

HR Manual / Employee Handbook



Doctors For You - HR Manual / Employee Handbook (Updated 2019)

Content

1	Introduction	
1.1	Who we are	
1.2	Vision & Mission	
2	Policies	
3	Employment in Doctors For You	
4	Holidays and Leaves	
5	Termination	
6	Vacation Time and Vacation Pay	
7	Benefits	
8	Dispute Resolution	
9	Committees	
	Appendix 1: Guidance document for taking Leaves: Employees	
	Appendix 2: Rules and Regulations related to Leaves for Consultants	

1. Introduction

This employee handbook is a summary of policies, procedures and practices related to human resource management at Doctors for You.

The Board of Directors is accountable for leading an effective team and is thereby concerned about the development and implementation of the policies outlined in this manual. This manual shall act as a reference to the Managers in their endeavour to implement human resource management within their own teams and would ensure organisational consistency in the application of these practices.

The HR manager is responsible for maintaining the procedures and systems which support human resource management for the organisation and is available to answer any questions or provide clarification on any content of this manual.

1. Statement of Philosophy

The organisation wishes to maintain a work environment that fosters personal and professional growth for all employees while keeping the goal of altruism in mind. Maintaining such an environment is the responsibility of every staff person. Because of their role, managers and supervisors have the additional responsibility to lead in a manner which fosters an environment of respect for each person.

2. Who We Are

Doctors for You (DFY) is a humanitarian organization based out of India, formed by doctors, medical students and like-minded people. DFY focuses on providing medical care to the vulnerable communities during crisis and non-crisis situations and on capability building to improve disaster preparedness of the vulnerable communities.

Today, DFY is working on various projects in more than six states of India involving not only doctors but also the youth of our country. DFY works towards efficient, effective and equitable distribution of health care for all.

3. Vision & Mission

“Health for All”

Providing sustainable, equitable, effective and efficient health care services to the most vulnerable individual & communities

4. Guiding Principles - (building bricks which help an organisation achieve its Mission)

- Rapid response
- Reaching the unreached
- Accountable to our Partners, Donors & Communities
- Community Participation in decision making
- Neutrality & Non-Political

5. Scope

As an organisation Doctors for You seeks to address the following issues:

5.1. Disaster Management:

At DFY, our aim is to enhance disaster resilience in South Asia by strengthening medical preparedness, early response capacities and sustainable health-care in the aftermath of a disaster. DFY shall work in all the phases of disaster management cycle to ensure a disaster resilient community.

First Phase - Emergency Response

A life-saving phase, its aim is to ensure that an effective response - rescue efforts, fire fighting, emergency medical assistance and an evacuation procedure - is in place when a disaster has taken place.

Second Phase – Recovery

This phase involves rehabilitation and disaster-resilient reconstruction efforts as well as appropriate land use planning, industrial rehabilitation planning and livelihood support.

Third Phase - Prevention/ Mitigation

This phase focuses on efforts to prevent or mitigate damage when a disaster strikes. Among the activities related to this phase are the utilization of seismic resistant technology for rebuilding or retro-fitting, the construction of dikes, replanting of mangroves, forestation and the construction and operation of meteorological observation systems to help prevent and mitigate damage in the event of an earthquake, flood, landslide or storm.

Final Phase – Preparedness/ Readiness

As it is important for any country to be prepared in the event of a disaster, this phase is crucial as it places the importance of hazard maps, food and material stockpiling as well as the preparation of emergency kits, all vital factors that help to minimize the impact of a disaster. The risk of disasters and its adverse impact can be reduced effectively if balanced attention is placed on all phases of the disaster management cycle.

Emergency Medical Response Team

DFY is involved in building rapid emergency medical response team for the acute early emergency phase of disasters and complex emergencies. The development of the Emergency Response Unit aims at achieving faster and better quality deployment through good planning and preparedness.

5.2. Public Health Strengthening

DFY is committed to strengthen Public healthcare system of India.

Primary Healthcare

DFY is committed to provide the quality primary health care services to neglected communities within our capacity and reach. We try to strengthen the health services as soon as possible post disasters as well as in poor performing districts of India.

Oral health care services

DFY is actively involved in the advocacy against the tobacco lobby to improve oral health care in India as well as to prevent oral cancers & other cancers related with Tobacco.

Reproductive Health

Maternal & child health is an important area of focus for DOCTORS FOR YOU. For pregnant women in vulnerable communities, especially in remote areas, specific needs relating to their health (and the health of their unborn babies) may not be met because of various factors such as a lack of facilities or a lack of skilled employees.

5.3. Capacity building & Skill development

Without skilled manpower we can't achieve our goal of Health for All. Lack of skilled and well trained manpower is a major concern for India right now and we are committed to build the capacity of the nation by offering all sorts of skill development trainings, workshops and courses across India for this purpose.

2. Policies

1. General Conduct

- Respect and uphold the work of Doctors for You and its vision and mission to provide humanitarian aid to all without any biases whatsoever
- Treat other employees with fairness, dignity, respect, and without discrimination.
- Promote harmony, mutual understanding and teamwork in all relationships.
- Seek to avoid workplace conflict, and if it occurs, respond fairly and quickly to provide the means to resolve it
- Recognise that employees in their personal lives may experience crisis and show compassion and understanding

2. Standard Principles for Performing Duties

Attached to an Offer of Employment, is a description of the job and the associated responsibilities, along with any additional tasks possibly required. This document will be used to evaluate performance both during the pro-

bation period and after. If an employee is unsure of its contents, they should not hesitate to ask for clarification. From time to time, it may be necessary to amend an employee's job description. These amendments will be discussed with the employee in advance; the final decision on implementation will be made by management. In per-

forming duties related to the job, employees are expected to

Observe the following:

