



FORCE

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Revision History

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2.0	Jyoti Sharma	NA	Board of Trustees in 2018	Rules of engagement of employees with FORCE

Welcome To FORCE

It gives me a great pleasure to Welcome you to FORCE family on behalf of all Staffs & Management of FORCE. And wish you all success in life.

At FORCE, we believe that each employee contributes directly to the growth and success of the NGO, and we hope you will take pride in being a member of our team.

This manual is developed to describe some of the expectations of our employees and to outline the policies, programs and benefits available to the eligible employees. Employees should become familiar with the contents of the employee handbook and it will answer many of the questions about the employment with FORCE.

We believe that professional relationships are easier when all employees are aware of the culture and values of the organization. This guide will help you in understanding our vision better for the future of business and the challenges ahead.

Your constructive suggestions are always welcome on this manual.

We hope that your experience here will be challenging, enjoyable and rewarding.

With Best Wishes!



Jyoti Sharma
President

TABLE OF CONTENTS

1. FORCE.....	8
1.1 An Introduction	8
1.2 Management Philosophy:	8
1.3 Business Ethics And Conduct	9
1.4 Policy & Procedures Manual	10
1.5 Our Vision	10
1.6 Our Mission	10
2. The Employment	10
2.1 Employee Relations.....	10
2.2 Recruitment Policy	11
a) External Recruitment System.....	11
b) Internal Recruitment System	11
2.3 Selection Procedure:	12
External Recruitment System:	12
Internal Recruitment System:.....	13
2.4 Induction	13
2.5 Grievance Redressal Policy	14
■ Second stage (If he/she is not satisfied with the decision of DAC)	16
2.6 Discipline and code of conduct.....	16
2.7 Outside Employment.....	19
3. Employment Status and Records.....	20
3.1 Employment Categories.....	20
3.2 Access to Personal Files.....	20
3.3 Personnel Data Change	21
3.4 Employment Applications.....	21
3.5 Job Descriptions.....	21
4. Employee Benefit Programs.....	22
4.1 Employee Benefits	22
4.2 Holidays	22
4.3 Leave Benefits & Policy	22

- 4.3.1 TYPES OF LEAVE 22
- 4.3.2 LEAVE PROCESS 25
- LEAVE ACCUMULATION 25
- 5. Time Keeping / Pay Roll 26
 - 5.1 Time Keeping 26
 - 5.2 Pay Day 26
 - 5.3 Employment Termination & Separation Policy 27
 - 5.4 Administrative Pay Correction 29
- 6. Work Conditions and Hours 30
 - Internet 33
 - 6.14 Return of Property..... 37
 - 6.15 Resignation..... 37
 - 6.16 Security Inspection..... 37
 - 6.17 Problem Resolution 37
 - 6.18 Suggestion Program 38
- 7. Travel & Accommodation..... 39
 - 7.1 Policy Statement..... 39
- Objective 39
- Policy Statement..... 41
- Objective..... 41
- Application 41
- Process 41
- 9. Sexual Harassment Policy Statement..... 42
 - Application 43
 - Process 43
- 10. Health, Safety & Environment 45
 - 10.1 Policy Statement..... 45
 - 10.2 Smoking..... 46
 - 10.3 Alcohol, Drugs (& Other Substance of Abuse)..... 46
 - 10.4 Manual Handling..... 47

11. Performance Management System 47

 11.1 Introduction 47

 11.2 Performance Management Philosophy 47

 11.3 Performance Appraisal Review System 48

Process of Performance Appraisal of FORCE 49

Measuring the actual Performance 49

Decision Making 50

12. Intellectual Property And Security 51

Policy 51

1. FORCE

1.1 An Introduction

FORCE NGO is a grassroots and advocacy organization that conducts a wide variety of programs for **water Security** and **sustainable sanitation** all over India. It then uses its grassroots learning and networks to inform and support policy and systemic change. PJRM **FORCE** Trust is a charitable trust with a mandate for Research, knowledge sharing, technical expertise and institution development for **Water Security** and **Social Innovation**. Its special focus area is Water Use Efficiency.

FORCE adopts a unique '4 Way Partnership' (P-4) approach which makes its interventions very impactful through the visible change for target communities and ripple impacts for other stakeholders and on public policy. The P4 approach is a strategy in which FORCE sources appropriate solutions from technical experts, finds resource & funding support for those, creates a sense of ownership in the beneficiary communities and escalates the learning to appropriate government authorities.

FORCE is registered as a Society and has exemptions under sections 12A and 80G of the Indian Income Tax Act. It is also FCRA certified.

1.2 Management Philosophy:

FORCE management philosophy is based on responsibility and mutual respect. People who come to FORCE want to work here because we have created an environment that encourages creativity and achievement.

To help in achieving this objective, FORCE seeks to attract highly motivated individuals who have a strong belief in team work and share in the commitment, responsibility, risk taking and discipline required to achieve our vision. In order to attract these special professionals, a culture that promotes impersonal thinking and global perspective has been built and maintained throughout since its establishment.

We at FORCE practice open door policy and every member of the team can approach the Management at all times. We believe that a happy and satisfied employee is an asset to the organization and will be able to deliver the highest level of results to make FORCE achieve its dream of Water Secure Communities.

While we are realistic in setting goals and expectations, FORCE is also aggressive in reaching its objectives. This success in turn, enables FORCE to give its employee above

average compensation and innovative benefits and satisfaction of having contributed to the well-being of the society at large.

1.3 Business Ethics And Conduct

The successful social operation and reputation of FORCE is built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence require careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The continued success of FORCE is dependent upon our donor's and society's trust and we are dedicated towards preserving that trust. Employees owe a duty to FORCE and towards its customers to act in a way that will merit the continued trust and confidence of the public.

FORCE complies with all applicable laws and regulations and expects its Board Members, Managers, Executives and Associate staff members to conduct operations in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

In general, the use of good judgment, based on high ethical principles, guides an individual with respect to the lines of acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, the matter is discussed openly with the immediate head of the department and, if necessary, with the President, for advice and consultation.

Compliance with this policy of business ethics and conduct is the responsibility of every FORCE employee & associated members.

FORCE follows a policy of ZERO tolerance against any kind of fraud, theft, dishonest conduct, malfeasance, misappropriation of funds (however small) and sexual harassment or inappropriate behavior.

Disregarding or failing to comply with this standard of operational ethics and conduct could lead to disciplinary action, up to and including the possibility of possible termination of employment.

1.4 Policy & Procedures Manual

The FORCE Human Resources Policy and Procedures Manual has been developed to facilitate the implementation and clearly define FORCE's policies on human resource management.

The Manual provides guidelines to be followed in the administration of these policies and assists all the employees in defining each human resource management decision and the correct procedure to be followed.

The policies specified herein consists of the best management principles and practices. They have the full support and commitment of FORCE Management.

HR policies must be kept current and relevant. Therefore, from time to time some of the policies and procedures may undergo necessary modifications or amendments as well as new ones may be added.

Suggestions, recommendations or feedback on the policies and procedures specified in this manual are welcome. This can be provided via email (hr@fiwe.org.in) or through suggestion box available at the reception.

These policies and procedures are applicable to all areas of operations within FORCE and related entities.

1.5 Our Vision

To make a food and water abundant world by facilitating a shift towards water & resource efficient agriculture

1.6 Our Mission

To Educate, Innovate, Inspire and Enable a shift towards sustainable, profitable, health-giving agriculture that leads to doubling of farm income by 2022

2. The Employment

2.1 Employee Relations

FORCE believes that working conditions that it offers to its employees are one of the best in the industry. If employees have concerns about working conditions, they are encouraged to voice these concerns openly and directly to their seniors.

As per our experience if employees are open and direct with their seniors, the work environment can be excellent, communications can be clear, and attitudes can be positive.

We demonstrate our commitment to employees by responding effectively to all employee concerns.

2.2 Recruitment Policy

The Human Resource symbolizes the main element of any Organization. Due to which recruitment and selection is of prime importance as the vehicle for obtaining the best possible person. Our Organization gives emphasis on the recruitment system and in order to set up the system we have framed the policies according to their conveniences.

Purpose of recruitment is to identify and define the requirements. This involves the preparation of job descriptions, job specification and person specifications and placing a right person in a right place at a right time.

FORCE also recognizes to meet its strategic objectives it must have an appropriate Recruitment Policy. A policy, which will demonstrate a high standard of professionalism and provide a systematic and effective recruitment procedure.

