# REACH INDIA

## HUMAN RELATIONS
## POLICIES & PROCEDURES

April 2010

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# Part I: Introduction

# 1. Introduction

## 1.1. Mission Statement

The mission of Reach is to bring knowledge, life skills and linkages to massive numbers of poor rural women to build futures of health, hope and dignity for themselves and their families. Reach does this by leveraging the power of groups and the dynamism of private enterprise to deliver proven services brokered from an array of global development organizations.

## 1.2. A Brief History of RI

Reach India was set up as an initiative of Freedom from Hunger (FFH) in July 2005. Freedom from Hunger is an international non-profit organization based in the USA.

Reach India was founded on 20th July 2006, as a Public Charitable Trust under the Indian Trust Act with the Additional Registrar, Calcutta, West Bengal, India under Trust Deed No: 3781 of 2006 to address the persistence, scale and severity of poverty in the Indian sub-continent. The aim of Reach India is to bring innovative and sustainable solutions to chronic hunger and poverty. Reach India collaborates with public and private organizations to help them serve the very poor with high-impact financial and adult learning services to improve family health and economic capacity. Reach India's vision is captured in the name of our organization Reach India. It is a vision shared by many other organizations and individuals.

Reach India with active support from Freedom From Hunger focused its operations in the East and North-eastern India to develop a network of low-cost Service Centers that enable an array of self-help promoting institutions (SHPIs) in India to bring knowledge, life skills, and linkages to massive numbers of poor rural women to build futures of health, hope and dignity for themselves and their families.

The Reach initiative is based on the following hypotheses:

- Strengthening the capacity of Self-help Promoting Institutions (SHPIs) that will strengthen SHPIs' delivery of financial, non-financial and linkage services to groups of poor women organized in self-help groups (SHGs).
- SHPIs' offering financial, non-financial and linkage services to women will enhance women's social and economic opportunities.
- Enhancing women's social and economic opportunities will enable them to improve their livelihoods.
- Improving women's livelihoods will help them to improve their and their families' well-being.

As part of its global strategy Freedom From Hunger decided to withdraw its support from the Indian Liaison Office operations w.e.f. 31.03.2009. Since Freedom From Hunger was also supporting Reach India Trust for carrying out its aims and objectives, through various programs, the staff employed with Freedom From Hunger, Indian Liaison Office, and Kolkata was employed in Reach India Trust, keeping in view the period of services rendered by them in Freedom From Hunger, Liaison Office. This also helped Reach India Trust to avail the services of the experienced staff who has specialized knowledge, skills and experience in pursuing the aims and objectives of the Trust.

## 1.3. The Nature of Work in RI

Reach's key work strategy is to set up Social Franchisee Service Centers (SC). Each Reach Service center is expected to provide quality Training of Trainers (TOTs) and related support to Self Help Promoting Institutions (SHPIs). The methodology and training material associated with the TOTs, though worked out in different languages, is standardized. Each SC is expected to stick to these standards or risk being dis-enfranchised.

The overall mandate of Reach is to empower women through health, livelihood and financial education. Reach also lays great store with the values of sustainability and collaboration. In line with this mandate, Reach expects that, in the long run, the SCs would design and run other appropriate training and support programs (over and above TOTs) too - programs that help the local SHPIs. It also expects that while developing and running such relevant programs, the SCs would also find a way to become financially self-reliant.

Finally, the three pillars of Reach's work are:

1. Scaling Up
2. Impact
3. Sustainability

## 1.4. HR Philosophy of RI

In order to help SCs fulfill their agenda, the personnel of Reach need to be committed, collaborative, caring, quality conscious, flexible, innovative and have integrity.

The personnel need to be committed to ensure that the SHPIs are truly working to benefit the poor so that various TOTs being run by the SCs are not going in vain.

The personnel need to be collaborative to SHPI and SC to have optimum results for their efforts.

The personnel need to be quality conscious – to ensure that the methodology (which results in high quality training) is being scrupulously followed, that the material available provided to the participants is relevant, easy to use and creates behavioral changes as also provides life skill education.

The personnel need to be caring about each other and to see to it that whatever is required by different personnel in the course of work, to become more effective, is made available to them at the earliest so that the organization does not allow itself to get caught in needless paper work or bureaucracy.

The personnel need to be flexible. The work of Reach involves extensive travel, keeping late hours, and looking for opportunities to engage SHPIs and their clients both formally and informally. Such work can only be done with commitment and quality consciousness; if the organization creates a working style that is flexible and considers individual needs related to work, and home.

The personnel need to be innovative. In a dynamic situation with a fast growing field of Microfinance and community finance it is important that Reach personnel should be able to

quickly identify opportunities, and create different ways of doing work, which will help the SHPIs to perform better.

Last, but not the least, Reach personnel need to have integrity as the essential requirement for undertaking of any task.

In order to ensure that the personnel of Reach are collaborative, caring, quality conscious, flexible, innovative and have integrity, Reach has developed a set of HR policies and approaches that will help to create such an environment.

## 1.5. A Note on the Legal Status of RI

Reach Head -office is known as Capacity Center (CC) and the present document has been prepared for the CC. The legal structure of Trust in India does not allow the acceptance of fees transactions from SHPI and franchisees, something which is the core to building sustainable operation in the long run. Therefore, to enable such transactions, a for-profit company has been formed. The present document of HR policy will cover CC having both the structures - Trust and for Profit Company.

## 1.6. Introducing the HR Manual

These policies are relevant for staff of the Capacity Centre. All policies relating to the Service Centres will be covered separately under the terms of the franchise agreement.
All employees of the Capacity Centre covering both the structures are bound to the same terms and conditions.

These policies should be reviewed once in three years, and any changes will need to be approved by the Board of Reach India.

The HR Manual has been divided into the following parts:

Part I: Introduction
Part II: HR Policies
Part III: Directive Principles

The Introduction (this Section) talks about the history of REACH, as well as the how and what of its philosophy of work.

The Second section introduces the HR policies themselves. These Policies have legal validity.

The Third section introduces the Directive Principles required by Reach. Though these Directive Principles are not legally binding, keeping these principles in mind will help the organization create an environment which in turn would foster creative, caring, quality conscious employees who have a high degree of commitment to the work and to the organization.

# Part II: HR Policies

# 2. Employment

## 2.1. Purpose

The purpose is to make Reach the best place to provide employment that does not discriminate staff, provides flexi-timing, transparent mechanism of capturing time and lays out general expectations that puts Reach on fast track.

## 2.2. Equal employment opportunity

Human Resource policies and regulations shall provide for equality of opportunity without regard to race, colour, religion, caste, sex, and national origin, any form of physical challenge as well as people living with HIV/AIDS including recruitment, training, promotion, compensation, benefits, transfer, and educational, social and recreational programs.

Everything else being equal, preference would be given to women, as well to people coming from dis-advantaged backgrounds – dis-advantaged socially or physically.

## 2.3. Hours of Work

The normal hours of work will be between 9.00 a.m. and 5.30 p.m., with a break of 30 minutes for lunch, from Monday to Friday. However, the hours of work for each position and duty station will take into account the nature of work, the local working practices and requirements of the office.

Reach accepts flexible working hours for all staff, especially women staff with young children. They will work the same number of hours, but may vary their timings of coming to work place one hour earlier i.e. 8.30 a.m. and leaving the work place later, by up to half an hour i.e. 6 p.m.

## 2.4. Bandh Policy

REACH does not expect an employee to work in the office on a Bandh day when local transport is not functioning or when resistance from Bandh callers/supporters would put the employee at risk. In the event of an office closure on any standard working day, the staff may choose from the following options, as it relates to making up time or being paid for the day:

1. The staff member may come to the office to work if it is safe. The employee determines whether there is any risk and personally assumes responsibility for their decision to work.
2. The employee may make up the time the following Saturday, or make arrangements with their supervisor for an alternate day.
3. The employee may take Paid Time Off (PTO) for the Bandh day.