- Be familiar with the Objectives of DFY, its rules and policies.
- Encourage growth and development of other employees by helping them achieve their personal goals at DFY and beyond Employees are expected to keep updating the concerned personnel's/departments regarding their work, problems faced and suggestions for improvement.
- Administer all policies equitably and fairly, recognising that jobs are different but each is important; that individual performance should be recognised and measured against predetermined standards; and that each employee has the right to fair treatment.
- Avoid behaviour that can be interpreted as discrimination, harassment, or intimidation.
- DFY Policy on Conflict of Interest: Avoid conflict of interest situations
- Avoid personal relationships with other employees that may give rise to conflict of interest. For instance
 - when an employee is required to supervise another employee with whom there is a personal relation- ship.
- Any party or political associations may be revealed to the management on account of the humanitarian nature of the project. DFY does not have overt political leanings.
- Avoid engagement in any other occupation or business whatsoever or be interested directly or indirectly in any business or undertaking having interest opposed to or competitive with the interests of DFY or in any business or undertaking having transactions with the organization except with the organization's consent in writing.
- Avoid entering into any commitment or dealings on behalf of the organization for which he/she does not have express authority nor alter or be a party to any alteration of any principal or policy of the organization or exceed the authority or discretion vested in him/her without the previous sanction of the organization or those in authority above.
- Where the conflict of interest situation cannot be avoided, employees may take steps to disclose to the management.

3. DFY Policy on Tobacco, Alcohol & Drugs:

DFY strongly condemns use of alcohol/tobacco/Drugs and other substances of abuse, and use, distribution, or

sale of such substances is not permitted in field area and office area.
Maintain and observe all safety and health procedures in the workplace.

4. DFY Policy on Media interaction:

- Only authorized persons are allowed to talk to media.
- During any project including disaster relief work, No negative comments should be made against the partners, donors or state govt. under which organization is working.
- All press releases should be approved by the Head of media and Communication department.
- In disaster situation where communication is restricted limited media interaction may be allowed but only with permission from Project Manager.
- DFY will take steps to protect and not disclose confidential information pertaining to anyone including Media.

5. Training and Capacity Building of Staffs

Trainings of all Managerial level staffs should be organized at least once every year by their respective departments. For Staffs involved in Disaster Response organization can send them for fellowship or Internship with

other organizations also for capacity building and trainings.

For Finance Department Staffs training on International accounting standards & on UN HACT should be done by DFY Account section staffs during orientation program and by UN within 2 years of employment or earlier.

6. Addressing a Possible Breach of Code of Conduct

If an employee has a concern about the conduct of another employee, it is important that he or she be able to raise the issue without fear of repercussions. DFY on its part:

- Will take all complaints seriously.
- Will act on formal complaints received in a timely and swift fashion. Inquiry has to be initiated within three weeks of receiving the complaint.
- Ensure the protection of the complainant and prevent victimization
To address such complaints, the concerned persons will refer to the Grievance redressal committee.

If the complaint is found to be false, frivolous, or malicious, this itself constitutes a violation of code of conduct, and DFY can initiate disciplinary action,

3. Employment at Doctors For You

1. Employment Equity

DFY is an equal opportunity employer and employs personnel without regard to race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender, sexual orientation, age, marital status, physical and/or mental handicap or financial ability.

2. Recruitment and Selection

All employment opportunities at DFY are posted for a minimum 30 working day period. They are posted on DFY's website, on related employment portals as needed. Current employees are allowed to apply for these vacancies but their application would be screened in the same way as outside applicants. If the interview is positive, references will be contacted. Depending on the feedback provided, a position may be offered to the applicant.

Any employee can apply to some other post vacant in DFY in same or different office, if they fulfill the eligibility criterion. They should do so through internal official channel. Any application from DFY employee through any other channel will not be considered.

Detail background check up preferable by a third party would be conducted for all managerial level staffs and also for all Finance department staffs before recruitment. Police verification can also be done wherever required or necessary. For previous DFY employee reference check from respective program manager or Head of department in which employee was working would be sufficient.

3. Nepotism

No candidate will be hired to a position where they may report or supervise a member of their immediate family. Immediate family is defined as: parent(s), step parent(s), sibling(s), grandparent(s), spouse, step child(ren) or ward, father-in-law or mother-in-law. Personal relationships with other employees or members of the DFY's Board of Directors or Committees of DFY should be disclosed prior to accepting any offer from the employer.

4. Orientation Program

All new employees of DFY shall receive an orientation session, which include an overview of general policies, procedures and operations. This will also provide employees an opportunity to learn about the performance management and appraisal policy. They will be given a copy of this Employee Handbook and will be expected to learn its contents. They will also make aware of policies such as, Code of Ethics, and asked to sign off on their adherence to same.

5. Personnel File

DFY does collect personal information for inclusion in personnel files. This information is available to the employee, the President and the Head of HR. This information is kept in a secure location, and is not shared with members of our Board or with our funders. Information which is contained in an employee's personnel file includes the following: résumé, letter of offer, performance reviews, job descriptions, disciplinary notices, tax forms, copies of enrolment forms for benefits and approved leave requests.

