



# OFFICE MANUAL

**Centre for Catalyzing Change (C3)**



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## WELCOME FROM THE EXECUTIVE DIRECTOR

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Welcome!

*On behalf of our colleagues, I welcome you to Centre for Catalyzing Change (C3) and wish you every success. We believe that each employee contributes directly to C3's growth and success, and we hope you will take pride in being a member of our team.*

*This manual was developed to outline the policies, programs, and benefits available to employees and describe some of the expectations of our employees. Employees should familiarize themselves with the contents of this manual as soon as possible, for it will answer many questions about employment with C3.*

*We hope that your experience here will be challenging, enjoyable, and rewarding.*

*Sincerely,*

*Aparajita Gogoi*



*Executive Director (C3)*

# SECTION 1: INTRODUCTION

## Purpose of This Office Manual

Centre for Catalyzing Change (C3) is a Non-Governmental Organization registered as a Society under the Societies Registration Act, 1860. C3's mission is to equip, mobilize, educate and empower girls and women to achieve equality.

This Office Manual ("Manual") is intended to serve as a guideline describing the basic office policies and practices ordinarily applied by the Centre for Catalyzing Change (C3). It is not a contract of employment.

**C3 reserves the right to make changes, from time to time, with or without notice, in the policies and practices described in this Manual.** Moreover, because it is impossible to anticipate each and every situation that may arise, C3 reserves its right to address a situation in a manner different from that described herein, if, in C3's discretion, the circumstances so warrant.

This Manual is intended as a guide to the policies governing employee contracts and benefits of C3. C3 retains the right to amend, alter, abolish or make exceptions to the policies and benefits at its discretion, as circumstances warrant, subject to approval of C3's management and/or board.

This Manual supersedes and replaces all prior office and other e-manuals, policies and practices of C3, as of the effective date noted above.

## Equal Employment Opportunity and Affirmative Action Statement

C3, as a registered society, is an affirmative action and equal employment opportunity employer and recognizes that sound human resources administration is founded on principles designed to ensure the dignity and the rights of all the employees. C3 values people from diverse backgrounds, working to create an open atmosphere of trust, honesty and respect

In compliance with the laws of India, and in order to provide equal employment and advancement opportunities to all individuals, employment decisions at C3 will be based on merit, qualifications, and abilities. C3 does not discriminate in employment opportunities or practices on the basis of caste, race, color, religion, sex, origin, age, marital status, personal appearance, sexual orientation, family responsibilities, political affiliation, source of income, place of business or residence, pregnancy or childbirth or related conditions, or disability.

Employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of the Executive Director. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.



### In order to implement this policy, C3 will:

- recruit, hire, train, and promote persons in all job classifications and ensure that all personnel decisions such as compensation, benefits, transfers, terminations, layoffs, return from layoff, organization-sponsored training, etc., are made without discrimination on the basis of race, color, religion, sex, national origin, age, marital status, personal appearance, sexual orientation, family responsibilities, political affiliation, source of income, place of business or residence, pregnancy or childbirth or related conditions, or disability;
- base decisions on employment in furtherance of the principle of equal employment opportunity; and
- ensure that decisions pertaining to promotions are in accordance with the principles of equal employment opportunity, by imposing only valued requirements for promotional opportunities.

### Harassment and Discrimination

C3 is committed to promoting an organizational culture that treats employees equitably regardless of race, color, religion, sex, origin, age, marital status, personal appearance, sexual orientation, family responsibilities, political affiliation, source of income, place of business or residence, pregnancy or childbirth or related conditions, or disability. We are committed to our employees being able to work in an environment that is free from any form of harassment or discrimination based on the grounds stated above or otherwise prohibited by law.

Harassment includes, without limitation, verbal harassment (epithets, derogatory statements, slurs), physical harassment (assault, physical interference with normal work or involvement), visual harassment (posters, cartoons, drawings), and innuendo.

Sexual Harassment Policy [attached as Appendix- 1] includes unwelcome sexually determined behavior (whether direct or by implication) such as verbal, physical contact and sexual advances, demand or requests for sexual favors, sexually – coloured remarks, showing pornography, any other unwelcome physical, verbal or non-verbal or written conduct of a sexual nature when submission to such conduct is either explicitly or implicitly made a term or condition of employment, or is used as the basis for employment decisions, or when such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

C3 India prohibits any conduct which creates an intimidating, hostile, or offensive work environment for our employees based on their protected status. Any employee who believes that he or she has been harassed by any employee of C3 or consultants or project partner and includes General/ Governing Body Members has the responsibility to report the matter immediately to the Executive Director

Employees, who become aware of harassment and/or discrimination, whether or not

it is directed at them, are required to report the conduct before it becomes severe or pervasive.

C3 will investigate all allegations of harassment and/or discrimination as promptly and confidentially as possible. All employees should act responsibly and truthfully in making allegations, responding to allegations, and providing information in an investigation. Any employee who has been determined, after an investigation, to have engaged in harassment in violation of this policy shall be subject to discipline, up to and including termination where warranted.

C3 will not retaliate against any employee for making a complaint under this policy in good faith or for participating in good faith, in an investigation of a violation of this policy.

## SECTION 2: GENERAL RULES AND POLICIES

### Code of Conduct

This Code incorporates the basic principles of ethical behaviour and standards of conduct applicable to all C3 staff. The following basic principles of ethical behaviour must be followed at all times by C3 staff:

- Integrity
  - Accountability
  - Independence and Impartiality
  - Respect for the dignity, worth, equality, diversity and privacy of all persons
  - Professional commitment
- C3 staff members are expected to demonstrate the highest standards of integrity and act in good faith, with intellectual honesty and fairness, in all matters affecting their official duties and the interests of C3. Staff members are the face of C3 and act as representatives of the Organization towards external entities. As such, they have a duty to represent C3 with loyalty and respect the confidentiality and good name of the Organization. C3 staff members are also expected to conduct themselves in a manner compatible with these principles in their private affairs, as their behaviour may reflect on the image of C3 and the principles they stand for.
- C3 defines accountability as the obligation of every member of the Organization to be answerable for his/her actions and decisions, and to accept responsibility for them. C3 is accountable to its stakeholders, and C3 staff are accountable for achieving its mission and vision in accordance with the rules and standards. Within C3's results-based management framework C3 staff members take responsibility and ownership for their actions and decisions as well as their consequences at all levels of the Organization. Working for C3 implies respecting and safeguarding confidentiality and ensuring proper, effective and efficient use of C3 resources. Staff members must act within the scope of their authority at all times. They must exercise adequate control and supervision over matters for which they are responsible in accordance with the rules and policies of C3
- C3 staff members are expected to conduct themselves with the interests of C3 only in view and under the sole authority of the Executive Director. Professional and ethical conduct requires that the character of C3 positions is respected and that staff maintain their independence and not seek or receive instructions from any external entity, or person external to C3. C3 staff members are required to always act with impartiality and professionalism and to ensure that the expression of personal views and convictions do not compromise the performance of their official duties or the interests of C3. Bias, prejudice, conflict of interest or undue influence must not be permitted to supersede the professionalism of their conduct. Staff members must exercise the utmost discretion in their actions, refrain from participating in any activity that is in conflict with the interests of C3 or might damage C3's reputation, and respect and safeguard the confidentiality of information, which is available or known to them because of their official functions. C3 staff members must show tact and reserve in their communication and behaviour in a manner that is consistent with their status.



– C3 enjoys a rich, multicultural workplace characterized by a high level of professionalism and diversity of individual backgrounds. C3 is committed to fostering a multifaceted and inclusive culture marked by the dignity and exemplarity of the way staff members interact, view one another, and respect individual contributions. The extensive mix of personalities, experiences, perspectives and talents across the Organization, makes for a stronger and more skilled C3. C3 expects its staff members to behave ethically at all times and with utmost respect for each other and external stakeholders, without regard to gender, race, religion, creed, colour, citizenship, national origin, age, marital status, family responsibilities and choices, pregnancy, sexual orientation, or disability. This ethical behaviour applies to C3's employment practices. C3 is committed to a respectful, safe and secure workplace to which all C3 staff members are expected to contribute.

– The Organization's performance is ultimately a reflection of the professional commitment of C3 staff members. Starting with Executive Director and Senior Management Team, who are expected to act as role models and demonstrate leadership, C3 staff members contribute to the Organization by building their professional competence on a foundation of ethical principles, professional expertise, and personal commitment to the mandate and objectives of C3. C3 is committed to a culture that encourages professionalism and excellence through learning and development, and supports innovative approaches and solutions, and the continuous search for new ways to support the goals of the Organization.

### Activities Contrary to C3's Standards of Conduct are:

- Any action, and in particular any form of public pronouncement, which may reflect adversely on the purposes and reputation of the organization;
- Any activity, occupation or office that is incompatible with the proper discharge of duties on behalf of C3.
- Any conduct, which results in unethical personal financial enhancement, for any C3 employee.
- Any unlawful acts committed in India or abroad.
- Any conduct considered discriminatory to other persons or groups on the basis of culture, ethnicity, race, religion, age or gender.
- Any conduct involving dishonesty, fraud, deceit, or misrepresentation relating to his/her professional activities
- Any conduct/ behavior that is clearly contrary to accepted moral, ethical, or legal standards, and that may compromise the integrity of, or reflect negatively on, the profession
- Any preferential conduct towards employees, consultants, suppliers, donors or C3 partners:
  - a. Any action/conduct/activity which is likely to affect prejudicially;
  - b. the sovereignty and integrity of India;
  - c. the security, strategic, scientific or economic interest of the State;
  - d. the public interest;
  - e. freedom or fairness of election to any Legislature;

- f. friendly relation with any foreign State;
- g. harmony between religious, racial, social, linguistic, regional groups, castes or communities;

### Conflict of Interest

A conflict of interest occurs when private interests (financial, personal, or other non-C3 interests or commitments) interfere—or appear to interfere—with the ability of a C3 staff to act impartially, to discharge their functions and to regulate their conduct with the interests of C3 only in view.

A conflict of interest does not mean that the individual involved is actually conflicted: the perception of a conflict of interest alone may create a negative image. Promptly disclosing and managing the conflict is essential to avoiding potentially damaging consequences.

C3 respects the rights of its employees relating to activities outside their employment which are private in nature and which do not conflict with or reflect adversely upon C3. However, disclosure and approval by immediate supervisor is required. In addition,

- Employees of C3 are expected to promote C3's stated interests and to refrain from using their position with C3 to supplement their incomes directly or indirectly, or to obtain other material benefits.
- Employees of C3 are prohibited from taking up any employment/ assignment, either full time or part time, or perform work/ services in any capacity including consultancy for another organization(s) and/or individual(s), irrespective of the fact that any benefits (monetary or non-monetary), either in cash or in kind, which may or may not accrue from such assignments, except for receiving of honorarium not exceeding Rs. 2,500/- on attending seminar/ workshop etc on behalf of C3, after getting the prior approval from Executive Director.
- Employees of C3 may not directly or indirectly be engaged or financially involved in any enterprise or project to which C3 is providing assistance.
- No C3 employee should knowingly act in a capacity, or urge C3 to act in a manner, designed to confer any financial or commercial benefit, whether actual or potential, on themselves, their family members or any firm or corporation in which they have an interest as partner, stockholder, director or officer. If a situation should arise, the individual should disclose the nature of such interest, in advance, to the Executive Director
- No employee of C3 or member of his/her family may accept directly or indirectly, any gift, form of entertainment or favor from an actual or potential supplier, or one of its competitors, except for the gifts falling under promotional-category with a retail value not exceeding Rs. 2,000/- . Further, the employees may accept invitations for meals and other social invitation which confirm to good business ethics and that

does not obligate either the recipient or C3.

- Information obtained or access given or entrusted with certain confidential information during the course of employment at C3 that is not information generally available to the public, may not be communicated to any individual(s) and/or organization(s) outside C3.
- C3 strives to act in strict compliance with all laws and regulations that are applicable to its activities. In the event that a regulation is ambiguous or difficult to interpret, C3 has access to legal counsel in order to determine compliance with a policy and observance of all laws and regulations. Such advice should be sought if any questions arise.

## Confidentiality and Non-Disclosure

All C3 employees are prohibited from the dissemination of proprietary information to interests outside of C3 that may adversely impact C3's business, reputation, or have other consequences to C3's ability to deal with suppliers, clients, donors, and all other organizations and partners doing or seeking to do business with C3.

