

**Center for Business and Entrepreneurial
Development (CBED)**

**HUMAN RESOURCE (HR)
POLICY MANUAL**

HR Policy Manual

This Human Resources Policy Manual is provided as a central reference for all managers, supervisors and employees and applies to staff across all locations where the Organization carries out its work.

The specific policies that follow promote the philosophy of Center for Business and Entrepreneurial Development with regard to standards of excellence; terms of employment; employee development; and employee services.

Any changes in policy will be consistent with the organisation's approach to:

- Employing talented individuals whose creativity and imagination will support and contribute to achieving the organisation's objectives;
- Communicating organisation standards and expectations in all aspects of employment including performance;
- Valuing diversity, and assure equal employment opportunity and a workplace where relationships are based on mutual respect;
- Treating all staff, workers, contractors and society in a professional, non-discriminatory manner, and;
- providing safe, effective working conditions

Signed: _____

****Director / Executive Director/ Human Resource Manager**

Table of Content

1. Center for Business and Entrepreneurial Development	Error! Bookmark not defined.
2. Vision and Mission and Strategic Framework.....	5
3. People and Culture (HR) Principles:.....	5
4. Code of Conduct.....	5
4.1 Policy Statement:	5
4.2 Introduction:	5
5. Whistle Blowing Policy	6
5.1 Purpose:	6
5.2 Procedural Adherence:	7
6. Recruitment Policy	7
6.1 Introduction:	7
6.2 Recruitment Principles:.....	7
6.3 Recruitment Guidelines:	7
6.4 Selection Process:	8
Relevant Checks	8
6.5 Categories of Employment:	8
7. Induction.....	9
7.1 Probation:.....	9
7.2 Personal Data and Confidentiality:	9
7.3 Disclosure and use of CBED Management Information System:	10
8. Child Protection Policy.....	10
8.1 Purpose:	10
8.2 Definitions under the Child Protection Policy:	10
8.3 Scope of Child Protection Policy:.....	10
8.4 Responsibilities under the policy:.....	10
9. Internet and Email Usage Policy and Guidelines	11
9.1 Introduction:	11
9.2 Authorisation:	11
9.3 Legislation:.....	11
10. Performance Appraisal Policy	11
10.1 Appraisal Policy:.....	11

10.2	Core Principles of the Appraisal Policy:	12
11.	Staff Development	12
11.1	Organizational Development Programme:	12
11.2	Training and Development:	12
12.	Employment Separation	13
12.1	Termination:.....	13
12.2	Resignation:	14
12.3	Retrenchment:	14
12.4	Exit Interview:	14
13.	Leave Policy.....	14
13.1	Introduction:	14
13.2	Maternity and Paternity Leave:.....	15
14.	Work Life Policy	15
14.1	Hours of Work:	15
14.2	Outdoor/ tour duty:	16
15.	Grievance Redressal Policy.....	16
15.1	Redressal Procedure:.....	16
16.	Prevention of Sexual Harassment (POSH) at Work Policy	16
17.	Pay Policy	17
18.	Expense Policy	18
19.	Annexure.....	19

1. Center for Business and Entrepreneurial Development

2. Vision and Mission and Strategic Framework

3. People and Culture (HR) Principles:

In order to manage human resources to help the organization achieve its mission, CBED must follow following guiding principles:

- A. CBED is an equal opportunity employer within the meaning of the relevant conventions of Government of India and its HR practices comply with applicable laws and regulation.
- B. CBED must provide HR policies and practices that foster the learning environment for the employees.
- C. CBED HR policies and practices foster such environment where employees, management, program beneficiaries and donors are treated with respect and dignity.
- D. Policies and practices must be communicated to the employees at large.
- E. CBED maintains MIS for each employee where employee information (general and confidential) is maintained up to date and accessible to the employees.
- F. HR policy focuses on work ethics to develop a healthy inter and intra (personnel and group) organizational relationship.