6. Probation

The first six (6) months of employment are probationary. During this time both parties may assess suitability for employment with the Employer. This also provides management an opportunity to assess skill levels and address areas of potential concern. During the first ninety (90) days of the probationary period, employment may be terminated by either party for any reason whatsoever, with or without cause, and without notice or payment in lieu of notice, except as may be minimally prescribed by the law, as may be amended from time to time. Upon satisfaction of the requirements under the law, as amended, the Employer shall have satisfied any and all obligations to the employee, whether under the law, as

amended, or at common law. At the completion of the probation period, the employee and employer shall meet and review progress to date. At this time one of three things will occur:

- i. Probation will end
- ii. Probation may be extended for an additional six months
- iii. Employment will end

7. Annual Salary

Salaries shall be determined by the President, based on budget considerations and commensurate with the experience of the successful candidate. The organization shall pay employees on a monthly basis, less the usual and necessary statutory and other deductions payable in accordance with the Employer's standard payroll practices.

These payroll practices may be changed from time to time at the Employer's sole discretion. Currently, payday occurs before the 15 of each month and covers the pay period ended the previous month.

All salary payments will be made in the first week of every month. Queries with respect to salary payments will be taken up after the 17th of each month

8. Performance Appraisals

The performance review document will be a living document for each employee. Each employee will be responsible for developing their respective work plan for the year. This goal plan will be jointly developed with the management. At the time of the performance appraisal, the employer and employee will review the objectives and the results achieved. Throughout the year, the employee and employer may refer to this document to track progress made toward objectives, highlight areas of concern and indicate challenges identified along the way.

Performance reviews, for all employees, will occur near the end of February annually (near end of contract term). For some exceptional employees, an appraisal could take place mid-year as well. Employees should prepare for this meeting by preparing a draft work plan for the coming year. This meeting is to review successes and challenges from the preceding year, and to establish the objectives for the coming year. This would also be the opportunity for either party to identify and recommend professional development opportunities which may assist the employee in their day to day work or to grow within the organization. Once complete, both parties shall sign off on the final document and it shall be added to the employee's personnel file.

All employees will be assessed based on continuous evaluation report and based on that they will be given their due promotion in job/increment/renewal of the contract term. However it is not must or binding on part of DFY to provide such promotion. Promotion will only be decided on basis of performance.

9. Best Employee Award

Every quarter DFY board members will select 1 employee as best employee and cash award would be given. Selection criteria will be based on following

10. Feedback and continuous assessment

During their tenure, employees will be continuously assessed in regard to their professional and personal discourses. The employees' in-charge will submit a confidential report every three months and at the end of service to HR head in this regard. All increments, promotion and bonuses will be awarded based on these reports notwithstanding anything to the contrary herein contained.

Project/ office heads are required to prepare and send such reports based on their assessment as well as feedback from other concerned colleagues.

11. Professionalism

When representing DFY, employees should dress and behave appropriately. Employees should choose to dress in a manner which presents a professional image to the public and is respectful of others. Excessive use of profanity is neither professional nor respectful to co-workers and will not be tolerated.

1. Punctuality	4. Communication with clients & Colleague
2. Sincerity	5. Contribution to organization vision & mission
3. Dressing sense	6. Overall feedback from other colleague or seniors

While your employment term lasts with the organisation, you shall observe the highest standards of ethical conduct consistent with the values of integrity and impartiality. Any work in office or on field shall be deemed within the scope of the organisation and you shall be expected to work on your assigned duties with the above principles. The nature of the work involved is social and you would be expected to be completely impartial towards any race, gender, colour, caste or religion while in service irrespective of your personal beliefs.

4. Holidays and Leaves

1. Hours of Work

The regular office hours for DFY are 9:30 a.m. to 5:30 p.m. Monday through Saturday inclusive (excluding holidays), with core operational hours being 9:30 a.m. to 5:30 p.m. and medical/clinical practitioners are 10:00a.m to 4:30

p.m. Employees may also be expected to work such other hours as may be requested or required, from time to time. Employees hired on a part time basis will have schedules determined on a case by case basis.

Employees are required to notify their supervisor, in advance, of planned days away from the office. Unplanned absences from the office should be reported to the employee's supervisor as soon as could reasonably be expected. As a courtesy, the Administrative Assistant should also be notified of absences.

2. Holidays and Leaves

2.1. Statutory Holidays

Every year, the organisation will allow for 12 paid holidays. The list will be made public each year at the beginning. The holidays may be cancelled on a later instance in case of any emergency that requires the full staff support of DFY.

2.2. Annual Leaves

1. Total of 1.5 paid leaves are allowed in a calendar month.
2. Employee should inform their respective in charge well in advance regarding leaves, and take their approval; otherwise it will be considered as unpaid leave.
3. More than 3 unauthorised leaves in continuity or total of 10 or more unauthorised leaves in a calendar year would deem the employee absconding and may be considered grounds for termination of the contract or appropriate disciplinary action.
4. Employees are encouraged to use their leaves in order to maintain high level of efficiency. Also no payment will be made in lieu of remainder leaves.

2.3. Sick Leave

Employees will be entitled to 12 days of sick leave per calendar year accumulated on the basis of 1 day per month. Moreover, regardless of the amount of sick leave accumulated, sick leave will not be paid out upon resignation, retirement, or termination of employment for any reason. Furthermore, since Sick Leave has no cash value, employees may not use more than they have accumulated, without the express written permission of the President DFY. Employees working less than full time will have their rate of accumulation adjusted accordingly.

Sick leave can be used for personal illness, personal medical appointments, and visits to specialists. The Employer reserves the right to request information with respect to limitations, restrictions, prognosis in such manner as it deems necessary in the circumstances with respect to any request for paid or unpaid sick leave. The employer also reserves the right to request a doctor's note for absences of three (3) days or longer.

2.4 Compassionate Leave

DFY will grant up to three (3) working days per event on the occasion of a death in the employee's member's immediate family. Immediate family is defined as: parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), spouse, step child(ren), father-in-law or mother-in-law.