Towards that effort, C3 requires all existing and new employees to read, sign, and date a Confidentiality and Non-Disclosure form (under Appendices section), acknowledging their understanding of and responsibility for adherence to this policy. This confidentiality and non-disclosure form will need to be signed, every year on April 01, by all the existing core and term based staff.

C3 requires that all information and materials relating to C3, its clients, donors, and suppliers that are not publicly available be treated as confidential and proprietary. The materials include, but are not limited to, C3's professional, technical and administrative manuals; associated forms, processes, computer hardware and software including its Intranet platform (MIItR); other methodologies and systems; as well as its strategic plans, donor/s, and prospect lists and materials.

C3 takes measures to maintain and guard its confidentiality. Confidential information may be copied, disclosed, or used by a C3 employee only if it's necessary to carry out C3's business and only after getting necessary prior approval from the competent authority

When disclosure of any information and materials becomes necessary through the legal process, the consent of C3's Executive Director is mandatory.

## Media relations and public statements

C3 staff members speaking to the media on subjects within their area of responsibility and expertise should bear in mind that they speak for C3, not as an individual, an academic or an independent expert in their field.

Before speaking, staff members must seek advice from their respective supervisor/

Senior Advisor/ Executive Director and Head of Communications as appropriate. Additional information and guidance about media communications can be found with the Communications Department. All staff members who anticipate that they might speak to the media or to the public should take part in communications briefings offered by Communication Team. In addition, staff members should bear in mind that remarks made to journalists might be important to colleagues elsewhere in the Organization. Therefore, staff members must keep relevant colleagues informed about work they do with the media, including the scientific media and journals.

## Emails and Social media

The power of using emails and the social media (including for example web blogs, twitter, you-tube, snapchat, Instagram, Facebook accounts, posting, commenting on news articles or presenting opinions) is to facilitate engagement and enable interactive communication and collaboration among numerous participants via technology. Inappropriate use of emailing and social media both privately and professionally exposes the Organization to risks, including but not limited to:

- spreading harmful misinformation;
- infringing on the copyrights of others;
- compromising C3's reputation, independence and credibility.

C3 has developed social media policies that are designed to protect staff members and the Organization, and remind staff members of the requirement to exercise responsibly and good judgement prior to sending information by way of email or posting information on the social media. In particular, C3 staff members should:

- Anticipate the potential impact that their emails and/or social media engagement could have on the Organization's vision and mission;
- Refrain from causing offence or revealing confidential, unpublished or embargoed information on emails or social media (including after the end of their contract with C3);
- Protect C3's positions;
- Refrain from misleading or deceiving C3 colleagues, partners and the wider public in any way;
- Be free of bias when engaging with people and organizations;
- Be free from undue influence of external sources and authorities;
- Engage in a manner that is consistent with C3 ethical principles;
- Be committed to C3's mission and vision and their work for the Organization,
- Be professional in content and action.

C3 staff members are accountable for their professional and private emails and/or social media activities within the scope of their authority at all times. They are expected to

anticipate the manner in which their emails /or social media activities may be viewed, and the potential and actual impact of these activities. If in doubt, C3 staff members are required to report any perceived risks to C3's reputation.

## Drug-Free Workplace

C3's position on substance abuse is clear: it is incompatible with the health and safety of our workplace and is strictly prohibited. C3 is a workplace that aims to be free from illegal drugs and harmful use of alcohol. All C3 staff members are expected to exercise good judgement and not engage in any behaviour that may adversely affect performance may be harmful to them or fellow colleagues. The use of drugs or intoxicating substances in the workplace limits work productivity, presents a safety hazard, and violates the law. C3 prohibits the manufacture, distribution, dispensing, possession, or use of unlawful drugs in any of C3's places of work. This policy applies to **all** C3 offices and to regular full-time and part-time employees, temporary employees, interns and consultants.

Violation of this policy, by any employee, intern or consultant, may result in immediate termination or be required to satisfactorily complete an approved substance abuse counselling and rehabilitation program.

**Notification:** It is required that each employee, intern, and consultant employed by or contracted with C3 be given and acknowledge receipt of a copy of the Drug-Free Workplace Statement (see Appendices section). Human Resource Department needs to ensure that all employees and consultants receive a copy of this statement for signature and inclusion in their personnel or vendor file.

## Nepotism

Nepotism or favoring one person, employee, vendor, consultant or sub-grantee due to prior personal connections or affiliations, is a conflict that may work to the disadvantage of both the C3 and its employees.

Decisions about hiring, promoting, evaluating, awarding salary increases, and terminating employees are based on qualifications for the position, ability, and performance. Every attempt is made to avoid favoritism, the appearance of favoritism, and conflicts of interest in employment decisions and C3 reserves the right to take action when relationships or associations of employees affect C3 mission.

This Policy prohibits any employees who are family members from working in the same chain of command. Family members are defined as an employee's parent, child, spouse, domestic partner, brother, sister, grandparent, and any step relationships within the preceding categories. The policy also prohibits the hiring of any related family members of the Governing/ General Body. However, for any exception to this policy, under special circumstances, recommendation from the Procurement Committee and approval from the Executive Director is mandatory.

Employees are required to disclose changes in their personal situations, which may

be covered under the Nepotism Policy. The policy is intended to ensure effective supervision, internal discipline, security, safety, and positive morale in the workplace. It also seeks to avoid the perception of favoritism, conflicts in loyalty, discrimination, the appearance of impropriety, and conflicts of interest.

## Computer, Internet, E-mail, Software and Equipment Usage

Communications, including e-mail, made via any internal or local area network, the Internet, or the World Wide Web are the property of C3. Access to e-mail, the Internet and the World Wide Web are provided for C3's business purposes, although limited personal use is permitted. All such personal use should be conducted in such a way so as to preclude any attribution of such personal use to C3 and in such a manner that there is no interference with C3's activities. Similarly, all office equipment, including desktop computers/laptops, mobile phones, tabs, dongle and the voice mail system are provided for C3's business purposes although limited personal use is permitted. However, C3 may monitor, access, and review any and all information and use if it deems it appropriate to do so. C3 may also terminate the personal use of the aforementioned forms of communications and office equipment at any time, at its discretion. All employees are required to acknowledge receipt and confirm that they have understood and agree to abide by the rules hereunder.

### Guidelines on computer, email and internet usage:

- All official data will be stored in a separate folder named "C3Data". This folder will be made in Either D Drive or C drive as per your system configuration. This folder will only contain data related to your official activities. Do not, under any circumstances, store personal data such as photos, movies etc. in this folder. The backup will be performed automatically by an app which will be installed on your machine. Do not change the settings of this app. Backup reports will be assessed weekly
- Employees are expected to use the Internet responsibly and productively. Internet access is limited to job-related activities only although limited personal use is permitted
- All Internet data that is composed, transmitted and/or received by C3 computer systems is considered to belong to C3 and is recognized as part of its official data. It is therefore subject to disclosure for legal reasons or to other appropriate third parties
- The equipment, services and technology used to access the Internet are the property of C3 and the organization reserves the right to monitor Internet traffic and monitor and access data that is composed, sent or received through its online connections.
- Emails sent via C3 email system should not contain content that is deemed offensive. This includes the use of vulgar or harassing language/images etc.

- All sites and downloads may be monitored and/or blocked by C3 if they are deemed to be harmful and/or not productive to C3's business
- The installation/ removal of any software shall be done by the IT team in consultation with Director-Operations

### Unacceptable use of the internet by employees

includes, but is not limited to:

- Sending or posting discriminatory, harassing, or threatening messages or images on the Internet or via C3's email service
- Using computers to perpetrate any form of fraud, and/or software, piracy
- Stealing, using, or disclosing someone else's password without authorization
- Downloading, copying or pirating software and electronic files that are copyrighted or without authorization
- Sharing copyrighted materials, trademarked materials, patented materials, trade secrets, other confidential, private, or proprietary information or materials, illegal information, or sexually oriented materials outside of the organization
- Hacking into unauthorized websites
- To conduct illegal, fraudulent, or criminal activity
- To conduct commercial or political activity of any kind
- Using C3 system in any way which constitute harassment towards others as defined in Section 1
- Sending or posting information that is defamatory to the C3, its stakeholders/ donors, colleagues and/or vendors & consultants
- Introducing malicious software onto the C3 network and/or jeopardizing the security of the organization's electronic communications systems
- Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities
- Used to gain unauthorized access to remote computers or other systems, or to damage, alter or disrupt remote computers or systems in any way
- Without explicit prior authorization from the organization, third parties may not be given access to or use C3's systems
- Passing off personal views as representing those of the organization

C3 purchases or licenses the use of copies of computer software and databases. C3 employees may use software only in accordance with pertinent license agreements.

Unless authorized by the licensing agent, C3 and its employees do not have the right to reproduce software or databases.

Because of the possibility of those viruses and other destructive hidden programs that may inadvertently enter C3's computer systems from outside sources; all computers must run virus-detection software.

All C3 property – including desks, storage areas, work areas, file cabinets, credenzas, laptop/ desktop systems, printers, office telephones, copying machines, vehicles etc.– must be used properly and maintained in good working order. Employee who lose, damage, except normal wear and tear, steal, or misuse C3 property will be personally liable for replacing or repairing the item.

(Detailed policy on this is attached as appendix- )

C3 reserves the right, at all times and without further notice, to inspect and search all C3 property for the purpose of determining whether this policy or any other policy of the C3 has been violated, or when an inspection and investigation is necessary for purposes of promoting safety in the workplace or compliance with local laws. These inspections may be conducted during or outside of business hours and in the presence or absence of the affected employee.

To protect the C3's legitimate business interests, C3 reserves the right to question and inspect or search any employee or other individual entering or leaving C3 premises, with or without notice. The inspection or search may include any packages or items that the individual may be carrying, including laptop bags, briefcases, handbags, knapsacks, shopping bags, etc.

Violation of this policy could result in disciplinary and/or legal action leading up to and including termination of employment

### Whistle Blower Policy

C3 is committed to operating in furtherance of its mission and in compliance with all applicable laws, rules and regulations, and prohibits fraudulent practices by any of its board members, officers, employees, or volunteers.

This policy outlines a procedure for employees to report actions that an employee reasonably believes violates a law, or regulation or that constitutes fraudulent, unethical or other practices. This policy applies to any matter which is related to C3's business and does not relate to private acts of an individual not connected to the business of C3.

If an employee has a reasonable belief that an employee or C3 has engaged in any action that violates any applicable law, or regulation, including those considered unethical, or constitutes a fraudulent practice, the employee is expected to immediately report such information to the Executive Director or Senior Management Team. If the employee does not feel comfortable reporting the information to the Executive Director or if the complaint is against the Executive Director, he or she is expected to report the information

either to Director - Operations or to the members of Governing Body.

The policy encourages you to put your name to your allegation. Consideration of concerns expressed anonymously be considered at the discretion of the Management. In exercising this discretion, the factors to be taken into account would include: (i) The seriousness of the issues raised (ii) The credibility of the concern; and (iii) The likelihood of confirming the allegation from attributable sources

All reports will be followed up promptly, and an investigation will be conducted. In conducting its investigations, C3 will strive to keep the identity of the complaining individual as confidential as possible, while conducting an adequate review and investigation. Every effort will be made not to reveal your identity if you so wish, however, at the appropriate time, you may need to come forward as a witness.

If you make an allegation in good faith, but it is not confirmed by the investigation, no action will be taken against you. If, however, you make an allegation frivolously, maliciously or for personal gain, disciplinary action may be taken against you.

C3 will not retaliate against an employee in the terms and conditions of employment because that employee: (a) reports to a supervisor, to the executive director, or the Governing Body what the employee believes in good faith to be a violation of the law; or (b) participates in good faith in any resulting investigation or proceeding, or (c) exercises his or her rights under any law(s) or regulation(s) to pursue a claim or take legal action to protect the employee's rights.

C3 may take disciplinary action (up to and including termination) against an employee who, in management's assessment, has engaged in retaliatory conduct in violation of this policy.

The Senior HR Officer has overall responsibility for the maintenance and operation of this policy. The officer would maintain the records of concerns raised and the outcome and will report as necessary to the Management.

