



HAQDARSHAK EMPOWERMENT SOLUTIONS PRIVATE LIMITED

## IGC – Charter

### 1. Purpose of the program:

To ensure the voice of employees at Haqdarshak is heard & responded in an adequate manner, we have formulated the Internal Grievance Committee at Haqdarshak Empowerment Solutions (HQ).

People working at Haqdarshak come from a cross section of culture, background, geography, socio-economic background and living. While the teams co-exist and co-work because of the very nature of the work; their perception, and behavioural pattern can differ from one another. There can be inherent differences with differing perspective and degree of 'what is right' and 'what is wrong'. There is a need of a body which looks into all aspects of a grievance /issue, to bring in fairness and transparency that will in turn foster transparency and acceptability and transparency to the process.

Haqdarshak is a People Centric Organization. People First! Hence this Committee offers a common platform to 'voice out', 'listen', 'support' for those who need to be 'heard', 'listened to', and 'supported'. We have and will never believe in a restrictive approach and hence this pans out bias-free, hierarchy-free to all working with Haqdarshak.

The Charter entails the scope of the Committee, The Selection procedure to the Committee as well as the Redressal Process with defined turn-around-time.

### 2. Why are we doing this?

- a) Zero Tolerance for biases of any nature
- b) Nurturing an open culture
- c) Hear People Out and offer them a sense of assurance, confidence, security d) Bridge the gaps within and help build a cohesive and productive work environment

### 3. Who will fall under the purview?

- a) Who can complain?

Any active working employee at HQ – working either on full time/part time/contractual terms of engagement

- b) Against whom can the complaint be lodged?

The complaint can be lodged against anyone who is an active employee at HQ.

The complaint can also be lodged against any other internal / external stakeholder of HQ.



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### 4. Out-of-scope:

- a) Poshrelated (Prevention of Sexual Harassment. There is a separate committee established- Internal Complaints Committee. Can be reached out on [icc\\_posh@haqdarshak.com](mailto:icc_posh@haqdarshak.com)
- b) Exit interviews/ discussions

### 5. Eligibility for IGC member:

#### a) Qualifications and Experience:

- Should have completed at least 12 months of employment at HQ.
- Excellent communication skills
- Ability to work with teams
- Ability to work on issues that may lead to conflict
- Proven experience on the above would be an added plus
- Previously been a part of a redressal team will be even better

#### b) Behavioural Traits:

- Be a good & an empathetic listener.
- Someone with good interpersonal skills
- Calm, patient, not impulsive and reactive
- Be able to investigate and gauge both sides objectively and believe in fact finding rather than personal perception
- Excellent communication skills.
- Is not judgmental basis personal / religious bias or prejudice
- Someone who has the bone to help/support

### 6. Role and Responsibilities of the IGC Member

- a) Follow the Dos and Don'ts
- b) Listen to both sides and understand the thinking, perception behind the complaint/issue
- c) Probe to understand deeper. Take an objective stance basis fact finding, background check, if required.
- d) Give highest priority to the case on hand. Be ready to invest the time, energy & bandwidth required
- e) Take an objective stance and have no room for individual subjectivity.



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- f) Arrive at a decision based on facts and validations and not basis personal/other bias
- g) Highest level of Confidentiality should to be maintained
- h) Follow every step of the Redressal Process.
- i) Given the diverse cultural components at Haqdarshak, a re-discussion with the complainant or respondent, if necessary, can help in reaching a well-substantiated, considered decision that fits in ideally given the circumstance at hand.
- j) Decision is taken unanimously or basis majority agreement within the IGC
- k) Make no compromise in meeting any of the above steps.
- l) Communication of the final decision to the complainant & the respondent [Keeping HR in the loop]
- m) Grounds for decision taken should to be conveyed to both the parties, for the sake of transparency.
- n) Committee may consider in engaging in one-on-one talk with complainant or the respondent to mentor/guide them to avoid such instances in future / corrective action on one's part /as a supportive gesture.
- o) HR intervention can be requested any point deemed fit by the Committee.
- p) Maintain reports & documentations pertaining to every aspect of the case for the decision arrived, which should be submitted to the HR, for the record.
- q) Internal closure email to the HR for the record.
- r) Regular updates and announcements on HQ platforms and support in meeting compliance requirements, if any.

#### **7. Do's and Don'ts for the Committee**

- 1. Discourage one on one with the complainant & the respondent.
- 2. Having no bias/prejudice on the basis of one's caste, religion, gender etc.
- 3. Thinking, perception and decision (related to the case) be kept completely out of any personal/professional connect with the parties involved.
- 4. Hold no earlier grudges and not be judgmental basis prior connect
- 5. Do not have a judgment basis the position / designation / your professional connect with the complainant/respondent (They can have higher or lower position than any of the IGC members)
- 6. The Committee should not fear the implications of the decision/s taken.
- 7. What is most important is to be Fair, Just, Transparent.
- 8. Be empathetic but not one-sided

#### **8. IGC: Standard Operating Procedure:**

- a) Raising a formal grievance
- b) IGC to acknowledgement the grievance raised
- c) Meeting for resolution (1 on 1 / group)
- d) Finalizing & documenting the outcome/punitive actions
- e) Following the collective decision

## 9. What is in store for the IGC:

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the committee. b) A chance to work and collaborate with internal employees at Haqdarshak

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a) An opportunity to self-nominate & be a part of

c) Equal opportunity for all employees (nominations invited from all verticals & designations)

d) Adequate trainings to the IGC members

## 10. FAQs in context:

a) Can the complaint be directed to anyone from the Senior Management? Yes

b) Can the complaint be directed to anyone from the IGC? Yes

c) Can the complaint be directed to anyone from the HR? Yes

## 11. Process for the formulation of the IGC

### a) Selection of the members.

- As a democratic selection process, we take self-nominations to accomplish the objective of the program. Following are the details.