FORCE's Recruitment Policy is based on the following:

- Fair and consistent procedure.
- No discrimination based on the ground of sex, race, religion or disability.

FORCE's Recruitment System is based on the following:

a) External Recruitment System

Advertisement published through job portals e.g.: print media and recruitment consultancy etc.

b) Internal Recruitment System

- Employee referrals in special cases.
- Screening/ short listing the CVs of the candidates applied for the post.
- Formation of Core Committee Members

- Scheduling the interview.
- Selection procedure as per FORCE norms as follows:
 - iv.
 - i. Preliminary interview
 - ii. Written test – If required (to check their subject expertise / communication skills)
 - iii. Final interview with the President/ HR manager.
- Appointment procedure.
- Joining Procedure as per FORCE norms
 - Back ground check is done with the help of address proof, testimonials and ID proof of the newly recruited employee.

2.3 Selection Procedure:

The following recruitment procedure is used for recruiting people based on the requirements from the different departments.

In FORCE, after the approval, the core committee of members is selected by the President/ HR manager for the recruitment of appropriate staff for filling the vacant position.

FORCE gives the prior preference to the internal staff members who have performed exceptionally well and can be groomed to take over new challenges and thus are competent enough for requirement of the post.

If the internal staff does not match the requirement then FORCE applies external recruitment system for the external candidates to fill the requirement. The first step in this process is that the job profile is decided by the HR manager with the consultation of Core Committee Members.

External Recruitment System:

- Advertisements published through the following:
 - **Print media:** FORCE publishes the advertisement through the local & national level newspaper based on the requirement.
 - **Job portals:** FORCE Publishes the advertisements through job related websites.
 - **Consultancies:** FORCE also contacts them for filling the vacant position.

Internal Recruitment System:

- **Screening/ short listing of the candidates:** The CVs of the candidates are short listed as per the requirements of the Core Committee Members with the consent of President/ HR manager. After short listing the CVs, the candidates are called for the interview.
- **Interview by the Core Committee of the selected candidates:**
 - Preliminary Interview – HR.
 - Written test (If required).
 - Interview taken by Panel members.
 - Final Interview taken by the President/ HR manager.

During the preliminary selection process, the candidates are asked to take the written examination in order to judge the writing & communication skills of the candidates. An aptitude and psychometric test is also conducted to determine the suitability of the candidate for the position. The Panel Members are provided with a set of evaluation sheet which the members fill while taking the interview and they give their feedback (score) on the different criteria and comments on the basic weakness & strengths of each candidate. At this stage the testimonials of the candidate are also checked as a part of appointment procedure.

As per the performance of each candidate in the written examination as well as in the personal interview with the Core Committee Members the list is prepared and submitted to the President/ HR Manager. The final interview of the selected candidates is taken by the President/ HR Manager and the negotiation for the salary is done during the time interview and the result is declared after a day or two.

- **Appointment Procedure:** Appointment Letter is designed and sent to the selected candidate via email / post / in person with joining date mentioned in the letter. The appointment letter contains the following: a) The Roles and Responsibilities to be undertaken by the candidate. b) Designation c) Scale / Grade/ salary breakup c) Period of probation f) terms & conditions of the employment.

- **Induction Procedure:** The newly recruited members are formally introduced to other staff members of FORCE in the first day of their joining.

2.4 Induction

- **Policy Statement**

An effective induction ensures a positive start in any organization. It is also an ideal time to identify any personal development needed for the individual to become efficient in the job as quickly as possible. It should be tailored to the needs of a new recruit and the specific areas of responsibility that they will hold.

■ Objective

The objective of the induction policy is to familiarize the employee with the Organization, their job responsibilities, the industry, colleagues, organization systems, processes and policies with a view to ensure that they start contributing to business outcomes as quickly as possible.

The induction should be a combination of standard components as well as tailor made learning of the role.

■ Process

- Introduction with other employees / departments
- Introduction with the management
- Interaction with HR to cover the following:
 - NGO's history, values, vision, goals etc.
 - Organization Structure
 - Introduction to people practices
 - Details about policies such as leave, medical, insurance, performance management, promotion, job rotation, secondment, TDS, travel policy etc.
 - Their appointment letter and break up of their Salary structure
 - Employee benefits e.g. Training programs, compensations, holiday list, employee discounts, employee engagement practices etc.
- Interaction with the immediate supervisor to understand department, expectations and job details
- Training so that one understands the technical aspects of the job
- Feedback on induction program
- Quiz and certification before starting on the job

2.5 Grievance Redressal Policy

For efficient working and smooth functioning of an Organization it is important to address the problems of the employees and thus create a healthy environment with good working

culture. FORCE believes that retaining employees for longer duration ensures the success of the Organization. Our Organization has many initiatives that are oriented to provide a better complaint redressal mechanism whenever any sort of grievances arises against the Organization or against any staff.

Policy:

A complaint lodged verbally by an employee will be attended to by the immediate superior. However, grievance will be regarded as formed when the dissatisfaction is given in writing and with substantive proof. Such disputes which are of a reasonable magnitude arising out of ill feeling by an employee or group of employees may be regarded as grievance.

The feeling of injustice may be related to wages, leave, transfer, positions, promotion, and treatment by peers, superiors, interpretation of code of conduct or anything else that affects the morale of the employee(s).

The idea of framing the policy in FORCE is to solve the problem and the complaints of the staff. In this policy each and every staff has the right to express his/her grievance and there is a procedure to be followed. The policy has been formulated taking the following in to consideration:

- Employees are treated fairly at all times.
- Complaints raised by employees are dealt with courtesy and on time.
- Employees are fully informed of avenues to escalate their complaints/ grievance within the Organization and alternative remedy if they are not fully satisfied with the response to their complaints.
- All complaints are dealt efficiently and fairly.

In order to make the redressal mechanism more meaningful and effective, a structured system has been built. This system would ensure that the redressal is fair and just within the given frame work of rules and regulations so that the employees would be aware of the complaint handling process

Procedure:

■ First stage

- When an employee faces any problem, he/she has to report it to his/her immediate superior. Such immediate superior officer is expected to give reply or find the solution to the grievance within a reasonable time according to the gravity of the grievance made.

- If the matter is not settled or if the settlement made by him/her is not acceptable to the concerned employee, then the employee can directly contact the DAC (Disciplinary Action Committee) either through verbal communication or by submitting a written application in person or via mail (hr@fiwe.org.in)
- The committee investigates on this matter and based on the findings it prepares a report to present before the chairperson of the committee who takes decision with the help of the submitted report.

The above stated mechanism is flexible depending upon the situation. In each stage, the way of presentation by the employer and the employee is transparent. If there is any ambiguity in the case a detailed investigation and proceeding for expert opinion would be considered.

■ Second stage (If he/she is not satisfied with the decision of DAC)

In second stage, the employee concerned will be permitted to present his/ her grievance with the help of co-workers to the President who in turn listens to the grievance and tries to give a solution and constitutes a committee according to the merit of the case or issue put before him.

2.6 Discipline and code of conduct

In any social system, irrespective of its nature, it is important to determine a set of rules that will regulate the conduct of its members and should be observed in order to function successfully.

Similarly, it is important in the workplace to determine a set of rules to regulate the relationship between the employees and the employer in the form of a disciplinary procedure. The disciplinary procedure is regarded as a guideline and its interpretation is adequately flexible in order to adjust to various circumstances.

FORCE follows its own **Disciplinary rules and code of Conduct** and no one is allowed to abuse the system while they are on duty. If any employee is found violating the system then he/she shall be liable for disciplinary action.

- 1) Office time of the Organization starts from 9:00 am to 5:00 pm with half hour lunch break in office. Employees taking lunch break outside office (of not more than 45 minutes), will work from 9 am to 5.30 pm.
- 2) There is a weekly off on all Sundays and Second Saturday of the month. Management expects the Employees to maintain punctuality. Absence without information during work hours will be considered as a serious offence as it affects the activities of the organization.