## Child Protection Policy

This Child Protection Policy will be followed by all members of the organisation and followed and promoted by those in positions of leadership within the organisation.

The organisation does not undertake activities with children in the absence of their parents/carers, but has the opportunity to observe children's welfare within their family setting. Parents/carers remain responsible for their children's welfare throughout all the work undertaken by the organisation.

We know that being a young person makes them vulnerable to abuse by adults. The purpose of this policy is to make sure that the actions of any adult in the context of the work carried out by the organisation are transparent and safeguard and promote the

welfare of all young people.

If any parent or young person/child has any concerns about the conduct of any member of the organisation, this should be raised in the first instance with Senior Advisor – Youth, at Centre for Catalyzing Change.

## Principles upon which the Child Protection Policy is based:

- The welfare of a child or young person will always be paramount.
- The welfare of families will be promoted.
- The rights, wishes and feelings of children, young people and their families will be respected and listened to.
- Those people in positions of responsibility within the organisation will work in accordance with the interests of children and young people and follow the policy outlined below.
- Those people in positions of responsibility within the organisation will ensure that the same opportunities are available to everyone and that all differences between individuals will be treated with respect.

(detailed policy is attached as appendix - )

## Sexual Harassment Policy

C3 is committed to maintaining a safe, conducive, secure and positive work environment for all its employees and create an atmosphere where everyone can work with dignity and free from any sort of Sexual Harassment (as defined hereinafter). The Organization does not discriminate on the basis of race, religion, origin, sex, age, disability, creed, or sexual orientation in offering employment to prospective as well as existing employees.

It is therefore important to ensure an organisational climate free from discrimination and harassment with a particular focus on sexual harassment. Sexual harassment of employees occurring in the workplace is unlawful and will not be tolerated by the Organization.

Keeping in view the above philosophy of the Organization and the governing law, i.e., **Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013** ("Act"), the Organization is introducing a policy ("Policy") to prevent and redress the commission of any act of sexual harassment against any employee and women in particular who are working in the Organization.

The Policy is applicable to the Employees whilst they are on Workplace, doing work related activities and also any activities or event work related or otherwise, which may take place offsite.

This Policy will deal with all the incidents and complaints of Sexual Harassment at the Workplace (as defined hereinafter), arising out of or during the course of employment with the Organization.

This Policy with immediate effect extends to all the Employees (defined hereinafter) of the Organization and is deemed to be incorporated in the service conditions of all the Employees.

## Anti-Slavery and Anti Human Trafficking Policy

C3 is committed to ensuring that there is no modern slavery or human trafficking in any part of our business. C3 has internal policies and practices which ban slavery and human trafficking and demands transparency and accountability and respect for human rights. C3 has taken multiple actions to verify the absence of forced labor, slavery and human trafficking in and as part of our business.

C3 has zero tolerance for slavery and human trafficking. C3 expects all of those associated with C3 including its employees, partners and contractors to adhere and comply with C3's values. The legal and compliance, human resources are responsible for ensuring compliance across the organization.

### The Compliance Plan

The purpose of this Plan is to set out C3's policies and procedures for:

- (1) Making C3 employees aware of the conduct prohibited under C3 policy and the Anti-Trafficking Provisions and the actions that may be taken against employees for violations;
- (2) Employing fair recruitment, wage and
- (3) Preventing prohibited trafficking activity by partners, subcontractors and sub-recipients, and monitoring, detecting and terminating those who engage in such activities.

(detailed policy is attached as appendix )

## Procurement Policy

C3 is committed to procurement practices that ensure the most efficient use of limited resources to meet C3's operating needs and implementation of its activities.

- All procurement activities will be carried out with highest level of professional integrity.
- The correct goods or services are procured, in terms of quality and specifications.
- Best value for money is achieved.
- The process is safe i.e. risk of fraud is minimized.

- The process is fast enough to meet program needs.
- There are periodic reviews of vendors and consultants

## Code of Conduct for Procurement Processes

- C3 maintains a standard of conduct of its entire staff to prevent actions which may be perceived as, conflicts of interest. In addition, where procurement of goods and services are concerned no employee of C3 shall participate in the selection, award, or administration of procurement if a real or apparent conflict of interest would be involved. Such conflict would arise when the employee or any member of his /her immediate family has a financial or other interest in a procurement decision.
  - Members of the General Body or employees of C3 will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, consultants, sub-grantees, vendors, potential contractors or parties to subcontract.
  - C3 seeks to conduct its purchasing through open and free competition. C3 is committed to selecting the supplier, strictly based on the merits, which meets a specific need with competitive price, lowest total-end-use cost, and best overall quality.
  - Procurements shall be made only from responsible vendors, who have the ability to meet agreed terms and conditions. Consideration should be given to the contractor's integrity, record of past performance, and financial and technical resources, among other qualities, during the selection process.
  - Donor's conditions for procurement, wherever applicable, should be followed during procurement process.
  - Staff members are encouraged to consider alternatives to procurement such as renting, leasing equipment, wherever appropriate.
- (detailed policy is attached as appendix - )

## Security Policy

C3's top priority is to maintain a safe and secure environment for all employees and guests while working at or visiting the New Delhi/ State/District office(s). Emergencies and disasters are unpredictable and strike without warning. By using this manual as a guide, security measures will be undertaken and handled with decisive action.

In order to achieve this objective, we need every employee's cooperation in adhering to a few important rules:

- Have your identification cards (ID) with you at all times.
- If your ID card is lost or stolen, report it immediately to Administrative Officer (AO)
- If you see a suspicious person in the office, contact respective Administrative Officer during or after business hours and report the incident.
- Keep valuables secured at all times. If you bring money or valuables with you to work, please keep valuables them secured at all times
- Familiarize yourselves with emergency routes and exits.
- Read and become familiar with all emergency procedures.
- Take precautionary measures at work and home.
- Know your surroundings.

(detailed policy is attached as appendix)

## SECTION 3: EMPLOYMENT

## Employment Categories

For the purposes of application of employment practices, compensation and benefits eligibility, C3 classifies individuals working for the organization in one of the following categories:

### Core

This category applies to an employee who has an employment contract with C3. The employee will have an open ended agreement and will work upto 48 hours per week under one of the following sub-categories:

- Sub-Category (i) - Five days/ Eight Hours per day
- Sub-Category (ii) - Six days/ Eight Hours per day
- Sub-Category (iii) - Five days/ Less than eight Hours per day
- Sub-Category (iv) - Six days/ Less than eight Hours per day

### Term Based

This category applies to an employee who has an employment contract with C3, for a specific period. The employee will work upto 48 hours per week under one of the following sub-categories:

- Sub-Category (i) - Five days/ Eight Hours per day
- Sub-Category (ii) - Six days/ Eight Hours per day
- Sub-Category (iii) - Five days/ Less than eight Hours per day
- Sub-Category (iv) - Six days/ Less than eight Hours per day

The term employment may be renewed continuously for a period of upto 3 years after that C3 will review, on case to case basis, either to offer employment as Core staff or offer break-in service for a period, mutually agreed between the parties, subject to minimum period of 3 months.

### Interns

This category applies to students selected to fill positions at C3 for a specific period of time, as an enhancement of the student's education and to introduce the student to the work environment. Internships may or may not be paid. Interns may work on a full-time schedule or on part-time schedule as agreed with C3.

### Grade and Step

All appointments shall be classified in one of the following grade:

Position	Grade
Executive Director / President / Deputy Executive Director / Vice-President	A
Senior Advisors/ Director Operations	B
Senior Manager	C
Managers	D
Senior Officers	E
Officers	F
District Coordinators/ Executives/ Program and Admin Associates	G
Block /Field Coordinators	H
Office Assistants/ Drivers	I

The new appointee will also be linked to a "step" in their pay bracket. There are total 15 steps for a position.

## Overtime Pay

Overtime pay is compensation for work periods outside the total hours in an employee's business workweek hours. C3 uses two (2) employment classifications to determine eligibility for overtime pay:

- Employees working in all grades, except grade I, are not eligible for overtime pay.
- Employees working in "Grade-I" are eligible for overtime pay. Employees falling under this classification will receive 2 times their basic pay for all hours worked in excess of their maximum allowed hours within any one-week period subject to maximum of 54 hours in a week (week starts from midnight on Saturday).

**Employees are advised not to disclose details of their salary and benefits to any other employee/s of C3, as these are confidential information.**

## Employment Procedures

### Minimum Age

In accordance with Indian labor law, C3 is authorized to hire only individuals 18 years of age or older for employment in the organization.

### Eligibility for Employment

In accordance with Indian labor law, C3 hires only Indian citizens and expatriates authorized to work in India. Expatriate employees must provide proof of eligibility to work in India and will be asked to provide documents (e.g. ID card, passport copy, employment visa, etc) that verify both identity and authorization to work in India.

## Employment Agreements

As per Indian labor laws, all new employees and all employees with renewed agreements shall have a written offer of employment. C3's employment contract is provided in the form of an employment agreement, which will state:

- The position and title for which the employee is being hired
- The location of the assignment
- Reporting Instructions: Hierarchy and reporting date
- The length of the employment period
- The annual basic salary and any applicable allowances
- The benefits offered to the employee
- Information on withholding tax
- Hours of work, holidays, and leave
- Performance Appraisal
- Confidentiality
- Time and Attention
- Deductions
- Intellectual Property Rights
- Grievance and Disciplinary Action Termination and Summary Dismissal
- Consequences of Termination
- Choice of Law and Forum

## Employment agreement/Contract Termination

An employee's contract shall be terminated on occurrence of any of the following:

- Expiration of the period for which the contract was written
  - Submission of a resignation or separation notice of one month and/or as per employment contract issued. C3 reserves the right to request for additional notice period from employees.
  - Performance problems that are pervasive and persistent despite documented feedback, coaching, warnings, and/or discipline
- The death of the employee before the end of the contract period
- The termination or finalization of donor(s) contract funding the position
- The closing of the office
- Misconduct or violation of clauses mentioned in this document

## Probation Period

### Core & Term Based Staff

All appointments carry a probation period of six months, or as specified in their employment contract, during which an employee demonstrates his/her qualifications and suitability for continued employment. At the end of the probation period, the immediate supervisor shall conduct a performance evaluation, using online intranet - MItr. A less than satisfactory evaluation during an incumbent's probation period will result in his/her extension of probation period and/or dismissal.

Performance evaluations will also be performed on an annual basis. An unsatisfactory performance review may lead to a probation period in which the employee will have an opportunity to improve his/her performance. If the performance does not improve during the probation period, it may lead to termination of service with notice.

## Personnel Files

Personnel files are created and maintained for each employee. Access to these files is restricted to the Executive Director, Director Operations and HR personnel of C3. The supervisor of an employee may have access to the personnel file with the permission of the Executive Director and/ or Director - Operations or Director - HR. Employees have the right to view all performance-related information contained in their own personnel files. Such employees will have access to their file during regular office hours by making a request directly to the Executive Director or Director - Operations or HR. Under no condition are personnel files to be removed from C3's office premises. The following documents shall be kept in personnel file of each employee:

- Employment contract letter
- CV, including copies of credentials
- Information about previous employment(s) including evidence of last drawn salary and benefits
- Position description
- Contact address/Information
- Emergency location/ contact information/ Blood Group
- Performance evaluations
- Copy of PAN, Aadhar, UAN
- Information on Form-11 for the purposes of Employees Provident Fund registration
  - Form –F for Gratuity Nomination
  - Insurance policies
  - Miscellaneous memos/documents

## Employment Verifications and Reference Checks

To ensure appropriate handling of requests for information on current and/or former employees, all requests for references for former C3 employees must be forwarded to the Director Operations or HR

The Director Operations or HR will verify only the current or former employee's name, title and dates of employment. This verification can be done orally or in writing. Requests for salary information must be received in writing and include a copy of the employee's authorization to release such information; a copy will be maintained in the employee's personnel file. Template of Reference Check Form is attached in the appendix.

## New Employee Orientation

C3 provides an orientation to all new employees. New employee orientation is designed to introduce and familiarize new or rehired employees with the general policies,

practices, and operating procedures of C3. Pertinent information is provided relating to the administrative processes associated with payroll, benefits, information systems technologies, facilities, and procurement services. Employees are strongly urged to ask questions and schedule follow-up appointments, if necessary.