Sr. No.	Steps	Action plan	Duration
1	IGC-First HR discussion	<ul style="list-style-type: none"><li>Understanding the requirement.</li><li>Determining the eligibility criteria for shortlisting the nominations.</li><li>Preparation of the self-nomination form.</li><li>Communicating the action plan to VH (HR) &amp; getting the required approvals</li></ul>	1 week
2	Self Nomination form Submission	<ul style="list-style-type: none"><li>Email sent to all eligible employees with the required details &amp; the link for self-nomination form.</li></ul>	2 weeks
3	Interview round with the CXOs	<ul style="list-style-type: none"><li>Imp to be assessed by CXOs each in a joint interview panel.</li><li>Final assessment to be based on the below mentioned assessment parameter chart.</li><li>Results of the assessment to be communicated to the HR team.</li></ul>	1 day



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4	Executive Nominees given by the CXOs	<ul style="list-style-type: none"> <li>• Executive nominations given by CXOs in the wake of less nominations</li> <li>• And / OR</li> <li>• Wake of lop-sided vertical representation on the Committee</li> <li>• And/or</li> <li>• Lack of spread of levels / positions on the Committee</li> <li>• Nominees are requested for their willingness to be part of the Committee</li> <li>• These nominees would be mostly belonging to the senior management group</li> </ul>	1 week
5	HR assessment round for the Executive Nominees	<ul style="list-style-type: none"> <li>• Nominations are assessed individually by a joint panel consisting of 2 senior HR SPOCS.</li> <li>• The investment of time and role and responsibilities and scope of IGC work is explained the final nominees by the HR (wrt tight bandwidth at their perusal)</li> <li>• The results are communicated to the CXOs</li> </ul>	1 week
6.	Result Announcement	<ul style="list-style-type: none"> <li>• A congratulatory email sent to all selected members.</li> <li>• A training session to be conducted to the IGC members by the HR.</li> <li>• Explaining on the Purpose, Scope and Role of the IGC.</li> <li>• A formal announcement to be sent out to all of HQ introducing the new members of IGC.</li> </ul>	1 week

**b) Assessment of the members**

- The shortlisted nominees when taken through the CXO rounds are assessed basis a set procedure and assessment grid and an industry-tested technique (BEI) as seen below.

Behavioural Event Interviewing (BEI) is a technique that asks the candidate to describe a situation or an experience in a hypothetical situation / experienced situation

**12. Redressal Process**

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<b>Steps</b>	<b>Action</b>	<b>Comment (for the IGC to note)</b>	<b>Turnaround time (from the date of complaint)</b>
<b>Step - I</b>	Written complaint to IGC email group	Email group comprising of all IGC members (igc@haqdarshak.com)	Any working day
	Aspect of anonymity on part of complainant	<ul style="list-style-type: none"> <li>- We should not encourage anonymity.</li> <li>- Under anonymity, there's liberty to make allegations.</li> <li>- Would be challenging to address and resolve.</li> </ul>	
<b>Step - II</b>	IGC to get back to the Complainant	Acknowledgement of grievance received on email	1 week
		Set a time to discuss	
		Ask on record, evidence	
		Extent of record expected	
		Policy on Call recording – call can be recorded only after the consent of all parties present on the call. A loud 'yes' from all should be captured on the call recording.	

<b>Step - III</b>	IGC discussion with Respondent - against whom the complaint is registered - relevant team members	This can be done in 1-3 iterations depending on the severity of the issue - Iteration 1: Between the respondent & the IGC - Iteration 2: Between the IGC and complainant - Iteration 3: Between the IGC&HR* - Iteration 4: Between the IGC, respondent & complainant along with HR* *HR intervention is subject to the severity of the issue	2 weeks
		Record minutes of every call	
<b>Step - IV</b>	LISTEN BOTH SIDES (Final Hearing)	<ul style="list-style-type: none"> <li>- Maintaining appropriate documentation for record and evidences</li> <li>- Specific dates, location, time, witness around the instance should be noted</li> <li>- Capture 'verbatim' statements</li> </ul>	3 weeks

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		said by both sides to validate the respective stance of each.	
<b>Step - V</b>	Decision by the IGC (Final Verdict)	<ul style="list-style-type: none"> <li>- Validation of the above, and fact finding if required will help arrive at a rational decision.</li> <li>- Define some parameters basis which action can be taken.</li> <li>- Finalization of next steps/ Punitive action.</li> <li>- Communication of the final decision to the respondent &amp; the complainant keeping HR in the loop.</li> <li>- Ensuring completion of the action point/s by the respondent (or the complainant, in case)</li> </ul>	4 weeks

<b>Final Step</b>	Submission of the final report/ document on email to the HR.		5 weeks

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