Date must lie between the previous Start and End Dates.
3. If the new Start and End dates are approved by the Reporting Manager(s), then leave rules will be applicable to the new application as per Leave Policy.
4. In case an employee overstays on an extended leave without informing the Reporting Manager(s) by phone, the unsanctioned leave availed will be treated as Absence from Duty.

## 6.8 Leave Cancellation

1. The Immediate Superior can cancel the sanctioned leave on a situational / need basis.
2. If an employee proceeds to avail the cancelled leave, then those days will be treated as “Absence from Duty” and the rules pertaining to Absence From Duty will be applied.
3. An employee can cancel or request cancellation of leave application partly or fully before or after the Leave Start Date but only till the Leave End Date and not later.

## 6.9 Types of Holidays

### There are two types of holidays in the organization:

1. National Holidays / Gazetted Holidays / Statutory Holidays
2. Restricted Holidays / Optional Leaves

### Holiday Rules

1. All employees in the organization are eligible for National Holidays and Restricted (or Optional) Holidays as decided by the Management Committee.
2. The “List of Holidays” both National & Restricted is uploaded on the HRMS portal at the beginning of the year. The Holiday List for the current year is attached in the **ANNEXURE HR-II**.
3. From the list of Restricted Holidays, employees can optionally avail any two holidays annually.

## 6.10 Weekly Offs

All employees in the organization are eligible for Weekly Off days as defined in their respective Duty Rosters. Sundays are weekly offs for all employees and Saturdays can be half-days or holidays or alternate days off depending on work requirements.

## 7 RULES FOR TRAVEL AND TOUR EXPENSES

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The following chapter describes in detail rules for travel by employee for official work and related travel expenditure.

### 7.1 Objective & Scope

The objective of this policy is to lay down the guidelines for entitlements of various expenses incurred by the employees while travelling on official work within or outside India. The purpose of this policy is to set standard guidelines and rules with entitlement details and responsibilities of the organization and employees for travel expenses and allowances therein that the organization will reimburse to the employees.

The policy applies to all employees of Digital Empowerment Foundation.

### 7.2 Expense Categories

Lodging, Travel, Local Conveyance, Daily Allowance, and other expenses are reimbursed by the organization on Actuals. Whenever expenses are claimed in Actuals, original bills must be attached along with the Tour Expense Statement attached in **ANNEXURE HR-III**.

The expenses broadly fall under the following categories:

#### 1. Travel:

- a. Conveyance by Taxi/Car should be supported by proper bills.
- b. Original Train Tickets must be enclosed with the expense statements. Bus tickets should be enclosed if available. Air Travel tickets with boarding passes must be enclosed.
- c. The Tour Expense Statement should be submitted to the Accounts Department, preferably within 7 days after the trip's completion, after getting the approval from your Reporting Manager.
- d. In order to avoid late submission of Tour Expense Statements when on frequent back-to-back tours, the employees can fill the Tour Expense Statement by hand (in legible handwriting) or fill the soft copy and mail it to his/her Reporting Manager for approval.

#### 2. Boarding/Lodging:

- a. Boarding and Lodging expenses are inclusive of all taxes. Original bills must be enclosed with the Tour Expense Statement.
- b. In case, the hotel bill amount is above the allowance limit, a valid reason must be given in writing to the Reporting Manager(s) and approval must be taken from the Immediate Supervisor and provided to the Accounts Department.

### **3. Local Conveyance (Incurred while on tour):**

The following are the expenses which can be claimed for local conveyance for official travel only.

- a. Two-Wheeler: Petrol allowance of Rs 4.0/- per km for field staff. No additional expenses will be allowed for maintenance or any other incidental expenses.
- b. Four-Wheeler: For self-owned cars, Rs 9.5/- per km will be allowed when used for official purposes. No additional expenses will be allowed for maintenance or any other incidental expenses.
- c. Public Transport Expenses: Public transport and Auto-rickshaw expenses for the official purpose can be claimed on Actuals.

### **4. Miscellaneous Expenses:**

- a. Any other expenses such as porter (coolie), etc. for official purpose will be allowed.
- b. Personal expenses will not be allowed.

## 7.3 Classification of Cities

Class	Cities
<b>A</b>	Mumbai, Kolkata, Delhi, Chennai
<b>B</b>	Bengaluru, Hyderabad, Cochin, Ahmedabad, Pune, Indore, Chandigarh
<b>C</b>	North: Lucknow, Jaipur, Agra, Allahabad, Ambala, Amritsar, Jammu,
	Srinagar, Kanpur, Ludhiana, Shimla, Meerut, Udaipur
	East & North-East: Patna, Cuttack, Bhubaneshwar, Imphal, Jamshedpur,
	Ranchi, Kohima, Gangtok, Guwahati, Shillong, Agartala
	West: Gwalior, Bhopal, Gandhinagar, Rajkot, Baroda, Jabalpur, Aurangabad,
	Nagpur, Nasik, Panjim, Surat
	South: Belgaum, Mangalore, Mysore, Coimbatore, Madurai, Tiruchirappalli,
	Thiruvananthapuram, Vijaywada, Vishakhapatnam, all other State capitals
<b>D</b>	All other cities not mentioned above
<b>E</b>	At Municipal Corporations, Block and Village level

## 7.4 Classification of Grades and Designation

Grade	Designation
E17	Executive Director
E16	Chief Operating Officer (COO)
E15	Deputy Director
E14	Asst. Director
E13	General Manager
E12	Addl. General Manager
E11	Dy. General Manager
E10	Asst. General Manager
E9	Sr. Manager
E8	Manager
E7	Dy. Manager
E6	Asst. Manager
E5	Sr. Officer / Digital Swaraj Fellow *
E4	Officer
E3	Sr. Executive
E2	Executive
E1	Assistant

## 7.5 Rates of Lodging Allowance & Daily Allowance

The rates of Lodging Allowance and Daily Allowance, within India as per Employee Grades are as indicated Rate of Daily Allowance.

Grade	Lodging Allowance (Excluding Taxes)					Daily Allowance (Meals/Food) (Excluding Taxes)				
	A	B	C	D	E	A	B	C	D	E
E16 to E17 Board Member	6,500	5,500	4,500	3,500	2,500	3,250	2,750	2,250	1,750	1,250
	Up to or Actuals *	Up to or Actuals *	Up to or Actuals *	Up to or Actuals *	Up to or Actuals *	Up to or Actuals *	Up to or Actuals *	Up to or Actuals *	Up to or Actuals *	Up to or Actuals *
E14 to E15	4,000	3,500	3,000	2,500	2,000	2,000	1,750	1,500	1,250	1,000
	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to
E9 to E13	3,500	3,000	2,500	2,000	1,500	1,750	1,500	1,250	1,000	750
	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to
E6 to E8	3,000	2,500	2,000	1,500	1,000	1,500	1,250	1,000	750	500
	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to
E3 to E5	2,500	2,000	1,500	1,200	1,000	1,250	1,000	750	600	500
	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to
E1 to E2 S7 to S10	1,100	1,000	900	800	700	550	500	450	400	350
	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to
T1 to T3 S1 to S6	1,000	900	800	700	600	500	450	400	350	300
	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to
W1 to W7	600	500	450	350	300	300	300	300	300	300
	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to	Up to

\* Up to or Actuals – For employees from grade E16 to E17 & Board Member, the maximum limits for Lodging Allowance & Daily Allowance and Travel & Local Conveyance on official duty are mentioned in the table. However, they are eligible to be reimbursed the actual amount paid by them even if the actual paid amount is more than the maximum limits as indicated in the table. The maximum limits are useful to calculate the reimbursement amount when original/proper bills cannot be furnished.

\* All Digital Swaraj Fellow's travel and tour expenses will be considered as an equivalent with Grade E5.

## 7.6 Mode of Distant Travel & Local Conveyance

The Mode of Distant Travel & Local Conveyance within India as per Employee Grades are as indicated Rate of Daily Allowance.

Grade	Mode of Distant Travel	Mode of Local Conveyance
E16 to E17 Board Member	Priority for Mode of Travel: Public Transport Bus 2. Bus - AC 3. Train - Sleeper 4. Train - Chair Car 5. Train - Chair Car AC 6. Train - 3rd AC 7. Train - 2nd AC 8. Train - 1st AC 9. Air Ticket (Economy) 10. Self-owned cars	Priority for Mode of Local Conveyance: 1. Public Transport Bus 2. Metro/ Local Train 3. Self-owned Two-Wheeler 4. Auto Rickshaw 5. Cabs like Uber, Ola etc. 6. Radio Taxi like Meru 7. Indigo or Equivalent Taxi 8. Innova or Equivalent Taxi 9. Self-owned Car
	Actuals	Actuals
E14 to E15	Priority for Mode of Travel: 1. Public Transport Bus 2. Bus - AC 3. Train - Sleeper 4. Train - Chair Car 5. Train - Chair Car AC 6. Train - 3rd AC 7. Train - 2nd AC 8. Air Ticket (Economy) 9. Self-owned cars	Priority for Mode of Local Conveyance: 1. Public Transport Bus 2. Metro/ Local Train 3. Self-owned Two-Wheeler 4. Auto Rickshaw 5. Cabs like Uber, Ola etc. 6. Radio Taxi like Meru 7. Indigo or Equivalent Taxi 8. Innova or Equivalent Taxi 9. Self-owned Car
	Actuals	Actuals
E9 to E13	Priority for Mode of Travel: 1. Public Transport Bus 2. Bus - AC 3. Train - Sleeper 4. Train - Chair Car 5. Train - Chair Car AC 6. Train - 3rd AC 7. Train - 2nd AC 8. Self-owned Car	Priority for Mode of Local Conveyance: 1. Public Transport Bus 2. Metro/ Local Train 3. Self-owned Two-Wheeler 4. Auto Rickshaw 5. Cabs like Uber, Ola etc. 6. Radio Taxi like Meru 7. Indigo or Equivalent Taxi 8. Self-owned cars
	Actuals	Actuals