4. Code of Conduct

4.1 Policy Statement:

CBED is a social development organization primarily focused on environmental issues, culture and communication and economic development of the communities. Thus employees of this organization, dedicated to serve the communities in which they live and continuously represent the vision of CBED in all their activities. CBED has developed a code of conduct to assist all employees in understanding of why it is important conduct themselves in a professional and ethical manner. It is extremely important to understand the set standards by CBED in terms of maintaining and promoting a positive image of the organization and most importantly, demonstrating respect for the rights of the people.

4.2 Introduction:

The success of CBED hugely depends on complex relationships with the village communities, their families, donors, governments and the general public. CBED's success over the years is due in part of its reputation for honesty, integrity and excellence in the conduct of its activities as the organization committed to improving the lives of the rural communities. Code of conduct outlines the standard of conduct which guide the action of the organization and its employees.

CBED expects employees to comply with the rules and regulations governing its operations and further to maintain the highest standard of honesty and integrity in their conduct of such operations with regards for CBED's name as a Social Development Organization. CBED provides code of conduct that must be observed by its employees. It is expected that each employee will:

- Respect the rights and dignity of the children and communities with whom we work and always act according to the best interest of the communities.
- Be loyal with the organization and not pursue personal gain or direct or indirect advantage in such dealings.
- Be honest and respectful in dealings with communities participating in CBED's programs, donors, government and all other employees in the organization.
- Avoid any behaviour that might be seen as less than honorable or which may reflect badly on the organization.
- Be law abiding citizens and at all times observe the laws and regulation of jurisdictions in which they are based.

No statement for code of conduct can offer a complete guide to cover all possible situations that might be encountered by the employees of the organization. CBED therefore expects that its employees will discuss all the questions arising time to time and seek advice from their superiors, as necessary.

Violation of the code may result in disciplinary action up to and including termination with or without notice to the employee, based on the severity of the infraction and the totality of the circumstances. CBED may take any other necessary action; if needed.

Employees must not be paying or accepting any bribe, kickback or other unlawful payment or benefit to secure any concession, contract or other favourable treatment while official work and/or negotiations.

5. Whistle Blowing Policy

5.1 Purpose:

This policy covers the steps to take when the organization has identified or observed conduct in the organization that contravenes the code of conduct.

This policy is applied whenever CBED/ its staff observes or identifies any fraud, negligence or illegality. In this situation, CBED must be able to raise legitimate issues in an open and honest way without fear. Corrective actions are to be taken rapidly to produce effective results.

The whistle blowing policy draws particular attention to CBED's policies on fraud, illegal acts, unlawful gains and so on as follows:

- Sexual abuse or other physical or mental harm deliberately caused to a child, community member, staff member or any other individual associated with CBED.

- CBED ensures zero tolerance towards fraud. Any action that enables someone to receive direct or indirect benefit whether financial or not, at the expense of the organization, is regarded offensive.
- Favouratism and bias is considered when genders are treated unequally in any respects.

5.2 Procedural Adherence:

- If one observes or identifies evidence that indicates child abuse, fraud or any other breach of code of conduct, shall be reported to immediate supervisor of the particular employee.
- If the complainant is not satisfied with the actions taken, he can appeal to the Executive Director/Director of CBED or in case extraordinaire, a letter can be written to the Board of Trustees. Anyone who victimizes and employee for raising a legitimate concern or tries to deter someone from raising a legitimate concern will be subject to disciplinary action.

6. Recruitment Policy

6.1 Introduction:

Effective recruitment and selection is central and crucial to the successful functioning of CBED. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Organization's strategic objectives and the ability to make a positive contribution to the values and aims of the organisation.

The overall interaction on being hired would be with partners and fellow staff members.

