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	WORKSHIFT PROGRAM		

REVISION HISTORY			
REV	Description of Change	Author	Effective Date
Rev.:1.0	Policy on WORKshift Program	Lagna Pany	17-Dec-12
Rev.:1.1	Added a point on Productivity assessment of the resources engaged in WORKshift program	Manasi Das	25-Nov-13

REFERENCE DOCUMENTS	
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1. POLICY STATEMENT :

WORKshift is a flexible work time arrangement that allows an employee to regularly perform his or her job responsibilities in timings not coinciding with the regular office hours. The objective of Company's WORKshift program is to support the company to hire and train more employees in limited office capacity. The arrangement is not indefinite and can be terminated if it is determined that business needs or performance expectations are not being met. The WORKshift arrangement is not a reward or employee benefit. Furthermore, it is not a mechanism to facilitate dependent care.

2. PROGRAM DESCRIPTION:

WORKshift is a mutually agreed upon work option between the employee and supervisor subject to the approval of the relevant department head, NSA department and CSM's Human Resources department. WORKshift agreements are subject to review every six months. The employee, supervisor, or Human Resources department may end the WORKshift arrangement at any time. The supervisor and the concerned department need to provide the WORKshift rotation plan according to the projects to be handled, their management and requirement.

In **WORKshift programme**, we have **Three (3) shifts** with following coordinates. These shifts do not include lunch break or any other elongated breaks in between, however refreshment breaks are advisable, which should not be exceeded 30 mins. in total.

1. Morning Shift :


- **From Monday to Friday : 6 AM to 2 PM** (*Grace timing for Login is 15 mins.*)
- **On Saturday : 6 AM to 11 AM** (*Grace timing for Login is 15 mins.*)

2. Evening Shift :

- **From Monday to Friday : 2 PM to 10 PM** (*Grace timing for Login is 10 mins.*)
- **On Saturday : 11 AM to 4 PM** (*Grace timing for Login is 10 mins.*)

3. Night Shift :

- **From Monday to Saturday : 11 PM to 6 AM** (*Grace timing for Login is 10 mins.*)

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3. ELIGIBILITY:

All full-time employees of the company are eligible to apply to become WORKshift participants. Their work must be of a nature wherein face-to-face interaction is minimal or may be scheduled to permit mobile work. The need for specialized material or equipment must either be minimal or flexible. Feasibility of a mobile working agreement is the primary factor in determining eligibility. Participation in WORKshift is not appropriate for all employees. No employee is entitled to, or guaranteed the opportunity to, participate, and an employee's responsibilities must be suitable.

4. WORKSHIFT QUALIFICATIONS:


In addition to job feasibility, employees must meet all of the following requirements to be considered for mobile working:

1. Full-time employees who have a minimum of six (6) months of completed service with the company.
2. Employee consents WORKshift duty for a specified period.
3. Supervisor, Department Head, NSA department and Human Resources approval.
4. Completion of a trial period.

5. WORKSHIFT WORK HABITS:

- 5.1 A high level of job knowledge and proven ability to perform.
- 5.2 Satisfactory or better performance reviews.
- 5.3 Self-motivated and self-disciplined.
- 5.4 Ability to work well alone for a long stretch of time.
- 5.5 Limited need for feedback, but able to ask for it if necessary.
- 5.6 An active, effective communicator.
- 5.7 Sensitive to work impact on others, especially co-workers.
- 5.8 Adaptable and flexible.

6. HOURS OF WORK:

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The WORKshift participant will have regularly-scheduled work hours agreed upon with his/her supervisor, including specific core hours of phone accessibility. WORKshift is not similar to Overtime. As per Company's overtime policy, employees in certain roles are eligible for overtime and in order to be paid, overtime must be approved by the manager *before* it is incurred.

7. EMPLOYEE/SUPERVISOR COMMUNICATION:

WORKshift participants must keep their supervisor informed of progress on assignments worked on at office, including any problems which they may experience while they work during their shift. The WORKshift participant shall agree to promptly notify his/her supervisor when he/she is unable to perform work assignments due to equipment failure, illness, or other circumstances. S/he agrees to be assigned to another project or location, in the event of equipment failure.

8. PRODUCTIVITY ASSESMENT OF RESOURCES:

Productivity measurement is a prerequisite for improving productivity. Hence, to analyze and evaluate the productivity of resources, certain Parameters, Framework, Productivity measurement Tools and categories are established which would be followed systematically and periodically-monthly basis.


Parameter (analysis through day-to-day monitoring process):

1. Work product
2. Product quality
3. In-time delivery
4. Client support

The measurement framework and above parameters are basically takes by the middle management and monitor accordingly by a dedicated group consist of TL/PL.

Framework:

1. Productivity assessment duration
2. Observation Period
3. Productivity Comparison between: General Shift, Morning Shift and Evening Shift
4. Selection of Projects
5. Project Team

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6. Team in General Shift, Morning Shift and Evening Shift (number and name)
7. Team for Observing and Monitoring

Productivity Measurement Tool (for Data Collection):

1. Kwantify Project Monitoring → Task Assignment and Reporting
2. Meeting Schedule → Discussion on immediate requirement & general issues
3. Attendance → Non-availability of Sr. Team members, if helping hand required
4. Project /Code Review → Delay in module review and bug fixing

Productivity Measurement Category:


1. New Code Development
2. Interface Design
3. Tech Support work

For the above categories, each developer's 'Scheduled Effort', 'Task completion duration', 'Estimated Effort', 'Actual Productivity accepted in % age', 'Assignment repetition in days' would be recorded.