E6 to E8	Priority for Mode of Travel: 1. Public Transport Bus 2. Bus - AC 3. Train - Sleeper 4. Train - Chair Car 5. Train - Chair Car AC 6. Train - 3rd AC 7. Self-owned Car	Priority for Mode of Local Conveyance: 1. Public Transport Bus 2. Metro/ Local Train 3. Auto Rickshaw 4. Cabs like Uber, Ola etc. 6. Radio Taxi like Meru 6. Indigo or Equivalent Taxi 7. Self-owned Car 8. Self-owned Two-Wheeler
	Actuals	Actuals
E3 to E5	Priority for Mode of Travel: 1. Public Transport Bus 2. Bus - AC 3. Train - Sleeper 4. Train - Chair Car 5. Train - Chair Car AC 6. Train - 3rd AC	Priority for Mode of Local Conveyance: 1. Public Transport Bus 2. Metro/ Local Train 3. Self-owned Two-Wheeler 4. Auto Rickshaw 5. Cabs like Uber, Ola etc. 6. Radio Taxi like Meru 7. Indigo or Equivalent Taxi
	Actuals	Actuals
E1 to E2 S7 to S10	Priority for Mode of Travel: 1. Public Transport Bus 2. Bus - AC 3. Train - Sleeper 4. Train - Chair Car 5. Train - Chair Car AC	Priority for Mode of Local Conveyance: 1. Public Transport Bus 2. Metro/ Local Train 3. Self-owned Two-Wheeler 4. Auto Rickshaw 5. Cabs like Uber, Ola etc. 6. Self-owned Two-Wheeler
	Actuals	Actuals
T1 to T3 S1 to S6	Priority for Mode of Travel: 1. Public Transport Bus 2. Bus - AC 3. Train - Sleeper 4. Train - Chair Car 5. Train - Chair Car AC	Priority for Mode of Local Conveyance: 1. Public Transport Bus 2. Metro/ Local Train 3. Self-owned Two-Wheeler 4. Auto Rickshaw 5. Cabs like Uber, Ola etc.
	Actuals	Actuals
W1 to W7	Priority for Mode of Travel: 1. Public Transport Bus 2. Bus - AC 3. Train - Sleeper 4. Train - Chair Car	Priority for Mode of Local Conveyance: 1. Public Transport Bus 2. Metro/ Local Train 3. Self-owned Two-Wheeler
	Actuals	Actuals

## 7.7 Reimbursement Rules

1. All employees of the organization eligible to draw Lodging Allowance & Daily Allowance and use Travel & Local Conveyance on official duty shall get reimbursed the actual amount paid by them subject to the maximum limits as indicated in the previous section.
2. Employees from grade E16 to E17 and board member are eligible to draw Lodging Allowance & Daily Allowance and use Travel & Local Conveyance on official duty and shall get reimbursed the actual amount paid by them even if the actual paid amount is more than the maximum limits as indicated in the previous section.
3. All DEF employees can travel by any mode of transport with prior approval (especially with regards to air or train (AC coaches)) and appropriate justification from their Reporting Manager/Project Head and MC/Executive Director even if that mode of transport does not fall under their Grade's Allowance.
4. All employees entitled to travel by Train - Sleeper Class are allowed 3rd AC Train ticket if the duration of train travel is equal to or more than 24 hours.
5. Daily Allowance (Meals/Food) as above shall be subject to production of bills. In case original/proper bills are not produced, Daily Allowance (Meals/Food) @ 70% of the rates prescribed above will be paid on submission of voucher-based expense details (Attached in **ANNEXURE HR-IV**).
6. Miscellaneous Expenses on a daily basis shall not be more than 15% of the Daily Allowance subject to the maximum limits as indicated above.
7. Miscellaneous Expenses as below shall be subject to production of bills. In case original/ proper bills are not produced, Miscellaneous Expenses @ 10% of the rates prescribed above to cover the Miscellaneous Expenses will be paid.

## 7.8 Important Points

1. All expenses incurred on telephones, fax, Internet etc. for organization's work will be reimbursed on Actuals. Official receipt for the same must be submitted along with the Tour Expense Statement.
2. An employee should plan and undertake a journey in such a manner as would entail minimum expenditure to the organization.
3. In case of submission of false bills, the employee shall be liable for disciplinary action as deemed fit by the Management Committee. Any such repeated offense can lead to termination from service.
4. A tour should be undertaken with the prior sanction of the Reporting Manager / Project Head with a Field Travel Authorization Form (attached in the **ANNEXURE HR-V**).

5. Employees while on tour are required, in their own interest, to safeguard their belongings. The organization shall, in no way, be held responsible for any loss of belongings /personal property of the employee while on tour. Official belongings or items lost during a travel shall be at risk and the responsibility of the traveler and the organization has to be compensated for the loss.
6. Ticket cancellation / modification charges should be avoided as far as possible. Under unavoidable circumstances, the ticket should be cancelled more than 24 hours before the journey to avoid excessive penalty for cancellation. In case the cancellation cannot be done before 24 hours, proper justification needs to be given to qualify for reimbursement for the cancellation charges.
7. If two or more employees go on tour to the same destination, it is mandatory for them to share a single room (on a double occupancy basis), if they are of the same gender, to reduce the expenses.
8. If three or more employees go on tour to the same destination, then it is advised to share a single room (on a triple occupancy basis) if the hotel/lodge permits so with/without extra charges.

## 7.9 Foreign Tour & Travel Policy

The expenses to be reimbursed / met by the organization for a pre-approved official tour outside India broadly fall under the following categories:

### 1. Travel:

- a. The air travel will be arranged by the organization.
- b. After returning from the tour, the air tickets & boarding passes should be submitted to the Accounts Department within 7 days.

### 2. Foreign Exchange:

- a. The amount of Foreign Exchange that an employee can carry will be decided and arranged by the organization. On completion of the travel, the unspent Foreign Exchange must be submitted to the Accounts Department along with the Expense Statement with signature from the Management Committee or the Executive Director.

### 3. Boarding/Lodging:

- a. Reimbursement will be made only on Actuals. Original bills must be enclosed with the Expense Statement.
- b. Boarding and Lodging expenses are inclusive of all taxes. Only expenses for Boarding/Lodging (for official purposes) will be allowed.
- c. Personal expenses will not be allowed.

**4. Local Conveyance (used while on tour):**

- a. Local conveyance reimbursement will be provided on Actuals for travel for an official purpose.
- b. Public transport should be used wherever possible. The original ticket(s) need to be enclosed with the Expense Statement.
- c. Personal expenses will not be allowed.

**5. Miscellaneous Expenses:**

- a. Any other expenses for official purposes such as porter, telephone, fax etc. will be allowed.
- b. Personal expenses will not be allowed.
- c. There shall be no Visa processing fee payable to the agents while going on a foreign tour. The traveler has to do the needful himself/herself.

The Tour Expense Statement must be submitted to the Accounts Department after getting the approval of the Management Committee or Executive Director within 7 days after return from tour.

## 8 GENERAL TERMS OF EMPLOYMENT

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The following chapter describes in detail the general terms of employment, procedure for intake of employee through offer letter, and categories of employees and employment.

### 8.1 Offer Letter

A representative from the HR Dept. will prepare an employment contract and issue an Offer Letter to all persons employed by DEF. A revised letter may be issued as necessary.

This letter sets out the general contractual obligations which are legally binding between DEF and each individual employee. All employees are required to read and sign the Offer Letter and send a scanned copy to the HR Dept. of DEF, in case they decide to accept the organization's offer. All material alterations to the Offer Letter require the signatures of both parties unless otherwise stated.

**The Offer Letter may contain the following information:**

1. Position
2. Date of Hiring
3. Date of Joining (as expected by organization)
4. Remuneration Details
5. Duties and Obligations
6. Terms and Conditions
7. Probation Period Details
8. Notice Period and Termination of Employment.

### 8.2 Police Verification

Once a candidate accepts the employment offer and before he/she is expected to join the organization, it is mandatory to complete the police verification of the employee.

At the time of joining, Employee/Consultant will be made to fill in the police verification form and the form will be submitted to the police department on an urgent basis. Till the time the report arrives, we will consider the employee as clean and continue with the employment. If the report arrives and the report turns out to be positive, then the employee will continue with his employment. If the report turns out to be negative, then the employment of that particular employee will be terminated on an immediate basis. For the format of police verification form refer **ANNEXURE-REC-5.1**

It is mandatory for all employees to have a clean police record/ criminal record.

## 8.3 Reference Check

**Step 1** – Referee’s details are to be obtained from the candidate at the time of the interview. There should be at least 2 references provided. Referee can be a past or present employer or someone who can provide details about a person’s education, work experience, character etc.

**Step 2** – Before contacting the referee, points which are to be clarified should be noted. A particular aspect which is to be verified should be noted and discussed. A list of questions for the referee should be written down beforehand.

**Step 3** – Take an appointment and contact the referee.

**Step 4** – Information obtained from the reference check as well as the interview performance are to be combined and a suitable candidate should be selected on that basis.

Refer **ANNEXURE-REC-5.2** for reference check form and for more details visit DEF recruitment Policy Manual.

## 8.4 Appointment Letter

Every direct appointment shall take effect from the date the employee reports on duty. This date will be mentioned as the Date of Joining in the Appointment Letter. This letter is issued to the employee on the day of joining.

It is mandatory for the employee and Signing Authority of DEF to sign the letter and keep one copy with the HR Dept. and provide one to the employee.

## 8.5 Security deposit of salary

All new employees joining the organization will have to give their 15 days salary as a one-time security deposit. The amount from the security deposit will be deducted in case of any loss or damage to DEF’s property, equipment etc. During the employee’s tenure if there is no loss or damage to the organization’s property/equipment then the full security deposit will be returned to that particular employee.

## 8.6 Probation Period

All new employees joining the organization have to serve a probation period of three months unless otherwise stated in the Joining Letter. Any new employee is made aware of probation through the interview process and the Offer Letter.

It is a period of adjustment and adaptation of the employee at both the personal level and the professional level and to get acquainted with the work culture, organizational policies, work procedures and job duties. The employee is expected to meet or exceed the initial demands of the position during this period.

If during this period the employee fails to adapt successfully to the requirements of the position, for example, fails to abide by the Disciplinary Conduct Policy or fails to perform duties as per set targets, the probation period may be further extended, or the employee may be terminated. Discussion and counseling will be employed before termination is recommended.