# 3. Salary & Compensation

## 3.1. Purpose

The purpose is to attract and retain best persons for the job in both the structures of CC. Reach proposes to pay salary that is comparable to similar organizations in Training and Development industry.

## 3.2. Basis of Salary

Remuneration for all employees will be based on the position for which they are hired. Salary for each employee will be determined based upon education, language skills, previous experience, and the particular requirements of the position.

An employee may qualify for a salary change if they change positions. A change in position and job description, however, may not necessarily result in a change in salary. At times staff may have to play more role as there is not sufficient work in one role, hence change of job description will not result in increase in salary.

Once in three years, Reach will conduct a survey of similar organizations in Training and Development Industry and adjust its salary to make it comparable to best in the industry.

## 3.3. Salary Scales

Basic Salaries of all employees of Reach are covered under five distinct salary scales. Each employee gets an increment per annum that is fixed as per the scale. When an employee joins Reach a decision is taken about fitting the individual in a particular scale. Depending on education, experience and performance this decision is taken to start the individual with a certain number of increments within that salary scale (or no increments.).

The following are the five basic salary scales proposed in Reach:

| **Position** | | Basic pay |
|---|---|---|
| **I** | Chief Executive Officer | 80,000 |
| **II** | Associate Vice President/Chief of Operation/ Sr. Consultants | 52,500 |
| **III** | Manager (Operation), Manager (Product), Manager (Resource), Support Officer, MIS Officer, Manager (Finance), Trainer | 22,500 |
| **IV** | Accountant, Secretary | 12,000 |
| **V** | Driver, Office boy, etc | 4,500 |
| **VI** | Project Specific Staff | Consolidated salary as per project |

Over and above the basic salary, employees are also entitled to HRA, which is fixed at 40% of the Basic, as well as fixed amounts of Transport Allowance, Medical Reimbursement, Telephone allowance and Other Allowance as per the menu detailed below. Employees can in consultation with the Finance Manager choose from the menu below depending on gross salary drawn each

month.

| | Other Components (Fixed) |
|---|---|
| **HRA** | **40% of Basic** |
| **Transport Allowance** | **Rs. 800/- pm** |
| **Medical Reimbursement** | **Rs. 1250/- pm or Rs. 15,000/- pa** |
| **Telephone Reimbursement** | **Rs. 1000/-pm** |
| **Other Allowance** | **Rs. 800/- p.m.maximum** |
| | |

### 3.4. Annual Increment

The basic salary scale would be calculated on the basis of a minimum of 5% increment to be given to all every year to cover inflation and performance based increase for staff in grades 1, 2 and 3; 8% increment to staff in grades 4 and 5. Higher increments for staff who has lower base is justified.

The indicative salary on the basis of this increment would be as follows:

| Grade | Basic Pay | Increment Percentage Per annum | Increment in Year 1 | Basic pay After 5 years | Basic pay After 10 years | Basic pay After 15 years |
|---|---|---|---|---|---|---|
| 1 | 80,000 | 5% | 4,000 | 1,02,103 | 1,30,312 | 1,66,314 |
| 2 | 52,500 | 5% | 2,625 | 67,005 | 85,517 | 1,09,144 |
| 3 | 22,500 | 5% | 1,125 | 28,716 | 36,650 | 46,776 |
| 4 | 12,000 | 8% | 960 | 17,632 | 25,907 | 38,066 |
| 5 | 4,500 | 8% | 560 | 10,285 | 15,112 | 22,205 |

:

### 3.5. Salary Adjustments

If, as a result of oversight, required deductions were not made and/or lesser amount was deducted, Reach shall be entitled to make suitable deductions from the subsequent salary and/or other dues payable to the employee.

A market based salary survey will be carried out periodically to ensure that Reach is offering competitive compensation packages. The survey would be with similar development organisations.

### 3.6. Salary Advances

Reach will not provide salary advances except for situations of acute personal financial crisis. In such cases, payroll advances are limited to the amount due in the next pay check or accrued vacation, whichever is higher. For payroll advance, a request letter should be submitted to the CEO, via the employee's supervisor (where applicable).

### 3.7. Salary fixation

Employees' salaries are fixed once a year, in April. This fixation is done by the CEO, and is done

on the basis of the existing package and the performance based incentive. This process is conducted by a committee headed by the CEO and is to be completed within a month of completion of appraisals.

## 3.8. Salary payments

All staff members are required to have an Indian bank account. Total Monthly Compensation will be directly deposited into employee bank account or paid through cheque. Total Monthly Compensation of all employees, as far as possible shall be paid on the last Friday of every month. If the last Friday of the month happens to be a holiday, the preceding working day shall normally be the payday.

Payments of Total Monthly Compensation shall be made net of all statutory and other deductions, such as Provident Fund, Income Tax (TDS), Loan Instalment, etc., as per legal and other requirements in force.

## 3.9. Risk Management

Reach India Trust will create a corpus fund for risk management. This corpus will take care in the eventuality of any lay off or sudden withdrawal by Grant making organization by paying the employees 3 months salary and gratuity for the period they have served.

# 4. Leave

## 4.1. Purpose

The purpose is to provide adequate leave to each staff so that staff can attend their personal tasks either emergency or planned. Reach will also follow the norms of the country and Leaves provided to similar organization in the Industry. It will take care of biological needs of male and female staff.

## 4.2. General Leave Policy

The leave records shall be administered and maintained by the Support Officer; the CEO will be required to approve leave for all Reach staff.

Earned leave should be applied for in writing and normally at least one month in advance. Staff should normally jointly plan for earned leave to be taken during the year in advance with a view to ensuring that work does not suffer.

Prior approval / permission of the supervisor should be obtained before taking the leave unless in a situation where it is not practical wherein efforts must be made to intimate the supervisor / office at the earliest about the leave.

Any staff on probation is not entitled for any leave till he/she successfully completes his/her probation period. Staff will be eligible to use the leaves mentioned below subject to successful completion of the six months probation period on a pro-rated basis.

## 4.3. Earned Leave

**Annual entitlement**

Confirmed employees shall be entitled to 22 days of earned leave per annum. A minimum of 12 days of earned leave should be compulsorily availed in a calendar year, failing which the same shall be treated as having lapsed.

**Accumulation**

Unutilised earned leave (excluding the minimum total of 12 days to be compulsorily availed) may be carried forward to the next year, up to a maximum of 30 days, and the total leave credit on January 1 each year (including leave earned for the previous year) should not exceed this limit, failing which the excess leave will lapse.

**Encashment**

Earned leave can be encashed up to a maximum of 10 days in a calendar year at the rate of current basic salary. However, for staff leaving Reach, earned leave to their credit at the time of separation will be encashed on the basis of last paid basic salary, subject to limits defined above. This will be reviewed after one year of implementation.

## 4.4. Casual Leave

There will be no casual leave as office is observing 5 days a week and having earned leaves.

For availing leave for emergency, it can be taken up to 3 days but they will be deducted from the accrued earned leave for the staff. Permission for such leave is not mandatory. However the staffs need to inform the office. Ideally, staffs needs to take permission from supervisors before staffs proceeds for leave in all cases.

## 4.5. Sick Leave

All staff on confirmation shall be entitled to sick leave of 5 days per year reckoned from the date of joining. Sick leave may be availed only in case of hospitalization. Sick leave cannot be carried over or en cashed. However, in exceptional circumstances, the CEO may authorise the utilisation of any unutilized sick leave of previous year in the following year.

## 4.6. Maternity Leave

All maternity benefits will also be applicable to parents of the adopted children and to parents of children under legal guardianship.

1. Women staff members are entitled to maternity leave up to three months with full pay and one months with half pay at one stretch. Such leave could be availed before and/or after delivery of her child. (In case the child has been adopted, the leave can be taken before or after the date the adoption is considered legal.)
2. An amount of Rs.5000/- (equivalent to the existing normal annual medical reimbursement entitlement) can be claimed as reimbursement towards maternity (and paediatric) expenses against bills. Claims in this respect can be made either before or after the delivery, but within three months of delivery. (This clause is also applicable to children taken on adoption.)
3. The aforesaid facilities shall be available to all staff members. However, in case a staff member avails of maternity leave during the period of probation, the period of maternity leave will get added to the period of probation.
4. For the purposes of meeting with the contingencies of MTP or spontaneous miscarriage, women staff would be:
    i. Granted three weeks leave with full pay. Such requests need to be supported by a medical certificate
    ii. Reimbursed medical expenses for covering the above said contingencies up to a maximum limit of Rs. 1500/- against bills.