6.2 Recruitment Principles:

- Recruitment is the responsibility of top level management in the organization. The budget availability for the position is to be ensured and approved before the recruitment process is initiated.
- CBED is committed to Equal opportunity policy in recruitment, hiring, training, promotion and competence. Further, it is CBED's policy to provide an environment that is free of biasness of any kind including that which is racial, religious, regional or sexual.
- CBED aims at providing employment to the local people as to raise standard of living and help in regional growth.
- CBED takes appropriate measures to ensure children's right to protection are fully realised. The recruitment process demonstrates our commitment to inform candidates what is required in relation to dealing with the villages communities and other stakeholders of the organization.

6.3 Recruitment Guidelines:

- When a vacancy arises, top level management ensures the needs or requirements of the position vacant, along with job description and job specification.

- Advertisement of the position vacant can be done through news papers, network partners, internet, internal screening, outside sources & any other channel of advertisement, depending upon the type of vacancy and budget available.
- Candidates interested are required to provide necessary documents like academic qualification, work experience, interest, strength etc. as per the job specification. Before recruiting a candidate, minimum standards are fixed for the vacant positions.

6.4 Selection Process:

A well defined job description based on which positions are advertised will be shared with the panel members prior to the interview. Panel may consist of one or more members from top level management of the organisation.

- Short listing: Short listing at the initial level depends upon the updated resume of the candidates. Panel screens out applicants that do not meet the basic selection criteria specified in the job description.
- Interview: Short listed candidates are chosen for further selection process. Depending on the type of recruitment, the selection process may comprise of a written test and a personal interview or just a personal interview, as the case may be.

Relevant Checks

In some cases, employment will be made conditional upon satisfactory results from the following:

- Satisfactory references;
- Confirmation of the right to work in this country (if appropriate)
- Making Final Decision: To select the right candidate for the right position, all the selection tools, information obtained from CVs, interviews and other tests carried out will be considered for making the final decision.

All appointment letters will be prepared by the HR department and be issued only under the signature of Director of the organisation.

6.5 Categories of Employment:

A. Regular:

Staffs that hold regular positions in the organisation must be considered on the regular muster rolls and will receive all benefits in terms of compensation and other benefits provided by CBED.

B. Contractual:

Staff appointed for the purpose of executing a specific project will have a tenure which will be coterminous with the funding of the project. Staff may be hired for a specific duration on contractual terms; those having completed at least 6 months of service, need not serve the probation period.

CBED is not under Employee Provident Fund Scheme as having most of its employees on contractual basis.

C. Non Staff Categories:

- I. **Consultants:** Consultants are professional experts hired for specific tasks for a specific period of time in any case not exceeding one year. Professional fee for consultants is normally as a consolidated amount for the entire assignment. Fee paid to the consultants will be subject to the deduction of Tax at source as per prevalent IT laws.
- II. **Volunteers:** Persons who provide skills and services to the organisation on a voluntary basis are termed volunteers. They may or may not be provided with a stipend/ honorarium. The top level management will decide on what payment will be made based on available budgets.

7. Induction

Purpose of induction is to help a new staff member to overcome the sense of strangeness and to settle down into the job quickly. It is the process of introducing and acclimatizing new staff members to the organisation. This includes the organisation's vision, mission and values; structure, systems, procedure, norms, policies and the specific job responsibilities, the individual will handle.

7.1 Probation:

All staff appointed in all categories of employment shall be taken on probation for a specified period as mentioned in the respective appointment letters. Normally, for all professional staff, both permanent or contract staff shall have a probation period of 6 months, which shall be determined for confirmation only after successful performance review.

7.2 Personal Data and Confidentiality:

All staff of CBED is required to respect the confidentiality of personal information of any individual who is an employee of CBED and as a principle for other individuals as well. Personal information should be only for the purpose for which it was primarily intended.

CBED strives to respect and safeguard individual privacy in relation to the collection, storage, access, use and disclosure of personal information to any person. Staff members are required not to divulge, accept as authorised, during any term of employment or after employment is terminated, any confidential information belonging to CBED or relating to its affairs.