## 8.7 Categories of Employment Engagement

Every position at the DEF is designated into different forms of employment engagement classification, which in turn determines how human resource policies are applied to that position. Therefore, every Director/ Manager/Officer/Executive should be clear regarding the kinds of classification that apply to the position held by employees working under them. The classification of positions is as follows:

1. **Employee:** Employee can be further classified into two categories:
  - a) **Contractual Employee:** A newly employed person will be on a probation period of three months, unless otherwise stated in the Offer Letter. After completing the probation period, if the performance is positive then the employee's appointment is modified to Full-Time **Contractual Employee**.  
  
Any employee can be hired on a Contract of 1 year with 3 months of probation at the beginning. After completion of 1 year, based on performance, the contract can either be extended for 1 year, or terminated or the employee can be made a Full-Time Permanent Employee for exceptional performance.
  - b) **Permanent Employee:** Any employee who has completed a minimum of 2 years in DEF on a Full-Time Contractual Employee basis will be made a Full-Time Permanent Employee after reviewing the performance. However, if performance is not found satisfactory then the contract will be either extended or terminated as per the decision of MC. A candidate with a good track record and work experience can be hired directly for the Full-Time Permanent Employee position at the sole discretion of the Management Committee (MC) of DEF. In such exceptional cases, the employee will not have to serve a probation period of 3 months. A Permanent employee is expected to work normal working hours as defined in the Attendance Policy and is entitled to benefits provided by the organization.
2. **Consultant:** A candidate hired for a specific task or purpose for a specific duration is a consultant. Once the contract period is over, the contract is terminated unless extension is required. A Consultant is not entitled to employee benefits.
3. **Trainees / Interns / Fellows / Volunteer:** Any person appointed into this category can be a trainees, interns, fellows, or volunteers. A trainees, interns, fellows, or volunteers is not entitled to employee benefits, and it will be not considering an employee or consultant.

## 8.8 Categories of Employment Type

Following employment types are given below: -

1. **Full-Time:** The category of full-time employment consists of 8 hours of working along with 1 hour of lunch break. The maximum working hours for a permanent employee is 48 hours a week. For the Delhi office there is 5 days a week working and for the other centers as well as ground employees there is 6 days a week work.

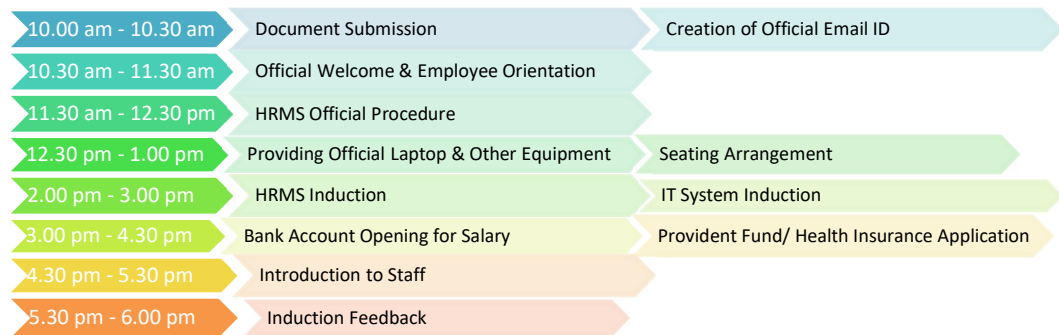
**Applicable to:** - Employment Engagement – (a) Employee (i) Permanent Employee (ii) Contractual Employee (b) Trainees / Interns / Fellows / Volunteer

2. **Part-Time:** It is a time of employment engagement in which the employee is hired on part time basis. The maximum working hours for a part-time employee is 33 hours a week.

**Applicable to:** - Employment Engagement – (a) Employee (i) Contractual Employee (b) Trainees / Interns / Fellows / Volunteer

## 8.9 New Employee Induction

Once a successful candidate has accepted the offer, the Employee Induction is planned on his/ her Joining Date. The following tasks should be completed during the Induction. The following sample time plan may be followed.



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## 1. Document Submission

The documents which are to be submitted are divided into two categories: -

- i. **Those documents which are to be submitted by the employee.**
  - a. When an employee comes to the office on the joining date, he/she should submit all necessary documents to the HR Dept. as mentioned below:
  - b. Hard copy of Offer Letter duly signed Copies of the current Resume and relevant academic & professional certificates, relieving letter from previous employer (optional)
  - c. Three passport-size color photographs of the employee
  - d. Originals and copies of relevant statutory documents such as Identity Proof (Aadhar card, PAN card, ration card, driving license, passport, as per availability) and Address Proof
  - e. Bank Account details.
- ii. **DEF forms and documents which are to be signed and submitted by the employee and HR head.**
  - a. Police Verification report duly signed by the joinee. Refer **ANNEXURE-REC 5.1**
  - b. Reference Check. Refer **ANNEXURE-REC-5.2**
  - c. Conflict of Interest Disclosure Statement (Attached in **ANNEXURE HR-VI**)
  - d. Employee Non-Disclosure Agreement (Attached in **ANNEXURE HR-VII**)
  - e. Induction Feedback Form. (Attached in **ANNEXURE-HR-VIII**)
  - f. Aadhar Consent Form. Refer **ANNEXURE-DP-I**
  - g. Employee/Consultant/Trainee Personal Data Consent Form. Refer **ANNEXURE-DP-II**
  - h. Signed and submitted by employee - **Provident Fund (PF) – Form 2 & Form 11** (As per requirement)
  - i. Signed and submitted by employee - **ESIC Form** (As per requirement)

## 2. Creation of Official Email ID

- a. After or alongside the Document Submission, the assigned person in Information Technology (IT) team will create an official email ID for the employee.

### **3. Official Welcome & Employee Orientation**

The HR Person will send out an Official Welcome Email to all Staff to introduce the newly joined employee. A Welcome Kit comprising of all necessary policy and procedural documents will be handed over to the new joinee.

#### **The Welcome Kit will contain:**

##### **A. Manuals**

- 1) Human Resource Management System (HRMS) User Manual

##### **B. DEF Policy Documents**

- 1) Human Resource (HR) Policy Manual
- 2) Anti-Bribery & Anti-Corruption Policy Manual
- 3) Anti-Discrimination & Equal Employment Opportunity Policy Manual
- 4) Child Protection Policy Manual
- 5) Gender Committee Policy Manual
- 6) Non-Disclosure Agreement for Employees Policy Manual
- 7) Safeguarding Policy Manual
- 8) Information Technology Policy Manual
- 9) Finance & Accounts Policy Manual
- 10) Investment Policy Manual
- 11) Procurement Policy Manual
- 12) Recruitment Policy Manual
- 13) Data Protection Policy Manual
- 14) Employee Welfare Fund Scheme - Policy Manual
- 15) Finance & Audit Committee Policy Manual
- 16) Social Audit Committee Policy Manual
- 17) POSH Act Committee Policy Manual
- 18) Management Committee Policy Manual

##### **C. Lists**

- 1) Department-wise Staff Contact List (Mobile number and/or Desk Phone Extension Number)
- 2) Annual Holiday List

##### **D. After giving the Welcome Kit, the HR Person will brief the new joinee about:**

- 1) the organization's history, mission and vision

- 2) the organizational structure & where exactly the new joiner fits in
- 3) how various departments function
- 4) and the work culture of DEF

**E. The HR Person will also ensure that the employee has clarity about most important information, policies & operating procedures like:**

- 1) Salary Breakup and Net salary calculations
- 2) Timings, Attendance & Leave Policy
- 3) General Rules & Regulations
- 4) Human Resource Policy
- 5) Rules for Travel & Tour Expenses Allowance & Reimbursement
- 6) Annual Performance Review
- 7) Grievance Policy & Guidelines
- 8) IT Policy
- 9) Employee Exit Policy

#### **4. HRMS Official Procedure**

The employee has already been introduced to the HRMS System. The HR Person will now explain how to use the system for day-to-day office work like:

- 1) Applying/ Viewing Attendance
- 2) Managing Leaves
- 3) Managing Official Duty
- 4) Managing Comp-Off Credit
- 5) Editing Profile etc.

#### **5. Providing Official Laptop & Other Equipment**

When the employee is completing HRMS formalities, the HR Person will arrange for an official laptop for the employee. If the employee requests & the reporting manager approves, an external keyboard and mouse can also be arranged. Once the employee completes HRMS formalities, he/ she will be handed over the official laptop.

#### **6. Seating Arrangement**

The employee's seating arrangement will be fixed in consultation with his/her reporting manager. After all official work is completed, the employee can be shown his assigned seat.

#### **7. HRMS Induction**

The employee has already been introduced to the HRMS System. The HR Person will now explain.

- 1) how to use the system for day-to-day office work like:
- 2) Applying/ Viewing Attendance
- 3) Managing Leaves
- 4) Managing Official Duty
- 5) Managing Comp-Off Credit
- 6) Editing Profile etc.

## **8. IT Policy Induction**

The employee will be informed about all rules & procedures defined in the IT Policy regarding the acceptable usage, maintenance, security and safety of personal computer, peripheral devices, equipment, software, telephone, Internet and other technological assets and services provided by the organization for official purposes.

Next, the employee will be explained the procedure of getting IT Team Support for Laptop, Internet and other technical queries. The email ID and desk phone number of the concerned person(s) in the IT Team will be informed. A demo of the IT Support Ticket System will be given explaining its purpose.

## **9. Bank Account Opening for Salary**

If possible, the employee will be asked 2-3 days before joining, whether they want to open a new bank account for salary deposits or they want to use an existing account. If the employee wants a new account, then the Bank Agent can be invited on the joining day to conduct the required procedures.

## **10. Provident Fund/ Health Insurance Application**

An assigned person from the HR Dept. will help the employee fill the Provident Fund, ESIC, Term Insurance and Health Insurance application.

## **11. Introduction to Staff**

After all official procedures have been completed, the HR Person will introduce the employee to all staff members present in the office. If some important members like the Reporting manager, direct team members, Deputy Directors or Director are not present, another introduction can be planned for them.