## 4.7. Paternity Leave

Male staff, within the first year of becoming a father, may avail paternity leave up to a maximum of two weeks. This may be spread over the year, in order to cope with medical emergencies for the child or mother, vaccinations, etc.

## 4.8. Compensatory leave

Staff members who are required to attend Training programmes, Workshops or Meetings and tours on normal weekly holidays (i.e. weekends) or declared holidays would be eligible for Compensatory Leave at the discretion of the CEO. This leave needs to be availed within the next

30 days and cannot be accumulated or carried forward to the next financial year. In case of CEO, the leave may be accumulated up to 60 days.

Employees, who work on a non-working day, are eligible for compensatory leave. The leave will be calculated on half a day basis.

### 4.9. Sabbatical / Lien

Staff will be eligible for sabbatical / lien once in 5 years for a period of six months to one year. However, such sabbatical will be granted by CEO on case to case basis depending on merit.

### 4.10. Special Lien

The Board of Trustees may grant CEO / employees special lien for working in organizations set up / promoted to implement Reach India's programme and activities. This may also include working in Private profit making organizations which will be complementing/contributing to the Reach India's objectives.

### 4.11. Public Holidays

Reach will observe the following eleven public holidays each year:

1. Republic Day
2. Moharam
3. Holi
4. Good Friday
5. May Day
6. Independence Day
7. Gandhi Jayanti
8. Durga Puja/ Dushehra
9. Deepawali
10. Id-ul-Fitr
11. Christmas

Each member of staff may also select one other public holiday which they wish to observe; this should be fixed at least **four weeks in advance** with their supervisor.

An unexpected office closure declaration, as such by the Govt. under the "Negotiable Instruments Act" may also be followed by Reach.

If for any unavoidable reasons like, "when a city is totally paralysed due to strike (bandh) " office must be closed on that day, employees are expected to make up such loss of work on preceding or following weekend day (Saturday or Sunday).

### 4.12. Clarification

Staffs are encouraged to fully utilise their annual earned leave after adequate planning. Casual leave is meant to be taken only under emergencies and sick leave where there is a genuine medical need.

Leave will be approved based on exigencies of work only. However, every effort will be made to accommodate the personal needs of staff for leave from time to time, especially when planned in advance.

As a matter of self-discipline, staff members are expected to inform the office in writing if they are unable to come to work for any reason, when they have not obtained prior approval for leave. Therefore, if a staff member remains absent for more than three working days without approval, they could be treated as having left the services of Reach of their own accord.

# 5. Travel

## 5.1. Purpose

The purpose is to make travel comfortable, safe for staff who travel for work and support SC located away from Kolkata. Reach compensates all costs required for the travel.

## 5.2. Conditions

Per diems and expenses reimbursements only cover travel for work purposes; No per diems or reimbursements shall be granted for personal travel, including when a staff member takes personal time before, after or in the middle of work-related travel.

Travel expenses will be calculated for journeys to and from the home address or office address, whichever is used as the start and end point of travel depending upon the time of travel.

Reimbursements and per diems will only be provided for off-site visits and trainings; no provisions will be made for travel between the employee's home address and work location. Likewise, in no instance will Reach provide a vehicle or vehicle allowance to support an employee's travel to and from their residence to their base location of employment.

## 5.3. General per Diem Guidelines

1. Travel per diem allowance is provided to the employee for incidental daily expenses while on temporary travel status on official Reach business, away from the employee's base location of employment. Per diem is intended as reimbursement for meal costs and incidental expenses such as laundry, tips, phone calls, etc.
2. Payment of daily per diem will apply where an employee must stay away from their base location of employment overnight (minimum 12 hours).
3. Where two or more meals are provided where the employee will be working or training, the employee is eligible to claim 30% of the Reach per diem.
4. Temporary travel status is defined as travel away from the employee's base office location overnight. The employee's base office location is defined as the usual branch area of operation, headquarters office or home base, as agreed formally with a supervisor. Where employees are required to remain away from their base office location during the weekend or Reach official holidays because it is not practical to return in between travel, the employee may remain on temporary travel status and will be entitled to the same allowances.
5. An employee assigned to temporary travel status has the option of receiving an advance payment of per diem or reimbursement for per diem following their travel.
6. Please see the following for detailed guidelines regarding per diems for domestic and international travel:

## 5.4. Local Travel

| Type of Vehicle | Diesel-Rs/km | Petrol-Rs/km |
|---|---|---|
| FOUR – WHEELER | 5 | 8 |
| TWO – WHEELER (100 CC & ABOVE) | - | 4 |
| TWO – WHEELER (LESS THAN 100 CC) | - | 3 |

To keep costs to a minimum, staffs are expected to travel by the most convenient and economical mode for travel within the city. Typically, this will be by yellow-and-black taxis or auto rickshaws. Private taxis may be used only where it is clearly more convenient to do so, but must be an exception. Costs incurred by the staff member will be reimbursed on actuals and on completing the necessary forms and seeking approvals from the line manager.

## 5.5. Reimbursement when personal vehicle is used for official business/ work

Staff using their own transport will be reimbursed the cost of travel on work related journeys and certified by the line manager each time such a journey is undertaken. The rates applicable at present are given in the following sections.

## 5.6. Domestic Travel

**General**

Travel should be carried out as economically as possible after careful planning. The limits for expenses and allowances are in keeping with the objectives of the cost minimisation while ensuring that basic requirements of hygiene and safety are adequately met.

**Approvals**

Travel plans must in all cases be approved by the appropriate line manager and requests for travel advances should be made well in advance. Tickets may only be purchased from the official travel agents and normally through the administrative functionary of the office.

Tour expenses should be settled within three days of return or before commencing the next tour (whichever is earlier), using the prescribed form. No fresh tour advances will be allowed till outstanding amounts are settled. These must be approved by the line manager.

**Lodging & Food Allowances**

The limits for lodging and food allowances at present are given in the table below:

| Location | Lodging Limits (Rs/day) | Limits in lieu of lodging if staying with friends & relatives (Rs/day) | Per Diems (Rs/day) |
|---|---|---|---|
| DELHI, MUMBAI, KOLKATA, CHENNAI, BANGALORE | 2000-5000 | 500 | 1000 |
| ALL OTHER STATE CAPITALS (INCLUDING AHMEDABAD) | 2000-3500 | 300 | 600 |
| OTHER CITIES | 1000-2000 | 200 | 400 |
| PROJECT ACCOMODATION | Actuals charged by the projects | Not applicable | 225 |

Lodging expense limits mentioned above do not include taxes and taxes paid in this regard will be reimbursed and may be claimed. Per Diems include food and all other incidental expenses other than local transportation. While attending residential meetings/training programmes, where food and stay is part of hospitality provided by the organizers, a daily allowance of Rs.100 may be claimed for other expenses. Where required, for full day trips, a lunch allowance of Rs.100 may be claimed after prior approval.

Employees traveling for work within the city limits are not entitled to per diem. Employees traveling out of city from home base for less than 8 hrs and returning to home base the same day are not allowed per diem. They are eligible only for conveyance reimbursement.

**Actual conveyance expenses**

Actual conveyance expenses on work will be reimbursed, including conveyance to/from airports to place of work/stay, against bills or tickets where available. The mode of travel will be as described for local conveyance.

**Mode of Travel**

Mode of travel allowed for all official trips will be air travel by economy class. However, staff will be required to travel by train where the journey is less than 10 hours (if overnight) or less than half a working day (if a day journey). Class of travel allowed is ordinary first class, 2-tier or 3-tier air conditioned class or air conditioned chair car.