Orientation is an important part of becoming familiar with one's job, work environment and the organization. HR will be responsible for ensuring that new employees have an appropriate orientation.. During orientation, employees will receive a copy of the Office manual, their job description and any other pertinent information and/or materials if not already received at the time of receipt of the employment contract. The new employee's supervisor should also discuss the performance evaluation process with the incumbent.

## Hours of Work

### Core & Term Based

The office hours of work shall be from 9:00 am - 5:30 pm, Monday through Saturday, as applicable, eight (8) hours per day plus half (1/2) hour for lunch.

Office hours for staff working for less than 8 hours per day shall be decided at the time of issuing of employment contract.

### Coming to Office Late

- If, due to some unforeseen circumstances, staff member reach office late, i.e after 9.00 am but before 9.30am, they are not required to apply for leave. Having said this, no staff member should make it a habit of coming late just to take advantage of the 30 minute leeway granted for coming late.
- In case the staff reaches office late, i.e after 9.30 am s/he should apply for leave, as per the following, and mark it in the time sheet:
  - Between 9.30-10.30 – 1 hours
  - 10.30 - 11.30 – 2 hours
  - 11.30 - 12.30 – 3 hours
  - 12.30 - 1.30 – 4 hours
  - 1.30 - 2.30 – 5 hours
  - 2.30 - 3.30 – 6 hours
  - 3.30 - 4.30 – 7 hours
  - After 4.30 – full day leave
- In case the staff has to reach any location early (before office hours) for an official meeting/ work etc, s/he should record the meeting/visit and get it approved by their supervisor. In all such cases the time shall be calculated from the time staff reaches the place of meeting and not from the time s/he starts from home. This can be adjusted against any leave taken by the staff member. Staff members should mention this on the leave application form and get the same approved by their supervisors. Record of such visits, time allowed and leave

taken, duly approved by the supervisor, should be attached with the time sheet of each month.

- Staff is allowed to come late to office, for a reasonable time, in case s/he reaches to their duty station (as the case may be) from an official travel in the morning.
- Staff shall remain entitled to avail compensatory off for working on holidays or Saturdays/Sundays, please refer to the rules as mentioned in the office manual in this regard. Please note that no leave/compensatory off or hours adjustment is entitled for working beyond 05.30 pm on a working day.

## Work from Home (WFH)

This Policy is intend to ensure all staff members fully understand and comply with C3's Work from Home policy and procedures. WFH is a privilege and not a right however the staff members have the right to have his/her application considered. The decision to allow staff members to work from home will be based on the assessment of the employees request and consideration of work activities, competencies, health and safety etc.

### ELIGIBILITY:

- *Regular Full-Time and Term Based* - Category I, employees can request for work from home
- Employees must have completed one-year of employment with C3.
- Employees are allowed to work from home only if their job duties permit it.

### PURPOSE

- When the employee has a personal commitment which could accommodate a short term working from home arrangement
- Working on a project/proposal that requires self-contained, dedicated effort and which could be completed more efficiently at home rather than at their place of work.

### APPLICABILITY & LIMIT:

- An employee can submit request for upto two days in a calendar month. These are not leaves, so cannot be accumulated.
- The number of hours/days would differ from case to case. In case an employee takes WFH for **health related issues** of themself or a dependent, immediate family at home, the same needs to be supported with appropriate medical documents.
- In case WFH request is for the purpose of attending ailing family member, maximum work hours in a day will not exceed 4 hours and for self-illness the request can be up to 8 hours a day, depending on the particular case.

### PROCEDURE:

1. Employee will have to submit the request, on the prescribed form (attached herewith)
2. Supervisor may recommend for approval by the respective Senior Advisor with copy to HR.

3. Senior Advisor may approve/ disapprove the request or may forward the same to the WFH Approval Committee
4. The committee will review the application and give its final decision
5. The WFH Committee or Senior Advisor is not obliged to give reasons for disapproving the request.
6. In case employees are unable to produce the required deliverables to the satisfaction of his/her supervisor, Senior Advisor on recommendation from the respective supervisor may cancel or reduce the numbers of WFH days/hours.

**However, under special conditions, such as earthquake, natural calamity, emergencies etc. the Organization can ask any staff members(s) to work from home for the period as decided by the Organization.**

## Activity Log and Salary Payment

Activity log is utilized to monitor employees' attendance, allocate employee's time to projects, assist employees to manage time effectively. The immediate supervisor is responsible for cross checking the activity log; including overtime worked and vacation, where applicable, to ensure its correctness.

### Payroll Schedule

C3's payroll is based on a monthly schedule. Pay periods are defined as the specific period of time for which hours of work including holidays, vacation and sick leave are calculated. Employees are compensated based upon the hours worked, including holidays, vacation, sick & other leaves, that have been accurately documented on an employee activity log, which must be submitted, electronically through MItR, on the last working day of the month.

C3 employees are paid on a monthly basis, latest by third working day of the following month.

### Payroll Deductions

Employee paychecks will reflect base salary; allowances, overtime pay, if applicable, and all other required withholdings or authorized deductions.

### Income Tax and other statutory levies

For all employees, C3 deducts income tax and statutory levies prior to issuing pay checks/ transfer to their bank accounts to ensure proper compliance with Income tax/ other laws, as applicable.

### Employee Identification Card

All regular full-time employees will be issued an identification card. Any employee who loses the identification card must report the loss in writing to the Senior Officer/ Officer - HR and/or Administrative Officer. A lost identification card shall be replaced immediately. An employee will be entitled to one replacement card, and will be required to pay for replacement cost after the first replacement card is issued.

## Compensation Program

C3 develops the compensation program for all of its offices, based on the overall practices of the office, local wage considerations and budgetary constraints.

Details of the C3 compensation program are maintained by the Executive Director/ Director - Operations. Each C3 employee will be given specific information on those portions of the plan applicable to his/her position in the organization. Compensation information about other positions in the organization is considered confidential.

## Recruitment and Staffing

### Hiring Policy

Human Resource Department ("HRD") is responsible for coordinating and monitoring C3's recruitment, screening, and placement activities. In the recruitment process, Human Resources are guided by the organization's objectives including that of seeking competent and diverse workforce that works together effectively for the benefit of C3 mission. As and when appropriate, other employees' assistance in the process may be taken.

It is our highest priority to hire and retain the best-suited candidates for each position within the organization. In an effort to ensure opportunities for professional growth and development, C3 generally makes job vacancies known to employees as they occur. Employees are encouraged to apply for positions for which they are interested and meets the required criteria. Applications for any such vacancies must be directed to HRD and will be processed in accordance with C3's Non-Discrimination Policy. (Please refer to Section 1)

### Hiring Authority

This policy applies to all positions, including those of a temporary nature. HR will initiate the hiring process as & when the appointments are due of approved positions under the approved projects. Before starting the recruitment process, HR will work with the concerned project manager to review the functions, responsibilities, qualifications, and budgeted salary of the position. Executive Director has the authority to authorize the hiring of any employee or extension of an employment offer of positions from Program Officers and above i.e for grade A to F. The authority for appointment for grade G to I, shall remain with the respective Senior Advisor / Director Operations.

### Vacant Positions

All vacant positions, new positions or become vacant on leaving of an existing

staff, shall be announced, except where employee is promoted to a vacant position in accordance with promotion policies and procedures. The announcement will be accompanied with the job description and qualifications required. Position announcements may be made via internal and external circulation and/or placement on the Internet/ Intranet etc.

### Hiring Process

- Advertisement of the position on Internet/ Intranet
- Hiring of placement consultants, as & when needed
- Sending of details of the position to various organizations/networks

### Selection of Candidates

- Resumes/applications are vetted by HR based on objective criteria related to the requirements of the position and candidates are selected for interviews
- HRD coordinates interview timings with candidates and other C3 employees who are included in the interview process (panel interviews)
- Telephone interviews may be conducted to determine short listed candidates

### Interviews

- HRD meets with panel to brief & prepare for interviews
  - First round interviews include Program Manager, HRD, or selected employees who will work closely with new hire
  - Second round interviews include Executive Director, Program manager and HRD or external experts if required
- Additional interview rounds, including written tests, can be conducted
- The interview panel selects final candidate and informs HR of choice

### Hiring Family Members

C3 recognizes the possibility that both positive and negative consequences exist while hiring members of the same family. It is our philosophy that the hiring of family members should not be a yes or no situation but rather a decision guided by a number of job-related factors and circumstances. Factors that will be considered include: reporting to a family member; reporting to the same supervisor; uniqueness of and/or C3's need for the individual's skills; and meeting the job requirements. (Also refer the principals in Section on "Conflicts of Interest" and Nepotism.) To ensure that these and other important factors are considered, any supervisor or manager who wishes to hire a person related to a current or previous employee must obtain written approval from the Executive Director prior to a job offer being discussed or made with that individual. For the purpose of this policy, family members are considered to be spouses/domestic partners, parents, children, siblings, grandparents, grandchildren, and comparable step,

foster, and in-law relatives.

### Internal Applicants

Qualified, internal applicants are encouraged to apply for vacant positions. Employees must have completed at least six (6) months of continuous employment with C3 to be eligible for applying for a vacant position. A positive work record with C3 will be considered a factor in qualifying for a vacant position. Employees are expected to notify their supervisors in writing when they have applied for another position within the organization. All internal candidates who apply for a vacancy while the position remains open will receive an interview call with HRD. If the employee meets the minimum qualifications for the position, the employee will receive an interview call with the hiring manager. Those who do not meet the minimum qualifications will not receive an interview with the hiring manager, but may seek one-on-one guidance from HRD on what skills and/or experience that needs to be developed in order to qualify for the position in the future.

### Internal Transfer

A transfer occurs when an employee applies for and is appointed to fill an internal position. The new position could be at the employee's current grade level or at a higher grade level, resulting in a promotion.

### Promotions

A promotion occurs when an employee is offered/accepts a position in a higher grade reflecting a position of greater scope and responsibilities. The position in a higher grade may be the result of the supervisor's recognition that the employee's job responsibilities and required job knowledge have increased (e.g. increase in number and/or difficulty level of projects, increase in the number of direct reports, additional skill/ qualification acquired that is pertinent to position and organization, etc.) and, in turn, sees the need for title change/promotion to reflect new level of work. It would require recommendation from the respective Supervisor and approval from the Executive Director and/or Management Committee.

### Reclassifications

A reclassification occurs when the responsibilities change significantly, warranting a change in grade (e.g. higher or lower grade)

A job reclassification can also occur when the needs of the organization or project changes. At such time, C3 would re-evaluate an employee's job duties and make the appropriate determination of job title/classification based on these changes. If an individual's position is to be reclassified, the HRD and Executive Director will work together to revise the employee's job description. The HRD and the Executive Director will determine if the reclassified employee's salary will be adjusted. The HRD will meet with the employee and discuss changes to the employee's job description and duties as well as any salary adjustments.

## Relocation

Relocation of employees across C3 offices is a practice that is to be employed judiciously, as there are significant costs associated with this.

HRD is encouraged to work closely with the Executive Director, to identify candidates within the regional area of the position.

However, recognizing that the most appropriate talent for the job is not always available locally, C3 will consider, **on a case by case basis**, relocation packages for candidates identified for critical positions or for existing employees who possess such skills that can be applied to other key roles in the organization.

The Executive Director must approve all relocation packages, in advance with complete details, before it gets communicated to the employee.

### General Guidelines:

- Each employment scenario will be reviewed individually to determine if

relocation is the appropriate course of action. As a general rule, relocation assistance will be available only in those instances where an employee is asked by C3 to assume a post located in another state and/or district.

- The employee is required to complete the relocation **within ten** days (10) from date of approval of relocation by the organization. Additional days, up to 10 days, may be granted to employee on a request made with proper justification.
- New or existing employees who claim the relocation benefits are required to sign an undertaking to serve the organization for a minimum period of one year from the date of relocation. In case the employee leaves the organization before completing the one year period s/he will reimburse, in full, the entire amount claimed for relocation, to C3.
- No relocation package is applicable in case of relocation is approved on a request from the employee.

### Relocation Package Components:

While actual package values may vary based on the situation, the basic components of a relocation package would be as follows:

#### **Transportation Allowance**

C3 will cover the cost of transport of the employee and his/her spouse and up-to four additional family members who are immediate dependents of the employee at the time of relocation to the new location. Employee shall use the most cost-effective mode of transport available, in consultation with Director/ Manager Operations.