### **1) Introduction to Manager and the Team**

The Reporting Manager's appointment will be taken beforehand for a quick introduction of the new joinee. Another time should be fixed by the manager to discuss the employees' responsibilities and assign work & team. Once the first introduction is done, the employee will be introduced to the team members of the project or department to which he/she belongs.

### **2) Introduction to Support Departments**

- i. Human Resources (HR) Dept.

- ii. Accounts Dept.
- iii. Procurement Dept.
- iv. Administration Dept.
- v. Media & Communications Dept.

The employee will be introduced to the Head of each Dept. so that he/she knows whom to approach for any work or queries concerned with that Dept.

### **3) Introduction to Other Staff**

Once the direct team and supporting staff are introduced, the new joiner will also be introduced to all other employees present in the office.

## **12. Induction Feedback**

At the end of the Induction Program, the new joiner will be asked to fill up a feedback form to mention feedback & suggestions to improve the Induction Procedure. The Induction Feedback Form can be found in the **ANNEXURE HR-VIII**.



## 9 COMPENSATION

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### 9.1 Salary Policy

DEF aims to provide employment which offers fair and equitable remuneration in relation to responsibility and performance. The salary policy of DEF is designed to attract, motivate and retain a high-caliber workforce. This policy sets out the guidelines for salary administration in DEF. It should be noted that while the Human Resources Department oversees the salary administration, it is primarily the responsibility of Heads of Program/ Department to execute the policy in accordance with the principles set out.

### 9.2 Procedure for Salary Payment

Salary is calculated from the first day to the last day of every month. Monthly salary is paid to employees in the first week of every month through any of the following means:

1. Cheque-based transfer
2. Online transfer
3. Cash payment (as per Law), only in exceptional circumstances, if the salary is less than or equal to Rs. 10,000/- per month

**Following are the components of the Cost to Organization (CTO):**

1. Basic Salary
2. House Rent Allowance (HRA)
3. Conveyance Allowance
4. Provident Fund (PF) contribution of employer (optional)
5. Gratuity as per the Payment of Gratuity Act, 1972
6. Medical Insurance
7. ESIC
8. Life Insurance (optional)

**Please note the following:**

1. It is mandatory for the organization to provide Provident Fund benefits to all employees with basic salary less than Rs. 15,000/- For an employee with basic salary above Rs. 15,000/-, a declaration form needs to be filled in and submitted to the HR Dept. if they want to forgo Provident Fund benefits.
2. The distribution of the Overall CTO amount into different components will be governed by the compensation structure in force from time to time.

3. Also, the Employee is responsible for statutory payments (including shortfall thereof, if any). The organization will not be liable for such payments and the same would be adjusted from the CTO.
4. No additional/ special allowances are included in the salary. Such allowances are subject to the approval of the Management Committee based on work requirement.
5. The salary breakup is the same for all employees except fellows and interns from whose salary PF is not deducted.

### 9.3 Deductions

Deductions from monthly salary are as follows. For more details, the Accounts Dept. can be contacted.

1. Income tax as applicable and subject to Investment Declaration by employee
2. 12% of Basic salary is deducted as Provident Fund per month. However, if basic salary is greater than or equal to Rs. 15000 per month, then PF amount deducted would be fixed at Rs. 1800.
3. Advance (if applicable)
4. Salary-based loans (if applicable)
5. Contribution to the Employee Welfare Fund Scheme (if applicable)

**It is necessary to note that:**

1. The Investment Declaration form must be filled in and submitted to the Accounts Dept. by April month of every calendar year and the proofs have to be submitted by December of the same year. The tax adjustments will be done in January, February, and March of the next calendar year.
2. Tax Liabilities are deducted from an employee's account on a monthly basis unless an official request is made by the employee with the Accounts Dept.

## 10 TRAINING AND DEVELOPMENT POLICY

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### 10.1 Introduction

DEF strongly believes that a well-trained and efficient workforce is crucial for the development and growth of any institution. To this end, the organization always strives to attract and retain employees of the highest caliber. After their engagement, DEF further provides them with opportunities to advance skills and professional expertise as well as give them adequate exposure as per work requirements.

### 10.2 Avenues for Training and Development

**1. Employee Induction:**

A general orientation and organizational policy training is conducted for all new employees during the Employee Induction as explained in the Chapter titled “General Terms of Employment”.

**2. Probation Period Orientation:**

- a) During the probation period of three months, all new employees are expected to undergo the standard orientation program to get a better understanding of the organization’s work, vision and mission.
- b) The employee will work with various relevant departments and projects during this time. He/she will learn new skills, go on field visits and would be guided to apply the skills gained in practical work scenarios.
- c) By the end of the probation, the organization would have identified the most suitable projects for an employee to work in and he/she would have developed a strong understanding of the organization’s work.

**3. Annual-Based Training & Development:**

- a) The organization makes arrangements for Annual-Based training and skill development of employees either in-house or externally, based on resource availability.
- b) The skill development initiatives include but are not limited to offline and online training.
- c) The finances for the training and development initiatives are taken care of by the organization.
- d) DEF strives to ensure equal opportunity in training and development for all categories of staff, within all departments and at all levels.
- e) The organization makes arrangements for training and development every year for all categories of staff, within all departments and at all levels.

#### **4. Need-Based Training & Development:**

1. The organization makes arrangements for need-based training and skill development of employees either in-house or externally, based on resource availability.
2. The skill development initiatives include but are not limited to offline and online training courses, soft skills/ professional skill development, certifications, field-based training, exposure visits, workshops, conferences and other relevant events and programs.
3. The finances for the training and development initiatives are taken care of by the organization unless employee contribution is required in exceptional circumstances. The final decision on this will be taken by the Management Committee.
4. Any employee interested in undertaking a training/ development program should send a written request to his/her reporting manager. The manager in consultation with the Management Committee will decide the employee eligibility and the work-based training requirement and make suitable arrangements for the employee.
5. DEF strives to ensure equal opportunity in training and development for all categories of staff, within all departments and at all levels.

### **10.3 Annual Training and Development Process**

#### **Guidelines for Employee Evaluation**

DEF strongly believes that a well-trained and efficient workforce is crucial for the development and growth of any institution. To this end, the organization always strives to conduct annual training programs for all employees, it may be region wise or zone wise or may branch wise. It may be conducted online or offline or both ways. HR department will announce the pre or post evaluation date and training data with discussion with management.

#### **The annual training and development process may contain the following steps:**

- A. Pre evaluation of employee via written exam
- B. Annual training and development may be conducted via DEF's expert or external expert.
- C. Post evaluation of employee via written exam

#### **The annual training and development process may contain the following preparation:**

##### **1. Question Paper Guidelines for Employee Evaluation:**

Every year HR department will prepare two sets of question papers, one for pre-evaluation and another one for post evaluation after annual training development

program. Written test paper's questions should be as per Question Paper Guidelines has been attached in **ANNEXURE REC - 17.1**

**2. Pre and Post Evaluation:**

HR department will be maintaining all employee's evaluation data as per Evaluation Form has been attached in **ANNEXURE REC - 17.2**

**3. Combined all employee evaluation data:**

HR department will be maintaining all employee's evaluation data as per Combined Employee Evaluation Form has been attached in **ANNEXURE REC - 17.3**



## 11 PERFORMANCE MANAGEMENT SYSTEM

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DEF strongly believes that a well-trained and efficient workforce is crucial for the development and growth of any institution. To this end, the organization always strives to attract and retain employees of the highest c

### 11.1 Objectives and Scope

**The objectives of employee performance review are multi-fold:**

1. Review performance for the current and past year or during the probation period.
2. Document and highlight past accomplishments.
3. Identify work goals and performance standards for the coming year.
4. Identify areas of improvement and develop action plans for the coming year.
5. Initiate professional development opportunities.
6. Make decisions for salary increment, contract confirmation or extension, promotion, termination and more.
7. All Contractual Employees, Permanent Employee, and Consultant of the organization are covered under the Performance Management System.

### 11.2 General Guidelines

#### **1. When to conduct a performance review:**

- a. For probationary employees, a performance review is conducted after the probation period is completed.
- b. For contractual or permanent employees, an annual performance review is conducted.

#### **2. General Procedural Guidelines:**

- a. The Project Management System (PMS) or office 360 Planner will be used as the baseline performance evaluation tool after its implementation across the organization. The quality of work, productivity, deadlines met, utilization of weekly hours and other performance criteria will be measured using the PMS or Planner.
- b. Along with the PMS or Planner data, the Reporting Managers will evaluate performance of their subordinates based on other soft skills like communication skills, teamwork, supervision skills, reliability and resilience and give his/her recommendations for appraisal. For more details on the Performance Criteria, please check **ANNEXURE HR-IX**.

- c. The PMS or Planner data and the performance evaluation sheet (attached in **ANNEXURE HR-IX**) with recommendations will be forwarded by the Manager to the Management Committee (MC).
- d. The MC may cross-verify the received information through suitable methods including interviewing the employee and take the final decision for salary increment, contract confirmation or extension, promotion, termination and more.
- e. If under exceptional circumstances the management is unable to conduct the formal annual performance review procedure, appraisal decisions will be taken directly by the Management Committee in consultation with the Reporting Managers of all employees.

### **3. Review Period:**

- a. The review period covers one year from April 1st of the previous year to March 31st of the current year and should be completed by March 31st of the current year.
- b. Promotions and salary increments are applicable from the month as deemed fit by MC of the current year in which the performance review has been conducted.

### **4. Performance Review based on Type of Employment:**

- a. The performance evaluation procedure varies based on the Categories of Employment Engagement.
- b. Each process has been explained in a separate section below.

## 11.3 Performance Review of Contractual Employee

### **Any contractual employee is first appointed on probation. After completing the probation period of 3 months, a performance review is done.**

- 1. **Positive Performance:** If the performance is positive then the employee's appointment is modified to "Contractual Employee". The contract is valid for 1 year and can be extended up to 2 years and not more as deemed fit by the Management Committee.
- 2. **Unsatisfactory Performance:** If the performance is unsatisfactory, then the probation period might be extended if the MC expects the performance to improve with time.
- 3. **Negative Performance:** However, if the performance is negative, then the employee is given a termination notice to complete all formalities and leave.