Confidential information includes all information designated as such by CBED including financial and commercial information, the unauthorised disclosure of which would embarrass harm or prejudice the organisation.

7.3 Disclosure and use of CBED Management Information System:

- No disclosure or use of CBED Information outside the immediate scope of employment should be made without approval of top level management.
- All communication with the media must be approved by highest authority in CBED.
- Improper access, manipulation, alteration or other interference with computer system and the information held in them is prohibited.

8. Child Protection Policy

8.1 Purpose:

As an organisation committed to safeguard the rights of children along with other issues, CBED is committed to promoting the rights of children including their right to be protected from harmful influences, abuse and exploitation. CBED takes active measures to ensure children's right to protection are fully realised. CBED expects that its employees and others who work with CBED have children's best interest at the heart of their involvement with CBED.

The aim is to create child safe environment, both internally and externally, where children are respected, protected, empowered and active in their own protection, and where staff are skilled, confident, competent and well supported in meeting the protection responsibilities.

8.2 Definitions under the Child Protection Policy:

- A child is defined as any person under the age of 18 years.
- Child abuse is defined as all forms of physical abuse, emotional ill-treatment, sexual abuse and exploitation, neglect or negligent treatment, commercial or other exploitation of a child and includes any actions that result in actual or potential harm to a child.
- Child protection, within the scope of this policy, is defined as the responsibilities, measures and activities that CBED undertakes to safeguard children from both intentional and unintentional harm.

8.3 Scope of Child Protection Policy:

Child Protection Policy applies to everyone working for or associated with CBED.

8.4 Responsibilities under the policy:

- Never abuse/exploit a child or act/behave in any way that may harm a child.
- Report any child abuse and protection concerns they have in accordance with applicable local procedures.
- Respond to a child who may have been abused or exploited in accordance with local law.
- Cooperate fully in any investigation of concerns and allegations.

- Contribute to an environment where children are respected and encouraged to discuss their rights and concerns.
- If a legitimate concern about suspected child abuse is raised, which proves to be found on investigation, disciplinary actions will be taken by CBED.

9. Internet and Email Usage Policy and Guidelines

9.1 Introduction:

This policy sets out the obligations and expectations on employees of the Organization including contractors and temporary staff, who use the Organization's IT facilities for internet and email purposes. IT facilities are provided to assist with day to day work. It is important that they are used responsibly, are not abused, and that individuals understand the legal professional and ethical obligations that apply to them.

9.2 Authorisation:

No person is allowed to use Organization IT facilities who has not previously been authorised to do so by the Organization IT Department / Line Manager. Unauthorised access to IT facilities is prohibited and may result in either disciplinary action or criminal prosecution.

9.3 Legislation:

All users shall comply with the relevant legislation. This includes the following:

- Use of the internet for personal reasons (e.g. online banking, information surfing) must be limited, reasonable and done only during non-work time such as lunch-time.
- The telephone/ fax shall normally be operated by the person assigned to the duty and used for office purposes. Personal calls using cell phones or landline phone must be of minimum duration and should be having genuine cause. Outgoing and incoming calls shall be of the minimum duration.

10. Performance Appraisal Policy

10.1 Appraisal Policy:

CBED is committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the organisation to achieve its objectives.

The performance appraisal policy supports the performance appraisal scheme. The scheme is a formal process centred on an annual meeting of each employee and their line manager to discuss his/her work. The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year. These should align individual employees' goals and objectives with organisational goals and objectives.

10.2 Core Principles of the Appraisal Policy:

- The appraisal process aims to improve the effectiveness of the organisation by contributing for achieving a well motivated and competent workforce.
- CBED normally focuses on on-going appraisal so that the organizational and individual goals are achieved and errors are rectified while working on the objectives.
- The appraisal discussion is a two way communication exercise to ensure that both the needs of the individual and of the organisation are being met, and will be met in the next year.
- The appraisal discussion will review the previous year's achievement, and will set an agreed Personal Development Plan for the coming year for each member of staff.
- The appraisal process will be used to identify the individual's development needs and support the objectives of the Training and Development.
- All staff will receive appraisal training as an appraisee, and where appropriate as an appraiser.
- The appraisal process will provide management with valuable data to assist succession planning.
- The appraisal process will be a fair and equitable process in line with our Equality Policy.