- 3) Pre-approved flexibility in timing of upto 1 hour before or after 9am or before or after 5pm can be availed of by the employee with the prior approval of the department head and information to HR, Admin and Accounts departments. The approval can be taken in blocks of 1 month each upto 6 months. It has to be renewed after the expiry of every approved block.
- 4) Late coming of upto 15 minutes or leaving upto 15 minutes before official closing time, thrice in a month will be treated as half day leave.
- 5) Late coming by 16 minutes or more upto 12 noon or leaving 16 minutes upto 2 hours before official closing time will be treated as half day leave
- 6) Late coming beyond 12 noon or early leaving before 2 hours prior to official closing time without a written approval of the department head will be treated as one day leave.
- 7) Every employee must follow the organization's movement register where the employee should mark login time and logout time while they move out of the office premises during working hours.
- 8) Prior approval from Department head must be taken for any direct home to field visits or field to home dispersal.
- 9) Management will take strict actions against those employees who are engaged in playing computer games, playing music, chatting, downloading or perusing non-work material or any other unproductive activities during office hours.
- 10) Employees can receive their personal calls but it should not disturb the others who are present in the Organization. Management will not tolerate any misuse of the facility provided or wasting time on it which is otherwise purely meant for official work. Employees are not allowed to waste productive time on personal phone calls for longer duration.
- 11) Friends/ relatives are allowed to visit the office but it should not disturb other employees, and their visit should be brief.
- 12) No employee will use Organization's telephone, internet and fax facilities for private purposes except with prior permission from his/ her supervisors/ Reporting authority/ management. In case of emergency, such use is permitted.
- 13) FORCE is a No Smoking zone. It is also a zero tolerance zone for Pan Masala, Gutka etc. Please do not compel us to take action on you by violating it.

- 14) Further, an employee coming late to work or found absent from his work station/ place of work during working hours, without any sufficient reason or without getting any prior authorization from his/her supervisor, then the competent authority may, at its discretion, also take suitable disciplinary action against the employee concerned.
- 15) No one is allowed to maintain secrecy in user password, if they are using different password other than the password provided by the IT department, then the concerned employee is required to share it with the IT section.
- 16) Negligence of work by any employee will not be tolerable by the management. Management shall render an employee liable for disciplinary action.
- 17) Every employee is required to take prior sanction from department head, admin head and accounts head if they are taking any official belongings to their respective homes (i.e., books/magazine/laptop/pen drive etc.) and in case of any damage/ loss, then that particular employee is liable towards it.
- 18) No employee shall share information about FORCE with any person whatsoever except in the interest of FORCE's work or with written permission of the President.
- 19) Organizational conflicts should be raised and resolved within the organizational procedures. The issues of conflict should not be discussed with other Organization/News/Media without prior approval of President.
- 20) Once a plan of action has been decided upon by the team, each staff must carry out their duties and the instructions given to them by the management and superiors in connection with the organization diligently and faithfully. Insubordination in any form is never tolerated in FORCE. Please refrain from doing so.

Disciplinary code and procedure:

It is to regulate discipline in the workplace with key principle that the employer and the employees should treat each other with mutual respect. In the first instance the purpose of disciplinary action is to bring change in the behavior in positive manner rather than to terminate services.

Before a problem becomes a disciplinary issue, the head of the team concerned should guide / inform or remind the employee informally on the applicable rule or performance situation. Such counselling is not viewed to form part of formal disciplinary action but is rather a part of day-to day communication within the organization. Formal procedures do not have to be invoked every time a rule is broken or standard is not met. Informal advice and correction is accepted as the best and most effective way to deal with minor violations of work discipline.

Repeated misconduct may call for final warning or other action short of dismissal. Dismissal would be reserved for cases of serious misconduct or repeated offences. The seriousness of the offence will determine the action to be taken and not necessarily, the number of occasions the misconduct was committed. The procedure is as follows:

1. If any employee is found creating problems in the work place an immediate disciplinary action will be taken against him/her. The President deposes a committee of two or three members of the organization or even he may depute any one from external source or any other partner organization in the committee.
2. The committee members will do a detailed investigation on the matter and will prepare a report on the issue taken and submit the same to the President.
3. The President makes the required decision on the findings of the investigations done.
4. During this period of enquiry the accused employee will remain under suspension.
5. The above stated procedure is flexible depending upon the situation.

2.7 Outside Employment

Employee may not hold any type of outside employment as long as they are associated with FORCE without informing or taking prior permission for the top management.

Employee cannot receive any income or material gain from individuals outside FORCE for material produced or services rendered while performing their jobs.

All employees and associated members are required to sign a nondisclosure agreement as a pre-condition of employment. Employees or associated members who improperly use or disclose trade secrets or confidential business information are subjected to disciplinary action, up to and including termination of employment and legal action, even if they do not actually benefit from the disclosed information.

3. Employment Status and Records

3.1 Employment Categories

It is the intent of FORCE to clarify the definition of employment classification so that the employees understand their employment status and benefit eligibility.

REGULAR FULLTIME employees are those who are not in a temporarily or probation status and who are regularly scheduled to work as per FORCE full time schedule. Generally they are eligible for FORCE benefits package subject to term, conditions and limitations of each benefits program.

PROBATION is that period when an employee's performance is being evaluated to determine whether further employment in a specific position or with FORCE is appropriate. Employees who satisfactorily complete the probation period are notified of their new employment classification.

CONTRACTUAL employees are those who are hired as interim replacements to temporarily supplement the work FORCE or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration and governed by the terms and conditions of the contract. Contractual employees are ineligible for any of FORCE's benefit programs.

3.2 Access to Personal Files

FORCE maintains a personal file on each employee. The personal file includes such information as the employee's job application, resume, record of training, documentation of performance appraisal and salary increases, and other employment record.

Personal files are the property of FORCE, and access to the information they contain is restricted. Generally, only HUMAN RESOURCE personnel have the access to these files. Appropriate authorities within FORCE reserve the right to provide or deny access to those files.

Employees who wish to view their own file should submit a request stating the reason for the request with the HUMAN RESOURCE department with reasonable advance notice. Subject to sanction by the Appropriate Authority, the HR Department will allow the employee to view their own personal files in FORCE office and in the presence of an

individual appointed by FORCE to maintain the files. No requests to view other records of other employees will be accepted.

3.3 Personnel Data Change

It is the responsibility of each employee to promptly notify FORCE of any changes in personal data. Personal mailing addresses, telephone numbers and name of the dependents, individuals to be contacted in case of emergency, educational accomplishments, and other such status reports should be accurate and current all the time. If any personal data has changed, notify the HUMAN RESOURCE DEPARTMENT immediately.

3.4 Employment Applications

FORCE relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented through out the hiring process and employment. Any misrepresentation, falsification, or material omissions in any of these information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

3.5 Job Descriptions

FORCE makes every effort to create and maintain accurate job descriptions for all positions within the organization. Each description includes a job information section, a job summary section (giving a general overview of the job's purpose), an essential duties and responsibilities section, a supervisory responsibilities section, a qualification section (including education and / or experience, language skill, reasoning ability, and any certification required), and a work environment section.

FORCE maintains job descriptions to aid in orienting new member to their jobs, identifying the requirements and each position, establishing hiring criteria and setting standards for employee performance evaluations.

The HUMAN RESOURCE DEPARTMENT prepares job descriptions when new positions are created. Existing job descriptions are also reviewed and revised in order to ensure that they are up to date. Job descriptions may also be rewritten periodically to reflect any change in the position's duties and responsibilities. All employees are expected to help ensure that their job descriptions are accurate and current, reflecting the work being done. Employee should remember that job descriptions do not necessarily cover every task or duty that might be assigned, and that additional responsibilities may be assigned as and when necessary.

4. Employee Benefit Programs

4.1 Employee Benefits

Eligible employees at FORCE are provided with a wide range of benefits. A number of the programs cover all employees in the manner prescribed by law.

Benefits eligibility is dependent upon a variety of factors, including employee classification. Our HUMAN RESOURCE DEPARTMENT identifies the benefit programs corresponding to the eligibility of the candidate.

4.2 Holidays

FORCE grants holiday time off to all employees as per the region wise holiday lists declared during the month of January every year.

Note: List of Holiday is available with HUMAN RESOURCE DEPARTMENT

4.3 Leave Benefits & Policy

If an employee is on a planned and sanctioned absence from the regular duties then the employee shall be considered as being on leave. Employee shall plan their leave well in advance so that there is no loss of work and alternate arrangements can be made. It is necessary to have a prior approval from the Supervisor, before leave(s) can be availed. In case there is a contingency and leave is required, the employee shall immediately inform the Supervisor/ HR regarding his/her status (whether coming to work or not). The Organization does encourage the employees to take time off from work to go on a planned vacation.

Remaining absent without prior sanction, without valid reason, without immediate information shall be treated as unauthorised absence from work. One such absence shall be treated as equivalent to two days leave without pay.

4.3.1 TYPES OF LEAVE

Earned Leave [18 days in a year]

All confirmed employees are entitled for 18 days leaves for each financial year (1st April to 31st March). These leaves shall be credited to the leave account of the employee in the beginning of the financial year. 18 days have been computed on the premise of One and half paid leaves accruing per month of completed service. However half day leave

per completed month of service shall be credited during the probation period instead of One and half.