### **For a contractual employee on Contract, the performance is reviewed annually at the end of the contract period.**

- 1. **Satisfactory Performance:** If the performance is satisfactory, then the contract is renewed. Whether or not to increment the salary is decided based by the MC after consulting the Reporting Manager.

2. **Negative Performance:** If the performance is negative, then the termination notice of 1 month or less is sent to complete all formalities and leave.
3. **Positive Performance:** If the performance is positive, then the employee appointment can be changed to “Permanent Employee”. Any employee on contract for 2 years will be made Permanent Employee after careful consideration by MC. The salary increment decision is taken by the MC after consulting the Reporting Manager.

## 11.4 Performance Review of Permanent Employees

For all Permanent employees, it is mandatory to undergo an annual performance review.

1. **Negative Performance:** If the performance is negative, a termination notices of 1 month or less is sent to complete all formalities and leave.
2. **Satisfactory Performance:** If the performance is satisfactory, then the salary can be increased by the MC in consultation with the Reporting Manager.
3. **Positive Performance:** If the performance is positive, then the employee might be promoted based on the decision taken by the MC and the Reporting Manager

## 11.5 Performance Review of Consultant

For a consultant, the performance review takes place after completion of the contract period.

1. **Positive Performance:** If the performance is positive, then the contract is renewed.
2. **Negative Performance:** However, if it is negative, then the termination notices of 1 month or less is send to complete all formalities and end the contract.

## 11.6 Managing Unsatisfactory Work Performance

The following guidelines should be considered when dealing with such cases involving substandard or deteriorating work performance. An attempt should be made to resolve alleged poor work performance by means of counseling the individual involved. Where the supervisor identifies poor work performance, the following procedural action should be considered:

1. Investigate and identify the problem area(s).
2. Communicate this to the individual concerned, and jointly agree on the appropriate plan of action in order to resolve the matter. If deemed necessary and relevant,

norms should be established by arranging appropriate task lists and the time duration allowed for the completion of each task.

3. Consideration should be given to the appointment of a coach or mentor to assist the employee to improve performance.
4. Accurately minute the agreed contents of any agreement put in place and provide the Human Resources Officer with a copy for record keeping purposes.
5. Regularly evaluate and follow up on the agreed plan of action. Should counseling fail to produce the desired improvement, alternative action should be considered in liaison with the Dept./Project Head and/or the Reporting Manager.
6. Alternative action could include, but is not limited to demotion, a transfer to an alternative position or termination of the employment contract on the grounds of incapacity. The employee will be entitled to representation throughout this process.

## 12 RECRUITMENT POLICY

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DEF recognizes the value of culture and individual differences among employees. The organization believes that these individual differences if properly nurtured will enable all employees to work efficiently and effectively by creating a productive environment where each employee feels valued and where everyone's unique talents are fully utilized to achieve the organization's goals.

DEF is committed to the principles of Equal Employment Opportunity and endeavors to provide fair & equitable opportunities to all applying candidates irrespective of gender, race, caste, creed marital status, disability or any other category protected by applicable law.

To ensure this, DEF has defined a comprehensive Recruitment Policy which encompasses all aspects of the employment lifecycle of Recruitment, Induction, Performance Review and Exit Process of an employee. The Recruitment Policy Manual is a separate sub-manual of the Human Resources Policy Manual. Complete details of the above-mentioned lifecycle can be found in this sub-manual.

All Executive, Officer, Manager and Director level employees of the organization are expected to know the Employment Lifecycle and the underlying policy guidelines and procedures thoroughly.



## 13 INFORMATION TECHNOLOGY POLICY

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DEF provides and maintains technological products, services and facilities like Personal Computers (PCs), peripheral equipment, servers, telephones, Internet and application software to its employees for official use. The Information Technology (IT) Policy of the organization defines rules, regulations and guidelines for proper usage and maintenance of these technological assets to ensure their ethical and acceptable use and assure health, safety and security of data, products, facilities as well as the people using them. It also provides guidelines for issues like compliance, IT support and grievance redressal of the employees pertaining to technological assets and services used for office work.

The IT Policy Manual is a separate sub-manual of the Human Resources Policy Manual. Details about compliances related to use of technology, IT Support and Training and provided in this chapter. Complete details of the policy can be found in the IT Policy sub- manual.

### 13.1 Compliance

1. All employees are expected to comply with the IT Policy rules and guidelines while purchasing, using and maintaining any equipment or software purchased or provided by the organization.
2. Any employee who notices misuse or improper use of equipment or software within the organization must inform his/her Reporting Manager(s) immediately.
3. Inappropriate use of equipment and software by an employee will be subject to disciplinary action as deemed fit by the Management Committee of the organization.

### 13.2 Employee Training

1. Basic IT training and guidance is provided to all new employees about using and maintaining their Personal Computer (PC), peripheral devices and equipment in the organization, accessing the organization network and using application software.
2. Employees can request and/or the Management Committee can decide to conduct an IT training on a regular or requirement basis. 12.3 IT Support
3. DEF uses an online Ticket System to provide IT Support to its employees and clients. The URL for the same is <http://support.defindia.org/>
4. Employees may need hardware/software installations or may face technological issues which cannot be resolved on their own. Employees are expected to get help from the IT Dept. for such issues via the Ticket System or the IT Support Email ID only.

5. Any IT Support work informed or assigned via emails sent on employee email IDs, chats or any other media except the Ticket System or the IT Support Email ID would be not entertained.
6. For the sake of quick understanding, employees are expected to provide details of their issue or help required in the Ticket raised or Support Email sent.
7. For major issues like PC replacement, non-working equipment, installation of application software and more, it is mandatory for all employees to inform the IT Dept.
8. For any damage to Personal Computers, approval from Reporting Manager would be required for PC replacements.
9. After raising a ticket in the Ticket System, employees should expect a reply from the IT Dept. within 1 working day. The IT Dept. may ask the employee to deposit the problematic equipment to the IT Dept. for checking and will inform the timeline for repair/maintenance/troubleshooting/installations or the required work.
10. If there is no response in 1 working day, then the IT Dept. Designated Staff should be asked for an explanation for the delay. If no response is obtained in 3 working days, a complaint can be raised through an email to the employee's Reporting Manager and IT Dept. Designated Staff.
11. Tickets will be resolved on a First-Come-First-Served basis. However, the priority can be changed on request at the sole discretion of the designated team in IT Dept.

## 14 GRIEVANCE POLICY

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### 14.1 Introduction

A grievance refers to the dissatisfaction of an employee based on his/her expectations from the organization and its management and the interactions with co-workers.

Grievances may be real or imagined and they can be minor or major. In either case, it is essential that the grievance is brought to light, discussed and the matter is resolved to the satisfaction of all concerned. Failure to do so will only result in the grievance becoming a worsening source of conflict and eventually ending in a far more serious problem.

DEF regards it important that all its employees have sufficient knowledge of such procedures and easy access to it. To this effect the organization has formulated a Grievance Policy, which has as its main objective the speedy resolution of grievances and thereby eliminating possible and unnecessary causes of conflict.

### 14.2 General Guidelines

1. The Grievance Procedure is aimed at resolving work related grievances within the organization as fairly and as swiftly as possible.
2. This Procedure is not used for appeals against disciplinary action. Such are to be carried out in accordance with the Disciplinary Conduct Policy.
3. This procedure cannot be used for the resolution of collective grievances related to wages, salaries or any other issues.
4. Employees may lodge grievances without fear of victimization.
5. Even the junior-most employees within the organization are entitled to Grievance Redressal.
6. Employees lodging grievances have the right to be represented by fellow employee(s) of his/her choice.
7. Records will be maintained for all statements and decisions.

### 14.3 Grievance Redressal Procedure for Individual Employees

#### 1. Step 1 – Contact the Reporting Manager(s)

- a) The employee must discuss his/her grievance with his/her Reporting Manager or the latter's superior in the event of a grievance against the Reporting Manager.

- b) The Reporting Manager must endeavor to solve the problem at the earliest possible and inform the employee.
- c) Should the employee not be satisfied with the outcome, he/she may proceed to the next step.

## **2. Step 2 – Contact the Department/ Project Head**

- a) Before contacting the Dept./Project Head, the employee needs to complete the Grievance Form (attached in **ANNEXURE HR-X**) with all relevant details. He/she may be assisted by the Human Resources Officer in completing the form. The form is then handed to the Dept./Project Head.
- b) The Department/ Project Head shall endeavor to solve the problem at the earliest possible and inform the employee.
- c) Should the employee not be satisfied with the outcome, he may proceed to the next step.

## **3. Step 3 - Grievance Hearing**

- a) The matter is referred to the Management Committee by handing over to it the Grievance Form together with any other further relevant written information and the steps taken so far.
- b) The Management Committee shall convene a Grievance Hearing and attempt to resolve the matter at the earliest possible. The decision of the Committee shall be final.

## 15 DISCIPLINARY CONDUCT POLICY

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Discipline is a system designed to promote orderly conduct and cohesiveness in the organization. A successful disciplinary system and climate is dependent on the good judgment, understanding and consistent treatment of the parties involved in disciplinary action. The Disciplinary Conduct Policy is a guide to all employees about the Code of Conduct defined by the organization.

### 15.1 General Guidelines

Here are some points which should be considered regarding Disciplinary Rules and Actions.

1. Disciplinary action should always be prompt, fair and firm. It should be supported through investigation, reasonable evidence of wrongdoing and guilt and careful consideration of the circumstances of each case before formal action is taken.
2. Formal disciplinary action will be the final course of action in rectifying an employee's behavior.
3. Handling Exceptional Cases: While every attempt has been made to ensure that this Code of Conduct is applicable to general disciplinary instances in DEF, the requirement for use of discretion within the framework of and in accordance with the spirit of the Code may be required.
4. Court Action: Where an employee has been criminally charged or legal action has been instituted for an employment-related breach, DEF reserves the right to take disciplinary action against the employee for the alleged offence, in terms of this Code.