Appraisal Format (Annexure 1)

11. Staff Development

11.1 Organizational Development Programme:

CBED is committed to have continuous organizational development programs for the staff at all levels. Staff members from various departments can be encouraged to continuously engage in knowledge sharing as part of the exercise. CBED being as an organization working with local talent emphasizes on team work and knowledge sharing for the purpose of organizational development.

11.2 Training and Development:

Specific training needs shall be identified by the individual or by the supervisor, especially during the performance appraisal. CBED believes that motivation and willingness are the pillars on which individual development is based. Generally, senior staff helps and trains the lower staff as per the needs and requirements of training to be provided to employees.

Short term training programs and workshops will be held to develop the technical skills of individuals.

12. Employment Separation

12.1 Termination:

The management may terminate the services of a staff member implicit or without casting stigma; in terms of the contracts of employment and on payment in terms of the contract of employment. Such action can be taken bonafidely, if such circumstances arise.

Warnings

Verbal Warning: A Verbal Warning is appropriate when it is necessary for the manager in charge to take action against an employee for any minor failing or minor misconduct.

Written Warning: A First Written Warning is appropriate when:

- a verbal warning has not been heeded and the misconduct is either repeated or performance has not improved as previously agreed.
- an offence is of a more serious nature for which a written warning is more appropriate.
- the recurrence or accumulation of an offence/offences, if left, will lead to more severe disciplinary action.

Examples of Minor Misconduct: Below are listed examples of misconduct which may warrant either a Verbal Warning or a First Written Warning. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issue of a warning.

- Persistent lateness and poor time-keeping.
- Absence from work, including going absent during work, without valid reason, notification or authorisation.
- Failure to work in accordance with prescribed procedures.
- Failure to observe Organization regulations and procedures.

Examples of Gross Misconduct: Listed below are examples of misconduct which may be considered to be Gross Misconduct and may warrant instant termination. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of termination.

- Theft, including unauthorised possession of Organization property.
- Breaches of confidentiality, prejudicial to the interest of the Organization,
- Being unfit for duty because of continuous misuse/consumption of drugs or alcohol.
- Refusal to carry out a management instruction which is within the individuals capabilities and which would be seen to be in the interests of the Organization.
- Breach of confidentiality / security procedures.
- Physical assault, breach of the peace or verbal abuse.
- False declaration of qualifications or professional registration.
- Failure to observe Organization rules, regulations or procedures.

- Wilful damage of property at work.
- Incompetence or failure to apply sound professional judgement.
- Abuse of children and/or women.

12.2 Resignation:

A staff member may offer his/her resignation from service by giving notice in writing as per his appointment letter. The management on receipt of such notice may normally accept resignation forthwith, the staff member would be required to work through the notice period on acceptance of the resignation.

In exceptional circumstances, the management may accept the resignation from service and either ask the staff member for payment of in lieu of the notice period or waive off the notice period payment requirement; the shall be on a case to case basis and would be done under the signature of Director only.

Once the resignation is accepted, employee leaving the organisation shall hand over all his work responsibilities i.e. documents, current progress report etc. to the most appropriate person employed in CBED. Handing over of work responsibilities can be done by CBED itself with the help of resigning employee.

12.3 Retrenchment:

The management may remove a staff from service due to reasons of readjustment of work, reduction in CBED's programmes and any such situations as decided by the Director. However, in such circumstances, the staff member will be paid retrenchment compensation computed at one month's salary.