Additional compassionate leave may be granted at the discretion of the President for reasons not covered elsewhere in this manual. These requests should be discussed in person with the President and followed by a written submission.

5. Disability Leave

The organization provides paid leave for 15 days per year to any employee who is accidentally injured on work. The decision to provide any such leave to any employee is on sole discretion of the HR head and is final. The full period of the leave is granted without pay. DFY will issue a Record of Employment on

commencement of leave which allows the employees to make claim for Insurance Benefits. When the employee returns to work, employment is guaranteed in a similar position at the same salary level. During the full period of leave, vacation and sick leave shall not continue to accumulate. During the period of the leave the employee may retain coverage under the Group Medical Health plans and the full premium costs of all benefits will be paid by the Employer. Employer contributions to the EPF will only be made after evidence of an employee contribution to said plan. Every attempt will be made to return employees to a position of equal responsibility on return from leave status, however, no guarantees exists that the exact position left will be available on return.

6. Unpaid Leave

Employees may take unpaid leave with the written consent of the President DFY or HR Head. During periods of unpaid leave, medical, life coverage shall continue to be paid by the employer, vacation shall continue to accrue and seniority shall be maintained. Every attempt will be made to return employees to a position of equal responsibility on return from leave status, however, no guarantees exists that the exact position left will be available on return.

7. Unauthorised Leave

Employees if taken unauthorised leaves, the program manager can decide on making the leave days a unpaid leaves or s/he will be penalised salary equal to 2 working days. If the unauthorised leaves are extending more than 3 consecutive days or more than 5 days an year, penal action can include termination of contract.

4.2.8 Maternity and Parental Leave

Official govt rules([Maternity Benefit Act 2017 \(Amendment\)](#)) regarding the same may be applicable.

- An employee is eligible for maternity leave upto 26 weeks i.e more than 6 months.
- However, a woman who already has two or more children is entitled to 12 weeks of maternity leave.
- The maternity leave with full pay is granted on completion of at least 80 days in an establishment in the 12 months prior to her expected date of delivery.

DFY will issue a Record of Employment on commencement of leave which allows the employees to make claim for Insurance Benefits. When the employee returns to work, employment is guaranteed in a similar position at the same salary level. During the full period of leave, vacation and sick leave shall continue to accumulate. During the period of the leave the employee may retain coverage under the Group Medical Health plans and the full premium costs of all benefits will be paid by the Employer. Employer contributions to the EPF will only be made after evidence of an employee contribution to said plan. Every attempt will be made to return employees to a position of equal responsibility on return from leave status, however, no guarantees exists that the exact position left will be available on return.

3. Overtime

All overtime must be authorized by the DFY in advance of being worked. Employees working overtime will be reimbursed via a time off system. The accumulated time off has to be utilized within a 3 months period.

Business travel for conferences, meetings, etc, which may cause an employee to depart or arrive home on a non- work day does not constitute overtime. If travel is part of the employee's job, or could be reasonably expected to occur in the course of performing one's duties, it is merely an inconvenience. Some travel, which may be exceptional to the employee's normal duties, may qualify as overtime at the discretion of the Executive Director.

Any overtime worked and not taken in lieu will be paid out in the event that the employee leaves DFY for any reason.

4. Employee Information

Employees are expected to keep the management informed of any change in your residential address, contact nos., or civil status.

More details of leave policy in appendix 1 and appendix 2

5. Termination and Resignation

1. Termination for Cause

An Employment Contract may be terminated by the Employer at any time for cause, without notice or payment in lieu of notice or severance pay whatsoever, except payment of outstanding wages, overtime and vacation pay to the date of termination. Cause includes, but is not limited to, any act of dishonesty, conflict of interest, breach of confidentiality, harassment, insubordination, or careless, negligent or documented poor work performance.

2. Termination without Cause

An Employment Contract may be terminated by the Employer at any time and for any reason on a without cause basis, upon the provision of notice or payment of notice instead, and severance pay if applicable from time to time. The notice as described in this paragraph is inclusive of all statutory and common law entitlements to notice or payment in lieu of notice. Upon satisfaction of the requirements under this paragraph, the Employer shall have satisfied any and all obligations to the employee, whether under the law, as amended, or at common law. The notice requirement contained in this clause constitutes a material inducement to the Employer to enter this agreement.

5. 3 Resignation

If for any reason, you wish to discontinue from the services with the organization, you will at liberty to resign from the employment on the expiry of one month prior notice in writing of your intentions to do so, which notice must be handed over to your superior at whichever division you happen to be attached at the time or to the HR department. In the event you fail to give such notice, management will be at liberty to not release your terminal benefits and may refuse to issue you a NOC.

It will be the organization's discretion to decide in the event of their serving notice as to whether you should work for full period of notice or your service will terminate at some earlier date determined by the management.

The NOC will be only issued upon submission of No Dues Certificate signed by concerned authorities including but not restricted to immediate superiors, accounts, assets in-charge, etc.

5. 4 Layoff

Operation requirements are subject to change based on workload and the funding levels received on an annual basis. All efforts will be made to keep employees in a position similar, in scope and salary, to that they have become accustomed to. If the organization is unable to do this, then employees will receive one (1) week notice for each year of service or minimum as required by law whichever is minimum. For employees who have a minimum of six years of service, this amount will be augmented by one (1) week of severance pay (or equivalent notice) for each year of service.

6. Benefits

1. Medical & Life Insurance

DFY offers its employees group benefits provided by Bank. These benefits are paid for by the employer. After three months of employment, employees are enrolled in the plan and may select Single or Family coverage as required. Employees are required to pay the premiums for their share of Long Term Disability premiums on a monthly basis, although the premium is paid upfront by DFY. Currently, this is done by way of Payroll deduction. The plan also includes a component for Life Insurance, Accidental Death and Dismemberment (AD&D) and Vision care.