**Miscellaneous**

While on official tour, employees may not be accompanied either with their personal friends (or family members). If for some reason family members have to accompany the staff on official travel, they will need to take prior permission of the line manager. In any case, Reach will only cover the costs of the staff for the period of the official tour. However, staff with children below three years of age may be allowed to take the child and attendant or spouse on official travel provided the Boarding and lodging of the child and attendant or spouse, as the case may be, is borne by the staff.

## 5.7. International Travel

**General**

International travel will be undertaken only with the prior written permission of the CEO (or in the case of CEO, the Chairperson of the Board). Such travel has to be seen and done as economically as possible; the limits have been worked out keeping in mind the twin objectives of economy, and of ensuring that the basic needs of the traveller are met. Often this is governed by the sponsor of the travel.

Tickets may only be purchased from the official travel agents and normally through the administrative functionary of the office concerned.

**Class of Travel**

Such travel will be on economy (excursion where applicable) fares by the most cost-effective route and through Reach approved travel agents.

**Lodging & Per Diems**

| **Allowance** | **Low income countries** | **US/high income countries** |
|---|---|---|
| All arrangements made by traveler | | |
| Lodging | US$ 125 | US$150 |
| Per diems | US$ 25 | US$ 50 |
| Local travel | At actuals | At actuals |
| Boarding and lodging arrangements made by host/conference organizers | | |
| Per diems | US$ 5 | US$ 10 |
| Local travel | At actuals | At actuals |
| Lodging arrangements made by host/conference organizers | | |
| Per diems | US$ 15 | US$ 40 |
| Local travel | At actuals | At actuals |

**Notes:**

1. These allowances are for all working days and weekends/holidays that are sandwiched between working days.
2. These are maximum allowances; accommodation rates are maximum allowable, more economical accommodation of a suitably clean and safe standard should be sought where possible
3. The lodging rates are exclusive of local taxes.
4. For local travel, public transport should be used as far as possible while traveling in the US/high income countries. In case taxis are used, receipts should be obtained.
5. Please note that the intention of these allowances is to ensure that staff are reasonably comfortable during travel do not have to bear out of pocket. These allowances are NOT

applicable during travel, unless there is a break in journey.

6. Airport taxes and visa charges may be claimed against bills/receipts.

**Cash advances/settlement**

Advance in foreign exchange (currency or travellers cheques) will be made available once an estimate has been approved by the CEO. This will be within the limits permitted by RBI. Staff are expected to refund the difference if any when submitting their expenses statement with bills/receipts, within 5 days of return, or before the next tour (whichever is earlier), using the standard form. No further advances are allowed till outstanding amounts are settled.

## 5.8. Travel to and from the Office

Under exceptional circumstances where women staff is required to work late, it shall be the responsibility of the line manager to ensure that the women staff reaches her residence safely escorted. In such cases, where transport arrangement is not made by the office, transport expenses may be reimbursed as per rules applicable for local travel both to the staff and the escort.

Male staff working beyond 8.00 p.m. will be permitted to claim reimbursement of transport expenses as per rules applicable for local travel.

# 6. Office Discipline & Decorum

## 6.1. Purpose

The purpose of this section is to take sufficient measures that enable staff to work comfortably and Reach CC has best working environment.

## 6.2. General Representation

All employees are expected to act in a professional and courteous manner when representing Reach to the public.

Employees are authorized to represent the Organization within the scope of their particular job.

Requests for information, interviews or written documentation by the government, media, international agencies and other external bodies must be addressed by a Reach manager, authorized by the chief executive officer.

Clients are Reach's primary stakeholder and the focus of its work. Therefore, staff is expected (to) demonstrate respect and professionalism in all interactions with clients or prospective clients.

## 6.3. Smoking

Smoking is strictly prohibited in office premises. This includes open working areas as well as private offices.

The policy extends to all personnel regardless of age, sex or position within Reach India and extends to all visitors to Reach India, as well as participants in meetings.

## 6.4. Harassment

Reach India aims to provide a work environment which is professional and free from intimidation, hostility or other offences which might interfere with work performance or an individual's dignity. Harassment of any sort – verbal, physical, visual – will not be tolerated. This includes, but is not limited to harassment based on caste, race, colour, religion, gender, age, sexual orientation, nationality, disability, medical conditions and marital status.

Workplace harassment can take many forms. It may be, but is not limited to: words, signs, offensive jokes, cartoons, pictures, posters, email jokes / statements, inappropriate material downloaded onto computers from internet systems, pranks, intimidation, physical assaults or contact, or violence. These forms are not harassment in and of themselves; rather they can become harassment if they are found to be unwelcome by the targeted individual or if they contribute to a working environment in which the targeted individual or other staff feel uncomfortable.

Harassment is not necessarily sexual in nature. It may also take the form of other verbal activity, including derogatory statements not directed to the targeted individual, but taking place within

their hearing. Other prohibited contact also includes taking retaliatory action against an employee for discussing or making a harassment complaint.

All employees have a responsibility not only for keeping Reach India offices free from harassment, but also for creating an open and supportive environment in which all staff feel safe and comfortable enough to report any alleged incidents of harassment to their manager or through the Reach grievance procedure, if necessary.

**Addendum: Policies on Child Protection and against sexual harassment have been developed and approved by the Board. These two policies will be integral part of the HR Policy.**

## 6.5. Grievance procedure

Reach's grievance procedure is intended to ensure that all employees have a formal and transparent means of pursuing a grievance.

A. Introduction

1) It is the Organization's policy to ensure that Reach employees have at their disposal a formal, clear and transparent process to resolve any grievance as quickly and as fairly as possible.

2) Where the matter constitutes an appeal of a disciplinary decision, the Disciplinary and Appeals Procedure will be applied.

3) No step within this grievance procedure will be pursued unless the previous step has been completed, except in circumstances where a grievance is brought by a management employee. In this case, the procedure will be invoked at the most appropriate step.

B. Informal Discussion

1) An employee who feels they have a grievance regarding their employment should discuss it directly first with their supervisor.

2) Most concerns or grievances will be resolved at this initial stage and no other action may be necessary.

C. Step One: Formal Letter to Supervisor

1) If an employee feels that the matter has not been resolved through informal discussions with their supervisor, they must outline their grievance, as simply and briefly as possible, in writing to their supervisor. Where the employee cannot read or write they may record their grievance orally. Documenting the grievance in writing or orally provides a formal record that will ensure proper steps have been taken to address the matter.

2) The supervisor will seek to resolve the matter by responding directly to the grievance in writing within five working days of receiving the letter. It is the supervisor's responsibility to ensure the employee understands their response, which may require the supervisor to read the letter out loud to the employee.

D. Step Two: Formal Letter to Chief Executive Officer

1) If the matter is not resolved after documenting it to their supervisor, the employee may present the matter in writing or recorded message to the chief executive officer.

2) The chief executive officer must respond to the issue(s) presented by the employee in writing within five working days of receiving the letter. It is the responsibility of the chief executive officer to ensure the employees understands their response.

3) Additionally, the employee is entitled to meet with the chief executive officer, or their authorized deputy, to discuss the matter(s) directly. To affirm an environment of objectivity, the employee may ask a fellow employee to accompany them to this meeting.

E. Step Three: Formal Letter to the Board of Directors

1) If the matter is still not resolved to the employee‘s satisfaction, they may then forward their grievance in writing, or where the employee cannot read or write, in a recorded message, to the chief executive officer of the Board of directors.

2) The Board of directors will contact the employee who submitted the grievance and the chief executive officer to ensure they understand the circumstances and grievance and take action on the matter.

3) Any formal action of the Board will be considered final.