#### **Relocation Allowance**

Amount covering the cost of shipping household effects from the home state to the new location. Relocation allowance will be reimbursed to the employee upon presentation of original receipts and will not exceed the maximum entitlement of Rs. 30,000/- The employee is required to get at least three quotations for moving the household effects and should get it approved before moving.

#### **Settling In Allowance**

Reasonable hotel accommodations for a maximum period of seven days (7) days in the new location as well as applicable per diem will be provided by C3.

The current organogram is attached as Appendix.

## SECTION 4: EMPLOYEE SALARY AND BENEFITS

### Salary & Benefits (CTC)

#### ***Core and Term Based***

C3 has the right to determine the structure/component of the gross salary, the current breakup to gross salary is as under

- Basic Salary
- House Rent Allowance
- Transportation/ Child Education/ LTA and other Allowances
- Any other allowances

#### ***Other Benefits***

##### ***A- Applicable only to Core Staff***

##### **Medical Expenses**

C3 will provide each employee with an annual benefit of up-to 5% of annual gross salary which may be applied to health costs of the employee and employee's immediate "family" -as defined in Income Tax Act.

##### **13th Month Bonus**

Employees will be entitled to receive 13<sup>th</sup> month payment equivalent to one month's gross salary (i.e. 8.33% of gross salary) every year. Employees who have joined during the financial year will receive the 13<sup>th</sup> month Bonus for the period from date of joining to March 31, of the following year.

##### **Life Insurance (applicable to only confirmed employee)**

C3 will either take a Life Insurance Policy for employee or reimburse the employee of the premium paid for an existing life insurance policy, of the employee, subject to a maximum of Rs. 10,000/- during the financial year.

##### ***B- Applicable to Core & Term Based Staff***

##### **Medical & Personal Accident Insurance**

Medical Insurance & personal accident of 4 Lakh & 5 Lakh respectively will be taken by C3 with an Indian insurance firm for the benefit of its employees. This premium amount is not payable to the employees but shall be paid directly to the insurance company.

##### **Employees Provident Fund**

C3 will contribute a maximum of 12% of Basic Salary (or as prescribed under the law) as matching contribution to the employee provident fund account of the employees maintained with the Employees Provident Fund authorities.



## Funeral Benefit

In the event of death of an employee, reasonable and customary funeral costs of upto Rs. 50,000/- will be provided to the nominee of the employee.

## Gratuity

### **Amount of Payment:**

- i) Eligible employees are entitled to receive Gratuity at the rate specified under the Payment of Gratuity Act, 1972 for each completed year of service.
- ii) Gratuity payments will be calculated on the basis of the employees' salary at the time of separation.
- iii) Gratuity pay is subject to a ceiling as defined in the section 4(3) of the Payment of Gratuity Act, 1972

### **Eligibility Requirements:**

All employees who have completed 5 years of continuous service, or as prescribed under the law, in C3 and whose employment with C3 is terminated are eligible for Gratuity as per the rules under the Payment of Gratuity Act, 1972.

## Telephone Reimbursement

Core – Full time and Term Based – Category –I staff is entitled to receive fixed monthly reimbursement for using its personal mobile phone for official purposes:

- The staff shall be paid every month, as a lump-sum of their entitlement, and they are not required to submit any claim.
- The amount, so paid, shall become taxable in the hand of staff
- There shall be no other telephone/ mobile reimbursement be paid to respective staff member.
- Staff members using phone connection where the bill is directly paid by the office will not be entitled to receive any reimbursement.

The entitlements for reimbursement shall be as under:

- Rs. 750/- per month to all staff except for office assistants and drivers
- Rs. 250/- per month to office assistants and drivers
- No reimbursement in cases where staff is using telephone connection provided and paid by office.

## Training and Professional Development

C3 values the contributions of all employees in achieving the organization's mission. Every effort is made to ensure that an employee has the resources and training needed to effectively carry out the duties contained within official job descriptions.

Professional development is defined as formal training, on-the-job experience,

Coaching and Mentoring , attendance/participation in conferences/workshops and any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills.. While it is recognized that all employees can benefit from opportunities to develop new skills and gain greater knowledge, program managers must make decisions based on program priorities and budget constraints, as well as the needs and interests of the employee.

The training needs of staff will be identified through Annual Performance Management and/or staff competency assessment process.

Based on the availability of funds and the prior approval of the Executive Director, employees may be able to take advantage of this benefit to enhance their knowledge and skills in areas related to their job. C3 is committed to its employees' professional development and recognizes the value of intellectual, technical and educational experiences that strengthen an employee's work capacity and leadership potential.

All employee development requests must be approved in advance by the supervisor and the Executive Director and the funds availability should be certified by Director- Operations

C3 will pay or reimburse upto an amount of Rs. 20,000/-, towards the approved requests, on submission of necessary documents/ receipts. Any sanctioned amount over and above Rs. 20,000/- shall be released/ paid to the respective staff member only after completion of one year of service, with the organization, from the date of completion of such course/training etc. Staff is required to apply for annual leave, wherever required, for attending such course/ training etc. however, if approved, such leaves shall be credited back to the staff's account, after completion of one year of service with the organization post completion of such course/ training etc.

## Short-term loan to employee

C3 recognizes the rare, extraordinary need for employees to receive salary advances for personal reasons. This policy provides for the issuance of salary advances in rare, extraordinary emergencies for employees.

A salary advance is a payment issued to an employee in the form of a short-term loan, for emergency situations under the following two conditions:

## Eligibility & Permissible Salary Advance

### **Condition 1 - Employee Emergency:**

- For Medical treatment of any member of family (for this purpose family includes spouse and children's, parents, brothers and sisters of the employee)
  - Proper documentation including copy of doctor's prescription and

- estimate for treatment- duly certified by the doctor/ hospital needs to be attached with the request
- Quantum of loan - Six months' gross salary subject to maximum of Rs. 1 lakh
- For Marriage or any other function in family (for this purpose the meaning of family shall be decided by the approving committee on a case to case basis)
  - Quantum of loan - Two months gross salary subject to maximum of Rs. 50,000/-
- For major repair work in the house
  - Proper documentation of estimate, duly certified by the employee, and once completed submission of the proof of work done)
  - Repair does not include routine maintenance of wear and tear of house including paint and polish
  - Quantum of loan - Three months salary subject to maximum of Rs. 75,000/-
- For any other emergencies
  - Proper justification, supported by necessary documentation(s), needs to be provided
  - Quantum of loan - One month's salary subject to maximum of Rs. 25,000/-
- The emergency salary advance is to be used only for unexpected, isolated events that place the employee in financial hardship
- Events that are recurring or planned do not qualify as an emergency situation

#### **Condition 2 – Administrative Delay in processing of salary:**

- A salary advance may be requested by an employee when a payroll payment cannot be made on the scheduled payment date due to administrative delay resulting in financial difficulty to the employee.

**Note: Employee must demonstrate financial hardship as a result of the delay.**

#### **Condition 1**

Employee members who have completed 02 years of service and his/her performance is rated “achieved expectation or above”

#### **Condition 2**

All employees

**Corpus: 5 Lakhs**

#### **Condition 1**

- Maximum of 15 equated monthly installments
- The installment shall be deducted from the salary of the employee from the following month in which the advance is disbursed to employee.

#### **Condition 2**

100% at the time of processing/ payment of salary of that month

As salary advance/ short term interest free loan is considered prerequisites, Income Tax shall be deducted as per the rules framed in the Income Tax Act.

The following process needs to be followed for availing this benefit:

- Employee should submit the request along with necessary information making the case for advance to their respective supervisor
- In case the supervisor agrees with the request s/he should recommend sanctioning of the advance and send the application to the committee for their approval.
- The committee will consider the application and will give their approval/ disapproval. The committee will verify from the Finance department of the amount available in the corpus set apart for this purposes before sanctioning any amount.
- The committee will send the approved application to finance for disbursing the salary advance.
- Submission of an affidavit (template attached) before release of loan, duly attested by the Notary
- Finance will release the payment either through issue of cheque or direct transfer to employee's bank account as the case may be.

***A committee has been constituted for this purpose and current members of the Committee are:***

Dr. Aparajita Gogoi, Executive Director  
 Mr. Md. Ziauddin , Manager Youth Programs  
 Mr. Sanjay Paul, State Head – Jharkhand  
 Mr. Sandeep Kumar Ojha, State Head – Bihar

## **Promissory Note**

***(on stamp paper of Rs. 50/- duly signed and notary attested)***

<Date>

I, \_\_\_\_\_, s/o, w/o, d/o \_\_\_\_\_ residing at \_\_\_\_\_, hereby promise to pay back, in full, the interest free loan of Rs. \_\_\_\_\_ to Centre for Catalyzing Change, C-27, 2<sup>nd</sup> Floor, Qutab Institutional Area , New Delhi – 110 016.

This loan shall be used for the purpose of \_\_\_\_\_  
\_\_\_\_\_.

The first payment in the amount of Rs. \_\_\_\_\_ shall be paid/ recovered by deduction from my salary of the month of \_\_\_\_\_ and on the same way each month thereafter until the full amount is paid back, which must be no later than \_\_\_\_\_.

If I fail to utilize the loan for the purpose of it was sanctioned or unable to provide necessary supporting documents showing proper utilization of loan, an interest @ 18%, calculated using reducing balance method, for the duration of tenure shall be added to the loan amount.

As the borrower, I am aware of the policy, as amended from time to time, of the organization w.r.t. sanctioning of such loan to me.

I swear or affirm that the above and foregoing representations are true and correct to the best of my information, knowledge, and belief.

Signed,  
(Name)

## SECTION 5: LEAVE POLICIES

## Holidays

The Public Holidays as approved by the Government of India will be work-free days for all employees. The total number of such holidays shall not exceed thirteen (13) days in a calendar year. These holidays will be determined by the Senior Officer – HR and approved by the Executive Director at the beginning of each calendar year. The HR department will issue a circular each year to inform all the employees of all approved holidays for that year.

The holidays are applicable to all categories of staff.

## Vacation/Annual and Sick/Casual Leave

### General Guidelines

Any employee who wishes to request leave must apply through MItR, either using online platform and/or using the MITR app on mobile phones, and obtain approval, in advance, before beginning the leave. Before going on leave, an employee must brief his/her supervisor on outstanding/ urgent work/ issues.

Absence from work without prior permission is a breach of contract. This is viewed very seriously and treated accordingly. Therefore, it is advisable that if any circumstance requires that an employee be absent from work, a report or formal request be made to the employee's supervisor.

## Leave Entitlements – Core and Term Based Staff

### Annual Leave

All employees will receive 20 workdays of vacation/annual leave per year. This leave accrues at the rate of 15 hours for the month of January and July and 13hours for rest of the months. Staff whose employment contract specifies working hours as less than 8 hours/day, in such cases the leave entitlement shall be calculated as proportionate to the applicable working hours.

Employees may not “borrow” against un-accrued annual leave without advance written approval from the supervisor recommendation/and approval by the Executive Director.

Because vacation leave is provided to employees for the purpose of rest and relaxation, the full use of vacation time is encouraged. An employee may have a maximum total accrual of 40 workdays of vacation leave to be carried over to next financial year.

All employees must obtain advance permission from their supervisors to use vacation time. The supervisor will review the request in light of the expected workload within the office.

When a confirmed employee resigns or gets terminated for any reason with or without

proper notice, such employee will be paid the value of any accrued, unused annual leave balance as of last working day of the staff, minus any indebtedness of the employee to C3. An annual leave deficit at an employee's termination will be considered a debt to the organization and appropriate value of such leave will be deducted from the employee's full and final settlement **Nothing is payable, for unused annual leave, in case an employee leaves before completing the probation period.**

Public holidays falling within the leave period will not be counted as part of leave.

### Sick/Casual Leave

All employees are entitled to sick/ casual leave of maximum of 12 days per annum. While on sick/casual leave, employee will receive full basic salary and allowances. Staff whose employment contract specifies working hours as less than 8 hours/day, in such cases the leave entitlement shall be calculated as proportionate to the applicable working hours.

Employees cannot take casual leave, at a stretch, for more than 03 days. In case the employee remains absent from duty for more than 03 days, the leave period will be treated as annual leave.