2. Provident Fund (EPF)

Employees begin participation in the plan after completion of three (3) months of employment. The contribution by each employee is at least five percent (5%) of their gross salary, which is deducted from their payroll. This is matched by the employer to a maximum of five percent (5%). Employees may not elect to place these contributions with another investment broker / agent while employed by DFY.

3. Professional Development

At the discretion of the President or HR Head, employees may be able to attend conferences, courses, seminars and meetings, identified through annual work plans and performance reviews, which may be beneficial to the employee's professional development. If these opportunities are directly related to the employee's position, or are suggested by the President, then DFY will cover the cost of registration, course materials and some travel expenses.

If DFY has agreed to pay for a course the fees will be paid on evidence of successful completion. If DFY sponsors a course (or courses) and the employee departs DFY within a year of completion, the course fees will be- come repayable in full.

7. Miscellaneous

1. Confidentiality, Information and IPR

Information Technology (IT) & Confidential Information Policy:

From time to time, employees of DFY may come into contact with confidential information, including but not limited to information about DFY's members, suppliers, finances and business plans. Employees are required to keep any such matters that may be disclosed to them or learned by them confidential during their employment and even after termination of their employment with DFY. Furthermore, any such confidential information, obtained through employment with DFY, must not be used by an employee for personal gain or to further an out- side enterprise. Employee should not use their official email id for any personal communication

2. Social Media

Use of Social Media sites (FACEBOOK, What's up Tweeter, Instagram, Viber etc) during working hour is not allowed unless authorized by the HR department. Employee should submit all IT equipments to the HR department before getting the NOC from HR.

3. IT Information Storage and Security

Any storage devices (CD's, USB's, Floppy Discs) used by employees at DFY, located at DFY's address, acknowledge that these devices and their contents are the property of DFY. Furthermore, it should be understood by employees, that organization equipment should be used for organization business only during normal working hours. Downloading of personal materials on organization equipment can be harmful to said equipment and should not be done.

Except so far as may be necessary for the purposes of your duties, you will not, without the consent of the organization, retain or make originals or copies of telegram, fax, letters, maps, reports, drawings, calculations, specifications, formulae, forms, licenses, agreements or other documents of whatever nature belonging to the organization or any of its associates or notes as thereof, nor retain samples of specimens in which the organization or any of its associate companies may be or may have been interested and which have come into your possession by reason of your employment. If, on the termination of your employment, you are in possession of any originals or copies of telegrams, fax, letters, maps, reports, drawings, calculations, specifications, formulae, forms, licenses, agreements or other documents of whatever nature belonging to the organization or any of its associate companies or notes as thereof, or any samples of specimens as aforesaid, you will deliver the same to the organization without being asked except so far as consent to retain them has been given to them by the organization.

4. Intellectual Property

Any intellectual property, such as trademarks, copyrights and patents, and any work created by an employee in the course of employment at DFY shall be the property of DFY and the employee is deemed to have waived all rights in favour of DFY. Work, for the purpose of this policy refers to written, creative or media work. All source material used in presentation or written documents must be acknowledged.

5. Health and Safety

DFY, along with its employees, must take reasonable precautions to ensure that the workplace is safe. Employees who have health and safety concerns or identify potential hazards should contact HR manager. Alcohol & Tobacco consumption or illegal drug use is not permitted during work hours on the premises.

All employees using DFY Vehicles should exercise utmost caution and do so keeping in mind safety of self and others. For example wearing of helmets and safety equipments by bikers etc

6. Harassment at Workplace

DFY wants to provide a harassment-free environment for its employees and volunteers. Mutual respect, along with cooperation and understanding, must be the basis of interaction between employees. DFY will

neither tolerate nor condone behaviour that is likely to undermine the dignity or self-esteem of an individual, or create an intimidating, hostile or offensive environment. There are several forms of harassment but all can be defined as any unwelcome action by any person whether verbal or physical, on a single or repeated basis, which humiliates, insults or degrades. "Unwelcome", for the purposes of this policy, refers to any action which the harasser knows or ought to reasonably know is not desired by the victim of the harassment. Specifically, racial harassment is defined as any unwelcome comments, racist statements, slurs, jokes, graffiti or literature or pictures and posters which may intentionally or unintentionally offend another person. Sexual harassment is any unwanted attention of a sexual nature such as remarks about appearance or personal life, offensive written or visual actions like graffiti or degrading pictures, physical contact of any kind, or sexual demands. All cases of sexual harassment should be treated as per the organization Prevention of Sexual Harassment at workplace Policy DFY.

7.7. Workplace Violence

Workplace violence can be defined as a threat or an act of aggression resulting in physical or psychological damage, pain or injury to a worker, which arises during the course of work. Further to the definition of violence, is the definition of abuse. Abuse can be verbal, psychological or sexual in nature. Verbal abuse is the use of unwelcome, embarrassing, offensive, threatening or degrading comments. Psychological abuse is an act which provokes fear or diminishes a person's dignity or self-esteem. Finally, sexual abuse is any unwelcome verbal or physical advance or sexually explicit statement.

DFY has a zero tolerance limit with regards to harassment and violence. Employees or volunteers engaging in either harassing or violent activities will be subject to discipline, which may include termination of employment, removal from Boards or committees and possibly criminal charges. The penal action will be decided by the committee constituted to look into these issues.

8. Employer Property

Upon termination of employment for any reason, all items of any kind created or used pursuant to the employee's service or furnished by the Employer including but not limited to computers, reports, files, diskettes, manuals, literature, confidential information, or other materials shall remain and be considered the exclusive property of the Employer at all times, and shall be surrendered to the President, in good condition, promptly and without being requested to do so.