## 6.6. Acts of Misconduct

As mentioned above, Reach requires all employees to act professionally and to provide a positive public image. The following is a list of acts of misconduct which may result in disciplinary action:

- Dereliction, non-performance, or negligence of duty
- Sleeping or loitering during duty hours
- Habitual absence without leave
- Absence in spite of refusal of leave
- Habitual late attendance
- Doing personal work during duty hours without supervisor permission
- Taking or giving of bribes or an illegal gratification
- Acceptance of cash/gifts from any persons, vendors, partners, or other parties with whom Reach India has an official relationship
- Causing willful damage to or loss of employer's goods or property
- Theft, fraud or dishonesty in connection with employer's business or property
- Conviction in a court of law for any offence involving moral turpitude
- Insubordination or other subversive acts of discipline
- Drunkenness, fighting, riotous or disorderly or indecent behavior
- Destroying, damaging, or removing instruments, equipment, or other property of Reach India
- Consuming liquor within the office premises of Reach India
- Disobedience of transfer order bona-fide
- Disclosure to external parties of any confidential information
- Misrepresentation of qualifications or information of any kind at the time of employment or thereafter
- Gambling within premises

- All forms of harassment
- Making false complaints against any employee to higher authority and found to be false or malicious
- Misuse of computer, internet (visiting of obscene sites / chatting through messenger inappropriately), telephone and other facilities provided to the employee for the accomplishment of official work for personal reasons and so forth
- Failure to use seat belts while driving in the front seats, or failure to use helmets while driving two-wheelers
- Consuming alcoholic beverages while performing duties outside the premises of Reach during Reach working hours. Bringing illegal narcotics or alcoholic beverages on the premises of Reach
- Driving under the influence of alcohol or other drugs
- Taking personal cash advances or loans from partners/partner staff without the prior knowledge and consent of the supervisor
- Any association with organizations or institutions that are involved in activities which are recognized as anti-national or terrorist
- Failure on the part of supervisors to take immediate and appropriate action on harassment complaints raised by staff
- Any other act, which constitutes an offence under any Government law or regulations

Note: The above list is only illustrative and not exhaustive.

## 6.7. Disciplinary Action

**Guidelines**

The disciplinary procedure is designed to establish the facts quickly and to deal consistently with disciplinary issues. No formal disciplinary action will be taken until the matter has been investigated.

At every stage the employee will be advised of the nature of the complaint, be given the opportunity to state their case, and be accompanied by a fellow employee of their choice.

The employee has the right to appeal against any formal disciplinary action taken against them.

Proceedings, witness statements and records will all be kept confidential from anyone not involved in the disciplinary process.

**Steps**

The following are the steps in which employees will be brought to discipline. However, at the CEO's discretion, immediate termination may result in extreme misconduct.

- Verbal warning
- Warning letter
- Suspension on loss of pay and allowances for a period not exceeding 30 working days
- Reduction of salary
- Termination of contract/Dismissal from service

Upon all misconduct which results in a financial loss to Reach India, the employee must repay the amount immediately. If the employee cannot afford to pay the amount immediately, it will be deducted from their salary.

Disciplinary Action can be appealed by written letters to the CEO and the Board of Directors and will be reviewed upon request (see Grievance Procedure).

## 6.8. Dress Code

Employees are expected to present a professional appearance at all times. Employees are encouraged to maintain a neat, clean and professional appearance and to conform to the standards of business attire most common to the location of their job and site assignment.

As a general reference, the following are considered inappropriate attire in the work setting:
· Torn jeans
· Sweat pants/track suits
· Shorts
. Sleeveless T Shirts

## 6.9. Staff Duties and Expectations

All employees shall observe office discipline and decorum.

All employees will behave respectfully with colleagues and outsiders.

All employees must devote working hours solely for the service of Reach

India. Office premises shall be kept neat and clean.

Any employee who needs to work in the office outside of normal office hours should get the permission of their supervisor, and inform other parties (e.g. building manager) accordingly.

All office equipment is to be used carefully and as per need. Staffs are required to switch off lights, fans, coolers, stabilizers, air-conditioners, etc. when leaving or when not required.

No employee shall disrupt the work of fellow employees.

No employee shall pass on any confidential information about Reach India.

No employee is allowed to remove an official material from the office without permission of the CEO

No employee shall demand or request gifts, without the knowledge and / or consent of the CEO from any person having dealings with Reach India. However, token gifts offered by partners and communities are acceptable if they are genuine.

Every employee is required to notify any change in address or telephone number within 48 hours of such a change for personnel records.

Reasonable measures must be taken to ensure the accuracy of any Reach India information in all material respects before it is disclosed. It also covers media inquiries.

Any deliberate violation of office discipline and decorum may lead to disciplinary action.

## 6.10. HR committee

CEO in consultation with staff will form a Human Resources committee with 2-3 persons to oversee the implementation of the HR policy and guidelines. HR committee will be announced by CEO once a year for one year term. The task of the HR committee is see that office discipline is maintained with spirit and that creates acceptable environment.

# 7. Recruitment and Selection

## 7.1. Purpose

The purpose of recruitment and selection is to enable Reach to induct right person with right skill set to join in reasonable cost.

## 7.2. Process:

The main objective is to provide guidance for recruiting suitable person, while giving more weightage to people who are likely to stay. Hence, getting persons through word-of-month of existing staff or past staff, consultants who worked on small assignments should be encouraged. Such processes will be more cost effective. General process will follow the following steps-

1. Promotion/advertisement for position
2. Screen and shortlist all applicants on the basis of pre-established criterion
3. Inform short-listed applicants of interview place, date and time
4. Create a panel of interviewers
5. Hold interview for short-listed applicants to
6. If required, hold Follow-up interviews with 'final short-listed' applicants
7. Determine 'Fitment' for position through a mutual discussion among panellists
8. Generate a list of 3 most fit candidates
9. Make an offer to the most fit and if not accepted, move to the next in the list
10. Do a Reference Check of selected candidate with the last two organizations the individual has worked in.
11. Sign Contract offer

## 7.3. External Selectors

In order to ensure objectivity and to provide for quality in the selection process, it is suggested that the selection panel meant for recruitment for Grade 3 and above should include at least 1, if not 2 external selectors.

## 7.4. Policy of promotion:

Staff can be promoted from Grade 3 to grade 4 based on the minimum qualifications set for these grades. Staff is required to compete with candidates who apply for the post from outside the organization. For example, if there is a vacancy in grade 4, there will be advertisement to get people from market. However, staff from grade 3 having the required qualification can apply for the post.

## 7.5 Contractual staff:

CEO can hire project based contractual staff for the period of the project. This is applicable when there is a project where staff is required with special skill not specified in the present grades of staff. CEO is empowered to select such person from the market and hire with special package specified in the project.

# 8. Probation

## 8.1. Purpose

Probation is a period during which the suitability of the newly selected staff is examined enabling the employer to assess the staff member, both technically and ethically. This period also enables the staff member to become acquainted with the conditions of work.

The Probation is also a period to help the newly selected staff member to get 'fitted' into the organization. The 'fit' is in terms of whether the colleagues and peers of the staff member consider the individual to be suitable for this work.

## 8.2. Duration

The first six months of work in the organization are considered the period of probation for the employee. The probation period may be extended for maximum of 1 year.

During the probation period no leave will be granted to the employee. However, in case of personal health / emergency special leave may be granted which will be adjusted against probation period.

If employee resigns during the probation period s/he will be paid one month's salary.

## 8.3. Procedure

The suggested procedure for Probation is as follows:

- A probationer is assigned to work with a senior manager (the Supervisor) in Reach – to whom the probationer reports.
- The Supervisor observes the probationer for the period of probation.
- In this period the Supervisor provides feedback and suggestions to the probationer.
- At the end of the probationary period the Supervisor holds a final meeting with the probationer to conclude the probationary process.
- Process is communicated to staff at least one month in advance.
- If the staff does not adjust, he may be asked to leave.
- The Supervisor, in consultation with the CEO, takes a decision as to whether to confirm the probationer or not. The decision is conveyed through a Confirmation Form.

# 9. Induction

## 9.1. Purpose

The purpose of induction is to welcome a new member of Reach, to acquaint the individual with critical role holders in the organization, and to understand the nature of his/her job – including the norms and values – the do's and don'ts, the ways of working, and the content of his job.