9. FACILITIES PROVIDED BY NSA:

8.1 Infrastructure Support:

- | | | |
|------------------------|---|--|
| Systems | : | Systems with good configuration are arranged for each Shift. Employees in both the shifts will use the same system. |
| Support | : | As NSA is extending the support for 24 hrs, both the Shifts will be facilitated with all the supports required. |
| Internet | : | Internet connectivity will be provisioned during this period. |
| Restrictions | : | The Users will only be able to access their folder and files. However, they can access the projects assigned to them. |
| Server Facility | : | Server facility will be given as per the requirement and permission from their respective RA/TL/PL/PM. Both Database and Application servers will be accessed by the developers. |
| Monitoring | : | All the systems will be strictly under observation by NSA Department. Any issue found in the system access will be reported to their RA. |

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8.2 The support plan and procedure may change, with the number of users increasing or change of Shift.

10. FACILITIES PROVIDED BY ADMIN:

9.1 By Support Staff :

1. Support staff will be present for both the Shifts to give their support on
 - a. Housekeeping services
 - b. Water supply
 - c. Tea, Breakfast/Snacks arrangements
 - d. Tea for Morning Shift (with Company cost) would be provided at the employee's desk.
2. To provide the optimum support by the Admin team, One Support staff would be staying at HO at the night time.

9.2 By Driver :

1. Driver will be present from 9:30 PM to 11 PM to give the drop up facilities for the 2nd Shift employees.


Roster duty for Support staff and Driver will be prepared and circulated every week by the Admin team.

11. EQUIPMENT:

11.1 Computing and Communications Hardware

When work is conducted at the official workplace, equipment and supplies are furnished by the company. The company is also responsible for determining, based on the type of arrangement, what is required by the employee in a WORKshift situation. The NSA department will determine, in cooperation with the supervisor and the individual, what the NSA support requirements are and come up with a plan. The employee agrees not to use any company equipment for private purposes, nor allow any non-participant/employee access to that equipment.

11.2 Connectivity

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It is anticipated that WORKshift participants will have high speed access. WORKshift participants are not permitted to operate a personal wireless network unless the security has been validated by the NSA department.

11.3 Software

All employees must conform to software standards as established by the company. WORKshift participants will be expected to work on company-provided hardware, using company-provided software.

11.4 Telephone

Based on the outcome of the NSA department and manager review during the suitability assessment and in creating the WORKshift agreement, the NSA department will determine the requirements for voice and data connectivity and approve a plan, including relevant cost reimbursements, if any.

12. EQUIPMENT LIABILITY:

The company will be responsible for the repair and maintenance of equipment provided by the company. The employee will be responsible for:


1. Any intentional damage to the equipment,
2. Damage resulting from gross negligence by the employee,
3. Damage or theft of the company's equipment that occurs outside the WORKshift participant's control will be the responsibility of the WORKshift participant.

The company is not responsible for private property used, lost or destroyed.

13. SECURITY AND CONFIDENTIALITY:

For mobile work jobs that have security and/or confidentiality requirements, additional procedures will be established to guarantee protection of the company or customer data and information. Such procedures may include a locked or secure work place, computer access passwords or user authentication, restriction of files that may be taken from the office or accessible from the remote work site. Any breach of security or confidentiality, or suspicion of such, is to be reported immediately by the WORKshift participant to the employee's supervisor.

14. WORKSPACE:

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The WORKshift participant must establish and maintain a clean, safe and dedicated work space.

15. ILLNESS:

The WORKshift participant is obligated to report to their supervisor any accident, injury or illness that affects their safety or well-being, or performance of job responsibilities at the work site. Any such incident is to be reported immediately if possible, or if not, then the following work-day. The company reserves the right to investigate any accident or injury incurred at the worksite, including a worksite inspection.

16. TRAVEL & TRANSPORTATION:

The WORKshift participants of Evening Shift (2 PM to 10 PM) are entitled to Drop-facility by the company. Any other travel entitlements/expenses need to be approved by the direct supervisor.


17. TERMS OF EMPLOYMENT:

WORKshift participants remain subject to the existing terms and conditions of employment and all published company policies. Conditions and terms of employment will not change as a result of mobile work; salary, benefits, vacation, leave and basic job duties will remain as before. The employee's rights and responsibilities will continue whether the employee mobile works from a remote site or another job station. Policies governing the use of the company's equipment, facilities, software, support services, such as the internet, telephones, vehicles, etc., shall apply at the work site/time, unless written permission authorizes a change in policy.

18. BUSINESS MEETINGS:

Any business meeting or any other meeting wherein the participation of the WORKshift employee becomes pertinent, it needs to be scheduled during the overlapping office hours. The WORKshift employee should not be forced to attend off-hours meetings which might lead to fatigue due to time lag.

19. TRAINING PROGRAMS:

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All such programs which involves the presence of WORKshift employee(s) should be planned ahead, their rotation of shift should be done and they be made available for the programs.

20. WORKING AT REGULAR HOURS:

Employee should agree to come to the office on regularly-scheduled working day when requested by the supervisor for meetings or other purposes.

21. PROCEDURE FOR CHANGE IN WORKSHIFT SCHEDULE :

- 21.1 Apply for the change in WORKshift through e-Mail request to PL with a CC marked to RA prior to One week in advance.
- 21.2 Upon PL's approval, new WORKshift Schedule will be applicable from the next month. However, in case of unavoidable circumstances, arrangement may be done for change in WORKshift immediately from next week, based on Dept Head/Concerned PM's approval.

22. DON'TS IN WORKSHIFT:

- 22.1 Do not misuse the facilities provided such as software and hardware, internet services, telephone etc.
- 22.2 Do not store any irrelevant documents in the system as the same system will be used by the person coming in next shift.
- 22.3 Do not indulge with any other job to utilize your free time, it will be breach of the company polices; also it will hamper your productivity in the current position.