Leaves credited to the employees joining during the course of the year shall be computed on a pro-rata basis. For e.g. someone joining in the month of August the total leaves to be credited till end of the financial year shall be $0.5 \times 3 + 1.5 \times 5 = 9$ days (on an assumption that the probation period shall be 3 months and not extended)

If any official holiday/s precede/s or succeed/s an unapproved leave, those will be counted as leave days instead of holidays. The only exception to this clause is incidence of personal tragedy.

In case leave required is in excess of 10 working days the same should be planned and applied at least 30 days in advance and sanctioned by the Group Head. Application for leave shall need to be given in advance as per table below:

Leave Period	No. of Days the leave needs to be applied for in advance	Turn around Time to sanction/reject leaves applied for
1-5 days	7 days	3 days
6-10 days	15 days	5 days
> 10 days	30 days	7 days

Exceptions to the above advance notice requirement:

- a. If an employee wants to avail earned leave to cover a period of illness he shall be granted such leave even if the application for leave is not made within the above specified time.
- b. Any tragedy in the immediate family.

Earned leave is calculated based on base pay rate of the last month and does not include any special forms of compensation, such as incentive, commissions, bonuses etc.

Maternity Leave Benefits

This shall be governed by the government regulations, i.e. Maternity Benefits (Amendment) Act, 2017.

- The Woman employee is entitled to 26 weeks of Maternity leave in case of the first and second child i.e 8 weeks before delivery and the balance after. Women who are

expecting after having 2 children, the duration of paid maternity leave shall be 12 weeks i.e. 6 weeks pre-delivery and 6 weeks post-delivery.

- To be eligible for the Maternity benefit, the woman employee should have worked for a period of not less than 180 days in the twelve months immediately preceding the expected date of delivery.
- The employee should give a notice before 8 weeks in advance for maternity leave supported by a medical certificate.
- The Employee shall be paid average wage (average of wage received in the 3 months prior to leave) , provided that she undertakes not to take up with any job during these 26/12 weeks.
- Clubbing of PL with maternity leave shall be permissible subject to approval of Dept. Head and HRD.
- If this leave is extended, then the payment shall be done to the extent of credit balance leaves in her account else it would be leave without pay.
- No pay shall be due or payable in lieu of unavailed maternity leave.

Paternity Leave

All male employees shall be sanctioned paternity leave up to four days on the birth of a child.

- The facility shall be available till birth of second child.
- Paternity leave is non-encashable.
- Leave application needs to be submitted one day in advance.
- The ML or PL facility shall be available till the second live birth of the applicant.

Leave without Pay

If an employee does not have any leave balance but has to go on leave, then he/she shall apply for the Leave(s) without Pay as per the normal process.

FORCE reserves the right to accept or reject such requests. Failure to return to work on the date stipulated may result in loss of continuity or termination. Extension of leave will be considered on an individual basis. An exchange of letters is required setting out all conditions.

Leave without pay will not count towards continuous service.

An employee on unauthorized Leave Without Pay in a continuous stretch of 20 days shall be considered to have resigned from his job. He shall be relieved with immediate effect. He shall need to re-apply for his job and post.

An employee who accumulates unauthorized leave without pay of more than 40 days in a year shall be considered to have been terminated with immediate effect. He shall need to re-apply for his job to the organization.

4.3.2 LEAVE PROCESS

- Employees should submit application for leave in the prescribed format to the Department Head for approval within the timeframe as mentioned in Table above.
- All leave shall be sanctioned by the Department Head and sent to HR for records.
- If the leave application does not reach the HRD department, it will be treated as period of absence.
- Employees can proceed on leave only after having their leave duly sanctioned by the Department Head.
- Leave approval/rejection shall be at the discretion of the Department Head.
- Any un-informed absence from work/no-show or applied but not sanctioned by the Department Head shall be treated as Unauthorized Leave without pay.
- Any uninformed absence from work/no-show of continuous period of 7 days shall be treated as 'Desertion / Voluntary Abandonment'
- Any "Absents" against the employee's name shall be recorded in his/her Performance Worksheets and would also be considered as unauthorized leave without pay.

LEAVE ACCUMULATION

- Employees shall be allowed to carry forward/accumulate any leave standing to their credit in a year.
- The maximum accumulated leave standing to any employee's credit cannot be more than 60 days.
- Any un-availed leave beyond these will lapse.
- Accumulated leaves cannot be encashed / adjusted (against the notice period).
The objective of this policy is two-fold:
 1. Facilitate the employee to avail long leaves if required, and
 2. Ensure that employees take time off to recharge their batteries!

5. Time Keeping / Pay Roll

5.1 Time Keeping

To maintain in time keeping, FORCE has placed attendance registers at the entrance gates of the offices.

Kindly sign in the attendance register at the security desk to register your presence. This is a statutory/Organization requirement. Also remember to sign the time-in / time-out register. Accurately recording of time is the responsibility of every employee and a legal requirement in order to calculate employees pay and benefits. Time worked is the time actually spent on the job performing assigned duties.

The time keeping process will be automated very soon and hence comply accordingly.

In case you leave the office premises during office hours either for Official or Personal purposes kindly get the requisite Gate Pass (annexure) signed by your supervisor both while going out and coming back to the office. This is a must and violation will not be tolerated.

Time keeping is also required for keeping track of employees and associate members punctuality that leads to their performance analysis.

Altering, falsifying, tampering with time records may result to the disciplinary action, up to and including termination of employment.

5.2 Pay Day

All employees and associated members are paid on or before 7th of every month. Each pay (Cash/ Bank) includes earnings for all work performed till the end of previous pay roll period.

In the event that a regularly scheduled pay day falls on an off day such as a weekend or holiday, employees and associated members receive pay on the next working day.

Employees receive salary slip from FORCE HR department. Currently most employees or associated members get the pay deposited directly in their Bank Accounts or through cheque. In certain exceptional cases the salary is also disbursed in cash.

5.3 Employment Termination & Separation Policy

Termination of employment is an inevitable part of personnel activity with any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated.

- ◆ Resignation—voluntary employment termination initiated by an employee.
- ◆ Voluntary Abandonment— uninformed employment termination initiated by an employee.
- ◆ Lay off—involuntary employment termination by the organization for non - disciplinary reason.
- ◆ Termination—involuntary employment termination by the organization for disciplinary reason.
- ◆ Retirement—voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for the retirement from the organization.

Resignation

Objective: The objective of this policy is to outline the procedure to be followed during separation.

Applicability: This policy is applicable to all the employees of FORCE

Procedure: Care is to be taken that all resignations are treated with maximum confidentiality by all concerned, till formally accepted by the Organization.

Resignation from the services of FORCE would be accepted in writing only to his/her Supervisor and a copy to HR.

Upon employee resignation being accepted by the Department head an acceptance note on resignation via email/hard copy shall be communicated by the HR department.

Notice Period: The purpose of notice period is to provide time to the employee to finish his/her assigned task and the Organization to make alternative arrangements.

Employees who wish to resign are required to give notice as specified in their letter of appointment or subsequent letters issued thereafter specifying such or similar terms relating to notice period.

If an employee is serving the notice period he/she is not entitled for leave irrespective of whether he/she has a leave balance to their credit.

In case of contingencies, if an employee avails leave during the notice period it would be treated as leave without pay and adjusted against his/her final settlement.

Employee resigning from his/her services at FORCE is expected to complete all his/her tasks and is to ensure knowledge transfer to his/her team members with HOD being the responsibility centre in ensuring the above task being completed.

The Organization at its sole discretion may relieve an employee prior to the expiry of notice period.

Clearance: All employees are requested to get a clearance before their exit.

On resignation being accepted the employee is required to fill a clearance form (annexure 1) on the last working day.

It is the employee's responsibility to get his/her clearance from various departments like Finance, PM/Department head and lastly he/she needs to submit the clearance form to HR department.

Voluntary Abandonment/ Desertion : When an employee deserts the services of the Organization, the Human Resources Group will initiate necessary disciplinary action.

Definition of Voluntary Abandonment / Desertion: If any employee does not report for duty without any information to the Organization for a continuous period of 7 (seven) days, it will be treated as Voluntary Abandonment / Desertion of duties.

Termination: An employee may be terminated from the services of the Organization if the employee has worked against the interest of the Organization.