## 9.2. Duration

The induction process would comprise of three components.

## 9.3. Induction to Organization and Role:

The Induction process must contain:

1. Designed interaction between the inductee and the key role holders within the organization with whom the inductee is expected to work and
2. Designed beginning tasks for the inductee closely overseen and supervised

Induction would take place as soon as the newly appointed staff reports on his first day at work. It will be a two – three days program where in the newly appointed staff will meet the entire Reach Team. The induction training will be conducted by the Operations manager under guidance from CEO. The team will make a presentation of the Reach Model and then the CEO shall explain about the company and his / her job responsibilities. Thereafter, he/she will be given the service centre handbook to read through.

During the next day, the newly appointed staff will attend a few meetings with each department to understand trainings, Reach Business model, financial model and service centre set-up with each concerned staff.

## 9.4. On Job Induction:

This will be a two – five days program. During this period, the newly appointed staff shall visit one of the nearest service centers to understand operations, engage in discussions with the service centre managers and make personal notes on his experience.

## 9.5. Induction through Staff meeting:

After completion of the above schedules, the staff will be required to attend a staff meeting wherein he shall present briefly, his understanding of the work and his role in the entire scheme of things. This will be followed by feedback from the team and addressing any gaps in understanding.

# 10. Performance Evaluation

## 10.1. Purpose

Performance Evaluation is process to building capacity of the staff with respect to job description one is expected to do. Purpose is also to help the staff get feedback for improvement.

## 10.2. Periodicity

Performance Evaluation cycle will be once a year with a six monthly review for all, including the CEO in Reach India.

## 10.3. Process

It should get initiated in March every year. Performance Evaluation is an event that goes on for a period of a month. Each person is evaluated by at least four persons including him/herself. Of them, two are actually Self and Supervisor and other two are the colleagues/juniors/seniors. The other two are chosen based on consultation of the Supervisor. They will be called panel for review.

CEO will designate 1-2 persons as panel to administer the process of initiating the evaluation process and collect the data on the employee performance.

**Performance Evaluation for CEO**

In case of CEO, the performance evaluation process will be done once every year by a 2-member panel which will include chairperson and one more member to be nominated by the Board.

**Performance Evaluation for Employees**

a) **Performance Plans** – (Annexure 7)

Performance Plans are to be worked out by each employee in consultation with his/her supervisor based on their job description at the time of joining / beginning of financial year.

Performance Review is conducted twice in a year using the Performance Plan Form

- Mid Term Review after six months to assess employees work in progress, identify areas that require more support and strengthening and make changes in the Performance Plan if required.
- Annual Performance Evaluation in March/April each year to assess the overall annual performance of the employee.

b) **Performance Rating Scale** – (Annexure 8)

At the time of administering the Annual Performance Evaluation process, each employee will complete his/her own performance evaluation against his/her Performance Plans using the Performance Rating Scale Form

c) **Colleague Input on Employee Performance** (Annexure 9).

CEO and panel will through a random selection process collect Colleague Input on the Employee's Annual Performance once in March every year

d) **Employee Input on Supervisor** (Annexure 10)

CEO and panel will through a random selection process collect Employee Input on Supervisor once in March every year.

e) **Guidelines For Annual Review Meeting** (Annexure 11)

Once all evaluation forms are filled then the employee ratings are done by self, supervisor and CEO. These ratings – from Self, Supervisor and CEO will be further guided by discussions provided in Guidelines for Annual Review Meeting in preparing the final evaluation of the employee.

Form is filled first separately by both the employee and supervisor and they need to discuss and fill and sign one joint form that is taken for record.

Subsequent to the review, all care of non performance will be addressed. Non performance may result in warning, withholding of increment and in extreme cases may also lead to dismissal.

**Review of Performance Evaluation Process:**

Once implemented, Board will review the whole performance evaluation process twice yearly to accommodate feedback for CEO and staff for strengthening it.

# 11. Separation

## 11.1. Purpose

The purpose is to make separation of a member transparent and healthy

## 11.2. Separation from Service

**Reasons for Separation**

Termination of an employee's employment status may result from any of the following:

1. Death of an employee
2. Resignation of an employee
3. Completion of an employee's term of employment (i.e. fixed-term contract ends at the completion of the assignment)
4. Dismissal, whether due to unsatisfactory job conduct, misconduct, etc
5. Other organizational related reasons (restructuring, office closure)

**Mandatory Notice**

Separation from Reach is possible on either side (Reach or staff) by giving 3 months' notice or salary in lieu. In respect of staff on probation (first 6 months of engagement) the period of notice will be two weeks on either side or two weeks' salary in lieu.

**Severance Pay Guidelines**

1. Reach will provide severance pay to a regular employee whose employment has been terminated by Reach as a result of the elimination of a position due to organizational restructuring, closure of an office, or a general reduction in staffing.
2. After minimum two years of continuous employment, severance pay will be two months gross salary.
3. After three or more years of continuous employment, severance pay will be three months gross salary.
4. When the employee terminates employment or when Reach terminates employment on the basis of performance, no severance pay will be granted.
5. Employees with less than two years of continuous employment at the time of reduced staffing or restructuring are not eligible for severance pay

# 12. Office Facilities & Services

## 12.1. Purpose

The purpose is to ensure safe and transparent use of facilities of the office

## 12.2. Facilities

Reach office premises, including stationery should only be used for conducting Reach business. Personal use of Reach facilities must be approved by the CEO.

In the case where the supervisor gives prior permission, this use must take place during non-working hours, including official working office hours and work necessary to support special projects and visitors throughout the year.

## 12.3. Email policy

Reach will provide email services to all Reach employees. However, the use of email is subject to the following conditions:

1. The email system belongs to Reach and staff should not assume confidentiality or other features of a personal or home email system.
2. Electronic mail is a business tool provided by Reach for its business purposes. Incidental and occasional personal use of electronic mail is determined by State policy and permission of Reach.
3. All messages will clearly indicate that staff is sending email from Reach. As such these messages represent official Reach communications. Reach expects staff to represent it in the best possible light.
4. All relevant Agency policies apply when staff is using email. These include policies on harassment and disclosing proprietary information to people outside the Agency without prior approval from the employees' supervisor.
5. All users should change their password the first time they access their e-mail account or the internal website. At no time should any employee provide any other person their password. Employees who disclose their passwords to anyone may be subject to disciplinary action.
6. All employees must attempt to read and respond to email at least twice a day, morning and afternoon.
7. Remember that it is possible, as a result of forwarding and referencing that someone other than the intended recipient may read a message. If a message is sensitive, it should not be sent via email.
8. The potential exists for the transmission of computer viruses using email. Employees must routinely perform a virus check on attachments from outside sources. Employees must never open an email message that contains an executable (filename.exe) program from an unknown source or without checking with the IT officer and the antivirus program first.
9. Employees should delete all unneeded mail (sent and read) messages. The electronic mail system should not be used to store information. It is a tool for communication and moving documents attached to electronic messages. Messages should be deleted as soon as possible to conserve system space and maintain system performance. Messages and attachments staff wishes to keep should be archived or saved to other storage areas.

## 12.4. Internet policy: Do's and Don'ts

Reach permits the usage of internet subject to the following:

1. The internet should be used as a tool to access latest research, data, and industry trends.
2. Internet sites should be visited with caution for privacy issues. Confidential Reach information should not be posted on websites or blogs.
3. Internet sites with questionable content should not be visited; these include but are not limited to pornography, political and/or religious sites.
4. Downloading non-work-related material, such as games, screensavers, or software not directly related to official Reach activities is strictly prohibited.
5. Reach employees are required to obey all copyright laws, whether these are strictly enforced outside of Reach or not. Although information may seem to be 'free' on the internet, individuals may not have the right to copy and use it. Employees must obtain the (author or creator) copyright holder's written permission before using any information from the Internet or other public computer system. Copyright laws apply to software as well as documents.
6. Prohibited for transmitting libelous, slanderous, threatening or abusive messages.
7. Employees are prohibited from 'Hacking' or otherwise attempting to circumvent Reach network security. If it is discovered that any Reach employee has accessed any areas of Reach's network reserved for particular units or positions disciplinary action may be taken.
8. Sending or otherwise participating in chain letters is prohibited. Chain letters typically have the following attributes:
    i. Encourage the resending or forwarding of messages;
    ii. Are not related to the Organization's business.
9. For posting to an internet server or transmitting confidential information related to clients, suppliers, donors or partners via e-mail is prohibited.
10. Representing Reach without the authority to do so is not permitted. Representing Reach on any Internet list or bulletin Board, unless officially granted permission to do so is prohibited.
11. Transmitting, sending or broadcasting messages, data or files that can cause, or potentially cause, hardware, software or network failure and/or destruction of data is prohibited.