### 15.2 Classification of Offences

Offences can be classified into 7 major categories. The description of each sub-category will be provided in the following sub-sections:

1. **Absenteeism**
  - a) Absenteeism
  - b) Desertion/ Absconding
2. **Offences related to Control at Work**
  - a) Poor time keeping and related offenses.
  - b) Sleeping on duty
  - c) Negligent loss of organizational property
  - d) Negligent driving
  - e) Negligent damage to organizational property

- f) Misuse of organizational property
- g) Unsatisfactory work performance

**3. Offences relating to indiscipline or disorderly behavior.**

- a) Disobedience and related offences
- b) Disorderly behavior
- c) Threatening violence
- d) Fighting
- e) Riotous behavior
- f) Sexual harassment
- g) Discrimination
- h) Willful loss, damage or misuse of organizational property
- i) Alcohol and drug offences
- j) Interference with disciplinary and/or grievance investigations

**4. Abuse and Related Offences**

- a) Abusive or provocative language (when it is likely to cause a disturbance)
- b) Insubordination / Insolent behavior
- c) Abuse of electronic/data facilities
- d) Assault/attempted assault.
- e) Any act of omission or commission which intentionally endangers the health or safety of others or is likely to cause damage to organization's property.

**5. Offences Related to Dishonesty**

- a) Breach of trust
- b) Bribery or Corruption
- c) False evidence
- d) Forgery and False Statements
- e) Theft/Unauthorized possession of organization's property

**6. Institutional Action**

- a) Intimidation
- b) Sabotage

**7. Offenses outside Normal Working Hours**

**8. Any violations or non-compliance of Policy Manuals of DEF**

## 9. Any other illegal activity

### 15.2.1 Absenteeism

1. **Absenteeism:** Absenteeism in the disciplinary context means being absent from work for more than 10 working days without the expressed permission from the reporting manager. This rule can be ignored in exceptional circumstances for well justified reasons.
2. **Desertion/ Absconding:** Leaving the workplace without intending ever to return; abandoning work; leaving without authority or permission.

### 15.2.2 Offences Related to Control at Work

1. **Poor time keeping and related offenses:** Persistently committing any of the following: Reporting late for work; Leaving work early; Extended or unauthorized breaks during working hours.
2. **Sleeping on duty:** Sleeping on duty, whether such an action constitutes a hazard to the safety and health of the offender or others or leads to damage to organizational property.
3. **Negligent use/Misuse of property:**
  - a) **Negligent loss of organizational property:** Any act whereby an employee, through carelessness or negligence loses organizational property or is unable to account for it satisfactorily.
  - b) **Negligent driving:** Driving an organization-owned or rented vehicle without due care, whether such an act results in an accident or not
  - c) **Negligent damage to organizational property:** Any act whereby an employee through carelessness or negligence causes or allows organizational property to be damaged.
  - d) **Misuse of organizational property:** Using organizational property for a purpose other than that for which it was intended.
4. **Unsatisfactory work performance:**
  - a) **Carelessness:** Performance of a task or duty without the exercise of due care or attention
  - b) **Negligence:** Failure to exercise proper care and regard to the manner of discharging duty to the extent that tasks have to be repeated or equipment or persons are at risk of damage or injury
  - c) **Inefficiency:** Failure to carry out work (including supervision) at the required standard; Failure to complete tasks within the given reasonable time limits, without reasonable cause
  - d) **Loafing:** Passing time idly or failing without reasonable cause to complete assigned tasks.

### 15.2.3 Offences Related to Indiscipline or Disorderly Behavior

1. **Disobedience and related offences:**
  - a) Refusing to obey an instruction: Deliberate refusal to carry out a lawful and/or reasonable instruction given by a person in authority and within the area of his/her jurisdiction.
  - b) Failing to obey an instruction: Failure to obey a lawful instruction given by a person in authority and within the framework of his/her jurisdiction.
  - c) Non-compliance with established procedure/standing instructions: Failure to follow established procedures.
  - d) Abuse of Electronic/Data facilities: Excessive use/abuse of e-mail and communication facilities; storage and/or transmission of material of discriminatory nature; storage and/or transmission of pornographic material; unauthorized monitoring and interception of electronic documentation
2. **Disorderly behavior:** Indulging in rough or unruly behavior or practical jokes, whether such behavior endangers the safety or health or social acceptability by others or the smooth running of the workplace.
3. **Threatening violence:** Threatening physical injury to any other person.
4. **Fighting:** Physical contact between two or more persons, engaging in, or inciting a group of persons to indulge in disorderly behavior or to willfully damage organizational property.
5. **Riotous behavior:** Unruly behavior between two or more people engaging in or inciting a group of persons to indulge in disorderly behavior or willfully to damage organizational property.
6. **Sexual harassment:** Any unwanted or unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when submission to or rejection of this conduct explicitly or implicitly affects an individual, causes unreasonable interference with an individual's work performance or creates an intimidating, hostile or offensive work environment.
7. **Discrimination:** Any act whereby an employee discriminates against any other employee or group of employees on the grounds of nationality, race, color, ethnic origin, sex, marital status, religion, creed, political opinion, social or economic status, degree of physical or mental ability, sexual orientation or culture.
8. **Willful loss, damage or misuse of organizational property:**
  - a) Willful loss: Any act whereby an employee willfully or deliberately loses or causes organizational property to be lost.
  - b) Willful damage: Any act whereby an employee willfully or deliberately damages or allows damage or causes damage to organizational property.

- c) **Willful misuse:** Any act whereby an employee willfully or deliberately misuses organizational property.

9. **Alcohol and drug offences:** Consumption of alcohol/drugs or being in an inebriated state during working hours.

10. **Interference with disciplinary and/or grievance investigations**

#### 15.2.4 Abuse and Related Offences

1. Abusive or provocative language (when it is likely to cause a disturbance)
2. Insubordination / Insolent behavior
3. Assault/attempted assault.
4. Any act of omission or commission which intentionally endangers the health or safety of others, or is likely to cause damage to the organization's property.

#### 15.2.5 Offences Related to Dishonesty

1. **Breach of trust:** Infringement of trust of the organization, co-workers, clients or officially related individuals/ organizations with regards to official work
2. **Bribery or Corruption:** Giving or receiving or attempting to give or receive any bribe or inducing or attempting to induce any person to perform any corrupt act.
3. **False evidence:** Deliberately giving untrue, erroneous or misleading information or testimony, whether verbally or in writing
4. **Forgery and False Statements:** Falsifying or changing any documentation with fraudulent intent or attempting to do so; Uttering or attempting to utter fraudulent or false statements or documents.
5. **Theft/Unauthorized possession of organization's property**

#### 15.2.6 Institutional Action

1. **Intimidation:** Any act by an employee, whether by himself or in concert with other persons (whether or not such other persons are employees of DEF), to intimidate any employee with the object of compelling him/her to take part in any strike or other action which interferes with the normal operations of DEF. Intimidation is an offence even if all the procedures for the settlement of the industrial disputes and grievances in the Law have been exhausted.
2. **Sabotage:** Any deliberate action by an employee that results in the interference with the normal operations of DEF by damaging any machinery or equipment or by interrupting any supplies of power or services necessary to the operations.

#### 15.2.7 Offenses Outside Normal Working Hours

DEF reserves the right to take any action it may deem appropriate against employees who are, in the opinion of the organization, guilty of gross misconduct not merely in their working situations or during working hours. This is particularly so where the nature of the misconduct may affect the

employment relationship with a third party. Actions that directly relate to the nature of the business are also liable for disciplinary action.

## 15.3 Classification of Penalties

Employees can be charged with the following types of penalties in the order mentioned based on the offenses committed as per the list in the previous section.

1. Verbal Warning
2. Recorded Warning
3. Severe Warning
4. Final Warning
5. Demotion
6. Transfer
7. Suspension
8. Dismissal
9. Alternative Penalty to Dismissal

### 15.3.1 Verbal Warning

1. Any supervisor may, at any time and at his discretion, reprimand an employee without completing a complaint form, in which case there will be no entry made on the employee's disciplinary record.
2. When a verbal warning is given, the supervisor must ensure that the employee being reprimanded is made aware of the existence and function of the Disciplinary Code of Conduct.
3. **Application:** A verbal warning is usually issued where the offence is of a minor nature.

### 15.3.2 Recorded Warning

1. **Application:** This may be given for a repetition of an offence for which an unrecorded warning has been given, or it may be given for a first offence.
2. **Validity Period:** The employee must be informed that the warning will remain in force for a period of six months.

### 15.3.3 Severe Warning

1. **Application:** Given for a repetition of the same offence or similar offence during a period when a recorded warning is still in effect, or for a first offence of a more serious nature.
2. **Validity Period:** The employee must be informed that the warning will remain in force for a period of nine months.

#### 15.3.4 Final Warning

1. **Application:** Given for a repetition of the same offence or a similar offence during a period when a severe warning is still in effect or depending on the nature thereof, for a first offence of a serious nature. In the case of an employee being found guilty of an offence of a dissimilar nature within the prescribed period, the hearing official may, at his/her discretion, issue a comprehensive final warning on the understanding that if any offence is committed within the next 12 months, it will render the employee liable for dismissal.
2. **Validity Period:** A final warning is effective for a period of 12 months. The employee is advised in writing by the Official hearing the case of the period applicable and reminded that a repetition of the offence or the committing of any similar serious offence within the prescribed period will render him liable for dismissal. A copy of the notice shall be forwarded to the Human Resources Department

#### 15.3.5 Demotion

Demotion is not an acceptable corrective action and is therefore not used as a penalty for a specific offence. It is used only where the employee is unable to meet the requirements of his present job but is suitable for continued employment in a lower capacity. It can be used as a disciplinary action only in exceptional circumstances.

#### 15.3.6 Transfer

Transfer is not permitted as a tool for disciplining employees. Transfer, as the result of the outcome of a disciplinary action, will be considered in special circumstances.

#### 15.3.7 Suspension

An employee may be suspended from work immediately if he/she has allegedly committed or is allegedly involved in any one of the following offences:

1. Assault/Attempted assault.
2. Desertion
3. Sleeping on duty
4. Negligent or willful loss, damage or misuse of property
5. Theft/Unauthorized possession of organization's property
6. Abuse of electronic/data facilities
7. Sexual harassment
8. Fighting
9. Riotous behavior
10. Alcohol and drug offences
11. Breach of trust
12. Offences related to dishonesty.