Lay Off: Under extraordinary financial, legal or administrative circumstances FORCE may need to lay off employees. A Voluntary Retirement Scheme shall be worked out keeping PJR FORCE Circumstances and employee needs in mind.

Retirement: The official age for retirement from services at FORCE shall be as follows:

- On the last day of the month of completion of 60 years of age for Assistant Professor and above faculty and grade 1 & 2 staff
- On the last day of the month of completion of 58 years of age for grade 3, 4 & 5 staff and teaching staff below assistant professor grade.

Settlement of Dues: Settlement will be calculated based on the number of days worked. As has been stated earlier, any balance leave in the employee's account is not encashable. However, leave salary can be a management decision if the separating employee has been terminated.

Employee during his/her association with FORCE might have been issued material resources like Mobile Phone/s, Laptop, Personal computer etc. All the material resources

that the employee was given to carry out his duties at FORCE shall need to be returned to the Organization in good condition well within the employee's last working day with FORCE.

Full & Final Settlement of dues will be done after 45 days of the relieving date of the employee but before 60 days from the relieving date.

Compensation in Lieu of Notice Period: Organization reserves the right to pay or not to pay or recover salary in lieu of notice period as follows:

- In the event of early release on ethical grounds notice pay salary will be decided on a case to case basis.
- For early release for misconduct etc., no salary will be payable for unexpired notice period.

Interpretation of this policy / exceptions to this policy will be done by Head of Human Resources function in consultation with the CEO.

Exit Interview: On last working day of Employee he/she is required to undergo Exit Interview process where in he/she is interviewed by Department Head / HR / CEO and is also expected to fill an Exit interview form.

HR department issues employee his/her experience/reliving letters.

5.4 Administrative Pay Correction

FORCE takes all responsible steps to ensure that employees & associated members receive the correct amount of pay in each pay (cheque / Cash) and that employees are paid promptly.

In unlikely event that there is an error for pay, the employee should promptly bring the discrepancy to the attention of the HR DEPARTMENT so that corrections can be made as quickly as possible.

6. Work Conditions and Hours

Policy Statement

FORCE expects its employees to achieve and maintain a high standard of ethics, professional conduct and work performance to ensure the Organization to maintain its reputation with all internal and external associated members.

■ Objective

To enhance FORCE's reputation as a quality service provider and an enjoyable, stimulating and challenging place to work

■ Application

The policy is said to be successfully applied when all employees are seen to performing their duties professionally as well as with skill, care and diligence. This includes:

1. Observing FORCE policies and procedures
2. Treating colleagues with courtesy and with respect for their rights, duties and aspirations
3. Employees who do not conform to this standard of conduct are subject to disciplinary action as detailed in this manual.

Work Schedule

The normal work schedule for all the employees and associated members are 8 hours (Excluding half hour lunch break) per day, i.e. Monday to Saturday. Staffing needs and operational demands may necessitate variations in beginning and ending times, as well as variations in the total hours that may be scheduled each day and week.

An employee is considered absent if he or she is not present for work on scheduled time.

Since delay in arrival or unnoticed absentees put extra work load on fellow employees and hamper smooth running of the Organization, reporting for work regularly and on time is essential. This must be in the daily discipline of the employee.

Failure in reporting to work on time and tardiness will result in disciplinary action up to and including termination.

Dress Code

The choice of attire is of personal discretion. But every employee of any organization bears the responsibility of representing it and, therefore, positive well done clothing and a professional look is needed here at FORCE. As a minimum standard, dress should be clean, neat and professionally appropriate.

FORCE reserves the right to request a staff member to dress to an appropriate standard as a condition of employment. If one is found in inappropriate clothing he/she may be sent back to change as per the professionally accepted way before commencing the day's work.

Personal Communications

Objective: FORCE strives to maintain a professional work environment in every respect including electronic communications. This policy is regarding access to and use of its electronic communication systems, including electronic mail, access to and use of the World Wide Web, telephones and any other form of electronic communications. Any misuse of Organization resources shall result in disciplinary action, including termination of internet access privileges and/or immediate termination of services.

■ **Phone Calls** - The making and receiving of personal phone calls must be limited to a maximum of five minutes in duration, unless otherwise approved by your manager.

■ **Email** - Email has legal status as a document and is accepted as evidence in a court of law. Even when it is used for private purposes, FORCE can be held responsible for the contents of email messages, including any attachments. Access to emails can be demanded as part of legal action in some circumstances.

It is therefore important that email is used within the following guidelines:

- a. Email should mainly be used for formal business correspondence and care should be taken to maintain the confidentiality of sensitive information. Formal memos, documents and letters for which signatures are important, should be issued on Organization letterhead regardless of whether a physical or electronic delivery method is used.
- b. If electronic messages need to be preserved, they should be printed out and filed.
- c. Limited private use of email is permitted, provided that such does not interfere with or distract from an employee's work. However, management has the right to access

incoming and outgoing email messages to determine whether staff usage or involvement is excessive or inappropriate

- d.** Non-essential email, including personal messages, should be deleted regularly from the 'Sent Items', 'Inbox' and 'Deleted Items' folders to avoid congestion
- e.** All emails sent should include the approved Organization disclaimer as given below:

"This e-mail message has been scanned for Viruses and Content and cleared. The information in this e-mail is confidential and may be legally privileged. It is intended solely for the addressee. Access to this e-mail by anyone else is unauthorized. If you have received this communication in error, please send it to amit@FORCEe.com with the subject heading "Received in error", then delete the e-mail and destroy any copies of it. If you are not the intended recipient, any disclosure, copying, distribution or any action taken or omitted to be taken in reliance on it, is prohibited and may be unlawful. Thank you."

In order to protect FORCE from the potential effects of the misuse and abuse of email, the following instructions are to be observed by all users.

- a.** No material is to be sent as email that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of FORCE in the community or to its relationship with staff, customers, suppliers and any other person or business.
- b.** Email is not to contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, and discriminatory, involves the harassment of others or concerns personal relationships.
- c.** The email records of other persons are not to be accessed except by management (or persons authorized by management) engaged in ensuring compliance with this policy, or by authorized staff who have been requested to attend to a fault, upgrade or similar situation. Access in each case will be limited to the minimum required to complete the task.
- d.** When using email a person must not pretend to be another person or use another person's computer without permission.
- e.** Excessive private use, including mass mailing, "reply to all" etc. that are not part of the person's duties, is not permitted. **f.** Specifically the following are prohibited:
 - Transmitting or posting materials and/or non-public corporate information about FORCE or any Organization to any organization or individual not authorized to receive or possess them.
 - "Spamming"- the mass distribution of unsolicited e-mail messages and / or postings to multiple newsgroups, individuals or organizations.
 - Sending or forwarding chain letters via electronic mail.
 - Willfully propagating computer viruses or other disruptive/ destructive programs.
 - Transmitting sexually explicit or obscene images or messages.

- Transmitting racial, ethnic or other slurs, or anything that could be construed as harassing or intending to harm or insult others.
- Solicitation of others for non-work related activities.

Failure to comply with these instructions is an offence and will be subjected to appropriate investigation. In serious cases, the penalty for an offence or repetition of an offence may include dismissal.

Internet

The internet facility provided by FORCE is for business use. Access is authorized by managers on the basis of business needs. The following activities, using FORCE's internet access are not permitted:

- a. Attending to personal activities of a business nature, entertainment or leisure.
- b. Viewing, other than by accident, sites or emails displaying obscene, violent, defamatory and unlawful materials and materials that could cause FORCE to be in breach of equal opportunity or anti-discrimination legislation, verbally or non-verbally.
- c. Downloading or printing material as described above.
- d. Showing others or allowing to be seen by others, items as described above.
- e. Repeated or prolonged use that is not directly relevant to the user's work.
- f. Introducing computer viruses by failing to follow Organization IT procedures.
- g. Downloading software from the internet or from unauthorized disks and CD ROMs on to the internal network.
- h. Chatting during business hours unless authorised by the Organization to provide support remotely to Customers.

Failure to comply with these instructions is a disciplinary offence and will be subjected to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal.

Gifts & Gratuities

FORCE is committed to ensure that all business relationships with suppliers and donors are legal and based on professional integrity.

- Managers should be notified when a gratuity has been received. If the gratuity has been received as a thank you for work performed then it should be noted in the employee's personal file to ensure that it is included in the employee's next appraisal.
- No employee can give a gratuity to a donor without prior approval from management. Such gratuities must always be part of an approved program of

customer relationship management and specific gifts will be purchased centrally in appropriate quantities with management approval.