## 12.5. Telecom policy

Some Reach employees are required to have a mobile phone to maintain regular communication with Reach clients or other employees.

Reach will pay a portion of the total monthly phone bill to cover the cost of their communication with Reach clients. In general, personal calls should not be made from office landline phones. Unless, in case of emergency, any personal calls should be made during lunch breaks. Any questions of use should be brought to supervisors.

# 13. Confidentiality & Security

## 13.1. Purpose

The purpose is to protect the confidentiality of information of the organization and individuals.

## 13.2. Confidentiality

All employees are required to keep Reach specific business plans, business models, and other sensitive information related to the revenue model, market research, and financial projections from competitors.

Any questions on what can and cannot be released to any parties should be brought to the attention of the CEO.

## 13.3. Proprietary Information

Reach reserves all rights of reproduction and publication of any materials developed by staff members in the course of employment with the organization. This includes, but is not limited to written materials, photographs, drawings, prints, and other materials (whether in print or digital format) which, when reproduced by others, would be detrimental to the organization or would be a source of material benefit to the employee. All equipment, notebooks, documents, memoranda, reports, files, sample books, correspondence, lists, other written and graphic records, and the like, affecting or relating to the business of Reach, that the employee shall prepare, use, construct, possess, or control is the sole property of Reach.

## 13.4. Security

Security takes many forms, whether it is information or physical security. Information security can be ensured by regular updating of user account passwords and ensuring internet policies are followed. Physical security can be ensured by appropriate measures of not letting strangers into the facilities or ensuring that doormen and other security guards are properly informed of visitors and also unfamiliar guests.

Employees are also responsible for exercising appropriate vigilance while traveling, for their own personal safety and to avoid theft or damage of laptops, mobile phones, etc. or any other items that are the property of Reach.

In particular, women who are traveling alone are responsible for ensuring that they have appropriate level of safety; if this means traveling in a higher class of travel than permitted by the allowances described in Section 5, then permission should be sought from the CEO on the ground of safety.

# 14. Conflicts of Interest

## 14.1. Purpose

The purpose is to make the working environment professional by avoiding conflicts of interest.

## 14.2. General Guidelines

Employees are prohibited from working outside of Reach as individuals in the name of Reach or seeking or securing work outside of Reach (e.g. consultancy, etc) using Reach or Reach materials, logo, reputation, or tools.

Employees are prohibited from working on any consultancy that leverages the employee's knowledge or reputation from Reach outside of Reach while employed by Reach full-time.

Employees are authorized to hold employment outside of Reach provided:

1. There is no conflict of interest with their position at or the activities of Reach;
2. The work is not related to Reach in any manner;
3. There is no conflict of work schedules, as determined by the supervisor.

Employees are prohibited from engaging in outside work during hours for which they are working for Reach.

## 14.3. What Constitutes a Conflict of Interest?

A conflict of interest can arise when an employee takes on outside work or employees have ownership, management, or governance influence in a firm with which Reach does business, which could make it difficult for the employee to perform Reach decisions and duties objectively, fairly, and effectively. A conflict of interest can also arise when an employee or any member of their family receive personal benefit or gain as a result of the employee's employment at Reach.

## 14.4. Outside Relationships

A conflict of interest would likely arise if an employee has a strong personal or professional connection with any of the following organizations:-

- A current or potential Reach client
- A current or potential Reach franchisee
- A micro credit (or microfinance), foundation or trust organization that offers financial services in India
- A commercial bank, credit union, or finance company that operates in India
- A company that provides supplies or services to Reach

## 14.5. Outside Employment

There are cases where an employee may start their own businesses, or take on additional part-time work with an organization that is not a Reach competitor, supplier or client. This in itself does not constitute a conflict of interest provided the employee's second job does not conflict with the interests of Reach. This means, for example, ensuring that the two activities are strictly

separated. It must be ensured that:

1. Employees do not engage in any work for the other organization during Reach working time, including if the employee has been asked to work overtime for any reason
2. That customers and colleagues from the outside activity do not contact employees at Reach for business purposes
3. Employees do not use Reach equipment and supplies, or time of any Reach personnel, for the outside work
4. Employees do not promote products or services from their outside work to other Reach employees and/or clients
5. Employees do not attempt to sell products and services from their outside work back to Reach

## 14.6. Bribe

Under no circumstances is it acceptable to offer, give, solicit or receive any bribe or form of inducement. Employees should immediately report to their supervisor any threat, bribe, gift, or other enticement (positive or negative) that could or could be perceived by others to influence any Reach decision

## 14.7. Disclosure

Full disclosure refers to fully communicating any real or potential conflict of interest. While many relationships may not represent significant or real conflicts of interest, Reach expects all employees to fully disclose any possible conflict. Full disclosure will ensure that Reach can take any action necessary to protect the employee, the Organization or an outside party.

Conflicts or perceived conflicts of interest can arise in many situations and are rarely deliberate or created intentionally. Moreover, it is not in the interest of Reach to discipline or create problems for any employee. Rather, Reach staff and its Board of directors have the responsibility to ensure that if there are conflicts or potential conflicts of interest, these are disclosed and dealt with transparently.

Disclosure takes three important forms:

1. Discussion of the situation with a supervisor or executive

2. Writing, which will be required of all Reach employees and Board members each year. This disclosure should help facilitate employee's disclosure of any real or potential conflict of interest and provide guidance regarding disciplinary action if Reach learns that an employee knew of a conflict of interest and did not disclose it or deliberately tried to benefit in a way that this policy outlines is inappropriate.

As a general rule, if an employee has a question or is unsure whether they have any real or potential conflict of interest they should speak with their supervisor or CEO of Reach.

# 15. Benefits

## 15.1. Purpose

The purpose is to explain the additional benefits staff of Reach is entitled to have.

## 15.2. Gratuity Payments

All employees who have completed at least five years of continuous service shall be entitled to gratuity in accordance with the provisions of the Payment of Gratuity Act, 1972. The amount to be paid as gratuity is 15 days salary per year.

The Gratuity Nomination Form needs to be filled up by the employees and submitted to their supervisors at the time of completion of five years of continuous service. In case of death of an employee, gratuity payable to him that year shall be paid to his nominee.

'Family' in relation to an employee for gratuity nomination (As per Payment of Gratuity Act, 1972) shall be deemed to consist of:

In case of a male employee, himself, his wife, his children whether married or unmarried, his dependent parents, the dependent parents of his wife, widow and children of his pre-deceased son, if any.
In case of a female employee, herself, her husband, her children whether married or unmarried, her dependent parents, the dependent parents of her husband and the widow and children of her pre-deceased son, if any.

For every completed year of contract or part thereof in excess of six months, the payment of gratuity will be at the rate of 15 days salary, based on last drawn salary. When calculating gratuity at the time of payment, any balance service period between 6-11 months will be rounded to 1 year. However, the actual number of completed years of continuous service will form the basis for the creation of gratuity provision in the financial system.

The payment shall be forfeited if the employee's services are terminated for any act, wilful omission or negligence that causes any damage or loss to, or destruction of Reach property, to the extent of the damage or loss so caused. This payment shall also be wholly or partially forfeited if the employee's services are terminated for riotous or disorderly conduct or any other act of violence or for any act which constitutes an offence involving moral turpitude, provided that such offence is committed by the employee in the course of the employment.