Employees on sick leave and out from the office continuously for three (3) or more days must submit a medical prescription and fitness certificate from a registered medical doctor in order to claim sick leave. In case the medical/ fitness certificate is not provided, the entire period of leave shall be treated as annual leave.

Unused sick/casual leave will be carried forward into the following year to create a “bank” of days which can be used in case of prolonged illness or disability. No compensation for unused sick/casual leave will be reimbursed to an employee at the time of termination of the contract (whether voluntary or involuntary).

## Other types of Leave (applicable to all categories of staff)

### Maternity Leave (as per the government regulations)

C3 allows fully-paid maternity leave, of 26 weeks to all female staff who have been working as an employee with the organization for a period of at least 120 days in the past 12 months before her expected date of delivery. Under the Maternity Benefit Amendment Act, this benefit could be availed by women for a period extending up to a maximum of 8 weeks before the expected delivery date and the remaining time can be availed post childbirth. For women who are having 2 or more surviving children, the duration of paid maternity leave shall be 12 weeks (i.e., 6 weeks pre and 6 weeks post expected date of delivery).

If an employee wishes to remain on maternity leave for more than 26 weeks, accumulated annual leave may be utilized with the recommendation of the employee's supervisor and on the approval of Executive Director. Sick leave may be requested and approved if additional absence is medically necessary and documented.

### Tubectomy during pregnancy:

In the case of tubectomy, female staff on the production of the prescribed papers can opt for two weeks' leave, immediately from the date of the tubectomy operation.

### Breast feeding

C3 encourages breast-feeding. C3 will make every effort to accommodate the employee who wishes to breast feed following return to work from maternity leave. A nursing mother may be allowed one hour of time off each day until her child attains the age of six months.

### Paternity Leave

C3 allows fully paid paternity leave, of up-to two weeks following delivery, to the confirmed employee. This leave is entitled to an employee for up-to two children. This leave needs to be claimed within six month from the date of delivery of the child

### Compassionate Leave (also known as bereavement leave)

Compassionate leave may be granted without charge to annual or any other leave, to allow an employee to attend to a death or serious illness in his/her immediate family [family includes spouse and children of the employee; and the parents, brothers and sisters of the employee]. The duration of the leave depends on circumstances. A maximum of five days paid leave with basic salary and allowances is allowed in one year. Compassionate leave is granted on an 'as needed' basis subject to the limits stated above and must be recommended by the supervisor and approved by the Executive Director.

### Leave Without Pay (LWP)

Leave without pay (LWP) after exhausting all leaves of up to forty five (45) working days or days as requested and approved by the Executive Director, can be granted to an employee to take care of personal needs such as employee's serious illness, the serious illness of an employee's family member, backed up by medical report. Prior written authorization of the supervisor and the Executive Director must be obtained. The employee shall not be entitled to salary, allowances, or any other form of remuneration and cannot accumulate sick/annual leave during this period.

Maternity leave of 12 weeks to be available to mothers adopting a child below the age of three months from the date of adoption as well as to the "commissioning mothers". The commissioning mother has been defined as biological mother who uses her egg to create an embryo planted in any other woman. This leave starts from the day of adoption and is applicable for the baby below three months of age.

Paternity leave in case of adoption of child shall be for two weeks subject to the fulfillment of the conditions mentioned above.

### Compensatory Leave

All requests for compensatory leave shall be sent to the respective supervisor for approval . The compensatory leave shall be claimed within 60 calendar days from the day of accrual of compensatory leave.

### Leave during probation period

During the first six months of employment at C3, an employee may accrue but not use any type of leave without supervisor recommendation and approval by the respective Senior Advisor or Executive Director.

However in case of an resignation/voluntary separation and before completing the probation period, any leave taken during the probation period shall be treated as leave without pay and appropriate deductions shall be made from the full and final settlement.

## SECTION 6: EMPLOYEE RELATIONS

### Performance Management

#### Overview

Performance management (PM) is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. It is the main vehicle by which managers/ supervisors communicate what is required from employees and give feedback on how well they are achieving job goals. It brings together many of the elements that make up the practice of people management, including in particular learning and development.

Performance management establishes shared understanding of what is to be achieved and provides an approach to leading and developing people that will ensure it is achieved; as such it is an essential element of one's role and will support its relationship with individuals in the team.

As a manager and/or supervisor, one needs to adopt performance management practices that will facilitate continuous review and ongoing development of the team in order to achieve the objectives agreed in the beginning of the year.

The underlying assumption is that by managing the performance of the individual and team, organizational performance will follow and by raising individual and team levels of performance, organizational performance will also improve.

Equally when performance of individuals is not managed, this can lead to frustration and discontent amongst team members.

Performance management is a whole work system that begins when a job is defined as needed and starts from the assumption that most people want to perform well. Performance management is about helping the team to perform well and removing any obstacles to this.

It is C3's goal to be recognized as an employer of choice. To achieve this goal, we must begin with employees by establishing performance objectives. By starting here and by identifying development needs, C3 and the employee get off to a strong start.

The PM System is a way of managing performance - a three-way communication between the employee, the supervisor and the organization to determine what work must be accomplished and how it is to be done. In the PM System, the focus of performance is on job results and key success factors (such as work quality and practices and interpersonal, professional, and management skills).

Through PM System, every employee is given the opportunity to affect organizational performance and ultimately the achievement of C3's mission. Individual objectives will be based on the employee's work plan, which in turn supports C3's broad organizational objectives. It means that everyone in the organization will be working toward C3's common goal as an organization.

## Key Features of C3's Performance Management System

- Links individual performance to individual and organizational work plans
- Uses objectives and success factors to link performance management to our individual work plans and ultimately to C3's mission.
- Measures the "what" and the "how"
- Gives the "what," or the objectives themselves, and the "how," or the behaviors we must exhibit to achieve our objectives, such as interpersonal, professional, and management skills.
- Encourages two-way ongoing feedback
- Because C3 operates in such a dynamic environment, there may be times throughout the year when objectives need to be adjusted or re-prioritized. Supervisors and employees should periodically review progress toward objectives and discuss any revisions that should be made.
- In addition, the PM System encourages upward feedback. Employees will be given the opportunity to provide formal feedback to their supervisors regarding their performance.
- Ties individual career development to organizational needs
- An employee's career development will take into account the needs of the organization. Training and development will be directly tied to individual objectives and success factors, ensuring that what the employee learns will be of use to him or her and will also be a set of skills valued by C3
- Creates a culture of development.

## Grievance Redressal Policy

The purpose of this policy is to provide a mechanism for individual employees to raise a grievance arising from their employment. The Policy also ensures that such grievances are dealt with promptly, fairly and in accordance with other related Policies of the Organization. This includes concerns from an employee about an action that has been taken and/or an in-action, or a contemplated action in relation to them by a supervisor, another employee or from the Management

C3 encourages open communication between supervisors and employees to foster and maintain a productive work environment. In instances where an employee has an employment concern (e.g., position duties, interactions with other employees, performance issues, etc), the employee is strongly encouraged to seek to resolve any complaint with his/her immediate supervisor through informal discussion. If such discussion does not resolve the matter informally, and the employee believes that his/her complaint rises to the level of a grievance, then the employee may initiate a formal grievance as described in this policy in an effort to seek an equitable solution.

If the employee feels that she/he has not received satisfactory resolution of the issue with his/her immediate supervisor, that employee can request review of the situation by C3's Executive Director. The Executive Director will confer with the appropriate parties and make the final determination regarding the matter.

In rare cases, there may be situations where the grievance involves the Executive Director. In these instances, C3 employees are encouraged and expected to contact the appropriate parties including C3 Operations/HR/management and the Board Chair without fear of retaliation.

The Director - Operations is the first point of contact all such situations. The employee should outline in writing the nature of the concern and the steps already taken to bring about resolution. The Director - Operations will confer with appropriate parties and provide the employee with direction on next steps.

## Disciplinary Procedures and Termination of Employment

An employee, regardless of the type of appointment, may be subject to disciplinary action. Depending upon the gravity of the offence, an employee may be disciplined by an oral or written reprimand, suspension without pay, and termination with notice or immediate termination. **Note: The disciplinary steps outlined in this policy are not meant to be sequential. Managers under the direction of the Executive Director, have the authority to use all or some of these disciplinary tools, based on the particulars of the situation. Grievance Redressal Policy**

### Oral and Written Reprimand

An employee whose performance is substandard or who violates C3 policy or values must receive immediate and clear feedback in the form of an oral reprimand from his/her supervisor. If within a period of three months the employee's performance doesn't improve, or if the negative behavior persists, the employee may receive a second oral reprimand.

Poor performance and negative behavior following two oral warnings must be addressed with a written warning that is placed in the employee's personnel file and becomes a part of his/her permanent record.

If within a period of three months from the written warning an employee fails to perform to standard or commits an offense in violation of policy or values, the supervisor may recommend that employee for termination. Such employee will receive notification in writing of the recommendation to terminate his/her services on disciplinary ground before a final decision is made.

An employee has the right to appeal to his/her supervisor or to Executive Director against a warning or against a recommendation to terminate his/her service. The supervisor or Executive Director must review the written record and hear the employee's appeal before making a final decision.

In all disciplinary action, it is the supervisor's responsibility to carefully document efforts to correct employee performance and/or behavior. This documentation is highly confidential and should be maintained in secure files.

In instances where an employee is dismissed from C3, the circumstances surrounding dismissal are a private matter between C3 and the concerned employee. HR is charged with maintaining the confidentiality of termination matters and ensuring that all parties involved are treated with respect and consideration.

### Involuntary Termination / Summary Dismissal

Employees guilty of serious misconduct may be recommended for immediate dismissal by the supervisor to HR and the Executive Director. Prior to making such recommendation the supervisor must present documentation of all relevant information to the HR and the Executive Director for review. Recognizing that removal from employment without notice is a grave consequence, the review of documentation may take a few days. In such cases, the employee may be placed on leave without pay pending the employment decision. If the Executive Director finds the documentation insufficient or unconvincing, s/he may reinstate the employee with back pay.

Examples of serious misconduct include:

- Gross insubordination
- Sexual Harassment
- Stealing, fraud, or fund embezzlement
- Corruption
- Drunkenness or use of illegal drugs while on duty
- Fighting or disorderly conduct involving the use of violence or weapons
- Willful disregard of rules and regulations
- Soliciting or accepting favors or gifts from contractors
- Unauthorized breaking into locked offices, drawers and confidential files, electronic or hard copies.
- Unauthorized disclosure of official information
- Repeated unauthorized absences and leaves

### Involuntary Termination/Termination with Notice

In cases where an employee is terminated for reasons other than gross misconduct, C3 provides 30 days' notice in writing to the terminated employee.

### Death

When an employee passes away, his/her salary and benefits will automatically be paid to his/her legal heirs.

Depending on the nature and volume of its operation, C3 may at its sole discretion declare certain positions redundant. Persons occupying those positions will therefore be separated from C3 with proper notice. While doing so, C3 will give at least 1 months notice in advance.

In case of voluntary separation from the organization (except that involving death), C3 or its employees are expected to provide 30 calendar day(s) written notice or payment

of 30 days' salary in lieu of notice period after completion of the probation period. During the probation period, either party may terminate the Employment Agreement for whatever reasons by giving 7 calendar days' written notice or payment of 7 days' salary in lieu of notice. However, C3 reserves the right to request for additional notice from the Employee, depending upon the position

Prior to the effective date of resignation, HR or a nominated person will complete an exit interview. Prior to the last day of employment, the HRD will conduct an out-processing session in which an exit checklist will be completed and all C3 property returned.

Employees who do not give proper notice will forfeit any accrued, unused vacation time of up-to one month or as agreed and mentioned on the employment agreement. Confirmed employees giving appropriate notice are entitled to be paid for accrued, unused vacation/annual leave ONLY. Vacation/annual, Casual and sick leave (after providing physician's note documenting illness) may be taken once resignation is submitted only with the **express prior approval of the Executive Director**.

In case of employee resigning before completing the probation period, all accrued leave shall stand forfeited and any leave taken during the probation period shall be treated as Leave without Pay and appropriate deductions shall be made from the final settlement.