9. Other formalities

On changing the job or leaving the Organization, Tax Authorities require us to inform them of the employee's next employment. Employees are therefore expected to inform DFY in this regard so as to enable DFY to discharge this duty under the law.

10. Dispute Resolution

Regrettably, conflict can occur in any working environment. In an effort to resolve conflict in an expedient, yet fair manner, DFY recommends the following process for conflict or dispute resolution.

- Speak to the person you are having the dispute with. Many times disputes arise due to misunderstandings and miscommunications.
- If speaking to the individual does not work, speak to the President DFY. S/he will arrange a meeting between those involved in the dispute, to determine a resolution.
- If S/he is unable to resolve a workplace dispute, the parties may be referred to mediation by an outside third party. The resolution of the mediator is binding on both parties of the dispute.

8. Committees

The organisation shall constitute the following committees. The purpose of these committees is to look at the various aspects of work and employment condition with DFY. The issues addressed by the committee will be as follows.

1. Purchase Committee

It comprises of Vice President, Secretary, Finance Manager & Any one Project Head / Program Manager. This committee will be responsible for approval of all high value material or equipments purchase (especially with all fixed assets). Please refer to procurement policy for document for more details.

2. CASH: Committee against Sexual Harassment

It comprises of Head-HR, any one Board member, Project Head and one person authorized by DFY board. It will handle all cases of Physical, Mental & Sexual violence of employees of DFY. Please refer to DFY Prevention of Sexual harassment at workplace policy.

3. Employee Welfare Committee

It comprise of any two board members of DFY and one member from Management team. It takes decisions related with staff welfare issues.

4. Grievance Redressal Committee

Grievance redressed committee: Handle all complaint and conflicts related issues with DFY staffs. It comprises of any 3 out of following President, HR-Head & Project Heads / Program Managers. Each committed will have at least an annual meeting to discuss the need for further modifications and appointments of the office bearers.

Prepared by,

HR & Admin Dept:

Doctors For You

Website: www.doctorsforyou.org

Email : hr@doctorsforyou.org

Appendix 1: Guidance document for taking Leaves: Employees

- All the employees are entitled for 18 Annual Leaves (AL) and 12 Sick Leaves (SL) per year after completing their probation period, if any. The entitlement year for the leave is from 1st January to 31st December every year.
- At the year end, all the pending leaves whether AL or SL will lapse and except for upto 5 AL. This is applicable for any employee of any rank.
- During the probation period, employees are not entitled for annual leave. However, the employees are entitled for sick leave. Apart from this, any leave taken during this period will be considered as Leave without Pay (LWP) and all rules and regulations related to LWP will apply to it.
- The leaves available or entitled to the employee at any given time will be calculated on Pro Rata basis. The pro rata basis calculation is done at the end of every month and not in between.
- Leaves can't be granted or availed by the employee more than the calculated value as per the pro rata basis. However in special consideration it may be granted as per point no.

PROCEDURE TO AVAIL ANNUAL LEAVE (AL):

- Annual leave is not an exclusive privilege for the employee but it is subject to certain terms and conditions and has to be applied for in proper format and will be granted considering the fact that the routine work of the center is not affected in any manner.
- Every employee has to apply for a leave in a prescribed format. The application has to be countersigned by another appropriate employee (if available) who will then take additional charge of the responsibilities of the employee who is availing leave. No leave can be granted without this countersign and readiness to take over the responsibilities of the leave availing employee.
- The properly filled leave application has to be submitted prior to availing leave.

Type of leave	Duration#	**Prior permission	Granting authority	Remarks
AL	1-2 day	1 day	MO-Incharge	MO-Ic to inform Centre-Ic
	3 days	1 week	Centre Incharge	Centre-Ic to inform Head HR
	> 3 days and < 7 days	2 weeks	HR head	Centre Incharge will forward application for permission
	≥ 7 days	2 weeks	HR Head	
SL	1-2 days	NA*	NA*	
	≥ 3 days			

Excluding Sundays and Public Holidays (as per DFY notification)

* SL can be availed without filling prescribed format; however the employee has to fill the format, at the time of joining. In case of sick leave ≥ 5 days, employee needs to submit certificate from RMP (Registered Medical Practitioners) within 7 days of joining. The SL can be availed by the employee on emergency basis by simply notifying the MO Ic OR Centre Incharge by a call. MO Ic will inform the Centre Ic in earlier case and a note is made in the daily report.

**Only in genuine and emergency cases will the clause of prior permission time period will be relaxed

The detailed explanation is in following point no 9.

- There will be two category of leaves and granting authority is different in both the categories:
 - For AL of 2 or less continuous days per application per person excluding Sundays and Public Holidays (as per DFY notification) and only if AL are available with the employee as per the pro rata calculation, then the granting authority is the MO Ic. MO Ic will inform the Centre Ic and a note is made in the daily Report. There is no requirement for MO Ic to sought permission from higher officials. His/her decision will be final and abiding. A prior permission of minimum 1 day is required to avail this leave.
 - For AL of 3 continuous days per application per person excluding Sundays and Public Holidays (as per DFY notification) and only if AL are available with the employee as per the pro rata calculation, then the granting authority is the Centre Ic. There is no requirement for Centre Ic to sought permission from higher

officials. It will be included in the daily report. His/her decision will be final and abiding. A prior permission of minimum 1 week is required to avail this leave. (Only in genuine and emergency cases will the clause of prior permission time period will be relaxed)