13. Any act of omission or commission which intentionally endangers the health or safety of others or is likely to cause damage to the organization's property.
14. Interference with disciplinary and/or grievance investigations
15. Abusive or provocative language (when it is likely to cause a disturbance)
16. Persistent refusal to obey instructions.

In certain instances, the Reporting Manager will recommend that the offender be removed from the workplace till pending investigation of the case. He/she will take immediate steps to report the matter to his/her Immediate Supervisor, who will raise the matter with the Director. Irrespective of the outcome, the employee will be paid for days he/she was suspended.

It is mandatory to liaise with the Human Resources Officer prior to suspending an employee in order to ensure that the suspension is procedurally and substantively.

### **15.3.8 Dismissal**

Dismissal is the final sanction for any offense and should be used:

1. When other forms of disciplinary action have failed
2. When an employee on a final warning commits a serious offence
3. When the offence committed is of such a serious nature that it amounts to a serious breach or repudiation of the employee's contractual obligations
4. In cases relating to dishonesty e.g. theft, fraud or corruption.
5. In the case of any employee who is absent from work without permission for a period of one month or more. In this case the employee will be dismissed as being "absent or absconding" after one month if no reason for such absence is received. Should the employee return to work after he has already been dismissed, he may request that the case be re-opened.

Once an employee has been dismissed in accordance with the procedure contained in this Code, under no circumstances will he be considered for re-employment should he re-apply at a later stage. If it is discovered that a dismissed employee has obtained re-employment with the Organization either inadvertently or through deception, his services will be terminated immediately.

### **15.3.9 Alternative Penalty to Dismissal**

A comprehensive final warning may be considered at the discretion of the Hearing Chairperson as an alternative penalty to dismissal in instances where an employee is found guilty of an offence of a dissimilar nature to a valid final warning on his personal record.

The sanctioning of a comprehensive final warning will only be considered in circumstances warranting corrective action. Liaison between the Hearing Chairperson and the Human Resources Officer is encouraged before such a penalty is imposed. A comprehensive final warning will be valid for twelve months from the date of the imposed penalty.

## 16 WHISTLEBLOWER POLICY

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Through this policy, the organization provides a window to all employees to report to the management any actual or possible violation of the Code of Conduct or an event he/ she becomes aware of, that could affect the activities, business or reputation of DEF or any other organization connected or associated with DEF. By the means of this policy, irregularities may be brought to light by individuals who may be interacting with and observing the organization in the course of their business. The information provided would be useful in making its processes and systems more robust and sustainable.

The policy helps to create an environment where Individuals feel free and secure to raise the alarm when and where they see a problem. There are provisions for protecting the whistleblowers from retribution, whether within or outside the organization.

### 16.1 General Guidelines

1. A whistleblower may be an individual employee, program or project partner, associate, or a beneficiary of the organization, who makes a Protected Disclosure, keeping the organization's interests in mind. His/ her role is simply to 'Raise the Alarm'.
2. Such disclosures should be only in relation to matters concerning the organization and not anything to do with personal enmity or rivalry or any issues concerning grievances arising out of employment terms and conditions.
3. DEF will be responsible for providing moral support and for arranging legal advice and financial support for legal actions as required by the whistleblower in terms of the concerned matter. An issue can be considered serious enough for an alarm to be raised if it satisfies any of the following conditions:
  - a) Serious violation of any organization-level policy, indicating that certain internal control points are weak.
  - b) The issue is likely to receive media or public attention adversely affecting the image of the organization.
  - c) The organization is likely to be exposed to a significant monetary or non-monetary liability.
  - d) Points towards any event which is the result of criminal action e.g. Disappearance of cash/funds.
  - e) Actual /possible incident of sexual harassment at the workplace
  - f) Indicates a significant threat to the health/safety of employees/community.

## 16.2 Reporting Authority

1. Where issues raised by the whistleblower relate to any staff or persons associated with DEF, the issue will be reported to the Chief Executive Officer or Director, initially by telephonic communication, followed by email or written communication.
2. Where the issues relate to the Director, only such issues shall be reported to the Ombudsman of the organization.
3. This protocol shall be followed strictly and any violation, including lines of reporting and issues not related to the said policy shall be viewed seriously by the Management.
4. Contact Details of the Reporting Authorities can be obtained from the HR Dept.

## 17 CONFLICT OF INTEREST POLICY

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The purpose of the policy is to define a Conflict of Interest, provide guidance in identifying potential and actual conflicts of interest concerning the organization and establish rules to manage them. In general, employees are obligated to avoid and disclose ethical, legal, financial, personal or other conflicts of interest involving the organization and remove themselves from a position of authority for decision making in any such conflict situation.

### 17.1 What is Conflict of Interest Policy?

A 'conflict of interest' arises when an employee or any other member representing DEF participates personally and substantially in an official capacity in any particular matter in which, to his/her knowledge, he or she or an associated person or an associated institution has a financial interest, if the particular matter will have a direct, predictable and potential effect on that interest.

### 17.2 Who is an 'Interested Person' and What is 'Financial Interest'?

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, is an interested person.

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family has ownership interest in any entity with which DEF has a transaction or arrangement.

### 17.3 What is 'Compensation'?

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. This includes favors/gifts provided to any of the immediate family members and/or close relatives.

### 17.4 'Close Relatives'

Close relatives include spouse, son, daughter, stepson, stepdaughter, stepparents, stepbrothers and stepsisters of self and spouse

### 17.5 Duty Where There is Conflict of Interest

Where conflict of interest exists, the concerned person is duty bound to:

1. Disclose the nature of such interest and benefits likely to be derived.

2. Recuse themselves from any such meeting which decides on the appointment, award or grant of any favor; however, they may make a presentation of the case before the committee deciding on the issue.
3. The Committee in such a case, will take a decision whether the conflict of interest exists.
4. In any case, there shall be no actual or perceived conflict of interest in any position or payment budgeted for any position.
5. If the Board or Executive Committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board or Executive Committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action. The discussions, findings and investigations shall be kept recorded by the Board/Committee.

Where any external advisor(s) is engaged for arriving at any conclusion, it shall not absolve the duties and liabilities of the Board.

## 18 EMPLOYEE EXIT POLICY

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The policy explains the various reasons for an employee to exit the organization and the procedures that need to be followed during the Exit including notice period to be served, knowledge transfer to colleagues, formalities to be completed, salary and benefits related processes, leave rules and more.

### 18.1 General Guidelines

1. The policy applies to all employees of the following employment engagement: **1. Employee:** (a) Contractual Employee, (b) Permanent Employee, and **2. Consultant,** and employee on probation period.
2. This policy applies to resignation, termination, absenteeism/abscondment and retirement of DEF employees.
3. When an employee is separated from employment for any reason, the Manager has the responsibility to communicate the separation to Human Resources and other appropriate departments to ensure that the procedures of this policy are followed.

### 18.2 Reason for Employee Exit

There are four reasons for which an employee may exit the organization. The Exit Process differs slightly based on the method of Exit. The sections below describe the process in detail for all methods.

1. He/she may resign on his/her own for various reasons including retirement.
2. He/she may be terminated.
  - a) for unsatisfactory performance
  - b) for violating the Disciplinary Conduct Policy
  - c) for absconding or being absent from work for a period of more than 30 days without prior notice
  - d) Redundancy of the Position: Depending on the nature and volume of its operation, DEF may declare certain positions redundant. Persons occupying those positions will therefore be separated from the organization with proper notice. While doing so, DEF will give at least one months' notice in advance.

#### 18.2.1 Exit Procedure Based on Resignation

If an employee submits to a resignation, the Reporting Manager and/or Management Committee first talks with the employee to understand the reasons for leaving and whether

some immediate actions can be taken to retain the employee. If the employee agrees with the Reporting Manager and/or Management Committee, then he/she is asked to withdraw the resignation and continue working as before. If the employee insists on leaving, then the resignation is formally accepted.

The following steps are taken once the resignation is made formal:

1. The status of the employee is marked "ON HOLD" till the notice period of one month or less as decided by the Management Committee is served.
2. During this period, the employee completes all pending work, submits all work responsibility, and transfers knowledge to team members so that work can continue smoothly.
3. All Exit formalities are completed on or before the last day of employment. *(For information on all formalities to be completed before the employee is relieved of duties, please check the section "Cessation Process" below.)*

### **18.2.2 Exit Procedure Based on Performance Review**

If the performance review of an employee is negative or unsatisfactory, he or she may be asked to leave. Once the termination notice has been sent to the employee, the three steps in the exit procedure as mentioned in the previous section (Exit Procedure for Resignation) are followed.

### **18.2.3 Exit Procedure Based on Violation of Code of Conduct**

If an employee violates the Disciplinary Conduct Policy in any manner, action will be taken as per the rules defined in the policy.

Dismissal is the final sanction for any offense and should be used:

1. When other forms of disciplinary action have failed
2. When an employee on a final warning commits a serious offence
3. When the offence committed is of such a serious nature that it amounts to a serious breach or repudiation of the employee's contractual obligations
4. In cases relating to dishonesty e.g., theft, fraud, or corruption.

### **18.2.4 Exit Procedure Based on Absenteeism/Absconding**

An employee can be terminated if he/she is absent from work without permission for a period of one month or more. In such situations, the following steps are taken:

1. After ten days of absenteeism, the First notice is sent via email and post to warn the employee and ask him/her to return and complete the Exit Formalities.
2. If the employee does not respond to the First Notice within ten days of sending the notice, a Second Notice is sent via email and post.

3. If the employee still does not respond within ten days of sending the second notice, then the status of the employee is marked as “Absentee or Absconder” and he/she may be terminated as per the sole discretion of the Management Committee.
4. Should the employee return to work after he has already been dismissed, he may request that his/her employment may be reconsidered.