## SECTION 7: COMMUNICATION POLICY

### Social Media Guidelines:

- When you are online, you are representing C3: our people, our work, what we stand for, and our values. There is no room for bigotry, prejudice, misogyny, or hatred in our organization or on our associated social media feeds.
- Stay away from saying we are better/smarter in your social media postings. Keeping your tone positive is good but it's not necessary that we portray C3 as superior to others.
- Independent accounts that are program-specific are an organizational call. Make sure you consult with the Communications team before you start an independent account. You will need to clarify the reasons for doing so and how this is connected to programmatic outcomes.
- Additionally, if you see something being shared related to C3 on a social media platform that shouldn't be happening, immediately inform the Communications Team.
- All personal opinions MUST NOT have C3 tagged in the posts
- All organisation and initiative related posts, or posts discussing your work with C3 when posted on your personal social must not have C3's logo unless senior management or Communications Team have granted specific permission
- Do not release any C3 material or any official product on your personal profiles without permission, you can retweet or share the products from C3's accounts
- If sharing any photos or videos of people from the field and tagging them or C3, please ensure you have their consent
- If you are tagging C3 or mentioning C3's name or work in your posts, then please be mindful of the government officials, donors, organizations and press that you tag. If permitted, you can tag or mention anyone, otherwise avoid using names.
- Do not create any new profiles with C3's name
- Please do not use any inappropriate or controversial language when sharing or commenting on C3's social media posts
- Do not tag C3 in personal photos or shares on social media
- Do not tag C3 in any non-organization or related social media posts
- Please mention "[Views are personal](#)" on your twitter bios to avoid representing C3 on your personal twitter handle.
- Just by identifying yourself as a C3 employee, you are creating perceptions about your expertise and about C3's work and values. Do us all proud.
- Did you mess up? It happens. If you make a mistake, admit it immediately. Apologize if you need to. Be upfront, and correct the error as soon as possible.
- C3, like many other advocacy-based organizations, has goals that are around owning and propagating a share of voice. If you have an idea, information or insight that will help its social media outreach, please let us know by emailing or messaging us
- Additionally, if you see something being shared related to C3 on a social media platform that shouldn't be happening, immediately inform the Communications Team
- C3's stand is to not support any disrespectful, abusive, bullying, harassing, discriminatory or defamatory use of social media. If you find a staff member or provider who is making such use of social media, please inform Communications. Dealing with, responding to, or reacting to such use of social media at your own personal/individual level is not recommended unless authorized by the organization.
- If you are participating in any dharna/ protest/demonstration/ public gathering etc. then please do as an individual in your personal capacity and not as a representative of C3, unless it has been approved/ permitted by the Executive Director. The staff is required to take prior leave before attending such events as described above.,



## Whatsapp

Due to work reasons many of you might have to start a Whatsapp Group to connect with the beneficiaries. Be mindful of what you are posting on the group and if you are the admin please make sure to maintain the decorum in the group. Please avoid any negative comments in groups where you are representing C3, that means no defaming anyone or any organization

## Logo Usage

To have a brand consistency, it is important that we follow the brand guidelines of C3 logo and fonts.

There are a few things to keep in mind when we are designing any visuals for the products

- Add “(C3)” to our name on every official material and use “C3” as a short form for our name if the full name has been mentioned at least once
- We currently have two versions of our logo – without tagline and with tagline (EveryGirl, EveryWoman, Everywhere). All print material should have C3 logo without tagline. Only audio/visuals and digital material with logo placement towards the end will have logo with tagline. Please consult the Communications team if you feel confused or unclear about this. Both the logos are available on Mitr
- On any of your creatives if you are using the donor logo, please make sure we follow the guidelines provided by the said donor and have requisite permissions for usage of the logo. Please give credit accordingly wherever necessary
- Also, please ensure that you have the brand guidelines for logo usage from the communication team when giving it to a third party vendor

## Font Guidelines:

- C3’s official font is – LATO, please use this
- Please reach out to the Communications Team if you don’t already have this font installed in your systems.
- Please use this font in all internal and external communication material.
- Lato is a dynamic font with various styles than can be used for headings, titles and body text.

## Delhi Office

### External:

o All communication, to donors and Government Agencies, related to program shall be done either by Executive Director and/or Senior Advisor of the respective program area. In case the program manager(s) requires sending such type of correspondence, approval needs to be taken from Executive Director, and relevant Senior Advisor.

o All communications from any employee in the organization, including Program Managers and Senior Advisors, to Donors and Government Agencies should be copied to the Executive Director.

o All communication, to donor and Government Agencies, related to financial/ contractual issues shall be done either by Executive Director and/or Director, Operations.

o Dealing with Journalists: All press releases which go out from C3 must be approved by respective Program Manager, Senior Advisor and the Executive Director. As far as possible, prior information on any press interactions should be provided.

In the event of an employee receiving calls from the donor and Government Agencies, the program employee should take the call, listen to what they say and for important decisions, request for time to respond back. Employee should contact Program Manager, Senior Advisor and Executive Director and share the donor/government request/feedback so that the organization can respond accordingly.

### Internal:

#### Reporting:

- Employees will report to their respective supervisors, as on date, the details of the employees and their supervisors are as under:
  - Senior Advisor’s, Director Operations, Senior Managers/Managers with no oversight of Senior Advisor will report to Executive Director.
  - Program Manager(s) will report to respective Senior Advisor.
  - Senior Program Officers/Program Officers will report to respective Program Manager / Senior Advisor, and in case the positions are vacant, they will be informed, individually, of the reporting requirements
  - Senior Program Officers/Program Officers will report to Senior Advisor, M&E
  - HR personnel. Manager Operations will report to Director Operations.
  - Sr. Officer –Finance/ Admin/ HR, Finance & Administrative Officer will report to Manager Operations.
  - Program & Administrative Assistant will report to Finance/ Administrative / HR Officer, as the case may be.
  - In case of vacant positions, employee will be informed, individually, of the reporting requirements
  - Office Assistants, Driver shall report to Administrative Officer.
- In the event of vacant position(s), the reporting of the employee shall be communicated by Director Operations to the concerned employee.

#### Approvals:

- ■ For approval of activity log , travel request, travel advance request , travel expense report (“TER”), leave requests, local travel, telephone and any other reimbursement etc. employees should submit it to their respective supervisor.

- Program managers are authorized to approve expenditure under their projects.
- Expenditure incurred by the state offices should be approved by the respective Program Managers/ Senior Advisors.
- Manager- Operations is authorized to approve expenditure related to general maintenance of office, telephone, office supplies, stationery etc.
- Claims pertaining to reimbursement of the benefits applicable, under the employment contract, should be sent directly to Director- Operations.

#### Purchases of equipment and services:

- All request for purchase of equipment, services e.g. professional services, printing job etc. shall be done as per Procurement Policy.

#### State Offices

#### Program Reporting:

- o All communication, to donors and Government Agencies, related to the program shall be done either by Executive Director and/or Senior Advisor of the respective program area. In case, the state head requires sending this type of correspondence, approval needs to be taken from Executive Director, and relevant Senior Advisor(s) in consultation with relevant Program Manager(s).
- o All program related reporting by State Head should be sent to respective Program Manager with copy to respective relevant Senior Advisor and Executive Director.
- o In case the Coordinator Program Quality/ Senior Program Officers/Program Officers are required to send information relating to projects they are involved with, to Executive Director or Senior Advisor, as the case may be, they may send it subject to the condition that they should always copy respective Program Manager and State Head on such emails.
- o In the event of getting calls from the Donor and Government Agencies, the program employees should only listen to what they say and respond by saying that they will get back to them and that they should immediately inform Executive Director and Senior Advisor with copy to respective Program Manager and State Head .
- o All communications to Executive Director must be copied to respective Senior Advisor/ Program Manager / State Head.

#### Activity Log:

- o The activity log of all employees shall be submitted by employee to their respective supervisor through MiTR.

#### Leave:

- o Leave requests of all employees shall be submitted by employee to their respective supervisor through MiTR.

#### Travel:

- o Travel Approval/ Travel Advance Request/ Travel Expense Report shall be submitted by the employee to their respective supervisor through MiTR.

#### Fund requests and submission of monthly expense report:

- o State Finance Officer after getting approval from the State Head will send the fund request to Senior/ Finance Officer with copy to Director Operations and to respective Senior Advisor(s) and Program Manager(s).
- o Monthly expense report along with all the original vouchers shall be submitted by State Finance Officer after getting the same approved by the State Head to Senior/ Finance Officer. State Head is required to sign on all the bills including TER of all the employees at state offices.

#### Joining and resignation of employees:

- o In case of joining of employee, State Head will give the induction to the new employee, in consultation with Sr Officer HR, Director Operations.
- o Issuing of equipment to new employees shall be done by State Administrative Officer in consultation with Administrative Officer at New Delhi. In case of employee resigning from C3, State Administrative Officer is responsible to coordinate receipt of all the assets back from the concerned employee and forward a clearance certificate to Director Operations with copy to Finance /Administrative/ HR Officers for final clearance.

#### Purchases:

The request for purchase shall be made as per Procurement Policy, attached herewith.

## SECTION 8: TRAVEL POLICY

### Policy Rationale

The purpose of the travel policy is to ensure that all travel takes place in an efficient, comfortable and cost-effective manner.

### Scope and Constraints

This statement covers all official travel.

Travelers on C3's business do so at the expense of C3 and will be provided with the tickets to cover their transportation.

- 1) All air tickets are to be issued solely by the travel desk in New Delhi unless an exception is granted.  
Train/ Bus tickets can be booked either by the travel desk in New Delhi or by the Administrative/ Designated Officer at respective state offices.

### Categories of Travel

#### *Travel (employee)*

Any employee, who is required to undertake official travel, including attending conference, meetings etc., will submit his/her travel request through MITR at least 7 (seven) days in advance. Upon receipt of approved travel request it will be the responsibility of the travel desk to ensure that all travel related formalities are addressed timely and the traveler is informed well in advance.

#### *Travel (consultant)*

Any consultant, who wants to invite/send consultant, working with C3, for project work within India is required to submit the travel request through MITR with travel desk, duly approved by the program managers, Senior Advisor or Executive Director, as the case may be, **at least 7 (seven) days in advance**. Upon receipt of approved request, it will be the responsibility of the travel desk to ensure that all travel related formalities are addressed timely and the traveler is informed well in advance.

: The last minute airfares generally come at a premium as compared to airfares booked in advance. Hence, timely planning of travel as guided above will ensure availability of economical airfares.

### Mode of Travel:

#### *Air Travel*

- The authorized class of travel for C3's Governing Board will be Economy Class.
- The authorized class of travel for C3's Executive Director and other



employees will be Economy Class.

- The authorized class of travel for C3's consultant(s) will be Economy Class.

### **Other Modes of Travel**

For the purpose of conducting official business, travel by land transport, train or bus, will be first class.

### **Sponsored Travel**

C3 travel policy shall not apply if the travel is sponsored by any other organization. Travel Policy of the sponsor organization will prevail over C3's policy.

All exceptions to this policy must be duly noted and authorized by the / Director Operations.

### **Hotel Accommodation**

The policy will allow for a standard single room where the maximum permissible rate is as per the published lodging per diem rate released by HRD/Administration department from time to time. Requests for premium class rooms or suites will be considered as a personal charge, i.e., the traveler will have to pay the difference between the standard single and the requested premium category room.

In instances where an airline offers free hotel accommodation, like cancellation or delay of flight, travelers are required to accept the hotel accommodation. C3 will not bear any additional cost arising due to non acceptance of accommodation offered by airlines or opting for higher class of hotel or room.

All hotel bookings need to be done through Travel Desk and request for the same to be provided by the concerned employee while filling up the travel request on MITR. All hotel booking transactions shall be settled by C3 either through cheque/ credit card or wire transfer.

Depending on the agreement with the hotel, travelers if required will provide a credit card (official credit card, if available) to guarantee the reservation. It is the traveler's responsibility, while en-route, to ensure that hotel reservations are cancelled or amended as soon as it has been determined that such reservations will not be required or needs to be amended. Failure to do so may result in no show charges on the credit card provided to the hotel by C3 or traveler.

### **Per Diem Allowance**

Per Diem rate for official travel done by the employee and consultants shall be based on the current rates, as approved by the management. The Director Operations shall be responsible for updating the per diem rates and shall apply the rates and policies to all official travel whether within or outside India.

Deductions are made from the per diem, as per the rates provided below, in case free meals provided during travel, including breakfast in hotel, or conference lunch. This deduction will be made irrespective of the fact that staff decides not to have the free meal provided.