Meal Period

All employees and associated members are provided with one meal period of 30 minutes in length on each work day. Timing for meal period is 1.30 p.m. - 2.00 p.m.

Work Areas:

Where alternatives are available, food/drink consumption is not permitted in any work area. This applies to all offices and work areas, whether occupied by one or shared.

Implementation and enFORCEment of the policy:

- Managers will be responsible for the promotion and maintenance of the policy by their staff.
- Employees should inform the appropriate manager of anyone who fails to comply with the policy.
- Visitors not adhering to the policy will be asked to comply or leave the premises.
- Breaches of this policy are subjected to the normal disciplinary procedures.

Overtime

FORCE does not support any overtime policy. Employees and associated members are requested to complete their assignment in given period of time.

Use of Equipment

Equipment essential in accomplishing job duties is often expensive and may be difficult to replace. While using equipment, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines.

Please notify your reporting officer if any equipment, machines, or tools appear to be damaged, defective, or in need for repair.

The improper, careless, negligent, destructive or unsafe use or operation of equipment can result in disciplinary action, up to and including termination of employment.

Emergency Closing

At times, emergencies such as severe weather, fire, or power failures, can disrupt office operations. In extreme cases, these circumstances may require the closing of an office

facility. When operations are officially closed due to emergency conditions, the time off from scheduled work will not be considered as a leave for individual's employees or associated members.

Visitors In The Work Place

In order to provide for the safety and security of employees and facilities at FORCE, only authorized visitors are allowed to the in work place. Restricting unauthorized visitors helps maintain safety standards, protect against theft, ensure security of equipment, protect confidential information, safeguard employee welfare, and avoid potential distractions and disturbances.

All visitors should enter FORCE at the reception area. Authorized visitors will receive directions or be escorted to their destination.

Work Place Monitoring

Work place monitoring is done by the Organization to ensure quality control, employee's safety, security, and customer satisfaction.

Computer furnished to employees are the property of FORCE, so computer usage and files may be monitored or accessed.

Because FORCE is sensitive to the legitimate privacy rights of employees, every effort will be made to guarantee that work place monitoring is done in an ethical and respectful manner.

Work Place Violence Prevention

FORCE is committed to preventing work place violence and to maintain safe work environment. Given the increasing violence in society in general. FORCE has adopted the following guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur during business hours or on its premises.

All employees and temporary employees should be treated with courtesy and respect at all times.

Conduct that threatens intimidates or coerces another employee, any customer, or a member of public at any time, including off duty periods, will not be tolerated.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your reporting officer or any other member of management. Do not place yourself in peril.

FORCE will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities.

FORCE encourages employee to bring their disputes or differences with other employees to the attention of their reporting officer or the HUMAN RESOURCE DEPARTMENT before the situation escalates into potential violence. FORCE is eager to assist in the resolution of employees disputes, and will not suppress employees from raising such concerns.

Employee Conduct & Discipline

Employee Conduct and Work Rule

To ensure orderly operations and to provide the best possible work environment, FORCE expects employees to follow code of conduct that will protect the interests and safety of all the employees and the organization. It is not possible to list all forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment.

- ◆ Theft or inappropriate removal or possession of property.
- ◆ Falsification of timekeeping records.
- ◆ Working under influence of alcohol or illegal drugs.
- ◆ Possession, distribution, sales, transfer, or use of alcohol or illegal drugs at workplace, while on duty, or while operating employer-owned vehicles or equipment.
- ◆ Fighting or threatening violence in the workplace.
- ◆ Boisterous or disruptive activity in the workplace.
- ◆ Negligence or improper conduct leading to damage of employer-owned or customer owned property.
- ◆ Insubordination or other disrespectful conduct.
- ◆ Violation of safety or health rules.
- ◆ Sexual harassment and/or any reported violation of PSEA / Child Protection policy.
- ◆ Non-disclosure of proven PSEA/Child Protection violation in previous employment(s)
- ◆ Non-disclosure of observed PSEA/Child Protection violations by co-workers or by contractors and associates.
- ◆ Possession of dangerous or unauthorized materials.
- ◆ Excessive absenteeism or any absence without notice.
- ◆ Unauthorized disclosure of business "secrets" or other confidential information.
- ◆ Unsatisfactory performance or conduct.

Attendance And Punctuality

To maintain a safe and productive work environment, FORCE expects employees to be reliable and punctual in reporting for scheduled work. Absenteeism and tardiness place burden on other employees and on FORCE. In rarest of the instances when an employee

can not avoid being late on work or are unable to work on scheduled, they should notify their reporting officer as soon as possible in advance. Poor attendance as well as excessive tardiness is disruptive. Either may lead to disciplinary action up to and including termination of employment.

6.14 Return of Property

Employees and associated members are responsible for all the FORCE properties, materials, or written information issued to them or in their possession or control. Employees or associated members must return all FORCE property immediately upon termination of employment. Permitted by applicable law, FORCE may with hold employees or associated member's cheque or final pay cheque. The cost of any items that is not returned when required. FORCE may also take all necessary action deemed appropriate to recover or protect its property.

6.15 Resignation

Resignation is a voluntary act initiated by the employee to terminate employment with FORCE. FORCE expects a written notice of resignation from employees as per the employment contract.

Prior to an employee's departure, an exit interview may be scheduled to discuss the reasons for resignation and the effect of the resignation on benefits.

6.16 Security Inspection

FORCE wishes to maintain an environment that is free of illegal or improper materials. For the best of it, FORCE prohibits the possession, transfer, sale or use of such material on its premises. FORCE requires the co-operation of all employees in administering this policy.

Desks, lockers, and other storage devices may be provided for the convenience of employees but remains the sole property of FORCE. Accordingly, those, as well as any article with in them can be inspected by any agent or representative of FORCE at any time, either with or without prior notice.

6.17 Problem Resolution

FORCE is committed to providing the best possible working conditions to its employees and associated members. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question receive a timely response from management of FORCE

FORCE strives to ensure fair and honest treatment to all employees. Head of the department, Managers, employees and other associated members are expected to treat each other with mutual respect. Employees are encouraged to offer positive and constructive criticism.

If employees disagree with established rules of conduct, policies, or practices, no employee will be penalized, formally or informally for voicing a complaint with FORCE in a reasonable and in business-like manner.

Not every problem can be resolved to everyone's total satisfaction but only through mutual understanding and discussion in supportive environment that employees and management can develop confidence in each other. This confidence is important for operation of an efficient and harmonious work environment, and helps to ensuring everyone's job security.

6.18 Suggestion Program

All employee and associated members of FORCE, have the opportunity to contribute to our future success and growth by submitting suggestions for practical work, improvement or cost savings ideas.

All employees are eligible to participate in the suggestion program.

A suggestion is an idea that will benefit FORCE by solving a problem, reducing costs, improving operations or procedures, enhancing customer services, eliminating waste or spoilage, or making FORCE a better or safer place to work.

All suggestions should contain a description of the problem or condition to be improved, a detailed explanation of the solution or improvement, and the reason why it should be implemented.

Submit suggestions to the HUMAN RESOURECE DEPARTMENT or in suggestion boxes available in the reception of all offices. They will be forwarded to the Management. As soon as possible, you will be notified of the adoption or rejection of your suggestion. Special recognition may be given to the employees who submit a suggestion that is implemented.

7. Travel & Accommodation

7.1 Policy Statement

All staff should adhere to the travel and accommodation policy when travelling for work purpose.

Objective

To ensure that employee travel is consistent with the work objectives of FORCE by defining procedures for authorized business travel and guidelines for expense reimbursement. Also to strike a critical balance between cost effectiveness and the employee's need for reasonable level of service and comfort for travel undertaken within the city of posting and outside the city of posting.

The objective of the travel and accommodation policy is that the employee can be in the required location to do business. All travel arrangements are intended to be comfortable, practical and economical.

Employees shall also use their own discretion while incurring expenses on travel for official purposes and emphasize the need to plan and organize in order to avoid last-minute crises and cost escalations. They shall not exceed the financial limits specified for their grade unless otherwise sanctioned by the CEO.

At all times, employees are required to be cost-conscious and judicious in their spending.