- There is a mechanism of **ONLY** one plea against this decision. The employee can request the Centre Ic (for leaves of 1 or 2 days where MO Ic is not allowing the leave) or DFY HR India Head (for leaves of 3 days where Centre Ic is not allowing the leave) through message or call to consider his plea and if he/ she thinks the plea to be genuine, can ask the Centre Incharge to reconsider his/her decision. However the final authority to grant the leaves lies with **Centre Incharge** in both the case. Grant/ Rejection/Plea for leaves will have to be recorded on the Personnel Performance Page in the Personnel register.
- For AL of more than 3 continuous days per application per person **excluding** Sundays and Public Holidays (as per DFY notification) , and only if AL are available with the employee as per the pro rata calculation, then the granting authority is the HR Head Mumbai and HR India Head in consultation with each other. They will consider the dire need of the employee for the leave, past record of the employee, number of leaves already taken, number of LWP taken and the work affected due to the leave. In case of disagreement the HR India Head will be the final authority. The Centre In charge has no powers to grant AL in this case. He will have to forward the application to HR Mumbai Head and HR India Head with his comments and recommendations, if any. Both the granting authorities are free to take their decisions irrespective of the recommendations of the Centre Ic. The decision taken by both the granting authority will be final and abiding.
- There is no mechanism of plea against this decision. The Grant or Rejection of AL will have to be recorded on the Personnel performance page **in the** Personnel register.
- There will be a Personnel Register in every centre with a Personnel performance page (PPP) for every employee where all the data regarding the employee will be captured like Personal data, date of employment, past employment history, Leave history , leave account and remarks. The leave history will show a snapshot of available leave, leaves taken in past, leaves requested at present and balance leaves.
- For the Doctors and all the staff who has working knowledge of computer and internet and uses mail, Leave application needs to be sent in a prescribed format via email to the Centre Ic. The Centre Incharge will then Grant/Reject the leave application and copy the decision to HR Head, Mumbai.
- In case of leaves where the Centre Incharge is not authorized to take decision he will forward the application to the HR India head and HR Mumbai Head, who will then convey their decision to Centre Incharge, who will then convey the approval to the employee.
- For rest of the staff who cannot mail the application, they will have to provide a written application in pre- scribed format and submit it to the Centre Incharge. If the application needs authorization from higher officials then the Centre Incharge will send the application to HR India Head and HR Mumbai Head in pre- scribed format, who will then convey their decision to Centre Incharge, who will then convey the approval to the employee.
- All the leave record will be maintained in the Personnel Performance Page (PPP) of the employee in the Personnel register and also included in the daily and monthly reports.
 - **The AL will not follow the Sandwich formula.** The AL will be irrespective of the Sundays and Public holidays (as per the DFY notification) and If two leaves are clubbed together with a public holiday in between then the public holiday will not be counted as AL.
 - Rule for Leave on Monday: Due to the heavy load of patients on Mondays, no AL will be granted on Mondays. If LWP is taken by the employee (as AL is not allowed), then it will be entered into the PPP as a negative remark. However in case of dire need of the employee to take leave on Monday, the Special Considered Leave (SCL) can be granted following proper procedure. Refer to point no 18 for this.
 - Special Appreciation Leave (SAL): As an appreciation for the hard work put in by the employees, a Special Appreciation Leave (SAL) will be allowed. This leave can be taken only on any one Saturday in a block of 8 Saturdays. Block of 8 Saturdays will be made starting from the week of implementation of these rules and regulations, and then one Saturday can be taken as SAL in this block of 8 Saturdays.
 - This leave can be taken by the staff after mutual consultation among all the relevant staff members. A application in the prescribed format with a countersign of another staff who will then take additional charge of the duties and responsibilities is to be forwarded to the Centre Incharge . It has to be record- ed in the PPP of the Personnel Register. The Centre Incharge is the sole authority to grant SAL taking into consideration the work load at the centre. The decision of the Centre incharge will be final and abiding in this case. There is no mechanism of Plea in SAL. This SAL can be availed along with AL or Public Holiday if it falls on Friday. However SAL can't be clubbed together with Sick Leave. This will be

informed only in the daily and monthly report.