The organization does not keep track of meals provided during travels nor does it cross checks TER's, since staff is trusted. Staff may please note that submitting incorrect TER will be viewed seriously and necessary action initiated

Per Diem will start from the day of departure from the city and end on the day of arrival to the city. The Per Diem structure to be followed by the employees is as below:

**Breakfast - 15%**

**Lunch - 25%**

**Dinner - 40%**

**Incidental - 20%**

For a person traveling for more than one city, during a single day, for official purposes, the per diem may be charged for any one of the city where traveler spends the maximum time during the day.

**75% per diem** shall be paid on the first and last day of travel.

The deductions for International Travel shall be as per USAID guidelines.

**For travelling within USA** - <https://www.gsa.gov/travel/plan-book/per-diem-rates/mie-breakdown#>

- **For other countries** - [https://aoprls.state.gov/content.asp?content\\_id=114&menu\\_id=78](https://aoprls.state.gov/content.asp?content_id=114&menu_id=78)

### **Local Transportation**

C3 will provide hired taxi/own vehicle for all official local travel within the New Delhi city or at respective state offices. Travel Desk, of the respective offices, will arrange for taxi service with a prior notice using selected travel agency or allow the use of office vehicle. There is a need to submit a request to Travel Desk, through MITR, mentioning about the place, duration, account code and purpose of the visit. The request needs to be approved by the respective supervisor.

In case the employees use their personal vehicle for official purpose then the travel cost will be reimbursed at a flat rate of Rs. 12/km for 4 wheeler vehicles and Rs. 6/km for 2 wheeler vehicles to cover the cost of fuel and maintenance.

The employees can claim actual taxi cost for airport pick up and drop or any other official purpose where official hired vehicle is not provided by C3. All claims need to be supported with a taxi bill along with duty slip, however, in case taxi bill is not available, up-to Rs. 500, then a self certified receipt can be submitted by the concerned employee to claim the reimbursement.

## Travel Procedure

- Travelling employee planning a business trip must fill and submit the travel request through MIr to their respective supervisor.
- In case of any change in the dates or venue as per the original travel plan or cancellation of visit there is a need to submit revised travel request, through MIr, to the respective Supervisor.
- Tickets will be issued by the Travel Desk only after getting the approved travel request on MITR however in cases where the staff is not able to fill the request on MITR, s/he should get the travel approved by sending an email to his/her supervisor and copying Front Officer and Administrative Officer (New Delhi Office). In cases where the staff is not even in a position to send an e-mail, s/he should call Front Office or Administrative Officer and explain the situation and request to book the tickets. For such cases front Office/ Administrative Officer will send an e-mail to the respective supervisor, copying the respective staff member, for approval of travel before making the bookings. However, the staff should complete the process on MITR as soon as s/he is able to do so
- Official travel is to be undertaken by the most cost effective route, either direct or indirect route. Travelers using indirect routes for personal reasons or preferred airlines are responsible for any extra expense incurred which will be determined by the Director -Operations.
- In case of no show, unless the reasons are beyond the control of such employee, 100% of the ticket cost is to be borne by the concerned employee. In cases where the reason is beyond the control of the employee, Executive Director's approval must be taken.

## Travel Advance

- Traveler is required to submit the travel advance request form, thorough MIr at least 5 days in advance to their respective supervisor.
- All advances shall be paid by the mode chosen by the staff while applying for travel advance.

## Travel Settlement

- Travel Expense Report (TER), should be submitted, using MIr, by the concerned employee within 5 working days of return from the travel.
- Any unused advance shall be returned by the employee immediately on return.
- In addition to receipts and bills there is a need to submit copy of ticket and original boarding pass along with the approved print of TER from MIr..
- Actual conveyance expenses on work will be reimbursed, including conveyance to/from airports to place of work/stay, against bills or tickets where available. However, in case taxi bill is not available up-to Rs.500/- then a self certified receipt is to be submitted by concerned employee to claim the reimbursement.

## Per Diem Rates

### Domestic

Class of Cities	A	B	C
<i>Employee Per Diem Allowance</i>	<b>1800</b>	<b>1500</b>	<b>800</b>
<i>Employee Hotel Accommodation Allowance</i>	<b>8000</b>	<b>6000</b>	<b>2000</b>
<i>Consultant Per Diem Allowance</i>	<b>1000</b>	<b>1000</b>	<b>800</b>
<i>Consultant Hotel Accommodation Allowance</i>	<b>8000</b>	<b>6000</b>	<b>2000</b>

### International

The international per-diem rates shall be as per applicable USAID per-diem for such cities/ countries. The rates may be accessed at:

- For travelling within USA - <https://www.gsa.gov/travel/plan-book/per-diem-rates>
- For other countries - [https://aoprls.state.gov/web920/per\\_diem.asp](https://aoprls.state.gov/web920/per_diem.asp)
- 75% per diem shall be paid on the first and last day of travel.
- 75% per diem will apply for official travel of more than 12 hours even if there is no night stay.
- In no case, will the allowable per diem exceed more than 100% for a day.
- No per diem shall be paid in case of employee taking leave or remains absent from duty, for whatever reason, during travel except for Natural Calamity, Bandh, Government Notification for closure of offices and Riots.
- Nothing will be payable to an employee in lieu of lodging in case of an employee makes their own arrangements for stay, with their relatives and/or friends, during official travel.

- Any deviation in the hotel rates needs prior approval from the Director Operations.
- Travel Request, on MITR, needs to be filled in and the same should be approved before requesting for ticket/ hotel bookings.
- Wearing of seat belt is compulsory and staff/driver should make sure that everyone follows it. It's a zero tolerance policy and strict action shall be taken against the violators.
- In case of a specific approval sanctioned for a particular travel either for hotel or ticket etc. the same should not be quoted as precedent by other employees.
- All deviation from the policy, including hotel limits, shall be approved by the Director Operations on a case to case basis, after recommendation by the respective supervisor.

#### Travel between Delhi – state office and vice versa:

- Onward journey – On supervisors' approval, staff can take flights which enable them to reach the destination by 10.00 am the latest
- Return journey – On supervisor's approval, staff can take flights which depart around or after 6 pm, so that we maximise office/working hours
- In case of staff, while on official travel, reaches their duty station after 7.30 pm, s/he shall be allowed to reach office by 10am on very next day, with prior email approval of supervisor

#### Travel to attend training/ workshop at other locations:

- The tickets for onward/ return journey shall be booked considering the start/ end time of the workshop/ seminar etc. and Cost of the ticket
- Submit the travel advance request, thru MITR in time, as mentioned in the travel policy, for processing by finance.
- Travel expense report should be submitted, after approval, along with trip report and all original supporting documents.
- In case the employee needs to reach a destination in the morning for any meeting/workshop/onward journey to other places, and there is a risk of missing the meeting if the morning flight is taken, the employee may travel a day in advance. The employee should provide justification for the same on Travel Request.

#### Food

The staff can claim expenditure incurred on food, in cases where the travel period is between 8-12 hours, on a single day trip, however the following conditions needs to be fulfilled:

- The travel is pre-approved by the respective supervisor
- The place of the meeting/visit shall be at-least 100 kms (to and fro) away from the municipal limit of city where the staff is currently posted.
- The claim shall be processed on submission of a proper genuine bill
- The maximum amount payable shall be actual expenditure or Rs.500/- whichever is less.

## List of Cities

<b>A</b>	Delhi and NCR (NCR will include Gurgaon, Faridabad, Noida, Greater Noida and Ghaziabad) Kolkatta Mumbai	Pune Hyderabad  Chennai Bangalore	
<b>B</b>	All other state capitals Agra Ajmer Allahabad Almora Cuttak Darjeeling Dehradun Gandhinagar Gaya (city) Ooty Dhanbad	Hardwar Jaisalmer Jammu Jodhpur Kanpur Khajuraho Kochi Mysore Nagpur Nainital Nasik Bokaro	Kodaikanal Kullu Leh Puri Ranikhet Rishikesh Udaipur Vadodara Varanasi Manali Mussorie Jamshedpur

#### C: All other cities that do not fall within the categories of A or B

## SECTION 9: APPENDICES

I understand that all information and materials relating to C3 and its clients, donors, and suppliers are not publicly available and must be treated as confidential and proprietary. These materials include, but are not limited to, C3's professional, technical and administrative manuals; associated forms, processes, computer hardware and software; other methodologies and systems; as well as its strategic plans, donor, and prospect lists and materials. This confidential information is extremely valuable. C3 takes measures to maintain and guard its confidentiality. Confidential information may be copied, disclosed, or used by me during my employment with C3 only as necessary to carry out my business, and where applicable, only as required or authorized by C3. I agree not to take or keep any confidential information when I leave C3. If I am ever asked to disclose any information or materials that are subject to these confidentiality restrictions, pursuant to legal process or otherwise, I must contact the Director - Operations to seek the consent of C3 prior to any disclosure. These confidentiality restrictions are permanent and do not lapse or cease upon my departure from C3.

Name

Signature

Date



C3 has the responsibility to maintain a safe, efficient, and lawful working environment. The use of drugs in the workplace limits work productivity, presents a safety hazard, and violates the law. Accordingly, C3 is implementing a policy, to ensure that its workplace continues to be drug-free. This policy, stated below, requires the cooperation of everyone associated with the organization.

#### **Drug-Abuse Rules**

Employees are here notified that the manufacture, distribution, dispensing, possession, or use of unlawful drugs, as defined in the law of land, is prohibited in C3's workplace. C3 applies this rule to interns, consultants, part-time, full-time, temporary and permanent employees.

#### **Disciplinary Procedures**

An individual who in violation of this rule makes, possesses, distributes, or sells an unlawful drug will be subject to immediate termination, or be required to satisfactorily complete an approved drug abuse counseling and rehabilitation program.

#### **Drug Conviction Rules**

As a condition of employment with C3, an employee must notify C3 of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction. C3 will, as required by law, within ten days after receipt of notice of such a conviction, take appropriate disciplinary action up to and including termination, or require the employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by the appropriate agency.

#### **Drug-Free Awareness Program**

C3 has established a drug-free awareness program to inform employees, interns, and consultants about the dangers of drug abuse in the workplace and about avenues for counseling and rehabilitation. Such information will be made available to each individual upon appointment and as requested at any other time from the Human Resources Manager.

#### **Notification**

It is required that each employee, intern, and consultant employed by or otherwise associated with C3, be given and acknowledge receipt of a copy of this Statement. It is a condition of employment at C3 that each recipient abides by the terms of this statement.

I acknowledge that I have read this Statement and understand that abiding by the terms of this Statement is a condition of my employment//consultancy/internship at C3.

Name

Signature

Date

#### **REFERENCE CHECK FORM**

Name of Reference:

Applicant's Name:

Title of Reference:

Position Applied For:

Organization:

Client Organization:

Phone #:

Date of Reference Check:

1. What is your relationship to the candidate?
2. What is your opinion of the candidate's work? (Including attendance/punctuality)
3. Did this person exhibit any behaviors that interfered with work performance?
4. Why did he/she leave your organization?
5. How would you describe the candidate's interpersonal skills?
6. What has been your experience with the candidate regarding difficult or stressful situations? How does the candidate react to/handle pressure?
7. What three attributes would you use to describe the candidate's work style?
8. Describe the candidate's strengths.
9. If I were going to be this person's supervisor, what advice would you have for me to maximize his or her performance on the job?
10. Describe areas where you would have invested in professional development for this individual.
11. If you had the opportunity, would you rehire him/her?

Signature of Person Checking References

Date

# ABOUT C3

Centre for Catalyzing Change (C3), formerly known as Centre for Development and Population Activities (CEDPA), India, started working in India in 1987. Since then, C3 has emerged as a key change-making organization working towards empowering girls and women across various high-burdened and resource-poor states of India so they can access opportunities, realize their rights, become self-sufficient, and achieve gender equality.

At C3, we design solutions that mobilize, equip, educate and empower girls and women to meet their full potential. A significant component of our work is building and boosting the leadership skills and self-confidence of adolescent girls, and educating them on health, gender equality, nutrition, hygiene, and civic responsibility. We also connect them to employment opportunities, and offer financial and digital training to shape their futures. Through our interventions, we have touched the lives of over 1,900,000 girls across the country.