## 18.3 Notice Period Requirements

### 1. Rules for Resignation/ Retirement:

- a) Employees who resign from DEF are responsible for providing appropriate written notice of their intent to resign.
- b) Once an employee resigns or retires, he/she is expected to serve a notice period of one month including Weekly Offs and National Holidays, if any.
- c) Serving the notice period of one month is mandatory in all cases even if the contract period is less than one month or contract is expired, or extension of contract decision is pending by Management Committee (MC).
- d) However, the resignation can be accepted with immediate effect or within any number of days up to one month as per the sole discretion of the Management Committee.
- e) Salary will be paid only for the number of days the employee serves the organization, once the resignation is accepted.
- f) If an employee fails to give prior notice or serve the complete notice period, he/she may not be officially released from the organization. In such cases, one month salary may be deducted, Provident Fund and Gratuity formalities may be kept on hold, Experience Certificate may be kept on hold and any other action deemed fit by the organization may be taken.
- g) Employees are also required to liquidate all loans with DEF (where applicable) before their last month's dues are paid to them.

### 2. Rules for Termination:

- a) If the organization decides to terminate any employee, the notice period to be served by the employee is determined based on the reason for termination including but not limited to Code of Conduct violations or unsatisfactory performance.
- b) If the employee is terminated with immediate effect, then he/she is paid one month's salary as compensation.
- c) If the employee is asked to serve a notice period of a certain duration, then salary will be paid only for that duration.

- d) If an employee fails to serve the complete notice period, then the Provident Fund release procedure may be put on hold, Experience Certificate may be kept on hold and any other action deemed fit by the organization may be taken.

### **3. Leave Rules:**

The following leave rules are applicable during and after resignation/ retirement/ termination of an employee and while the employee is serving his/her notice period with the organization prior to leaving.

- a) During the notice period, all accumulated leaves lapsed except Earned Leaves. No leave can be applied by or granted to the employee except Weekly Offs, National Holidays and Restricted Holidays.
- b) If the employee takes a leave during this period, it will result in Loss of Pay. Also, depending on the number of leaves taken, the notice period can be extended by the Reporting Manager(s) or the Management Committee, if deemed necessary.

## **18.4 Cessation Process**

When an employee resigns/retires or is terminated, the Reporting Manager is responsible to conduct the following Exit formalities on or before the last day of employment as required.

1. Retrieve any DEF property such as: ID card, Internet dongle, credit cards, keys, uniforms, computer equipment, cell phones, etc. and disallow employee WITH IMMEDIATE EFFECT to carry any official asset to their home.
2. Ask employee to settle all Imprest, advances, travel bills and loans taken from DEF immediately after his/her resignation is formally accepted.
3. Give a “No Dues” certificate signed by the Dept./Project Head to the employee which is to be submitted to HR Dept.
4. Arrange for payment of all their dues from DEF to be paid within 45 days from the last working day. The dues will include salary amount for Earned Leaves accumulated from the Date of Joining till the Date of Relieving; accumulated Provident Fund, reimbursements due, if any etc.
5. Gratuity payment will take up to 60 days depending upon the LIC’s work pace.
6. Cancel e-mail accounts and passwords given for common systems.
7. Arrange for removal of account or access information from Biometric Systems.
8. Cancel or exchange memberships and/or subscriptions as necessary.
9. Contact Accounts Dept. to remove signature authority.
10. Discuss and make arrangements with the employee for the disposal or collection of any DEF information or DEF Licensed Software that they may have in their possession.

11. Schedule Exit Interview with HR Dept. in case of resignation/retirement. (Employee Exit Interview Form is attached in **ANNEXURE HR-XI**. These are just templates for reference).

## 18.5 Full and Final (FnF) payment process

1. After completing all the formalities mentioned above the full and final cheque is prepared.
2. It is prepared and dispatched within 45 days of the date of relieving of the employee.
3. Gratuity payment takes up to 60 days depending upon the work pace of the LIC.
4. The cheque is dispatched to the address provided by the employee, or an employee can come to the office and collect the cheque in person.
5. For detailed procedure refer to the Recruitment policy manual of the DEF.



## 19 SUPPLEMENTARY POLICIES

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Other Supplementary Policies defined by the organization have been briefly described in this chapter. The individual Policy manuals can be referred to for more details.

### 19.1 Anti-Discrimination & Equal Employment Opportunity Policy Manual

Equal opportunity means that all staff experience fairness, impartiality and equal access to all career initiatives in an organization. DEF is committed to promoting equal employment opportunities and a workplace that is free of all forms of discrimination. DEF commitment to equal opportunity promotes an inclusive work environment that values and accepts the diverse cultural and social backgrounds of its staff.

The EEO and Anti-Discrimination Policy endeavors to capture the spirit of national and international statutes in this regard and is underpinned by a set of values and key guiding principles in the building of a community of all employees.

The objectives of the Equal Employment Opportunity (EEO) and Anti-Discrimination Policy are to ensure that all:

1. DEF employees or potential employees do not suffer unfair discrimination in the workplace.
2. Individuals and groups within DEF work in an environment where all decisions are free of discrimination, where they have equal opportunity based on relevant abilities and merit.
3. Employees are encouraged to take positive action towards promoting equal opportunity throughout the organization.
4. Personnel actions, such as compensation, benefits, promotions, transfers, layoffs, company- sponsored training programs, and social and recreational programs, will be administered on a non- discriminatory basis.
5. Application of labor laws to be uniformly applied in the organization.

### 19.2 Gender Equality Policy Manual

Digital Empowerment Foundation (DEF) is committed to maintaining a positive climate at work, in which individuals can work together in an environment free of all forms of violence, harassment, and discrimination on the basis of gender. DEF strongly believes and supports gender equality and opposes any form of gender discrimination and violence at the workplace.

By the term 'Gender Equality', we mean the work-life balance, protection from any kind of harassment and the right to work with dignity, which is a universally recognized human right. DEF is committed to upholding the constitutional mandate ensuring the above-mentioned human rights of all those who fall within its jurisdiction.

The 'Gender Committee' in DEF acts as a primary body to address the issues against Gender equality and harassment. The Policy note outlines the subject in detail and establishes the relevant mechanisms to address any issues.

## 19.3 Child Protection Policy Manual

DEF Child protection policy derives its strength from several Legislations pertaining to children. These include Article 21A, 24, 39 of Indian Constitution, The Child Labour (Prohibition and Regulation) Act, 1986, The Juvenile Justice (Care and Protection of Children) Act, 2000, The Immoral Traffic (Prevention) Act, 1956, The Guardian and Wards Act, 1890, etc. DEF commits itself in letter and spirit to the objectives laid down in the legal and constitutional framework for child protection.

The Child Protection Policy provides a framework of principles, standards and guidelines on which to base individual and organizational practice.

1. DEF shall ensure that all organizations working with DEF in its social commitment of digital empowerment of the society must conform to the laid-out principles of child protection and child rights.
2. All DEF workers and projects should strictly adhere to the following child protection standards so that children are not exposed to exploitation or abuse at any level at any time.
3. DEF will ensure that all communication about children will portray them as dignified citizens of the country. No attempt will be made to portray them as victims unwarrantedly; neither any communication will exaggerate or glamorize the poverty and challenges faced by the child.
4. Anyone (staff or community) suspected of child abuse or inappropriate behavior will be dealt with severely, an action that may include investigation as well as severance of employment or relationship.
5. No corporal punishment shall be given to any child by any of DEF's staff members.

## 19.4 Anti-Bribery & Anti-Corruption Policy Manual

The Anti-Corruption Policy of DEF has been developed in accordance with the Disciplinary Conduct policy, charters, policies, rules and regulations adopted by DEF and in conformance with the legal and statutory framework of Anti-Corruption Legislation prevalent in India.

The policy reflects the commitment of DEF and its management for high ethical standards in doing open and fair business, following the best practices of corporate governance and enhancing the organizational reputation at appropriate levels. The purpose of this policy is to establish controls to ensure compliance with all applicable anti-bribery and corruption regulations, and to ensure that the Organization's business is conducted in a socially responsible manner.

The aims and objectives of the policy are:

1. To initiate steps to reduce the bribery and corruption risks to the business of the organization by setting out clear guidelines.
2. To encourage all employees to be vigilant and to act diligently in good faith.
3. To monitor and investigate instances of alleged corruption.
4. To take firm and expeditious action against any individual(s) involved in corruption.
5. To minimize the risk of involvement of all employees and Directors in corruption related activities.
6. To form a common understanding of all stakeholders that DEF prevents corruption in any form.
7. To set responsibility for the employees of DEF to know and comply with the principles and requirements of the policy, the key rules of the applicable anti-corruption laws, as well as adequate procedures to prevent corruption.



## 20 ANNEXURES

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- 20.1 ANNEXURE HR-I - Leave Application Form
- 20.2 ANNEXURE HR-II - List of Holidays 2022
- 20.3 ANNEXURE HR-III - Tour Expense Statement
- 20.4 ANNEXURE HR-IV - Expense Voucher
- 20.5 ANNEXURE HR-V - Field Travel Authorization Form
- 20.6 ANNEXURE HR-VI - Conflict of Interest - Disclosure Statement
- 20.7 ANNEXURE HR-VII - Employee Non-Disclosure Agreement
- 20.8 ANNEXURE HR-VIII - Induction Feedback Form
- 20.9 ANNEXURE HR-IX - Employee Performance Appraisal Form
- 20.10 ANNEXURE HR-X - Employee Grievance Form
- 20.11 ANNEXURE HR-XI - Employee Exit Interview Form
- 20.12 ANNEXURE HR-XII - Local Conveyance Claim Form
- 20.13 ANNEXURE HR-XIII - Monthly Expenses Summary Sheet



Approved by:  
Management Committee / Working Committee

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## About

DEF believes access to the Internet together with digital literacy can empower people to use information and knowledge to improve their lives on their own in various ways using digital tools. DEF has adopted a multi-stakeholder approach and a seven-fold path to enable communities, governments, schools, civil society organisations and micro-enterprises avail the benefits of the Information Age. It promotes more extensive use of ICTs for development and has created platforms for discovering and honouring ICTD innovators and practitioners so as to create a knowledge hub and database and an ecosystem that can enable digital innovators to share knowledge, forge partnerships and scale up. It is also engaged in advocacy and research on all digital areas and such issues as Internet rights and right to information.