12.4 Exit Interview:

At the time of leaving, an exit interview may be organized. Exit interview will be held informally which will include asking for feedback from the leaving employee(s). Opinions related to work environment, organization's strengths, weakness, opportunities etc. can be obtained in exit interview which will help in the future strategy making and better quality of work.

13. Leave Policy

13.1 Introduction:

Leave is a privilege earned by duty only, it can not be claimed as a right. All leave of absence is granted subject to necessities of work and the convenience of the management, so that smooth running of the office is not affected. As CBED is also dealing with projects working 24x7, leave policy differs for the employees working in particular projects as per the need of the project.

Temporary and casual workers are not entitled to any leave with pay. Only weekly off base and specified holidays with pay are allowed.

All leaves and holidays register should be maintain in the office of CBED.

Leave application must be made in writing on the prescribed form and submitted to sanctioning authority for approval. Leave is granted at the discretion of the supervisor depending on the work load and the number of leaves available for the employee.

In case of an emergency (Unscheduled Leave), he/she must call or have some one call on his/her behalf to inform the supervisor about the absence.

All leaves except for casual/ sick leave is to be approved well in advance so that the necessary arrangements can be done.

Public Holidays will be in accordance with the list brought out by the core management team of CBED. It is to be noted that the list brought out by the Government of India/ State Government shall not be deemed as leaves. In case of minimum employees required to work on a public holiday as per list provided by CBED, necessary variations can be done by the organization. Employees working on public holidays may take leave on some other day for balancing the leaves.

An employee is usually allowed to have maximum of 30 days of leave as per English calendar (1st of Jan to 31st of Dec.). A staff member can only avail maximum of 10 days leave at one time, exception to having an emergency.

13.2 Maternity and Paternity Leave:

A female staff can avail 6 months leave in case of pregnancy. Women staffs is entitled to leaves for prenatal checkups for fulfilling immunization schedule of the child.

A male staff can avail 30 days paternity leave with prior notification.

14. Work Life Policy

14.1 Hours of Work:

The normal working hours for full time employees is 8 hours a day of work (from 9:30 am to 5:30 pm). standard working week is based on a 5 days a week. It is very important that all staff member work efficiently and effectively through out their work day. If the need arises to work over time, organization will be fully authorized to do so. Staff is expected to report on time for work. Late coming will be considered as misconduct and the organization may take disciplinary action.

In some cases work from home may be acceptable by the organization but only in special circumstances.

14.2 Outdoor/ tour duty:

All staff going out on official duty shall inform the respective functional head about the purpose of tour and the time period.

15. Grievance Redressal Policy

The Policy aims to settle the grievance quickly and effectively and as near as possible to the point of origin. The objective of the policy is to provide staff with an easily accessible mechanism for settlement of their individual grievance. Any sort of dissatisfaction, which needs to be addressed in order to enable staff to function efficiently and effectively within the organization comes under grievance.

15.1 Redressal Procedure:

Staff may communicate their grievance orally in case of minor grievances or in writing in case of major grievances to their supervisors or Director of CBED. In case of grievance involving supervisor or Director of the organization itself, then the employee can contact higher authorities (Board of Trustees). Usually, redressal procedure involves communicating grievance to the management and appropriate decisions are taken after discussion.

CBED aims at redressal of grievances through mutual understanding and providing such environment where each employee is free to address such issues and take it to top level management.

16. Prevention of Sexual Harassment (POSH) at Work Policy

CBED is committed to a mutual appreciation and respectful environment. This policy is intended to apply to any work related context, including conferences, work functions, social events etc. A breach of this policy will result in disciplinary action.

Harassment includes conduct that creates an intimidating or offensive work environment by unreasonably interfering with an employee's ability to work, or otherwise adversely affecting an employee's employment opportunities. Any kind of discrimination, abusive remarks, offensive language, religious / caste/ regional slurs, sexual harassment of any staff by other staff, partner is strictly prohibited.