The completion of continuous service for five years shall not be necessary where the term of the employment of any employee is broken for a significant period of time due to temporary disablement or illness (given the employee returns to Reach), after being medically certified.

For calculation of period of employment, employment with FfH will also be considered.

## 15. 3 Other Benefits:

There are insurance that the organization may plan to provide to its staff.

| **Other Benefits** | |
|---|---|
| Group Personal accident insurance coverage | Rs.20,00,000/- |
| Mediclaim Insurance coverage Rs. 2, 50,000/- for employee and family. | |

# Part III: Directive Principles

# 16. Directive Principles

In working out specific HR policies, it is expected that REACH would keep in mind the directive principles as enumerated below:

- Team development and management
- Empowering Employees and Teams
- Conflict Management
- Cost Management
- Work Life Balance

Here it is important to note that while these directive principles have no legal validity, these directive principles resonate with the underlying philosophy of the organization, and hence need to be given very serious consideration while developing or implementing any HR related policy in the organization.

## 16.1. Team Development & Management

It is not possible to deal with the complex challenge of scaling up and ensuring commitment and quality without ensuring a culture that promotes collaboration over competition. The tasks require extensive communication and collaboration between different individuals across the organization.

Team work implies that the role of the various Team leaders is not of an absolute boss but that of a facilitator.

The following steps need to be followed to develop teams:

1. Identify tasks that require teams on a regular or occasional basis.
2. Identify potential members of such teams. Selection of team members needs to be based on complementarily of skills.
3. Help people acquire team working skills. Help team leaders acquire skills and perspectives of working as a team leader.
4. Help individual acquire team facilitation skills. Team facilitators could work with team leaders and teams in developing the strength of teams.

There is a large amount of literature and practical experience available with respect to team development, and it is suggested that REACH invest in training its members in acquiring key skills and competencies related to it.

## 16.2. Conflict Management

Disagreements and Conflicts cannot be wished away. As a matter of fact a certain level of disagreement is even seen as desirable as it helps the organization to explore issues to a greater depth. The problem comes when disagreements acquire a personal shade (i.e. the issue becomes personal rather than issue based), thus becoming a conflict. When such conflicts are not tackled early enough, they have the potential of damaging working relationships in the organization irreversibly.

Conflicts usually develop in three stages:

The 1 st Stage usually consists of people making snide remarks, showing disregard and making funny comments about each other.
In the 2nd Stage sub groups are formed that are willing to fight the other party.
The 3rd Stage is the fully developed stage of the conflict (which is normally what gets called as conflict) in which one party openly treats the other party as an enemy, and is not willing to talk to each other.

The best way of dealing with conflict is to recognize and deal with conflicts when they are in the 1st stage itself. When conflict reaches the 3rd stage, greater efforts and skills are required to deal with these. At this stage, the likelihood of resolving conflicts also becomes distinctly less.

There are multiple reasons for conflicts to occur, and a large number of these have to do with the way the organization is functioning; though individual differences can exacerbate these conflicts. Consequently, it makes sense to solve conflicts both at the organizational and the individual level.

1. Solving conflicts by acting at the level of Structure could mean Changing level of differentiation & integration
   Ensuring non-overlap of decision making
   In growing organizations flattening hierarchy.
   Ensuring non-ambiguity in reporting. Overall,
   changing design as per needs.
2. Solving Acting at the level of Attitudes & Individuals could mean Set up forums for airing and resolving grievances
   Exchanging & rotating people among sub-units. Change people.

Overall, some of the ways of identifying and managing conflicts include:

Train team members in facilitation, conflict identification and resolution skills.
Individual facilitators from one team help facilitate discussion in other teams.

## 16.3. Empowering Employees and Teams

Innovation in work can only come about when Employees and teams own the organization's work. This situation can come about only when teams and employees are allowed, and expected, to do the following:

i. Take decisions on project area selection.
ii. Take decisions on expenditure management.
iii. Take decisions on devising and changing the processes of work.

## 16.4. Cost Management

REACH works to ensure sustainability of SCs. Consequently, it is important that REACHis a

role model where only necessary expenditures are made. Some of the unnecessary expenditure could include:

Luxury upholstery in the office.
Running AC or other electrical equipment when not necessary.
People from the same office travelling to the same location in different vehicles. Unnecessary cancellations.

At the same time it is important that expenditures that are necessary to achieve quality should not be compromised. Some of the areas where unnecessary compromises should be not be made:

Air travel if an individual is required to reach another place urgently. (e.g. if invited for Quality trainings or exposure visits).

An important way of cost management would be to provide a budget to each team to handle on monthly basis: a budget that would include travel, office expenses and the like. Teams will be expected to manage all their costs within the given budget. Teams that would be able to significantly manage their expenses below the given limit would be give given recognition in the organization.

## 16.5. Work Life Balance

It is important to recognize that individuals have a life and concerns after work also. Concerns could include:

1. Spending time with one's family.
2. Taking up a serious hobby.
3. Taking care of an aged parent or some one gravely ill in the family.
4. Acquiring training or expertise in some particular skill.

It is important that supervisors and teams recognize and appreciate the concerns of fellow employees, and help them work out schedules and ways of working that while not compromising on the quality and output of work, allow themselves to manage their non-work concerns too.

In developing better work-life balances for its members, REACH could refer to three mutually reinforcing principles:

1 Clarify Organizational & Personal Priorities. What is it that truly needs to be finished in the organization? At, the same time, what is it that individuals truly desire to do in their lives outside of work?
2 Recognize and support the Whole Person.
3 Continually experiment with the way work is being done. Can it be designed to be more efficient (e.g. less time spent on unproductive meetings or filling needless forms).

# 17. ANNEXURES

**Annexure 1 -** Leave Requisition and Authorization

**Annexure 2 -** Travel Request Form

**Annexure 3 -** Interview Call

**Annexure 4 -** Regret Letter to candidate

**Annexure 5 -** Reference Check

**Annexure 6 -** Performance Review - Form 1: Competency Review

**Annexure 7 -** Performance Plan

**Annexure 8 -** Performance Rating Scale

**Annexure 9 -** Colleague Input on Employee Performance

**Annexure 10 -** Employee Input on Supervisor Performance

**Annexure 11 -** Guidelines for Annual Review Meeting

## Annexure 1 Leave Requisition & Authorization

**REACH INDIA - / KOLKATA**

**20 - 20**

**Name of Employee :** _____ **Designation :** _____

**PTO Leave**

PTO Leave Carry Over: _____

PTO Leave Entitled: _____

Total Available : _____

Admin Signature

| Date From | Date To | # of Days | Applicants Signature | Supervisor/CEO Approval | Balance Left | Admin Signature |
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**PTO Leave**

| Date From | Date To | # of Days | Applicants Signature | Supervisor/CE Approval |
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**Approved Carry Over Days**

**Annexure 2** **Travel Request Form**

REACH INDIA - KOLKATA

TOUR SCHEDULE

PLS SUBMIT IN TRIPLICATE

DATE _____ PLACE/S OF VISIT _____

NAME _____

DATE/S OF VISIT _____

TENTATIVE DT. OF DEP. _____ TENT. DT. OF ARRIVAL _____

PURPOSE_____

_____

TRAVEL ADVANCE REQUIRED Rs. ____ (_____)

TRAVEL RESERVATION PLEASE PROVIDE THE DETAILS BELOW

IF RAIL PLS GIVE AGE _____

**ONWARD JOURNEY** _____

FROM _____ TO _____ TRN NO/FLT NO. _____ DT _____

FROM _____ TO _____ TRN NO/FLT NO. _____ DT _____

CLASS _____

FROM _____ TO _____ TRN NO/FLT NO. _____ DT_____

FROM _____ TO _____ TRN NO/FLT NO. _____ DT _____

RESERVN. MADE ON _____INITIAL OF THE PERSON WHO BOOKED _____

_____ _____ _____ _____

SIGN OF PERSON RECOMMENDED BY APPROVED BY PAYMENT RECEIVED