7.2 Travel outside the city of posting:

- Employees shall be entitled to claim reimbursement for travel outside the city of posting. Employees are required to fill the Travel Expense Settlement Form - Outside the city of posting in order to claim for reimbursement and submit to Accounts.
- Employees shall prepare the tour plan, get the Travel Authorization Form signed by the President before leaving the place of posting on official duty.
- Employee shall be entitled to take tour advance from the Accounts Department against the signed Travel Authorization Form. This form needs to be submitted to Accounts department 5 days before travel so that advance can be disbursed on time.
- Employees at the time of submitting tour expenses shall attach tour report and get the approval of the respective PM/GH for such an expense. Employees

shall prepare a report of expenses incurred during travel, attach all necessary bills, receipts and other supporting documents. No bill or receipt is required in case of Daily allowance claims.

- Employees shall complete all these formalities within seven days of returning from tour.
- Employees if incurred local conveyance expenses at places other than their place of posting, shall be reimbursed as per travel expense norms specified for them or for their grade.
- If the official tour is extended due to unavoidable circumstances, a new and updated travel Authorization form signed by Department Head / CEO needs to be submitted within 2 days of the employee reaching the place of posting.
- The Travel Expenditure shall be reimbursed once in a month.

8. Equal Employment Opportunity

■ Policy Statement

FORCE provides with equal employment opportunity to all qualified persons without discrimination on the basis of age, sex, race, disability, marital status or religion in accordance with applicable local, state and national laws and regulations. FORCE will make reasonable job accommodation for persons with disabilities who can perform the essential functions of the position for which they are qualified and selected.

All employment and promotion decisions will be based solely upon individuals' qualifications, experience, and prior contribution and demonstrated capacity to perform at higher or improved levels of performance and will be in accordance with the principle of equal employment opportunity. FORCE will take whatever affirmative action is necessary to attract and retain qualified persons.

■ Objective

The objective of the Equal Opportunity Policy is to support the attraction and retention of employees that contribute most to the development of the FORCE business.

■ Application

The Equal Employment Opportunity policy is successfully applied when all posts are filled by the best qualified and experienced candidates available regardless of personal circumstances.

■ Process

The Equal Opportunity Employment process is reflected throughout FORCE's staff recruitment and retention processes.

9. Sexual Harassment

Policy Statement

FORCE is committed towards ensuring employees to be treated fairly and equally in an environment free of intimidation and sexual harassment. Sexual harassment is an unacceptable form of behavior which can not be tolerated under any circumstances. It is also unlawful. All complaints of sexual harassment are treated seriously and promptly, with due regard to confidentiality. Disciplinary action will be taken against any employee who breaches the policy.

Sexual harassment is any unwanted, unwelcome or uninvited behavior of a sexual nature which makes a person feel humiliated, intimidated or offended. Sexual harassment can take many different forms and may include physical contact, verbal comments, jokes, propositions, the display of offensive material or other behavior that creates a sexually tense or hostile working environment. Sexual harassment can occur between an employee and a co-worker, supervisor, manager, agent, consultant or contractor.

Sexual harassment is not just unlawful during working hours or at the workplace itself. But also behavior is unlawful in any work-related context including conferences, work functions, business or field trips, and interactions with donors.

FORCE encourages any employee who feels they have been harassed to contact the management. The management aims at providing a working environment which is free of workplace harassment or intimidation.

FORCE recognizes comments and behavior that do not offend one person can offend another. Management accepts individuals may react differently and expects this right to be generally respected.

Any complaint or report of sexual harassment is treated promptly, seriously and sympathetically. They are investigated thoroughly, impartially and confidentially. Managers and supervisors must act immediately on any reports of sexual harassment. Employees are not disadvantaged in their employment conditions or opportunities as a result of lodging a complaint.

Appropriate disciplinary action is taken against anyone in this NGO's employment who is found to have sexually harassed a co-worker. Depending on the severity of the case, consequences can include an apology, counseling, transfer, dismissal, demotion or other forms of disciplinary action. Immediate disciplinary action is also taken against anyone who victimizes or retaliates against a person who has complained of sexual harassment.

FORCE has a legal responsibility to prevent sexual harassment.

Therefore, managers and supervisors have a responsibility to:

- Monitor the working environment to ensure acceptable standards of conduct are observed at all times
- Model appropriate behavior themselves.
- Treat all complaints seriously and take immediate action to investigate and resolve the matter.
- Refer complaints to another manager if they do not feel they are the best person to deal with the case (e.g. if there is a conflict of interest or if the complaint is particularly complex or serious)

All employees have a responsibility to:

- Comply with the organization's sexual harassment policy.
- Offer support to anyone who is being harassed and let them know from where they could get help and advice (they should not approach the harasser themselves)
- Maintain complete confidentiality if they provide information during the investigation of a complaint (employees who spread gossip or rumors may expose themselves to defamation action)

■ Objective

To foster a professional, open and trusting workplace.

■ Application

The sexual harassment policy will be successfully applied when all staff are treated on merit by their managers, by peers, by direct reports and by all other team members.

■ Process

Making a Complaint:

If you believe you are being, or have been, harassed, follow the procedure below:

-
- Inform the offender the behavior is offensive, unwelcome, and against Organization policy and should stop (only if you feel comfortable enough to approach them directly)
 - Keep a record of the incident(s)
 - If the unwelcome behavior continues, contact your supervisor or manager for support
 - If this is inappropriate, you feel uncomfortable, or the behavior still persists, contact your manager / management.

Receiving a Complaint:

When a manager receives a complaint, he/she should follow the procedure below:

- Listen to the complaint seriously.
- Treat the complaint confidentially.
- Allow the complainant to bring another person to the interview if he/she chooses to.
- Ask the complainant for the full story, including what happened step by step.
- Take notes, using the complainant's own words.
- Ask the complainant to check your notes to ensure your record of the conversation is accurate.
- Explain and agree next action with the complainant
- If investigation is not requested:
 - Act promptly
 - maintain confidentiality
 - pass your notes on to your manager
- If investigation is requested, or is appropriate, follow the procedure outlined.

Investigating a Complaint:

When a manager investigates a complaint, he/she should follow the procedure below:

- Interview all directly concerned, separately
- Interview witnesses, separately
- Keep records of interviews and investigation
- Do not assume guilt
- Interview the alleged harasser, separately and confidentially
- Let the alleged harasser know exactly what he/she is being accused of

-
- Give him/her a chance to respond to the accusation
 - Listen carefully and record details
 - Make it clear he/she does not have to answer any questions
 - Ensure confidentiality, minimize disclosure
 - Determine appropriate action based on investigation and evidence collected
 - Check to ensure the action meets the needs of the complainant and Organization

If any resolution is not immediately possible, the complainant should be referred to the higher senior management.

If the resolution requires the authority of a more senior manager, the complainant should be referred to the appropriate level.

Outcomes as they affect the complainant should be discussed with the complainant to ensure that needs are met.

■ **Potential Outcomes:**

If the complaint is found to be justified, the complainant may be entitled to any or all of the following:

The complainant may receive:

- Commitment the behavior will cease
- Private apology (verbal or written)
- Re-credit of any leave taken due to the harassment
- Payment of medical and counseling expenses
- Transfer, with no job disadvantage
- Other compensation

10. Health, Safety & Environment

10.1 Policy Statement

FORCE is committed in providing and maintaining a safe work environment for health, safety and welfare of staff, contractors, visitors and members of the public who may be affected by our work.

We undertake to provide resources in terms of personnel, time and financial outlay as per Factory Act 1948 to achieve these objectives.

To do this, FORCE will:

- Develop and maintain safe systems of work, and a safe working environment
- Provide information and training at all levels in the organization to enable all employees to support this policy.
- Assess all the risks involved in new areas of operation, purchasing new equipment, and implementing new work methods and that these risks continue to be reviewed.

Every one is responsible and will be held accountable for:

- Identifying practices and conditions which could injure employees, donors, members of the public or our environment
- Implementing steps to control such situations
- If unable to control such practices and conditions reporting these to their superiors

FORCE demands a positive attitude and performance with respect to health, safety and the environment from all the employees irrespective of their position.

10.2 Smoking

FORCE employs a non smoking policy. Smoking is not permitted on FORCE property or offices at any time. Smoking is harmful to the health of those who smoke and those around them (passive smokers). Consequently, smoking while on Organization premises is considered as a gross misconduct and will render an employee liable to instant dismissal.

10.3 Alcohol, Drugs (& Other Substance of Abuse)

This policy is applicable to all levels throughout FORCE. The policy is not concerned with social drinking or taking prescribed drugs for medical purposes. The concern is directed to instances where alcohol or other drug dependence or abuse affects the job performance and or/safety of any employee(s).

FORCE is concerned by factors affecting an employee's ability to safely and effectively perform work to a satisfactory standard. The Organization recognises

alcohol or other drug abuse will cause short-term or long-term impairment to such work performance.