Any staff/ partner who believes that they have been subjected to conduct which violates this policy: Is encouraged to show their discomfort explicitly to the alleged offender. Director or any other person authorized by the Director may take any necessary action against the offender (if found) which may lead to the dismissal of the concerned staff/partner. As provided in the code of conduct of CBED, it is the responsibility of each and every employee to work according to COC; breach of code may result in disciplinary action by core management team.

Complaint under any kind of Sexual Harassment will be dealt as per the Government guidelines. The Management of CBED will take appropriate actions against any such act that proves to be of sexual harassment or other harassments at workplace. An Internal Complaints Committee has been formed by CBED to leads with the issue.

CBED will ensure the confidentiality of the information and respecting the complainant's privacy.

Issues going beyond the purview of CBED, will be dealt as per Indian Penal Code Guidelines.

Sections of the Indian Penal Code (IPC) – Sexual Harassment and Punishment for Sexual Harassment

Under the Indian Penal Code, the newly introduced Section (S. 354A) which deals with Sexual harassment has made this a “cognizable offense” i.e. a person charged with Sexual Harassment may be arrested without a warrant.

(1) A man committing any of the following acts:

- (i) physical contact and advances involving unwelcome and explicit sexual overtures; or
 - (ii) a demand or request for sexual favours; or
 - (iii) showing pornography against the will of a woman; or
 - (iv) making sexually coloured remarks,
- shall be guilty of the offence of sexual harassment.

(2) Any man who commits the offence specified in clause (i) or clause (ii) or clause (iii) above, shall be punished with rigorous imprisonment for a term which may extend to three years, or with fine, or with both.

(3) Any man who commits the offence specified in clause (iv) above shall be punished with imprisonment of either description for a term which may extend to one year, or with fine, or with both.

In addition to Section 354A set out above, acts of Sexual Harassment may also constitute other offences under IPC including Section 354 (assault or criminal force to woman with intent to outrage her modesty), Section 354C (Voyeurism), Section 354D (Stalking), Section 375 and 376 (Rape) and Section 509 (word, gesture or act intended to insult the modesty of a woman) of the IPC.

Details of Internal Complaints Committee (ICC) formed by CBED are given as (**Annexure 2**).

17. Pay Policy

CBED normally works with contractual projects; therefore pay policy depends upon the budget available in the projects. Employees are hired on remuneration as may be prescribed

in the project proposal. However, Minimum Wages policy is not left aside while fixing of salaries of employees.

18. Expense Policy

Expenses such as Travel Allowance, Daily Allowance, Vehicle use etc. also depends on the projects of CBED. Contractual projects always prescribe the budget for TA, DA and further expenses. Such payments therefore will be according to the sanctioned budget under the particular projects. However, approval of the Director, CBED, will be taken for any kind of expenses in-house or outside the organization with regards to official work.

19. Annexure

1. *Performance Appraisal & Personal Development Plan Pro Forma*

Name:	Job Title:
Appraiser	Job Title:
Reviewer	Job Title:

20.

21. REVIEW OF LAST YEARS OBJECTIVES

22.

Outline:

- those of last years objectives which were achieved successfully
- those which were partly achieved or did not meet timescales and why
- those which were not achieved and why

28.

29. REVIEW OF LAST YEARS PERSONAL PERFORMANCE

30.

Focus on recording examples of

- situations where the individual performed well / not so well – what lessons can be learned?
- where they have come across obstacles in the job situation or in their own skills that have prevented them from working effectively – if so what were they and how can they be overcome?
- where their effort was appropriately / inappropriately focused

OVERALL PERFORMANCE RATING

Superior ☐

Fully Acceptable ☐

Incomplete ☐

Unsatisfactory ☐

Reason for rating:

2. Internal Complaints Committee under POSH Policy

S.N.	Name	Designation in POSH	Designation in CBED
1	Neha Chaturvedi	Presiding Officer	Vice President
2		Member	
3		Member	
4		Member	