- This leave can be taken by the Doctors after mutual consultation among each other considering the work load. A application in the prescribed format with a countersign of another staff who will then take additional charge of the duties and responsibilities is to be forwarded to the Centre Incharge . It has to be recorded in the PPP of the Personnel Register. The Centre Incharge is the sole authority to grant SAL taking into consideration the work load at the centre. The decision of the Centre incharge will be final and abiding in this case. There is no mechanism of Plea in SAL. This SAL can be availed along with AL or Public Holiday if it falls on Friday. However SAL can't be clubbed together with Sick Leave. This will be informed only in the daily and monthly report.
- Special Considered Leave (SCL): This leave is granted only in special cases when there is a dire need of the employee to take leave and the allowed quota of leaves is not available. SCL has to be recorded in PPP.
- AL more than that calculated by Pro rata basis: AL is allowed only on the pro rata basis which is calculated at the end of each month. AL beyond the pro rata basis till that point of time is not allowed and will be calculated as LWP, if taken. However in cases where there is a dire need of the employee to take leave then an application in the prescribed format is to be forwarded to the Centre Incharge citing reasons for such leave. For grant of SCL to the Centre Incharge, he/she will apply directly to the HR India Head and HR Mumbai Head, who will then take a joint decision on this.
- Leave on Mondays: Due to heavy work load on Mondays, no AL can be granted on Mondays to any employee. However in cases where there is a dire need of the employee to take leave then an application in the prescribed format is to be forwarded to the Centre Incharge citing reasons for such leave on Monday.
- The Centre Incharge is not authorized to grant SCL. However he has the authority to reject application for SCL. If he/she thinks that the dire need of the employee to take leave on any particular Monday is genuine and justified then he will forward the application to the HR India Head and HR Mumbai Head with his comments and recommendations. Both the HR heads with mutual consultation will decide on the grant/rejection of the leave. In case of disagreement the decision of HR India Head will be final and abiding. The HR heads will forward their decision to the Centre Incharge who will then convey the decision to the employee. The grant/rejection of leave will then be recorded in PPP. The Monday SCL can be granted only when the application is made in advance. No SCL will be considered in any case, after availing the leaves. Any such leave taken without permission and without following the procedures will be considered as LWP and negative remark entered in the PPP. For grant of a Monday SCL to the Centre Incharge, he/she will apply directly to the HR India Head and HR Mumbai Head, who will then take a joint decision on this.
- Sick Leaves (SL):
 - Every employee is entitled for 12 Sick Leaves per year. The year account of SL starts from 1st January and ends on 31st December every year.
 - There is no carry forward of SL in any case.
 - It is not mandatory to use SL by the employees as this is a privilege for employees in case they fall sick. However it should not be misused for purpose other than sickness spell.
 - For 3 or less consecutive SL, no medical certificate is required by the employee after joining the duties.
 - For more than 3 consecutive SL, a medical certificate is required to be submitted within 7 days of joining the duties. The Medical Certificate should be from a doctor not less than MBBS degree, on his Letter Head/Prescription pad which clearly shows his degree and registration number. Medical certificate by Alternate Pathy doctors (BHMS, BAMS,BUMS or diplomas) even if they are the treating doctors is not acceptable as the Medical certificate.
 - The Centre doctor or any doctor associated with DFY is not allowed to give such certificate. In case of failure to produce the appropriate medical certificate within the stipulated time, the leaves will be considered as LWP and a negative remark marked in PPP.

- The rule of pro rata basis does not apply to SL and they can be used as required by the illness.
 - SL taken beyond the annual quota of SL will not be allowed and any such leaves over and above the allotted quota will be considered as LWP. The reason for this extra leave will be recorded in the PPP.
 - SL leave will be exclusive of Sundays and Public Holidays (as per the notification of DFY). However the SAL and AL can't be clubbed with SL.
 - The Centre Incharge is authorized and has all the powers to investigate the genuine ness of the Sick Leaves availed.
 - If any employee is found to have availed the leave for any other purpose than the sickness, then strict action will be taken against him/her which can range from a warning to termination of contract with DFY.
 - All the SL have to be recorded in the PPP of the Personnel register.
- Half day Leave (HDL): The grant of HDL will also follow the same rules and regulations as that for AL. Other rules and regulations related to HDL are as follows:
 - a. No HDL will be granted in the first half of the day as that is the time with maximum work load.
 - b. HDL will be allowed at 01:30 for the staff and at 01:00 for Doctors.
 - c. Only in the case of late coming, as per the rules and regulations, half CL in first half of the day will be utilized.
 - d. If employee takes leave in the first half of the day and requests to make that half as half LWP, then it's not allowed. It will be marked as LWP for the whole day and negative remark recorded in PPP.
 - e. All the half CL availed have to be recorded in the PPP.
 - Unauthorised Leave (UL) : As a general rule, UL is taken very seriously by the organisation, any UL will invite warning letter and a fine equivalent to two working days. UL of more than 3 days will lead to automatic termination of contract.
 - Leave Without Pay (LWP): As a general rule, no LWP is allowed to any employee. Rules and regulations governing it, if taken is as follows:
 1. A leave availed by the employee which is not considered to be AL or SL will be considered as LWP.
 2. In case of non-availability of appropriate type of leave with the employee, due to dire needs to take leave, a LWP can be taken, provided it is applied in a proper format to the Centre Incharge. If LWP is taken in an emergency then employee should inform Centre incharge by mail or call. The Centre incharge will grant the leave considering the dire need and inform the HR heads in the daily and monthly report. This leave has to be recorded in the PPP.
 3. All the LWP taken by any employee will attract a negative remark in the PPP **except** that taken as per point 21 (a) and in case of extension of sick Leave beyond the allotted quota of SL.
 4. If a LWP is taken on a Saturday then the following Sunday will automatically be counted as a LWP. However if a LWP is taken on Monday then the Sunday is exempted from LWP as it is the weekly off of the previous week. But as Monday is not allowed for a leave, a negative remark will be recorded in the PPP.
 5. If a LWP is taken on a day attached to the Public holiday (as per the DFY notification) then the public holiday will be considered as a LWP.
 6. No half day LWP is allowed. It will be considered as a full day LWP only.
 7. The LWP record and the Negative remark record will be the most crucial factor during the appraisal of the employee and can be the basis for termination of contract with DFY.

Appendix 2: Rules and Regulations related to Leaves for Consultants

- Contract workers who are working for minimum of 3 days to maximum of 4 days per week irrespective of the number of hours per day or per week will be entitled for 1 day per month pre-compensated leave. They have to compensate by working one extra day within 7 days of the following month.
- These leaves can be availed only by an application to the Centre Incharge in prescribed format before taking the leave. No such leave will be granted after taking the leave without permission or information. Only in case of emergency the employee can inform the Centre Incharge through mail or call.
- The employee must adjust his/her work accordingly so that others are not inconvenienced because of lack of coordination.
- The additional compensated day should be informed to the concerned personnel well in advance so that the services are properly utilised.
- These pre-compensated leaves have to be recorded in the PPP.
- These leaves can be carried forward to the next month, till maximum 6 months after which they will lapse.
- These leaves will not be available to the consultants for the first 3 months of tenure.