FORCE is committed towards creating and maintaining a safe, healthy and productive workplace for all employees. Attending work under the influence of alcohol will never be tolerated and may result in disciplinary action or ultimately dismissal. Driving under the influence of alcohol or any other illicit drug is illegal. It is your own responsibility to ensure you comply with it.

10.4 Manual Handling

According to the policy of FORCE to provide all employees with a safe and healthy working environment by identifying, assessing and controlling manual handling of risks within the workplace.

While managerial staff is ultimately responsible for ensuring the health, safety and welfare of all staff, all employees is expected to participate by reporting to potential and actual manual handling hazards within the workplace.

In all circumstances, do not lift or manually handle items larger or heavier than you can easily support. If you are in any doubt, ask for assistance.

11. Performance Management System

11.1 Introduction

At FORCE we aim to be an employer of choice – one where people want to work. We are committed to give all members of our team every opportunity to develop their careers, to contribute to our business and to share in its success.

The Performance Management System is designed to support the completion of the work of the organization. It also defines measures and recognises the contribution of individuals to help the organization establish achievable goals for its entire people – it is a team based approach.

At any stage, if you have any questions or concerns you can raise them with your Manager.

11.2 Performance Management Philosophy

We believe that everyone who comes to work does want to utilize their potential and develop their relationships with others (managers, colleagues and donors).

Work is characterised by feelings of satisfaction, frustration, opportunity, exasperation, stimulation, excitement and even feelings of fairness and dishonesty. To succeed and excel, we recognise people need to know what is expected of them, what authority they have and how they are performing. In addition to it the approach of managing them needs to be consistent.

If our organization can help its people feel more of the positive emotions and eliminate most of the negative then we will have come a long way to being an employer of choice.

The Performance Management System is designed to be the foundation for fulfilling careers at FORCE.

11.3 Performance Appraisal Review System

Performance Appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus on the performance appraisal is to measure and improve the actual performance of the employee and also the future potential of the employee. Its main aim is to measure how efficiently an employee performs the duty assigned to him/her.

It is a powerful tool to reward performance of the employee. It helps to analyze the achievements and evaluate the contribution of employees towards the achievements of the overall organizational goals.

By focusing the attention on performance, performance appraisal goes to the heart of personnel management and reflects the management's interest in the progress of the employees.

Objectives:

- To review the performance of the employee over a given period.
- To judge the gap between the actual and the desired performance.
- To help the management in exercising Organizational control.
- To help in strengthening the relationship and communication between superior subordinate and management-employees.
- To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.

- To provide feedback to the employees regarding their past performance.
- To provide information to assist in the other personal decision in organization.
- To provide clarity of the expectations and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource functions of the Organization such as Recruitment, Selection, Training, and Development.
- To reduce the grievances of the employees.

Process of Performance Appraisal of FORCE

The first step in the process of performance appraisal is to set up the standards which are used as the base to compare the actual performance of the employees. Certain criteria are taken into consideration to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the Organizational goals and objectives.

The appraisal form is distributed in order to achieve the above said. The appraisal form contains two sets of questioners namely self appraisal form and feedback form, the former is to be filled by each individual about their work or achievement and the later is to be filled either by the superior or by colleague or by subordinate (peer group) about that individual concerned. The HR manager is the one who is authorized to decide as to who will give feedback about whom and a minimum of four feedback forms are filled for each individuals. The form is designed in such a way that it is easily understandable and clear.

The employees are informed and the procedures are clearly explained which helps them to understand their role and to know what exactly is expected from them. The feedbacks are not disclosed to other employees and the individual concerned. It is also clearly mentioned that one should give comments on the basis of professional ground with a positive attitude not on the basis of personal ground where there is chance of bias is filled with.

Measuring the actual Performance

The most difficult part of the performance appraisal process is to measure the actual performance of the employees i.e. work done by the employees during the

specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, personal bias should not affect the outcome of the process and provide assistance rather than interfering in an employees' work.

After this a final sheet is prepared of every individual and comparisons are done on the basis of rating given by individual and the rating given by others. The actual performances received from both are compared and the result is concluded accordingly. The result includes recalling, evaluating and analysis of data related to the employees' performance.

After that the HR manager sits with each individual on one by one basis listens to them and analysis the performance in future. The purpose of the meeting is to solve the problem faced and to motivate the employees to perform better. The following decisions are taken as per discussion:-

- Employees are sent for further Training Program.
- Exposure is given on different fields.
- Change in roles and responsibilities and additional responsibilities are done.
- Concrete action plan or sometimes a detailed career plan is suggested.

Decision Making

The last step of the process is executed by the management. The decision is made on the basis of the individual's performance as assessed in the appraisal process and any relevant records that form a part of his/her HR records. Further it is decided that whether he/she should be rewarded, promoted, demoted, separated or whether any training required for the personal development / improvement in the present work positions required / taking up new challenges other than the responsibilities given. Based on the final results a list is prepared and informed to everyone. The final decision after the appraisal process is the sole prerogative of the FORCE management.

Performance Appraisal is a future oriented approach and is developmental in nature. This recognizes employees as individuals and focuses on their development.

12. Intellectual Property And Security

All intellectual property developed by employees during their employment with FORCE, including discoveries or inventions made in the performance of their duties related in any way to the business of FORCE, will remain the property of FORCE.

All data collected or obtained by employees is the property of FORCE and may not be used by the employee for any reason other than that specified by FORCE. On separation with the employee the data remains the property of FORCE

Employees may be given access to confidential information, data, business property, keys to premises or any other work related property/information in the performance of their duties. This must be protected and used only in the interests of FORCE.

Employees must not:

- Disclose or use any part of any confidential information outside of the performance of their duties and in the interests of FORCE; or
- Authorise or be involved in the improper use or disclosure of confidential information; during or after their employment without the Employer's written consent, other than as required by law.

'Confidential information' includes any information in any form relating to FORCE and related bodies, donors or businesses, which is not in the public domain.

Employees must act in good faith towards FORCE and must prevent (or if impractical, report) the unauthorized disclosure of any confidential information.

Failure to comply with this policy may result in performance improvement proceedings including dismissal, and FORCE may also pursue monetary damages or other remedies.

13. Conflict Of Interest

Policy

Conflict of interest arises whenever the personal and professional or business interests of an employee are potentially at odds with the best interests of FORCE.

All employees are required to act in good faith towards FORCE. Employees need to be aware of the potential conflict of interest to arise, and should always act in the best interests of FORCE.

As individuals, employees may have private interests that from time to time conflict, or appear to conflict, with their employment with FORCE. Employees should aim to avoid being put in a situation where there may be a conflict between the interests of FORCE and their own personal or professional interests, or those of relatives or friends. Where such a conflict occurs (or is perceived to occur), the interests of FORCE will be balanced against the interests of the staff member and, unless exceptional circumstances exist, resolved in favour of FORCE.

It is impossible to define all potential areas of conflict of interest. FORCE reserves the right to take a final decision on what constitutes a conflict of interest. If an employee is in doubt as to whether a conflict exists, they should raise the matter with their manager.

Procedure

Employees must:

- declare any potential, actual or perceived conflicts of interest that exist on becoming employed by FORCE to management;
- declare any potential, actual or perceived conflicts of interest that arise or are likely to arise during employment by FORCE to management;
- avoid being placed in a situation where there is potential, actual or perceived conflict of interest if at all possible.

If an employee declares such an interest, FORCE will review the potential areas of conflict with the employee and mutually agree on practical arrangements to resolve the situation.

Employees must disclose any other employment that might cause a conflict of interest with FORCE to their manager. Where there are external involvements that do not represent a conflict of interest, these must not affect performance or attendance whilst working at FORCE. If such involvement does affect performance or attendance it will be considered a conflict of interest.

Employees must not set up or engage in private business or undertake any other employment in direct or indirect competition with FORCE using knowledge and/or materials gained during the course of employment with FORCE.

Engaging in any other business interests during work hours will result in strong performance improvement action.

Failure to declare a potential, actual or perceived conflict of interest or to take remedial action agreed with FORCE, in a timely manner, may result in performance improvement proceedings including dismissal.

14. Privacy

You are required to observe and uphold all of the NGO's privacy policies and procedures as implemented or varied from time to time.

Collection, storage, access to and dissemination of employee personal information will be in accordance with the principles of the Indian Law.

End Note:

If you would like any clarification of any of the policies or procedures contained within this employee handbook, please contact internal management who will be glad to provide guidance and support.